

# Case Study

**NICE** Satmetrix



## CUSTOMER PROFILE:

Glass Bottle Manufacturing

## WEBSITE:

<https://www.o-i.com/>

## LOCATIONS:

78 plants in 23 countries

## BUSINESS NEEDS:

- Retain and grow high-value business contracts
- Launch a comprehensive customer feedback program
- Bring in-house third-party customer feedback reports
- Analyze feedback across business units rather than silos
- Track progress consistently against strategic imperatives

## NICE SOLUTIONS:

NICE Satmetrix

## THE IMPACT:

- 95% CX program coverage increased NPS by 24 points
- Survey responses increased by 20 points
- Processes optimized in 12 business units

# O-I Glass Increases Net Promoter Score by 24 Points to Boost Customer Loyalty

## About O-I Glass:

O-I Glass, Inc., a pioneer in machine-made glass, is the largest glass bottle manufacturer in the world.

- Fortune 500-listed company
- 27,500 employees
- 78 plants in 23 countries

## The Challenge

O-I Glass is shaping a healthier world with innovative and competitive packaging solutions for the food and beverage brands. To make the vision come to life, O-I has set six strategic imperatives with associated projects. Customer centricity/customer experience is at the top of the list. To measure the success of this imperative, the O-I team decided to implement a customer experience program. That means O-I keeps customer feedback at the center of everything the business does.

In the past, O-I relied on a third party to gather and analyze feedback data for individual business units. However, that data was kept in silos.

There was not really a global analysis or integrated communication. There were no common dashboards and reports. Furthermore, the way that customers' net promoter scores were measured was inconsistent. So the O-I team could not compare feedback, share insights, and track progress across business units.

*“We had an atypical year with transportation shortages and price increases. However, we had been growing promoters by delivering even better service. So, customers said, ‘We still like you guys. You have great service and deliver great value for the money.’ It shows the business value of growing your pool of promoters in a challenging environment.”*

## The Solution

The O-I team analyzed technology companies that were recommended in the Gartner Magic Quadrant™. O-I wanted to select a company that would partner up with the business, providing feedback software to execute and analyze surveys, as well as guidance to help O-I develop in-house operational skills.

O-I conducted due diligence via demos and validation before selecting Satmetrix. Satmetrix had a very solid platform, as well as a strong advisory ability based upon developing the Net Promoter Score™ concept.

When O-I first deployed Satmetrix, one of the keys that made the program succeed was to have the assistance of an advisor from Satmetrix. That guidance started with how to approach customer experience as an ongoing program. That was very good for O-I because the internal team was learning about best practices to measure and improve customer experiences, from the first survey through to continuous improvement. Particularly in that first month, the team learned key principles to adopt, from front-line users through to regional power users and on up the management chain. O-I has continued to apply those lessons in ongoing internal training. Regional power users make sure that best practices and lessons learned are communicated across business units, roles, and organizational levels. As a result, O-I processes for customer experience management are effective and consistent, avoiding some of the pitfalls that the O-I team has seen with other companies.

Another aspect that helped O-I succeed was having a strong network of power users. They are a valuable resource to each other and to account managers. Account managers could ask power users the right questions to understand survey results and gain maximum value from reporting insights.

Insight is valuable, but even more value is delivered by closing the loop between feedback and action. O-I has three action loops. The “front line loop” helps account managers to understand customer challenges and document the next steps. The “management loop” is for significant customer issues identified by account managers that need communication and escalation by the management team. The “executive loop” is for the senior leadership to prioritize and monitor action plans.

The account manager is really at the center of the customer journey and serves as the human voice of the customer. O-I has seven touchpoints from pre-purchase pricing, terms, and conditions through to post-purchase account management. O-I also measures its fulfillment of the brand promise to make sure that O-I actions are consistent with its promised actions for all customers across all touchpoints, across all account managers.

O-I uses one global, master dashboard and filters its parameters for different business units and categories. The CX team and regional power users work to distribute insights throughout job levels across the business units.

## The Results

When O-I implemented the customer experience program, the company was able to bring customer feedback to the next level. O-I created dashboards and reports that were shared amongst leaders, and O-I was able to analyze and compare the feedback across categories and business units. Feedback was no longer siloed among business units. Also, O-I tracked net promoter scores in a consistent manner across business units. Gaining in-house skills and software helped O-I to track progress. As a result, O-I achieved:

- 95% Customer Excellence (CX) program coverage
- Processes optimized in 12 Business Units
- Increased Net Promoter Score (NPS) by 24 points
- Return rate on survey increased by 24 points
- Resources have been allocated to fix systemic issues raised by survey data

So, the Net Promoter Score program powered by Satmetrix has enabled O-I to validate strategic operations with customers. It has provided clarity around areas of improvement that O-I did not have before. O-I now has a direct connection with customers for all departments to see and understand, leading to continuous improvements. Success stories are now shared and replicated throughout the organization. O-I now tracks customer loyalty improvements over time.

Furthermore, O-I now can understand and act upon the concerns of specific contacts. While most customers have long-term contracts, smaller customers can be more agile and subject to churn. By paying attention to customers in the midst of atypical business dynamics such as transportation shortages and price increases, O-I promoters continue to say, “You deliver great service and great value for the money.” That validates the hypothesis that that when you have promoters, they will actually forgive more.

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