

Service, Satisfaction, Results. It's All Connected at CareFusion.

By using MarketTools® CustomerSat™ to gather feedback at every service touchpoint, CareFusion is elevating service performance, customer satisfaction, and business results.



CareFusion (NYSE: CFN), a leading global medical device company, helps its customers measurably improve the safety and quality of patient care by focusing on two of the biggest issues affecting healthcare: medication errors and healthcare-associated infections.

The company develops market-leading technologies including Alaris® IV pumps, Pyxis® automated dispensing and patient identification systems, AVEA® and Pulmonetic Systems ventilation and respiratory products, ChloraPrep® products, MedMined™ services for infection surveillance, and more.

Headquartered in San Diego, California, CareFusion employs more than 15,000 employees worldwide, serving customers in more than 120 countries.

Challenge

Replace informal survey process with formalized voice-of-the-customer (VOC) program based on feedback collected across the service lifecycle.

Solution

MarketTools CustomerSat delivers reliable data and analysis that translates to better service at every customer touchpoint, and helps CareFusion exceed core business objectives.

Results

- > Improved overall customer satisfaction by 26 percentage points over three years
- > Elevated overall customer satisfaction to more than 90%
- > Improved timeliness of problem resolution by 15%
- > Gained the ability to recognize, respond to, and resolve customer service issues faster
- > Generated hard data to determine which service issues to resolve first
- > Outstanding reps received management-level recognition and perks for excellence in customer satisfaction
- > Earned MarketTools ACE (Achievement in Customer Excellence) award for customer service

“MarketTools CustomerSat is an amazingly versatile product and the people at MarketTools have deep expertise. It allowed us to be among the first in our industry to operationalize this type of feedback.”

—Alan Kneale, VP Technical Support Operations, CareFusion

Behind the Numbers: Better Service, Better Care

CareFusion (NYSE: CFN) is dedicated to making healthcare safer and more productive. Its products and services are used in over 120 countries and include some of the most widely recognized brand names in their categories: Pyxis for medication management, and Alaris for infusion.

With nearly \$4 billion in annual revenue, and over 15,000 employees, CareFusion proudly publicizes the quantifiable improvements its products make in healthcare safety: 6,800 lives and \$1 billion in health-care costs potentially saved; 1.5 million patients protected each year from medication errors; 70% reduction in blood stream infections; and more.

CareFusion is equally proud of the tangible improvements it has made in its service organization. Since becoming a MarketTools CustomerSat user in 2006, the company has increased its customer satisfaction ratings by 26 percentage points, improved the timeliness of problem resolution by 15%, and elevated overall satisfaction ratings to more than 90%. (*Source: CustomerSat Technical Support and Field Services surveys – % customers rating 8,9,10.*)

But beyond the numbers is a compelling conclusion: a formalized, rigorous customer satisfaction program—applied across the service lifecycle, across brands, product lines and organizational boundaries—can contribute enormously to operational improvement, employee morale, and the achievement of key business objectives.

From Ad-hoc Surveys to Lifecycle Feedback

In 2006, the company's service organization had no formal survey program in place. "When I joined four years ago, it was haphazard," said Alan Kneale, VP Technical Support Operations at CareFusion. "Twenty or thirty customers would be selected randomly for surveys; we'd ask a few open-ended questions; and I suspect there was biased interpretation of the answers. When I talked to customers I consistently heard that our wait times were excessive, yet our satisfaction scores were 8's and 9's, so something was clearly amiss."

Mr. Kneale, who had extensive experience with Voice-of-the-Customer (VOC) programs in his previous position, set out to implement a much more rigorous feedback management program.

"We needed to get feedback from more customers; we needed to ask better questions in a more consistent way; and we needed to expand our program beyond the tech support center," he said.

"Our objective was to get quality transactional data at every customer touchpoint: implementation, on-site field support, tech support, order management, and depot repair—so we'd have actionable intelligence to improve every aspect of our service operations."

MarketTools: Trusted Advisor, True Partner

To assist with the overhaul of the feedback program, CareFusion hired MarketTools, the leading innovator in Enterprise Feedback Management solutions.

Initially, MarketTools helped CareFusion optimize its surveys for its tech support call centers. Three months later MarketTools helped expand CareFusion's program to the field service organization.

More recently, MarketTools has helped roll out a survey program for CareFusion product implementation. Based on the success it has experienced with MarketTools CustomerSat, CareFusion also plans to extend the program to order management and depot repair in the near future.

The Customer Satisfaction program is also being expanded to additional business units, geographies, and business functions, including the Alaris and Viasys product families. CareFusion will soon be doing transactional surveys internationally—in six languages—covering all three major brands.

"MarketTools has been a trusted advisor and a true partner every step of the way," said Mr. Kneale.

Hard Data for Better Business Decisions

Since making the move to MarketTools CustomerSat in 2006, the Global Customer Service organization has improved its customer satisfaction scores dramatically. Overall customer satisfaction ratings have increased by 26 percentage points, and the customer feedback captured gives CareFusion the insight it needs to make better business decisions.

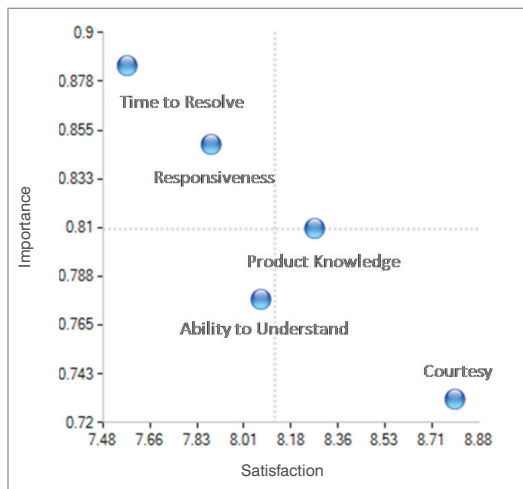
For example, all of the survey results roll up to the company's VOC program, which helps CareFusion understand its customers' requirements more completely. That helps the Global Customer Service team tune its services to customer needs, and it helps CareFusion prioritize the issues it needs to address.

In addition, without some of the specific features and capabilities of the MarketTools CustomerSat solution, the correct business decision wouldn't always be intuitively obvious. For example, through the

use of correlation analysis, the Global Customer Support team determined what the optimal customer wait time should be.

“As we improved the wait time over the last couple of years, I’d often get the question ‘shouldn’t our objective be perfection?’” said Mr. Kneale. “By using correlation analysis, we determined that zero wait time is not the ultimate goal. There is a threshold beyond which the wait time is unacceptable, and as long as we don’t surpass it, it’s not a major concern to customers. So thanks to MarketTools CustomerSat, we know where that threshold is, and we can spend our resources solving genuine customer issues.”

Figure 1: MarketTools CustomerSat Key Driver Report



MarketTools CustomerSat provides a visual correlation between the overall satisfaction of a key driver and its relative importance to the customer.

“Our Business Radar”: MarketTools CustomerSat in Field Service

The field service organization has been one of the most active and successful users of CustomerSat within CareFusion. A 24/7 operation employing 450 service representatives, the field service unit is responsible for supporting and repairing medicine dispensing machines that are used in hospitals and pharmacies.

“We use CustomerSat transactional surveys as our business radar,” said Robert Freeden, Director of Product Support and Repair for the Dispensing Product family. “With CustomerSat, our team monitors the results of more than 500 transactions per day—so we get insights that help us address issues immediately and we stay abreast of trends over time.”

For example, a poor satisfaction rating by any customer triggers an e-mail alert. “Recently one of our customers rated us a ‘1’ for field service,” said Mr. Freeden. “That hit my email inbox immediately so I could take action right away. In less than one hour we had escalated the situation and contacted the customer to see what went sideways. In this case, it turned out that the ‘1’ was a typo; the customer had intended to give us a ‘10.’ But having that system in place gives me peace of mind. I save the alerts and go back and revisit with customers when we’ve had issues and make sure we’ve rectified the situation.”

The customer satisfaction ratings are also tied to the field service organization’s MBOs and performance bonuses. Those scores have been high over the past several years, and the high scores help CareFusion identify individual employees for recognition and rewards. They also provide an objective benchmark for comparing CareFusion’s performance with others in the industry—and CareFusion’s field service organization has taken the #1 position both within its industry and internally.

Further evidence of CareFusion’s superior customer service comes in the form of the MarketTools **Achievement in Customer Excellence (ACE) Award** for Client Service Satisfaction, awarded to the field service organization by MarketTools both in 2008 and 2009.

Comprehensive Capabilities

The greatest value of MarketTools CustomerSat lies in its broad range of capabilities and its flexibility, according to Mr. Kneale. “It’s an amazingly versatile product and the people at MarketTools have deep expertise,” he said. “It allowed us to be among the first in our industry to operationalize this type of feedback.”

Equally important, MarketTools is well versed in all the various methodologies, so CareFusion is not locked into any of them. MarketTools is an industry leader in Voice of the Customer, and can also help customers tap into Six Sigma processes. Whether customers prefer top-box score, NPS, or something else, the MarketTools CustomerSat solution has the versatility to accommodate specific needs.

MarketTools has also helped CareFusion’s Global Customer Support team interpret the results of surveys. “When we have a question or would like more information or assistance, the MarketTools team has always been ready to go above and beyond the call,” said Mr. Kneale. “They’ve been extremely helpful in responding to all of our needs.”

About MarketTools CustomerSat

MarketTools CustomerSat is a Web-based Enterprise Feedback Management (EFM) solution used by the world's leading businesses to capture, analyze, and act on feedback from customers, employees, and partners. Through the use of comprehensive analytic tools, action management technology, and the expert knowledge of customer satisfaction researchers, MarketTools helps clients optimize satisfaction and loyalty programs that deliver high-value business impact.

About MarketTools, Inc.

MarketTools is the leading provider of software and services for Enterprise Feedback Management (EFM) and Market Research. The company is focused on providing leading organizations the actionable customer insights they need to make better business decisions that lead to high-value business impact. As the first company to make online surveys widely available on the Web, MarketTools continues its market-leading position by providing the broadest range of powerful, accurate and integrated customer insight technologies that empower companies to become the most customer-centric organizations in their industries. MarketTools' premier portfolio of technology-based insight brands includes CustomerSat™, MarketTools.com™, TrueSample®, Zoomerang®, ZoomPanel® and ZoomPanel Tech™.

MarketTools is a privately held company with corporate headquarters in San Francisco and European headquarters in London. For more information, please visit: www.markettools.com.



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