

Case Study

NICE Satmetrix



An ALGECO SCOTSMAN Company

CUSTOMER PROFILE:

Construction and engineering

WEBSITE:

www.willscot.com

LOCATIONS:

United States, Canada and Mexico

BUSINESS NEEDS:

Transition from homegrown customer surveys to a full-scale CEM program in one tool that includes email, data analysis, tracking and alerts, surveying in multiple languages, real-time dashboards, and reporting.

NICE SOLUTIONS:

NICE Satmetrix

THE IMPACT:

- Effortless management of survey content in multiple languages with one tool
- All CX data is easily accessible through one site
- Systematized tracking of promoters and detractors
- Real-time insights provide greater engagement and more timely actions

Customer Experience Is Everyone's Job at Williams Scotsman

About Williams Scotsman:

At every weekly meeting of the managers and their teams at Williams Scotsman, the company president expects to hear about customer experience—what customers are saying and how every manager is responding. The provider of modular temporary offices, storage spaces, and classrooms launched a reinvigorated customer experience management (CEM) program that put ownership for the customer experience front and center for everyone and provided the tools and insight to help them take effective action. “Our president believes in the program and is actively engaged in it himself. That has made all the difference,” said Heather Peoples, the program manager.

The company has continental reach with branches in the United States, Mexico, and Canada, but its CEM philosophy is distinctly local; empowering local management the ability to review the data and correct the issues that their customers are stating. To make it happen, the company embraced comprehensive CEM software built exactly to the purpose, NICE Satmetrix.

“CEM is today’s field of competitive advantage, and everyone in the company needs to be actively engaged in it. NICE Satmetrix brings CEM to the front lines with information and tools everyone can use to understand and enhance the customer experience. I use it everyday and so do all the managers in the company.”

– Brad Sultz, EVP and president, Williams Scotsman, Inc.

Challenge

Tuning In to Key Touchpoints

Williams Scotsman’s CEM program embraces three critical customer touchpoints that span the entire customer journey: delivery of the temporary space, on-site service requests, and return at the end of contract. The company has customers in 450 industries and contracts vary from a few weeks to many years. All customers are surveyed to give a truly accurate and comprehensive picture of the customer journey.

Response rates for delivery and service touchpoints hover around 15 to 20 percent. At first, the response rate about returns was a disappointing 5 percent, caused by turnover at customer sites and an out-of-date contact list. When the survey invitation list was augmented to add the person who requested the return, the response rate rose to match the other touchpoints, providing a fuller picture and more reliable data on the customer experience.

Williams Scotsman uses Net Promoter Score® as the core metric for its CEM program, but the EVP and president cares more about trends in the comments than in the movement of the score. A dozen tags are applied to comments, and new tags are added to take the pulse of customer reactions when the company makes changes to processes or products. The comments give managers the insight to make targeted and impactful improvements.

For instance, in response to a surge in comments about unanswered telephone calls regarding billing questions, the accounting department alleviated the friction in the experience by changing call routing. With this easy and inexpensive fix, the issue began slowly disappearing from comments.

“Fix What’s Broken Where It’s Broken”

A network of over ninety branches with each having local management and customers, Williams Scotsman distributes responsibility for the customer experience to the front lines. The motto is “fix what’s broken where it’s broken.”

The company has company-wide processes and guidelines in place, but every branch is its own self-contained operation and distribution center with its own mix of strengths. So instead of complicating CEM with centralized committees and top-down solutions that may not apply everywhere, the company empowers the branches and regions to identify and implement improvements based on local customer experience data and comments. “We keep it simple, but give everyone the tools they need to take individual action,” Peoples said.

Managers at every level and in every function have direct access to branch, area, region, and country specific CEM dashboards, with the ability to filter and drill down into the data. “Managers have been trained to access the system to obtain reports or use the dashboards that I’ve created. They can also create their own views if there is some other information that they’re looking for,” Peoples said. Reports roll up through the management chain and CEM is high on the agenda of the area and regional’s weekly management meetings.

Solution

The Power of Personal Response

All Detractors (those who give a score of 0-6 on the 0-10 point Net Promoter Score® scale, indicating a troubled relationship) get a personal contact promptly when they provide feedback. Depending on the nature of the comment, the call may come from a branch operation leader, a regional vice president, or the president of the company. From the moment an action is assigned and an alert received, the responsible member of management has 48 hours to make the contact. It's a metric on performance reviews. "Having these metrics as part of a review process for managers has had a major effect on that follow-up time," Peoples reported.

Managers can see how they and others are doing on the response-time metric. As a result, the average follow-up time is now well under 30 hours. Nearly every level of management has reported interactions with customers who are amazed and delighted to have been contacted by a company leader who addresses their issues personally. "Customers even ask to repeat the survey because they feel differently after the contact," Peoples said.

One System, Every Task

Before the reinvigorated CEM program, Williams Scotsman attempted homegrown customer surveys. For the relaunch, at the urging of the president, the company looked for a third-party solution that would consolidate everything for a full-scale program in one tool—email, surveying in multiple languages, data analysis, tracking and alerts, real-time dashboards, and reporting. At first Peoples was skeptical, but NICE Satmetrix made her a convert. "We do business in the United States, Mexico, and Canada. We can manage our survey content in three languages all within the same tool, no problem," she said.

She was also won over by user-friendly, easy-to-customize dashboards. Instead of the time-consuming manual grind required to populate Excel spreadsheets and distribute reports, all the data was instantly available online in usable form for everyone who needs it. "Literally within hours of going live we started seeing results. I became addicted: It was like checking your Facebook status," she confessed. "It's a great tool."

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Results

A CEM Program That Runs Like Clockwork

CEM at Williams Scotsman runs simply and dependably. Highlights of the system include the following:

- **Easier process.** Everything needed is available and manageable through one site.
- **Systematized tracking.** Nothing falls through the cracks. Alerts about Detractors and Promoters (those who answer 9 or 10 to the Net Promoter Score® question) are automatically created, assigned, and tracked. “Instead of emailing status documents, we have a trackable process within the system,” Peoples said.
- **Real-time information.** Data flows in continuously, in real-time from surveys that are launched monthly. “Our managers no longer have to wait for us to grab the results, put them into Excel or PowerPoint, and present them at a quarterly meeting,” Peoples explained. “Managers can go into the system see the responses for themselves as they come in.” That immediacy results in greater engagement and more timely actions.

Moving Forward

Williams Scotsman has always prided itself on having great customer service and relationships. “We liked to say we had the best on-site service in the industry, but really we didn’t have any data to support that,” Peoples said. Now they do. “Our highest scores come from our service survey that is sent after a completed on-site service call. It is gratifying to see that we do have good service, and the customers acknowledge that,” Peoples said.

CEM has been a top business initiative and its valuable insight will to be gathered at other key points of customer interaction. Another step for the program will be correlating CEM data with other business metrics. “We can never be complacent and this program provides the platform to continuously learn about our customers and ways to improve our employees, processes, products, and services,” Peoples said.

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