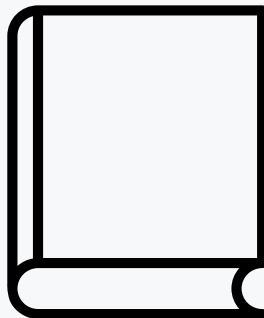
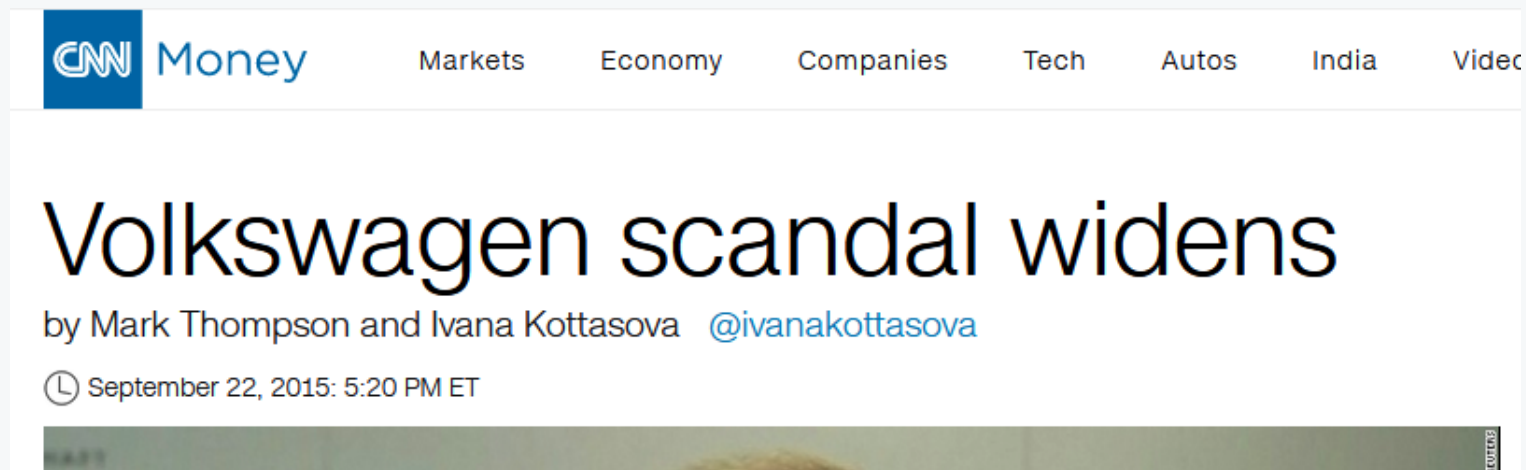




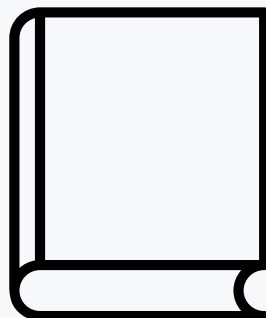
**How dangerous is
broken trust?**



In 2015, the Volkswagen **emissions scandal** surfaces



But despite the **fraud the
sales figures remain **stable**
for a certain time!**



As strange as it sounds...The fraud
did **not** affect the **core customer**
needs of:



Safety

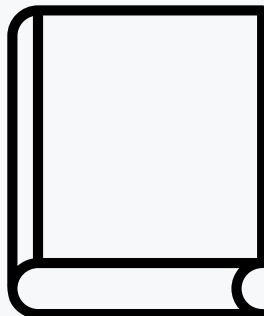


Reliability



Durability

**Environmental friendliness was
not a **core need** of VW
customers**



Much more dangerous?

Lawsuit tsunami headed for VW

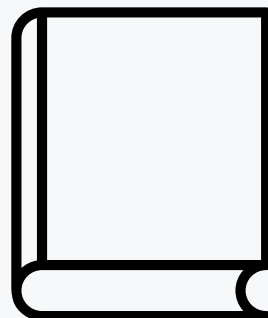
Peter Dahl
09/24/2015

VW's emissions cheat scheme has left many diesel buyers feeling betrayed. Now, dozens are lining up to get even, as prosecutors prepare what could become the biggest-ever class action lawsuit against the company.



Image: Reuters/F. Bimmer

VW's handling of the scandal



The only **focus**: limiting the **financial** damage



Compensation was made as complicated as possible - or denied

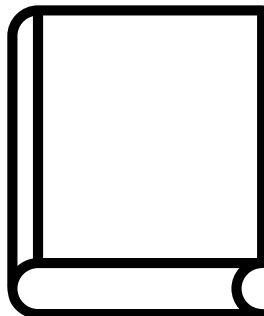


There was hardly any communication to the customer



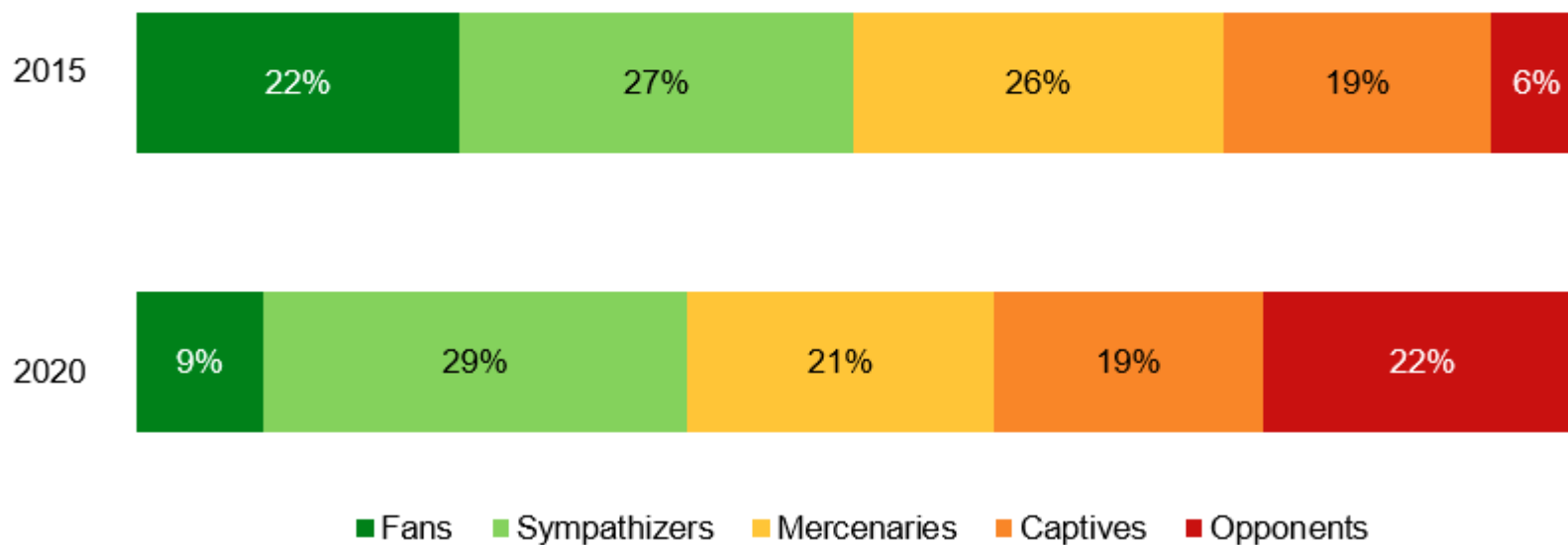
Retrofits were delayed - and thus the resale value diminished – which was another core need

The resulting **damage to the company's **reputation** was ignored**

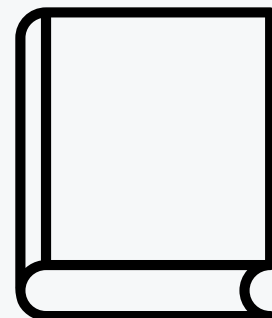


The Result:

Volkswagen Fan Portfolio 2015 and 2020 in comparison

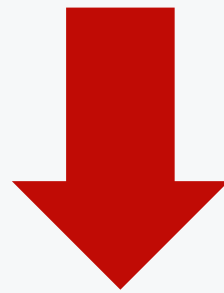


The Fan Rate of Volkswagen
dropped dramatically!



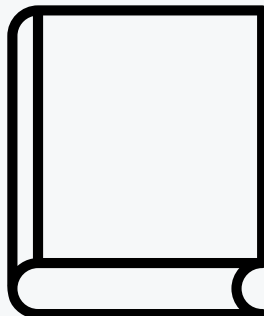
Initially, **focus had **helped**
the VW-Group:**

**The scandal initially did not
affect a **core customer need****



But the **handling of
the scandal did!**

**And thus destroyed
customer relations.**



More in the book

