

## Satmetrix Client Success Story

Industry: Industrial  
Manufacturing

“Satmetrix had the smarts, experience, analysis, user interface, credibility, and comparative data to help us achieve our goals. We saw the potential for immediate benefits.”

—Simon Lyons  
Global Head of Communications &  
Marketing Aggreko

## Managing the Impact of Business Model Change on your Customers

*Aggreko provides rental power, temperature control and compressed air systems to companies around the world. Headquartered in Scotland, it provides 24/7 availability and service support with more than 2,000 employees operating from over 100 locations in 28 countries. Aggreko helps companies increase profits by creating opportunities, solving problems, reducing risk and meeting both their scheduled and emergency equipment needs.*

### The Challenge

#### Driving customer recommendations through business change

Aggreko's business is very reliant on referrals based on positive customer experience. In 2004, the company initiated an effort to improve its competitive position. Specifically, it wanted to retain and extend its competitive advantage and market lead.

To achieve this and to help boost utilisation across its two business streams, local business and international power projects, Aggreko embarked on a number of initiatives:

- The operating model for local business was changed, from independent depots to hub-and-spoke, so regions could access regional shared services.
- Equipment and service capabilities were reorganized to improve response times and utilization.
- An enterprise resource planning (ERP) system was implemented to strengthen teams and enter new markets for international power projects

Aggreko realized during this period of change that a key to its success was to bring the customer into its business decision making processes. Aggreko's mechanisms for gathering and addressing customer feedback weren't detailed enough. It had traditionally relied on unstructured,

anecdotal feedback which made it difficult to make comparisons across time and geography. These methods provided only a backward-looking view of the customer rather than data on which predictions could be based, and they did not provide structured processes for dealing with customer issues in a timely and high quality manner

### The Solution

#### A finger on the pulse of customer experience

Aggreko first became aware of Satmetrix in December 2003 when Fred Reichheld's seminal article *The One Number You Need to Grow* was published in the *Harvard Business Review*.

The article outlined a metric known as the Net Promoter<sup>®</sup> Score (NPS). Developed by Fred Reichheld of Bain & Company and Dr. Laura Brooks of Satmetrix, a Net Promoter Score is the single most reliable indicator of a company's ability to grow. It is calculated by taking the percentage of customers who are promoters (customers who extol the positive experience they've had when dealing with your company, and thereby promote it to others), and subtracting the percentage who are detractors (those who have had a negative experience with your company and who tell colleagues about it, detracting from your company's image).

When Aggreko began its restructure, the issues discussed in *The One Number You Need to Grow* rang true with CEO Rupert Soames and a number of problems which could be solved by improving its forward-looking customer experience management, were identified.

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Aggreko turned to Satmetrix for assistance. Satmetrix is the leader in helping companies manage their customers' experience to drive profitable growth, using a market-proven combination of technology, methodology and consulting. It does this by developing on demand customer experience management applications, to help a business achieve bottom-line results.

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."

Aggreko deployed the Satmetrix solution, with Satmetrix also providing the services and business consulting to ensure overall program success. This solution provided a benchmark against which Aggreko could 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 fulfills 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 relational basis through the combined functionality 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.

"The solution has immediately added 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," says Lyons.

## How It Works

**Unadulterated customer feedback continuously and automatically available online and via alerts**

### Data Collection

Satmetrix provided Aggreko with on-demand 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 organization, 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. The customer is then able to provide comments on their experience across two primary areas:

1. The customer's satisfaction with the overall transaction; and...
2. The likelihood that the customer would recommend Aggreko to colleagues, based on its satisfaction with recent transactions.

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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 provide 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, which provides not only 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 system 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 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 executive an active advocate 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.

## Impact

### **Immediate actions to address problems and focus on performance**

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.

"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." Aggreko has already begun to implement changes and adapt its business model in response to the insights it receives from Satmetrix. It is looking at developing capabilities to stretch its market lead by assessing customer feedback in tandem with share-of-wallet data and therefore driving business performance in the accounts where it sees the most potential.

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. They now have the information to target initiatives at improving these particular areas.

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“Satmetrix creates transparency of the customer’s view of the relative value of different parts of our service proposition,” says Lyons. “Should all business drivers be equally important? 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.”

## Looking to the Future

### **Global roll-out and compensation based on more rounded data**

Once they have reached a sufficient threshold of data to be used for comparison, Aggreko can look at using the data as a basis for rewarding successful managers and other employees.

“The Satmetrix Solution acts as a counter-balance to the grip of financial metrics on the company and together we get a view of the qualitative as well as the quantitative” says Lyons. “The data can also have value for testing the marketing of new products and pricing strategies.”

“Satmetrix has changed how we think and manage our business,” says Lyons. The initiative is now resulting in Aggreko’s plans to roll out the solution and processes beyond North America and Europe to our Middle East and Asia Pacific operations.

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### About Satmetrix

Satmetrix is the leading global provider of on-demand software applications and consulting services to measurably improve customer loyalty and link these results to financial benefits. As the co-developer of Net Promoter®, the company's solutions enable companies to monitor the customer experience at key touch points, measure loyalty of customers, partners and employees, identify performance gaps, and engage customers in a continuous dialog through online communities. The company has deployed more than 700 enterprise solutions in 40 languages. For more information visit [www.satmetrix.com](http://www.satmetrix.com), or call 1.650.227.8300 in the US or +44 (0) 845.371.1040 in the UK and Europe.



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