

## CASE STUDY

# Launching an Efficient Closed Loop Feedback Programme While Developing a Customer-Centric Organisation

## Challenges of Fast Growth

With a global presence in 85 different countries, 45,000 members of staff and more than 250,000 customers, DSV is one of the five largest transport and logistics companies in the world.

As a company well-known for its active acquisition strategy, DSV also focuses on organic growth between acquisitions. For many years, DSV did not have a formal customer experience (CX) programme in place, but rather a decentralised collection and measurement of Voice of the Customer (VoC) data. It was the responsibility of local in country organisations to design, collect and analyse their own structured feedback surveys. As a result, there was a lack of consistency, as each location used their own survey software and methodology. Furthermore, there was no methodical way of handling and responding to customer feedback in a way that would solve the problems identified by their customers

or result in cross-organisational improvement initiatives. These were being driven locally, often with little coordination and little to none best practice sharing while larger improvement needs were not even being addressed. As a result, their global customer experience only improved marginally and not significantly enough to impact customer retention levels.

It was DSV's aim to develop a centralised, professional survey structure that would implement global standards, identify and streamline strategic touchpoints, and create a consistent cross-organisational customer survey model. At the same time, DSV wanted to establish a closed loop feedback programme with a case response rate of less than 48 hours.

As part of a separate study, DSV discovered that the company does not only grow faster when the NPS score increases, but it also showed that when companies get the employee behaviour right, the NPS will increase accordingly.

Hence as part of the programme on driving and implementing a closed loop feedback programme, DSV wanted to measure customer-centric behaviour rather than focus purely on NPS. They believed that with the right employee behaviour, the improvement of NPS would automatically follow and with that loyalty would grow.

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**“We discovered that when the customers develop into ‘promoters’ we see a factor x2 on growth compared to the average customers. If we can increase our customer loyalty by just 10%, it will generate significant additional turnover.”**

ANDERS NORMAN, DIRECTOR OF CUSTOMER EXPERIENCE, DSV



## Leveraging the Right CX Partnership

In 2014, DSV started to build a structured VoC programme and integrate a customer-centric culture into the DNA of the company, bringing the added value of customer experience to the core of all deliveries. The main objective was to pilot and develop a global VoC programme to increase customer loyalty, in an effort to reduce customer churn.

After running a pilot it was clear that DSV required a CX partner with global reach, market research expertise and a scalable CX platform to start and manage a centralised programme for all of DSV's regions.

*“It was an easy choice,” commented Anders Norman, Director of Customer Experience from DSV. “Their CX platform provides everything we need, ranging from individual survey design, reporting dashboards that can be tailored to our international team's requirements, and their case management solution. But best of all is the ease of use, scalability and intuitive self-serve functionality, which allows us to scale and automate our Closed Loop Feedback programme with the growth and development of our global VoC programme.”*

## A CX Programme to Create Customer-Centric Behaviour

When first initiating the programme goals, DSV's CX team brought in the management board from a very early stage. Their early buy in was a key success factor for the programme.

The implementation process for each wave of countries took 90 days, which included regular mobilisation calls, data cleansing exercises, workshops for the use of the technology, and the development and implementation of a closed loop feedback programme and guideline documentations. Today DSV still holds regular employee webinars, showcasing best practices in customer-centric behaviour.

At the beginning of the design and implementation process, the DSV team streamlined all international surveys. All surveys were translated into 25 languages and implemented into the platform, incorporating the DSV's branding. The survey types and parameters were expanded to include relationship surveys, which receive over 11,000 responses a year, with a response rate of 15%, and also transactional surveys, which are triggered by selected and pre-defined events along the customer journey.

Since the launch, the CX programme and platform has been rolled out in 46 countries, with over 2000 customer centric super and frontline users that together represent more than 90% of DSV's total turnover.

## Responding Quickly and Efficiently to Customers

The platform, allows DSV to gather customer feedback, analyse it and report on it in real time. With the use of regional filters and automated push reports, insights are accessible to senior executives, middle management and account owners allowing them to respond quicker to customer needs—but also helping them make strategic improvements based on their customers' experiences.

Today, DSV has more than 300 push reports going out to their employees, sharing important insights. In a continued effort to respond quickly and efficiently to their customers, now in less than a second after a DSV customer has submitted their feedback, an individual alert is sent directly to the inbox of the person responsible for DSV's relations with that particular customer. The account owner has 48 hours to respond to undertake service-recovery measures, should the customer be dissatisfied. Previously it took up to 10 days. If the DSV staff member responsible does not establish contact with the respondent within the agreed time limit, the alert is automatically forwarded to the next level in the organisation. Yet with the ease of use of the platform and handling the

right information to the right account owner the customer follow-up activities have increased from 60 to 95%.

"The opportunity to be able to offer immediate intervention, hosting a global programme in an intelligent manner, through a self-serve efficient technology we saw our NPS increase and account owners activity level improve" concluded Anders Norman "One of our largest accounts called the Group CEO directly, complementing our programme as this decision maker took part of the survey and received follow-up within 10 minutes after submitting the response. The customer quote, "this experience was one of the most effective and charming follow-up calls he'd ever received, and unexpected too."

In addition, DSV's global CRM system automatically receives ongoing updates about this customer feedback, to make sure everyone in the organisation has a 100% up-to-date understanding of how individual decision-makers, influencers and users in each customer organisation perceive DSV.

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**"Being able to see feedback in real time and react immediately is what makes this such a strong tool. Individual account owners have now received a toolbox for getting more or less dissatisfied customers back in a more pro-active communication process, not only helping them to solve their issue, but at the same time increase customer retention. With the tool in place DSV has seen an increased number in customer conversations. We are delighted that we are able to increase customer engagement for DSV and as result providing them with opportunities to grow their business with them."**

HAMISH WOOD, CLIENT SUCCESS DIRECTOR, DSV

After just a few months Dräger has seen success: Different Also, DSV is using the platform capabilities and text analytics tool to analyse comments and drill down into categories that either need root cause analysis or improvement. The tool is also helping them identify trends and potential business initiatives.

## Seeing a Customer-Centric Organisational Shift

*“For us this is not simply a survey programme, but rather a long-term cultural initiative. The vision to remain a customer-centric company is here to stay. And with this technology, we have simplified the process of not only triggering surveys following certain customer interaction points, but also to put the customer first. We are now able to see what pains them and how we can react to them.” summarised Anders Norman, DSV, “This CX mentality is growing within DSV and has been*

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**“We have received very positive feedback internally from our frontline teams. Based upon the reports they are now seeing, they feel they can now better operate and see what exactly needs to be done. The ease of use and self-explanatory characteristic of the platform and reporting is an often stated employee highlight. In addition to the measurable improvements, the project has proven to have a positive effect on in-house working relations. The international teams now have a shared point of reference when it comes to discussing customer experiences.”**

RENÉ JENSEN, CUSTOMER EXPERIENCE MANAGER, DSV

*recognised by our clients, which we can see in both numbers and anecdotal feedback. The CX programme is a key activity in support of our organic growth ambitions and is certainly being appreciated by customers and employees.”*

In addition to launching a CX programme using a global and consistent methodology and CX platform, the aim was to train employees to embrace customer-centricity and to help them understand their influence, responsibility and impact on customer retention and customer growth.

DSV has seen changes in corporate culture and behaviour in more than 12,000 DSV staff and executives who actually communicate with the company's customers on a day-to-day basis.

With the CX platform in place, it has become easier and more transparent to interact with customers. All customer-facing employees have access to the insights, and are able to talk freely using the relevant insights about current customer experience cases. This has given them the ability to be more proactive in engaging with customers based on their responses and finding solutions to solve their problems. At the same time, the management and individual teams can see and compare performances based on the feedback received from our customers. This also gives them a platform to discuss approaches that went well or what didn't go so well.





## Customer Needs to Heart

With the executive team on board, DSV still decided against a forced roll out. As part of our company DNA, it was quite important for the local organisation to be part of the development of the CX programme as well as the implementation plans. This has meant a very good adoption locally and not least taking the programme to heart. DSV now sees how the CX programme is being promoted internally and externally is “getting its own life.”

As a result DSV has started to see improvement in customer retention and increased customer growth. The NPS has increased quite significantly since implementation, and particularly in one product division where the engagement levels have been very high.

The new voice of the customer programme is a globally recognised strategy. It offers DSV a precise picture of each customer and their journey and of the overall customer relation. The feedback received, ongoing trend monitoring, and gauging customer loyalty has now become a daily feature in business reporting and reviews. It is one of the main instruments in their management decision making process. Furthermore, as part of the process DSV created an important governance plan for the country strategic loop, ensuring that CX trends are fed back to country leaders and worked into their strategic plans. DSV is using their fact-based and discussions with their customers to enhance their internal global feedback loop to ensure that initiatives are prioritised properly, and that their customers are getting the best service and experiences possible.

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