

# Carlson Wagonlit Travel Puts Customer Satisfaction First on the Itinerary

<b>Customer</b>	Carlson Wagonlit Travel (CWT) is a global leader specializing in business travel management in more than 150 countries and territories, with nearly 18,000 employees worldwide. CWT's diverse client portfolio of large corporations, small and mid-sized companies, government institutions and non-governmental organizations includes one-third of the Fortune Global 100 companies.
<b>Challenge</b>	CWT has enjoyed consistently high, industry-leading rates of client retention and satisfaction for many years. However, to maintain this over the long-term, the company recognized it needed a way to better capture timely, actionable customer feedback from business travelers who use its products and services, establish more responsive business processes to address customer issues and problems, and analyze customer information to make better-informed business decisions.
<b>Solution</b>	MarketTools® CustomerSat™ helps CWT collect and manage huge volumes of customer feedback on transactions and satisfaction every day, deliver a rapid response to customer issues as they arise, and improve business processes to deepen customer loyalty.
<b>Results</b>	<ul style="list-style-type: none"> <li>&gt; Rapid Response Capabilities Resolved Thousands of Customer Issues, Increased One Client's Satisfaction Scores by 35 Points, and Improved Major Client Relationships</li> <li>&gt; Identified Additional Customer Segments Based on Client Feedback</li> <li>&gt; Customer Feedback Program Recognized with a 2009 MarketTools CustomerSat ACE Award and Named a Finalist for the 2009 ACE Innovation Award</li> <li>&gt; More than 500,000 Survey Invitations Sent Annually; Survey Response Rate Doubled</li> <li>&gt; Benchmarked Partner Performance Using Customer Satisfaction Scores</li> <li>&gt; Better Performance Metrics and Employee Incentives</li> <li>&gt; Increased Satisfaction Scores, Better Business Processes</li> </ul>

***“MarketTools CustomerSat has provided CWT a unified global method for evaluating customer feedback, which we’ve used to establish a more responsive customer issue resolution process. It has helped us build even more effective teams, changed the dynamics in our partner relationships, and allowed us to identify a huge business opportunity online.”***

— King Wah Leong, Sr. Director, Quality & Customer Experience, Traveler & Transaction Services, Carlson Wagonlit Travel



**Carlson Wagonlit Travel uses CustomerSat to implement surveys in 50 countries and in 10 languages. Each year, CWT sends out more than a half million survey invitations around the globe.**



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— King Wah Leong,  
Sr. Director, Quality & Customer Experience, Traveler & Transaction Services, Carlson Wagonlit Travel

## Business Challenge

CWT is a global leader specializing in business travel management and present in more than 150 countries. CWT serves companies of all sizes, as well as government institutions, and non-governmental organizations.

CWT is committed to providing best-in-class travel management products and services to business travelers via two primary channels:

- Online through web portals that provide travel information and booking tools. CWT partners with multiple major online service providers to deploy online travel sites customized to its clients’ needs, and offers training and adoption services to help clients drive the use of online booking tools within their companies.
- Counselor-assisted travel reservation services by more than 18,000 trained counselors worldwide who make travel reservations, assist travelers with travel changes and in emergencies, and more.

To get feedback from customers on their experience with CWT, the company traditionally conducted a Global Traveler Survey by email once a year. Travelers were asked questions on their booking experience with CWT, on their travel experience (airline, hotel, etc.), and on products and services offered to them at every stage in the process.

CWT recognized the challenges in gathering accurate and timely information by surveying travelers only once a year.

“We needed actionable, real-time traveler information,” said King Wah Leong, Sr. Director, Quality & Customer Experience, Traveler & Transaction Services, Carlson Wagonlit Travel. “But in addition to that, our historic, overall metric of ‘satisfaction’ didn’t provide enough information, and our scoring along a 1-to-5 scale didn’t provide enough detail. We also wanted to segment and analyze data more effectively.”

## Solution

CWT began working with MarketTools in 2008 to implement a new customer feedback solution using MarketTools CustomerSat.

### Expert Guidance in Developing and Deploying a Strategic Customer Feedback Program

MarketTools customer experience consultants led CWT through the process of developing and setting up its new customer feedback program. CWT decided to pursue Net Promoter Score (NPS) as the key metric for its customer feedback program, which it rolled out on a market-by-market level beginning in the U.S. and Canada. The MarketTools CustomerSat solution provides CWT the ability to calculate NPS by client, scored as the percentage of travelers who would recommend CWT to others minus the percentage of detractors.

MarketTools consultants have also provided expertise in improving CWT’s surveys: shortening questionnaires to provide a better survey experience, incorporating traveler information from the company’s database to eliminate redundancies, and developing questions to help respondents separate their booking experience with CWT from their actual travel experience with providers such as hotels and airlines.

“We received not just guidance, but true consulting,” said Mr. Leong. “Our consultant helped us understand which issues were critical and reminded us of all the things we hadn’t thought about as we set up and deployed our survey program. The consultants guided us through a successful implementation, and they assist us in driving ongoing improvements directly based on the traveler feedback we continually receive.”

**CWT's senior leadership actively participates in the Issue Resolution process. They drive the Leadership reviews and regularly follow up on issues raised by alerts, often contacting travelers directly.**

### **Robust Feedback Management Capabilities**

CWT receives, analyzes and responds to customer feedback from multiple sources—surveys, email, and phone calls—and therefore required its customer feedback management solution to easily handle an ever-growing volume of customer input across channels. The company's global customer experience program, "CWT Listens," uses CustomerSat to implement surveys in 50 countries and in 10 languages. Each year, CWT sends out more than a half million survey invitations around the globe. They reach out twice a week to business travelers. Nearly 100 CWT personnel log in to MarketTools CustomerSat to send out survey invitations, analyze data, and manage up-to-the-minute customer intelligence.

### **Action Alerts for Rapid Response to Customer Feedback**

If a dissatisfied traveler is detected through low survey scores, CWT uses CustomerSat's Action Management capabilities to act on these responses and ensure the customer's concerns are promptly addressed. CustomerSat automatically generates an email alert to CWT teams around the world.

Using an array of filters, the email alerts are routed to specific local customer service teams to take action. These teams are expected to contact the customer within one business day to acknowledge their feedback. CWT's issue resolution process then tracks the progress as the customer service teams work to resolve the problem.

Reinforcing CWT's commitment to excellent customer service is the fact that alerts generated by CustomerSat have high visibility within the organization. Senior regional leaders are copied based on the origin of the feedback, while the CEO is copied on severe feedback. CWT's senior leadership actively participates in the Issue Resolution process. They drive the Leadership reviews and regularly follow up on issues raised by alerts, often contacting travelers directly. Based on this process and the attention these travelers receive, many not only have their issue resolved, but also compliment CWT on the resolution process itself and the related actions taken by the company.

### **Powerful Analytics**

The MarketTools CustomerSat solution also provides the analytic capabilities CWT needs to slice and dice its customer data, which has enabled the company to break out critical information by specific customer segments. This data provides CWT with the customer intelligence it needs to make better-informed decisions and the most relevant updates to business processes.

## **Results**

### **■ Rapid Response Capabilities Resolved Thousands of Customer Issues, Increased a Client's Satisfaction Scores by 35 Points, and Improved Major Client Relationships**

In 2009, CWT used MarketTools CustomerSat's action alert capabilities to effectively service thousands of alerts. CWT has also used the information from alerts and customer surveys to save at-risk client relationships—by using customer feedback to address the root causes of dissatisfaction. "In order to drive success, we had to get to a more granular level," said Mr. Leong. "Our customer feedback scores give our teams a central point to rally around. We now get up to 35 times more compliments than alerts."

The overwhelming majority of CWT's clients are satisfied with CWT's services. CWT has established a "Red Client" Program to escalate response to the small minority of dissatisfied clients. Using satisfaction scores from CustomerSat, the company can identify immediately when an NPS score for a client company turns negative—meaning that the number of travelers within an organization who return low survey scores exceeds those who return favorable ratings. Those clients are designated

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“Red Clients,” and are assigned to teams led by Program Managers. CustomerSat also allows the teams to review all the survey responses and comments received from the client company’s travelers—so they can examine the issues, determine the root causes, and set up a corrective action plan. The process is tracked, measured, and reviewed at quarterly leadership meetings.

In one case, a client deployed an online booking tool, but chose not to take training on the tool. Later, an administrator at the client company improperly modified a feature of the booking tool. Through transactional surveys implemented by CustomerSat, CWT learned of the improperly implemented feature through direct feedback on problems that resulted from the change. CWT was able to use customer survey information to pinpoint the problem with the booking tool, as well as the root cause (the lack of training that led to an incorrect implementation). In addition to resolving the technical problem, CWT set up training for the company—resulting in a 35-point positive upswing in client satisfaction in a very short period of time

#### ■ Identified Additional Customer Segments Based on Client Feedback

As CWT used CustomerSat’s analytics to slice and dice its customer data, it discovered that customer satisfaction and loyalty scores between travelers who used online booking tools tended to be lower than those who had worked with travel counselors, likely because of the lack of personal interaction between the two channels. CWT also observed that action alerts generated for online booking issues outnumbered agent-related alerts by 9 to 1.

CWT has used this information to designate a team with roles and responsibilities driven by customers’ online satisfaction. Actionable customer insights have helped the team improve CWT’s online booking tools, work effectively with third-party providers to improve their online booking tools, and expand training services for client companies. This enables CWT’s online services group to better address issues and problems—to provide a stronger foundation to pursue new clients, and work to close the gap on NPS scores for online services in Europe and Asia.

#### ■ Award-Winning Customer Experience Helps CWT Maintain a Competitive Edge

CWT has been recognized by MarketTools CustomerSat for its best-in-class customer service efforts, as a recipient of a 2009 Achievement in Customer Excellence (ACE) Award, certifying CWT’s effectiveness in building customer satisfaction and loyalty, and as a finalist for the 2009 ACE Innovation Award, which acknowledges CWT’s innovative use of enterprise feedback management (EFM) to improve the customer experience. *CWT Listens* also helps CWT win new and retain existing clients by delivering real-world examples of performance results, client compliments, process improvements and success stories.

#### ■ More than 500,000 Survey Invitations Sent Annually; Survey Response Rate Doubled

Now, with transactional survey invitations sent out twice a week, combined with the company’s ongoing rapid response to customer problems, the number of travelers responding to surveys has reached 30%, providing better information for decision-making.

#### ■ Benchmarked Partner Performance Using Customer Satisfaction Scores

As CWT scores its survey results for online transactions, it is able to benchmark the performance of each partner that provides custom online booking tools for CWT clients. Leadership teams at the partner organizations are provided information related to services issues specific to their online booking tools. These results are used during partner discussions and negotiations, and the scores are included in partner scorecards and contracts. Analysis of customer feedback highlights areas of opportunity, which are shared with CWT’s online partners on a quarterly basis to prioritize product improvements.

With the ability to deliver direct feedback from customers, CWT's online booking tool partner relationships have become more collaborative, and the company is better able to work with partners to make improvements in the customer experience. "It's easier for our partner management group to have those discussions when they have the facts and figures," said Mr. Leong.

### Better Performance Metrics and Better Employee Incentives

The *CWT Listens* customer feedback process has also helped shape how the company measures employee performance: customer satisfaction and loyalty (NPS scores) provide a consistent metric to assess performance across personnel in Traveler & Transaction Services (operations), program management, and sales.

Customer feedback also supports employee motivation and incentives. Front-line travel counselors receive alerts about issues concerning their clients, providing the information they need to improve customer service. Customer compliments are a factor used to drive employee rewards and recognition. CWT also uses verbatim comments to motivate employees by recognizing them in a monthly newsletter that highlights positive feedback from customers to front-line staff.

### Increased Satisfaction Scores, Better Business Processes

MarketTools CustomerSat has enabled CWT to take immediate action when its clients have issues or problems. The company has also used its customer intelligence to make the operational improvements needed to deliver a better customer experience—resulting in more satisfied, more loyal clients.

#### About Carlson Wagonlit Travel

Carlson Wagonlit Travel (CWT) is a global leader specializing in business travel management. Present in more than 150 countries, CWT serves companies of all sizes, as well as government institutions and non-governmental organizations. By leveraging both the expertise of its people and leading-edge technology, CWT helps clients derive the greatest value from their travel program in terms of savings, service, security and sustainability. The company is also committed to providing best-in-class service and assistance to travelers. CWT services and solutions comprise four lines of business: Traveler & Transaction Services, Program Optimization, Safety & Security, and Meetings & Events. In 2009, sales volume for wholly owned operations and joint ventures totaled US\$21.4 billion. For more information, please visit our global Website at [www.carlsonwagonlit.com](http://www.carlsonwagonlit.com).

#### About MarketTools CustomerSat

MarketTools CustomerSat is a SaaS Enterprise Feedback Management (EFM) solution used by the world's leading businesses to capture, analyze, and act on feedback from customers, employees, and partners. MarketTools EFM consultants are available to help CustomerSat customers get the most out of their investment in EFM, from design of satisfaction programs to advanced analysis of survey results. Through the use of comprehensive analytic tools, action management technology, and the expert knowledge of customer satisfaction consultants, MarketTools helps clients optimize satisfaction and loyalty programs that deliver high-value business impact. For more information, please visit [www.markettools.com/customersat](http://www.markettools.com/customersat).

#### 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](http://www.markettools.com).

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