

SONY

Satmetrix Empowers Sony to Measure and Improve Customer Experience and Loyalty

- Enables Sony to implement a Net Promoter programme across 25 countries in Europe
- Customer experience programme helps drive the cultural shift towards a more customer-centric organisation
- Sony tops UK sector benchmarks as a result

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About Sony

Sony is a leading global innovator of audio, video, communications and information technology products for both the consumer and professional markets. Sony is renowned for its audio-visual products, such as the BRAVIA™ LCD high-definition television, Cyber-shot™ digital camera, Handycam® camcorder, "α" (pronounced Alpha) digital SLR camera, and Walkman® MP3 player as well as its VAIO™ personal computers and high-definition (HD) professional broadcast equipment, highlighted by the XDCAM® HD. Offering a complete end-to-end HD value chain and with its electronics, music, pictures, game and online businesses, Sony is one of the world's leading digital entertainment brands, employing approximately 170,000 people worldwide.

The Challenge

Sony has always been a major force in the electronics industry, providing the market with groundbreaking technologies in home and professional entertainment. However in 2007, with competition on price and technology on the increase, Sony was losing market share. As a result Sony Europe knew it needed to deliver an excellent customer experience to maintain its market position. Consequently, in addition to measuring sales and profit, Sony decided to add another corporate KPI – the quality of the customer experience.

However, when dealing with 25 countries, measuring the quality of the customer experience demands a rigorous approach that overcomes logistical issues such as: language; culture; cost; time to implement and buy-in from both senior management and front line staff across Europe.

Furthermore, Sony had to ensure that the loyalty KPI it selected was capable of measuring the customer experience effectively whilst also enabling a discipline that supported the business-wide cultural shift in putting the 'customer experience first. Driving actions from the findings was absolutely key.

In 2007 Sony Europe chose to work with Satmetrix, the Net Promoter® Company, to deploy a customer experience programme that would enable all employees, across the EMEA region, to work together with a single focus on what matters most to the customer.

Execution

Satmetrix' significant experience in delivering global customer experience programmes enabled Sony Europe to deploy their new vision around four strategic components:

- To implement a simple and consistent measure of customer loyalty across different touch points to understand how well Sony is performing from the customer perspective. They use the Net Promoter Score as the core metric and verbatim feedback from the customer to identify the impact of the Sony experience at each critical touch point on the customer journey.
- To take the robust data captured via the Satmetrix customer experience application and to develop diagnostics that drive action, maintain and increase customer loyalty, and create brand ambassadors. These diagnostics included:
 - » Understanding which experiences keep customers loyal
 - » Providing fact-based guidance for strategic and tactical initiatives and then critically measuring the success of actions taken.
- To provide results and analysis that could be viewed by country, by touch point and by product so that improvement initiatives could be tailored to individual market requirements whilst simultaneously achieving the core objectives
- To embed the Net Promoter Score® as a management KPI that is integrated into the decision-making process in a structured and systematic way and that can be quantified in financial terms.

To deliver these strategic components, Satmetrix provides an enterprise application that monitors the customer experience in two ways:

- Continuous monitoring of the experience at specific touch points on the customer journey
 - » This is carried out on a daily basis, with customer feedback distributed in real-time to management and frontline staff to allow for immediate improvements and identification of performance gaps.
- Evaluation of the overall customer experience and how that translates to loyalty and personal recommendations
 - » This is achieved through two relationship processes where feedback from over 80,000 consumers is collected and distributed to management and frontline staff enabling them to identify loyalty drivers and performance gap by product line, geography, customer segment, etc.

Rachel Waite, General Manager, Marketing Strategy Office at Sony Europe, comments: "Implementing the Satmetrix programme has been critical to our mission of improving the customer experience. It enables us to create a workflow for the customer experience that allows employees to take immediate action on the feedback received."

To assist in the success of the programme, Satmetrix trained designated Sony Net Promoter champions in each country. These 'champions' are responsible for training staff about the benefits of the programme and for implementing Net Promoter in their own country.

Results

The company has seen significant increases in its NPS - the most notable improvements include:

- A 15-point rise in Poland
- An 11-point increase in Denmark
- A 10-point rise in Finland and Norway

And the latest European Net Promoter Benchmarks – announced in June 2010 - show that Sony has the highest NPS in the TV/DVD sector with a score of 38.5%. This is 14% higher than the sector average and a massive 21% higher than the brand placed last in the sector.

Commenting on the success of the programme Rachel Waite said: "Until we implemented the Satmetrix Net Promoter programme, we had a very fragmented view of the customer experience. Now we look at it from the point of view of a complete customer journey. This has allowed employees across functions to understand the impact of their behaviour on the customer experience – and ultimately the recommendability of our products and services."

Waite concludes: "I am delighted that this single-minded focus on improving the customer experience has seen us achieve the highest level of consumer personal recommendation in our sector in the latest Net Promoter benchmarks. It is recognition that focusing on the customer does create promoters for the brand."

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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