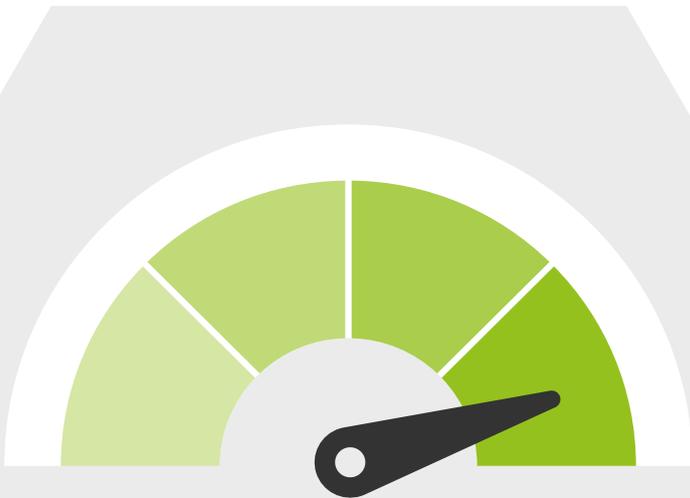




ADDISON LEE

How Addison Lee Group applied Sabio's Voice of the Customer solution to grow CSAT and NPS during a period of extreme change



Increasing CSAT

and NPS scores in one of the world's most disrupted markets



Optimising NPS

Addison Lee Group has consistently delivered a score above the UK average



Making CX a key differentiator

Embedding feedback at the heart of CX operations

Since its formation in 1975, Addison Lee Group has grown to become one of the world's largest managed premium car services. The group now operates across some 350 cities worldwide, expanded recently with the acquisitions of Tristar and Flyte Tyme, and now completes over 10 million customer journeys a year.

Allying the latest technologies with traditional customer service values

Addison Lee Group differentiates by allying the latest technologies with traditional customer service values. Competing in a market transformed by the order-by-app revolution, Addison Lee Group has invested significantly in modernising and digitising its customer engagement model.

"Providing market-leading customer service is at the core of the Addison Lee Group proposition, particularly as we're operating in one of the world's most disrupted markets. It's imperative that we know exactly what our customers are thinking about the end-to-end service we provide, so capturing the Voice of the Customer is a major focus for our CX operations." – Dan Beeby, Customer Experience Operational Manager at Addison Lee Group



Delivering the highest standards of customer service is at the heart of the Addison Lee Group proposition.



Dan Beeby, Customer Experience Operational Manager, Addison Lee Group

The Challenge

Managed premium car service Addison Lee Group needed a way to formalise its customer feedback activities, and wanted a more responsive approach that would allow it to capture its Voice of the Customer efficiently, and provide clear insight into the issues that were most impacting its customers. A key requirement here would be the ability to use feedback gathered to drive positive change across its end-to-end customer journeys.

The Solution

Addison Lee Group engaged customer experience solutions specialist Sabio to deploy its Bright Navigator post-call survey tool and enable Addison Lee Group to benefit from real-time customer satisfaction surveying as part of its Voice of the Customer programme. Bright Navigator allows organisations such as Addison Lee Group to find out what customers really think about the service they're receiving over the phone - and move quickly to identify ways to improve overall service offering.

The Results

Even through a period of significant change involving both acquisitions and international expansion, Addison Lee Group was able to deploy Bright Navigator and accelerate its Voice of the Customer programme. Results include:

- Consistently delivering an NPS score that's above the UK average
- Gaining immediate insight into key issues impacting customers
- Being able to identify the company's real NPS and CSAT drivers

Taking Customer Feedback to the next level

“Over the past three years the Addison Lee Group has succeeded in growing revenues by 47% in the incredibly competitive managed premium car services market” – Andy Boland, Chief Executive Officer, Addison Lee Group.

The company remains focused on capturing a larger share of this sector by embracing new technology that helps better serve its customers. Examples include initial 3D street mapping to support the planned roll-out of an autonomous service by 2021, as well as the recent introduction of the latest Volkswagen Sharan models as part of the group’s commitment to complying with Transport for London’s new Ultra-Low Emission Zone.

It’s this combination of innovative technology backed by experienced driver and customer service teams that helps to differentiate the Addison Lee Group proposition in today’s app-enabled premium car services sector. Customers tend to notice Addison Lee Group’s iconic MPV, Executive and Courier vehicles, however there’s a major customer service operation behind the fleet that enables Addison Lee Group to operate as a trusted business-class ground transport service.

Providing a trusted, business-class ground transport serviced

“Service is at the core of what we’re working to achieve at Addison Lee Group, so it’s really important that we’ve got insight into what our customers are thinking, what they like about our service, and also what’s causing them frustration,”

Addison Lee Group recognised that capturing the Voice of the Customer was an essential element within its customer experience operations, however the team also knew it needed to go further. “We wanted to be able to act on what customers are saying, driving real change in our business and ensuring that we consistently improve the service we are able to offer. We needed to take things to the next level,” continued Dan.

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Addison Lee Group competes in one of the world’s most competitive sectors, so if we’re to differentiate successfully we had to make sure that we not only listened to our Voice of the Customer but were also in a position to act on feedback.

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Dan Beeby, Customer Experience Operational Manager, Addison Lee Group

Capturing Voice of the Customer with Bright Navigator

While the Addison Lee Group Customer Service team had a variety of different tools and metrics applied to keep track of both customer and employee satisfaction, there wasn’t a fully integrated approach. A Quality Assurance team was in place and customer calls were listened to as part of the coaching process, but often feedback shared internally was unstructured and hard to act on.

“We knew we needed a more holistic assessment of our customer service performance, and we also wanted an approach that could provide us with a core benchmark of how we were doing,” said Dan Beeby. “After examining a number of different options, and talking to people we

respected across the market, we decided to adopt Bright Navigator as the core customer satisfaction surveying tool to power our Voice of the Customer activity.”

Powering Addison Lee’s Group’s Voice of the Customer programme with Bright Navigator

Bright Navigator provides automated post call customer surveys that can be broken down to both customer service team and advisor levels. This enables customer service management to gain access to immediate feedback results, while advisors can also see their own results – contributing significantly to a more efficient coaching process.

“What we liked about Bright Navigator was its ability to not just capture our Voice of the Customer, but also the way that we can map feedback against particular teams and advisors. When our customer service team gets to see their own results - and find out why customers gave a particular score for a specific interaction - it’s a powerful motivator,” said Dan.

47%
growth in revenues



over the past three years in the incredibly competitive market



Bright Navigator makes it easy for our customer service team to focus their support on issues highlighted by our Voice of the Customer activity – it's also great for letting advisors identify where they need to improve.

Dan Beeby, Customer Experience Operational Manager



1:1

correlation between adviser helpfulness and a positive NPS score



Building a more complete Customer Feedback process

When Bright Navigator was first deployed, a common customer concern was that they felt a little bit rushed during interactions, with advisors keen to operate efficiently and deal with customers quickly. This was reflected in the initial CSAT scores and verbatim recordings provided by the Bright Navigator tool.

According to Dan Beeby, this feedback provided an important benchmark. "We've now got a feedback solution in place that actively encourages our advisors to stay focused on the behaviours and actions that drive customer satisfaction," he explained. "Since first deploying Bright Navigator to measure our Net Promoter Score we have consistently delivered scores above the UK average, and we've got ambitions to increase that further. That's an impressive performance, and there's no doubt that having Navigator in place has helped us to keep our customer service on track."

Achieving a more unified Voice of the Customer approach with Bright Navigator

Working with Bright Navigator lets the Addison Lee Group customer service team achieve much greater feedback granularity. Customer comments can be attributed by advisors, by team and by the actual call type, providing the team with much more meaningful insight. Navigator has also demonstrated an almost 1:1 correlation between adviser helpfulness and a positive NPS score.

Addison Lee Group has also worked to embed the insight gathered from the Bright Navigator Voice of the Customer solution into its training and coaching processes. By aligning the values and goals across both the company's training and feedback programmes, advisors can be trained in customer engagement best practices that are actively validated each day by the feedback process. Bright Navigator also now plays a key role in Coaching as it allows team leaders to immediately call up relevant feedback, allowing more valuable discussions around both positive and negative customer feedback and how advisors should address them.

The company has also integrated Navigator-enabled Voice of the Customer feedback into its motivation programme, with positive Navigator scores earning advisors maximum stamps on their Addison Lee Group reward cards.



Bright Navigator allows us to benchmark at every level, meaning we can work to identify those issues that are the real drivers of Net Promoter Score and Customer Satisfaction. Navigator doesn't only tell us when customers feel strongly about something, it also helps us to work out what we need to do about it to make things better.

Dan Beeby, Addison Lee Group



Benefiting from proven Voice of the Customer expertise

Working with the Sabio Insight team has helped Addison Lee Group achieve impressive results, however Dan Beeby and the customer service team know that collecting feedback always needs to be part of an ongoing process.

“Sabio has always stressed that it’s vital to take action based on customer feedback, so at Addison Lee Group we’re committed to using our Navigator solution as an engine for continuous improvement. We’ve worked closely with the team at Sabio on first tuning the system to our particular needs, and also consulted with them in determining the right questions and metrics for our feedback strategy,” said Dan.

Whenever we need help, the Sabio team is there

As one of Europe’s longest-established and most successful customer engagement solutions specialists, Sabio is particularly well placed to help organisations such as Addison Lee Group optimise and drive their voice of the customer programmes. Sabio’s Voice of the Customer approach is a combination of its web-based Bright Navigator software and an expert support team that helps customer service teams interpret the data, identify problems and make changes.

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Sabio helped implement our Voice of the Customer solution quickly, and the team has always been there to help us analyse our feedback data and recommend ways to put our results into action across the wider Addison Lee business

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Dan Beeby, Customer Experience Operational Manager, Addison Lee Group

Focusing on continual Voice of the Customer improvements

With Bright Navigator now in place and providing Addison Lee Group with the real-time insight needed to further improve customer service, the organisation is now determined to take things further.

“We’ve certainly proved the effectiveness of the Bright Navigator solution since our first implementation, and we’re convinced that we can continue to identify and act on issues identified by our customers to keep on improving our CSAT and NPS scores,” said Dan Beeby. “Our goal now is to take our NPS feedback score even further.”

Having been able to establish a benchmark customer feedback performance, the Addison Lee Group customer service team also now has a valuable tool for monitoring potential performance gaps. Alerts within Bright Navigator provide a trigger for customer service managers and team leaders, ensuring that the company can move quickly to resolve any developing service disconnects.

“Bright Navigator gives us great insight into what our customers think about our contact centre service. We’re now keen to investigate how we can extend our Voice of the Customer capability to start addressing key questions such as CSAT variations between peak and off-peak times, differences between NPS performance across different service channels, and other benchmarking opportunities. In doing this, we know that Sabio and its expert Voice of the Customer specialists will be on hand to help us.”

