



Business Situation

Our client, a major computer manufacturer, had publicly pledged to become the best service provider in the industry and to become #1 in customer satisfaction and loyalty. They also wanted to ensure they were profitable across all segments of their service business. Knowing that strong customer relationships are essential to accomplishing these goals, they sought to develop a service organization with a consistent methodology for the customer interface throughout its Customer Services organization.

Challenges / Needs

- Customer satisfaction score were well below the competition
- Inconsistent customer Satisfaction ratings across regions and segments
- Service professionals were usually reactive
- Technically focused vs. relationship focused

“Our customers are constantly facing deadlines, usually doing more than one job, and have more knowledge than ever before. ***The challenge for our service professionals is not only to find the problem and fix it the first time, but to interact with customers in a way that conveys quality and a pleasant experience,***” says the North Atlantic Business Director. “We needed to enable our service team members to manage customer expectations, diagnose to find root causes, handle customer demands, and make recommendations, and to differentiate the value of the service delivered.”

Solution

- Predisposition and alignment of service engineers, managers, and executives
- *R3 Service* for representatives; *Acclivus Coaching* for managers
- Reinforcement via 10-week field application program and weekly coaching
- Customer satisfaction measurement through an independent, third-party firm

Senior leadership worked closely with Acclivus to develop and implement a new approach to its service marketplace that focused on ensuring customer satisfaction and loyalty by involving the customer to a greater degree through out the entire service process. The goal is to always strive for optimal results for the customer by taking time to define the “real” problem, correcting the problem and keeping the customer updated throughout the service delivery process. This requires higher-level communication skills, which don’t take a lot of extra time, but are crucial elements of getting optimal results and building strong customer relationships.

Results

The *R3 Service* approach has been adopted as the customer service interface methodology throughout the North America Service Organization, affecting not only the development of its service people’s skills but also the way the service organization communicates internally. Job plans, performance management, reward and recognition programs, and management reporting systems are all aligned around the principles and approaches for optimal customer results and relationships.

As an outcome, rapid results can be seen in just 1 quarter post-implementation as measured by a third-party research firm. Customer service data from 2,000 participants of *R3 Service* – both on-site and phone service – was used in the analysis and reporting, along with 1, 047 phone interviews that were conducted Q3 through Q1.

The VP of the Western U.S. Region remarked, **“We will continue the development effort to ensure that we can meet and continue to meet the expectations of our customers. This is a journey – not an event – that will help us sustain our progress and provide customers with the optimal experience.”**