

AGGREKO

Listening to the Voice of the Customer to Create World Class Customer Focus and Recommendability

Aggreko plc is the world leader in the supply of temporary power and temperature control solutions. Aggreko employs over 3,500 permanent people operating from over 144 locations. In 2009 we served customers in about 100 countries, and had revenues of approximately £1.0bn (USD \$1.6bn or Euros €1.1bn). Aggreko plc is listed on the London Stock Exchange (AGK.L), is a member of the FTSE-100 index, and is headquartered in Scotland. For more information, please visit the company website at www.aggreko.com.



Satmetrix Client Success Story

Industry:
Industrial Manufacturing

"From the moment we started working with Satmetrix, they changed our thinking and how we managed our business. Since the success of our first implementation, their technology and expertise around Net Promoter has allowed us to create the 'customer first' mindset in every country and at every level in the business. The discipline of listening to the customer has produced a cultural shift in thinking that ultimately has benefited our bottom line."

- Simon Lyons
Global Head of Communications & Marketing, Aggreko

The Challenge

Putting the Customer at the Heart of Continuous Business Improvement

Aggreko's business is very reliant on referrals created by positive customer experiences. In 2004, the company changed its business model to increase utilisation of its two cores services and knew that this would only pay off if it drove the business around the customers' needs.

As a result Aggreko needed to install a process that would allow it to keep its finger on the pulse of customer experiences so that it could respond accordingly with direct customer contact and business improvement initiatives. Aggreko also knew that the solution should be capable of working across the globe and provide real-time feedback to management and employees alike. Furthermore, it would need to enable full analysis of the drivers of customer recommendations.

The Solution

Adopting the Discipline of Net Promoter®

Aggreko turned to Satmetrix for assistance. Satmetrix is the leader in helping companies to manage their customers' experience to drive profitable growth. It does this by deploying a market-proven combination of on-demand customer experience management applications, methodology and consulting. This combines to create a discipline that puts customer feedback at the heart of all business decision making.

Says **Simon Lyons, Global Head of Communications & Marketing at Aggreko:**

"Satmetrix had the intellectual horsepower to deliver more than just data. Satmetrix had the smarts, experience, analysis, user interface, credibility, and comparative data to help us achieve our goals."

Satmetrix provided Aggreko with a full solution as well as services and business consulting to ensure overall programme success. This solution included a benchmark against which Aggreko can measure its customers' day-to-day satisfaction. It has also enabled the regular collection of ongoing data after significant customer interactions. This customer feedback data fulfils the promise of customer experience management (CEM) for Aggreko by delivering timely and relevant customer insight to its managers and service personnel in an easy-to-use format.

Aggreko now has the ability to monitor customer experience feedback in real time, on both a transactional and a relationship basis through the combined functionality of CEM Service and CEM Customer applications respectively. These applications work together to track individual interactions and can provide early warning signals if the overall state of the relationship should show signs of deteriorating. This relationship is monitored continuously. Aggreko can also use its CEM applications to identify potential revenue building opportunities via the positive feedback received from satisfied customers.



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“Our NPS is something that the whole Aggreko team is proud of and as a result every employee now focuses on continuously increasing the NPS year on year.”

- Simon Lyons
Global Head of Communications
& Marketing, Aggreko

Simon Lyons says: *“The solution delivered immediate value to the business. When your average customer transaction is large, every transaction is valuable. Monitoring for customer satisfaction pays off quickly. Being able to respond to a customer trigger within hours and begin the recovery process has helped us keep customers and improve the overall relationship.”*

Sustaining Improvements Worldwide

By 2006 Aggreko had proven the value of this customer-centric approach in Europe and North America and began to implement the Satmetrix solution in all other parts of the globe. The application was able to manage the complexity of multiple languages and also the impact of any cultural differences in the way customers in different territories provide feedback. It was also capable of providing information to employees in a very intuitive format.

Simon Lyons adds: *“The global roll out just proved the benefit of selecting the right partner from the outset. We were able to deploy it both seamlessly and globally, using a common approach, and immediately compare and contrast customer feedback as well as the performance of different business units. It has helped us to get buy-in to the process from all our employees.”*

How It Works

Unadulterated Customer Feedback Continuously and Automatically Available Online and via Alerts

Data Collection

Satmetrix provided Aggreko with ondemand applications that collect customer experience data and drive analysis, insight and customer feedback to the relevant employee. This information can be automatically directed to any level within the organisation, from the CEO to a Supervisor, allowing them to react to the data quickly, at a level appropriate to the customer's satisfaction level and while it still matters to the customer. Lyons says, “Our customers are frequently surprised and delighted with the speed of our response and the speed of resolution of their issue.”

The application, while hosted by Satmetrix, is integrated seamlessly into Aggreko's existing business processes. After significant interactions between Aggreko and its customers, an email invitation is distributed to the customers, which encourages them to provide feedback via a short online survey.

This area looks at the drivers of loyalty through customer touch points including sales professionalism, service and equipment performance, and invoicing. It also asks open questions about how the experience varied from expectations and allows the customer to identify suggested areas of improvement.

Because Aggreko's data collection is standardised across geographies, functions and drivers, it also provides a credible method of comparing operational performance and this transparency allows all senior players to make comparisons and insights across the business. The Satmetrix solution provides them with unadulterated customer perspectives so there is also little opportunity for the workforce to avoid customer complaints or moderate them in their explanations, which could ultimately result in lost customers and profit.

Analysis and Insight

Aggreko employees across the business are able to access up-to-date reports on recent customer interactions via a Web browser. This provides access to specific feedback, tools for analysing trends and the company's overall Net Promoter Score which is used as an external efficiency metric. The Satmetrix application can also generate automatic email alerts depending on the Customer Loyalty Index (CLI) score it calculates from the customers.

These alerts can be distributed in real time to selected people within the organisation depending on the individual score given and the particular account. For example, the system can generate email alerts to a salesperson in order



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for them to address a mildly displeased customer and to initiate them into developing an action plan to address the issue. In the case of a customer returning a very negative response, an alert can be sent to not only the Account Manager and the Regional Manager, but the CEO as well. This allows the relevant action to be taken, while it still matters to the customer.

Alerts are also sent directly to executives if a key customer has flagged that they are extremely happy with the service they have received. This distributes a better understanding of exactly what the customer felt which made the experience so positive and if appropriate, reward the account team accordingly, further motivating employees to continue their good work.

All customer comments are circulated at the highest level within Aggreko. These benefits and those of real-time visibility made Aggreko's executives active advocates of the Satmetrix solution.

Aggreko is also performing advanced analysis of the customer experience data by combining it with operational and financial data in the company. Investment and performance improvement opportunities can easily be identified, and acted upon whether strategic or tactical.

Simon Lyons says: *"Because feedback is available to employees in real time they are able to understand the impact that their actions have on the customer experience. As a result they have really bought in to the process. Not only is Net Promoter now part of the company language but there is a real hunger for new customer feedback so that employees can raise the bar."*

Impact

Driving Loyalty, Advocacy and Improvement of the Customer Experience

Daily customer feedback is proving priceless to Aggreko. In fact the company has now collected over 10,000 pieces of feedback, with over 300 new data points a month being collected.

The real-time measurement provided by Satmetrix means that urgent and important issues become actionable immediately. Aggreko now has an opportunity to identify and react to "at risk" accounts and turn them around. For example, the CEO could be on the phone to the customer directly addressing the customer's concerns just hours after the customer has registered a poor score.

"It is not only the volume of data that we are now receiving that is helping us. Because the data we get from Satmetrix is fact-based and actionable we can develop fact-based propositions around the preferences of customer sectors," says **Lyons**. *"We can then allocate money and manpower to areas that are actually important to the customer, not where we think the customer wants them."*

A World Class Net promoter Score That Continues to Rise

In 2006 Aggreko had a world class NPS® of +50. With the help of Satmetrix it increased in 2007 to +54 and then again in 2008 to +58. To put this in perspective, the average NPS in the USA recorded by Fred Reichheld in his book; *"The Ultimate Question"*, was just +10.

A Culture of Customer First

Aggreko is also receiving the benefit of being able to identify single underperforming accounts, products or functions, which had previously remained hidden within successful business groups or geographical locations. This includes identifying the drivers of loyalty by collecting information at key touch points. Aggreko uses the information to target initiatives at improving these particular areas.



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“The Satmetrix Solution highlights which of these drivers are important to the customer and how we perform against them. We are now aware that it is possible to over-perform, spending too much where it’s not shown to be important to the customers. With the customer insight we get from the Satmetrix data, we can now better allocate our investments to where they have the most impact”, said **Lyons**.

As a result, not only has the Relationship NPS improved over time but the NPS for all touch points has also increased. In the most recent analysis the ‘value for money’ driver increased the most – which augers well for a service organisation working in such a difficult economy.

About Satmetrix

Satmetrix is the leading provider of successful customer experience management programs and the co-developer of Net Promoter®. We offer a winning combination of software-as-a-service (SaaS) and best-practices consulting that delivers actionable customer feedback to drive growth, increase business agility, and amplify positive word-of-mouth. Satmetrix has a proven track record of accelerating the success of large-scale, integrated customer experience programs with more than 700 enterprise deployments in 40 languages.

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