

Transforming the Customer Experience: Creating a Culture of Accountability at FMC

CHALLENGE

FMC Technologies, Subsea, a global provider of technology solutions for the off shore drilling industry, was focused on doubling revenue and increasing profitability within the next 5 to 7 years. They set out to achieve this objective by focusing on three areas: maintaining and/or increasing market leadership, developing platforms for growth, and execution improvement. A comprehensive review of these three areas revealed that customer satisfaction scores were below average. Customer feedback included challenges with inconsistent service and concerns about client relationship management. The challenge of moving the performance needle on quality and customer satisfaction would require new mind-sets, new skills, and new behaviors throughout the organization.

SOLUTION

FMC partnered with Linkage to design and implement a results-focused curriculum aligned with FMC's quality initiative and customer satisfaction objectives. The initiative focused on a tailored, action learning solution designed to create a culture where every associate felt ownership of customer satisfaction. The learning approach engaged FMC associates at all levels to develop a shared understanding and a common language around the customer experience.

Associates participated in one of three programs based on their interaction with internal and external customers. The programs included a five-day immersion experience, *Strategic Customer Management*, designed for employees and leaders who engage with external customers extensively. A two-day program, *Create Customer Success*, was targeted for employees and leaders who engage internal and external customers. A one-day awareness program was designed for employees whose roles focus on internal functions. The curriculum included information about the current state of customer satisfaction, what role each function plays in delivering customer service, and individual behaviors that each employee could own and act on to generate the desired culture shift. Providing a shared understanding and framework helped facilitate cross functional collaboration to deliver better quality products and services.

RESULTS

The initiative systematically improved customer satisfaction scores and encouraged accountability across all functions. Practical tools allowed for immediate, on-the-job application. The curriculum also helped facilitate employee engagement and, as a result, behavioral change and improved communication. Ongoing communication with customers helped create real-time feedback and stronger, long-term relationships. Associates now proactively evaluate business decisions with the customer in mind and client feedback is addressed routinely at company meetings.

Since launching the initiative one year ago, over 20% of the 1,600 associates have completed the training including 60% of the customer facing employees. To date, customer satisfaction scores (e.g. 'Net Promoter Scores') have improved from -3 to +29. The correlation and credit for improved metrics is attributed to:

1. Aligning the initiative with core business objectives;
2. Focused curriculum with immediate, on-the-job application;
3. Buy-in from senior management and continual reinforcement of key messages.