

Case Study

NICE · Satmetrix



CUSTOMER PROFILE:

Industrial Machinery

WEBSITE:

www.metso.com

LOCATIONS:

Global

BUSINESS NEEDS:

- A standard method to measure customer loyalty and satisfaction
- The ability to quickly respond to issues and improve the way customers are served
- Drive the CX program maturity through employee engagement throughout the organization

NICE SOLUTIONS:

NICE Satmetrix

THE IMPACT:

- Grew from no formal customer feedback solution to a company-wide program with >200 stakeholders in 18 months
- 70% of repeat responders remained Promoters
- 13% of repeat responders moved from Detractor to Promoter
- YoY Net Promoter Score® (NPS®) increases
- Significant revenue and NPS growth resulted from increased focus on customer experience

Metso Builds Its CX Success by Focusing on Program Maturity

About Metso:

Employing over 13,000 people in more than 50 countries, Metso is a world-leading industrial company offering equipment and services for the sustainable processing and flow of natural resources in the mining, aggregates, recycling and process industries. With their unique knowledge and innovative solutions, Metso helps their customers improve operational efficiencies, reduce risks and increase profitability.

At the core of their strategy and vision is a customer centric focus. Metso practices an agile customer approach, leveraging a lean organizational structure and global presence to support decision-making close to their customers. Metso works diligently to create innovative, value-making solutions for their customers' current requirements and to anticipate future needs.

Challenge

CX Program Maturity

Metso places a premium on customer experience (CX) and recognizes the correlation between Net Promoter Score® (NPS®) and revenue. Having no CX program in place, the team needed buy-in from their many stakeholders across multiple business areas to launch the program. Company culture was product centric even though aftermarket services brought half of the revenue. Metso recognized a need to expand their focus from product to the needs and desires of their customers. As a solution, Metso worked with NICE Satmetrix to set up a program across the organization that identified common customer issues and developed initiatives to respond to those issues and increase customer loyalty and satisfaction. It was important to Metso that the program delivered change management results quickly and avoided preventable pitfalls. Building a CX program to identify all NPS drivers throughout the business was critical for future customer satisfaction planning.

Solution

Valued Guidance & Support

Metso engaged NICE Satmetrix's Experience Consulting service for guidance on maturing their CX program to obtain actionable insights through multiple business areas. The initial consulting support for their program design and setup was integral and helped Metso identify the points in the customer journey where they performed the strongest and could differentiate themselves in the market.

Through valued, ongoing interactions with NICE Satmetrix, Metso discovered where they are and where they need to go in terms of CX program maturity. That knowledge helped Metso design a multi-year CX program maturity plan with a clear path for success.

- Year one was focused on building and successfully deploying the survey to one business.
- Year two was focused on successfully deploying the survey across the whole business to build a solid baseline and brought the beginnings of action to guide improvements based on customer feedback.
- Year three has seen a new executive level focus that will help to drive more impactful changes and process improvements throughout the organization.

Results

Engaged Employees

Metso looks forward to continued YOY NPS improvements as a direct result of expanded employee engagement. They have full program buy-in from the executive team through business areas, sales teams, and managers. Employees are invested in the success of the program through frequent CX presentations that build excitement and awareness. Additionally, all teams have visibility to program updates and related initiatives.

“We have validated that happy employees and happy customers go hand in hand.”

– John Cullen, VP Digital Marketing, Metso

Revealing Insights

With the help of the NICE Satmetrix Experience Consulting team, Metso evolved their program from sending no surveys to conducting annual surveys with clear, focused action areas. The program initially uncovered the disconnect between where Metso thought they were on customer satisfaction, and where their customers thought they were based on survey feedback. NICE Satmetrix provided a Key Driver analysis that highlighted areas of focus for Metso to help them take action and improve customer satisfaction.

Metso attributes their initial program success to the design, setup, and consulting they received from NICE Satmetrix which revealed insights that were not known previously. Inquiry to Quote was an area that they did not have a systematic way to collect feedback on. Based on early insights from the survey, Metso was able to create a new process in this area. Metso's delivery processes were another area that benefited from early insights. Initial feedback uncovered a level of dissatisfaction of orders taking too long to be acknowledged in one area. Metso leveraged this feedback into a swift business change that reduced the timeframe to one week.

Regular Initiatives to Drive Improvement

Metso's increased CX maturity has led them to establish focused initiatives to drive improvements throughout the organization, evolving from having just a few initiatives in year 1. Smaller initiatives are in place across the business at the frontline level. Results and focus areas are shared with all BAs and executives. Net Promoter Score drivers were identified for each BA and these insights are being used to prioritize future initiatives and continue Metso's commitment to take action.

“We have a good reputation and customers value our products and services. However, NICE Satmetrix has helped us to see the simple things we should do better as they make a big difference to our customers.”

– Hanna Martin-Vahvanen, Customer Experience Manager, Metso

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