

Honeywell



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Honeywell

Director of Customer Satisfaction & Learning



A CustomerSat Case Study

Improving Customer Satisfaction

Automated Feedback

Measurement & Actions

Selecting The Right Partner: CustomerSat, Inc.

GBS first implemented an annual customer satisfaction survey process in 1994 by mailing paper surveys, which covered thirty-six services. As the years progressed, the survey matured from a paper form to a simple web-based survey that measured over 100 services with 10,000 survey respondents. Although the web-based survey was an improvement over the paper process, there were still many issues:

- The survey was extremely labor intensive
- Results were not online, nor in real-time
- The survey wasn't customer friendly, and was hard to localize.

Given these challenges, as well as an increased company-wide focus on digitizing processes to

About Honeywell GBS

Honeywell Global Business Services (GBS) is a \$500-million organization that delivers more than 125 services around the world through a combination of processes, people and technology. As a service provider, GBS's responsibility is to deliver what customers want and expect. Service reliability is critical to GBS success, driving the need to deliver what is promised to each customer, on time. GBS positions itself for growth by delivering high-quality services that continue to gain customer confidence, and by identifying new value-add opportunities.

CustomerSat

improve productivity, the GBS Customer Satisfaction Team began a search to locate a supplier partner that could deliver a fully integrated and automated survey process.

CustomerSat's Enterprise Customer Experience Management (ECEM™) system was selected because it met the following criteria:

- 100% automated, online solution delivered immediate access to data and fast action planning
- Ability to automatically drive multiple-language survey communications, including double-byte
- Robust, built-in reporting and analytical capabilities making critical data available to all departments across the organization, in real-time
- A Professional Services team capable of managing complex annual relationship feedback programs
- Flexible "self-service" offering for internally-created "pulse" surveys

Furthermore, Honeywell GBS wanted to do more than just buy a product. They were looking to build a relationship with the new supplier partner to leverage its survey management expertise and adapt its service offerings to GBS' changing business needs. They felt CustomerSat was the vendor to meet all of these requirements.

The CustomerSat Solution

CustomerSat's Professional Services team designed a single survey to measure satisfaction with 124 service offerings. The 124 different survey versions were developed in ten languages. CustomerSat's system automatically delivers all survey components - questionnaire, email invitations, reminders, and acknowledgements - in the recipient's native language.

Automated Quota Management System

Using ECEM sample management, quotas were set for each of the ten service groups based on its total customer population and the desired number of respondents. Since a random sample and an appropriate number of responses are necessary to achieve statistical confidence, CustomerSat applied its ECEM technology to develop a dynamic survey system.

The CustomerSat system allows quotas to be set for each service group based on its total customer population and the number of respondents required for statistically significant results. When an individual receives an emailed survey invitation and clicks on the embedded URL link, a web survey is presented based on that individual, the quota required, and the numbers of responses that have already been received at the time the link is activated. A customer eligible to participate in ten surveys is typically presented with just one--that survey for which his or her response is most valuable, based on the quota and number of responses received for each survey as of that time.



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Figure 1: Honeywell GBS customers provide detailed feedback on 124 service offerings using a customized, web-based survey.

Honeywell

**GLOBAL BUSINESS SERVICES
CUSTOMER SATISFACTION SURVEY**

Which of the following Tempe Payroll website services have you used in the past year?

- View or print paystub online
- Change Federal W4 online
- Create / change Direct Deposit
- Download state or Federal forms

On a scale of 1 to 10, where 1 is Unacceptable and 10 is Outstanding, please rate the website on the following attributes related to Usability:

	<=Unacceptable					Outstanding=>					N/A
	1	2	3	4	5	6	7	8	9	10	
Ease of locating the website on intranet / internet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of finding information on the website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Completeness of information on the website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accuracy of information on the website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to access the website when needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



“The use of ECEM quota management allows GBS to respect customers’ time and to minimize the number of surveys any one customer is asked to complete in a particular time interval. GBS gets the detailed feedback it requires while asking fewer than ten percent of all customers to complete more than one survey.”

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Director of Customer Satisfaction & Learning

Analytics Drive Actions

Analysis of customer feedback occurs at several levels. While surveys were underway, CustomerSat provided all 124 service owners with web-based dashboards allowing them access to reports and charts related to their specific areas.

“With real-time access to customer feedback, service owners immediately understand the data, so we can identify problems much earlier than with our previous feedback systems,” explained Honeywell’s Director of Customer Satisfaction & Learning. “Fast analysis allows quick, targeted actions, which in turn, drives satisfaction.”

Additionally, GBS was able to build an effective closed-loop process with its customers by enabling the service owners to identify three to five key actions to be taken, which were then shared with their customers.

Once surveys are completed, CustomerSat’s Professional Services team worked closely with GBS to conduct in-depth analysis, developing an Executive Findings Report. All analysis is based on the online reporting capabilities of the ECEM system. The table below lists several types of reports created and used by Honeywell for each service group, sales region, and more.

Figure 2: CustomerSat's ECEM system generates a wide range of online reports.

Report Type	Description
Quadrant Charts	<ul style="list-style-type: none">Automatically generated, these reports allow Honeywell GBS to quickly identify more effective resource allocation strategies
Cross-tab Reports with Significance	<ul style="list-style-type: none">These allowed Honeywell to quickly identify where scores were statistically significant for fast, targeted drill-down analysis.
Comparison Charts	<ul style="list-style-type: none">CustomerSat's Chart Designer reports compare service offering scores within each group, as well as overall satisfaction scores between regions.
Push Reports	<ul style="list-style-type: none">A series of key reports is automatically generated and emailed to key service groups.

Future Steps

Honeywell GBS is expanding the CustomerSat feedback program, beginning with the roll-out of "pulse" surveys. These are topical surveys conducted by individual service owners, which are focused on continuously measuring the effectiveness of the action planning processes implemented from the annual survey. The results will help GBS better respond to customer needs and deliver new and improved services. Service owners will use CustomerSat's Licensed Service offering to create, deploy, monitor and analyze each survey.

With CustomerSat as a partner, GBS also plans to use the ECEM system to measure and benchmark customer satisfaction on an ongoing basis, and to track customer satisfaction changes over time. This not only gives GBS an opportunity to fix problem areas, but also to grow the types of services they offer worldwide.

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