

MMSI Case Study

Utility Company

Company Background

The company has created a successful business offering power station operating and engineering expertise on a commercial, offering a range of services enabling power station operators to maximise the value of their plant performance, as well as operating plants that produce environmentally friendly sources of energy.

Research Requirements

The client wanted to review customer management, benchmark the perception and expectations of the customer base, conduct a review of customer handling, examine external best practice and develop a change management programme to instil a customer focus. The second phase of the project was to develop and implement an ongoing customer feedback programme to meet the requirements of the ISO 9000:2000 standard.

Research Undertaken

We conducted one to one interviews with the senior level personnel of the clients customers. We also conducted internal reviews of customer management procedures and examined best practice in other similar industries. A telephone based, transactional questionnaire was then developed, tested and implemented for ongoing monitoring.

Constraints

The Clients customer base was very small, therefore we had to devise a method that would provide a rounded view of the overall customer experience. To provide this interviews were conducted with both project managers and the decision makers. Additionally, there was very low customer focus within the organisation, which was resulting in a mismatch of the employees' perception of what was important to the customer. We developed an ongoing methodology, which entailed the field engineers rating their own performance on a job and comparing their score to those given by the customer. This drove a rapid understanding of the importance of service aspects within the field staff who have day to day contact with customers.

Results

The research results identified gaps that needed to be plugged. We successfully devised a methodology, which by its nature, ensured employees were constantly focused towards the customer and were continually learning where there were gaps in their specific customers satisfaction. The division has now grown its customer base from less than 20 to 50 and generated £6m profit in the first year.