



A leading manufacturer of wire products for the building, energy, and original equipment manufacturing sectors engaged E Source to build customer loyalty throughout its many business lines.

The challenge: Quest for customer loyalty

By using cutting-edge manufacturing practices and developing innovative solutions to address customers' challenges, the company built a strong brand and solid market share. However, wire is often characterized as a commodity business and product differentiation was increasingly difficult to maintain as other suppliers offered copycat solutions.

As a result, an important pillar of the company's aggressive growth strategy was to increase customer loyalty as a way to boost market share for its products. Through market research and modeling, E Source demonstrated that customer experience improvements were the company's greatest opportunity for increased growth.

The solution: A comprehensive VOC program

To start, the company needed a way to measure customer loyalty and a proven approach for improving it. To address these challenges, the company started looking for a world-class voice-of-the-customer (VOC) program, based on a consistent framework for measuring and improving the customer experience across multiple business units, channels, and customer segments.

Leadership knew that the VOC program needed organizationwide adoption to be effective, so the company created a VOC dashboard to provide transparency, highlight progress, and connect the high-level initiative with employees' daily activities.

The company chose E Source as a partner because of its deep VOC experience and demonstrated ability to make results-oriented recommendations for improvement based on real customer feedback. Reflecting on the partnership, the company's vice president of customer experience said:

“E Source provided exactly what we needed to jump-start our VOC program. They used their experience working with large, complex organizations as well as their effective approach to VOC research to bring our VOC program to life.”

Before rolling out the VOC initiative across the organization, the company piloted the program with one business unit on an accelerated timeline. E Source conducted dozens of in-depth interviews with employees and customers and used that qualitative data to inform the survey design.

The Result: Employee engagement and customer experience improvements

E Source's collaborative approach to developing a VOC program ensured that employees identify with the research and are able to apply it to their work in specific ways. E Source involved a large number of employees during the discovery phase of the project and they contributed to the survey based on their or their customers' experiences. As a result, interest in the project and trust in the research was high and employees could turn their focus to action.

Describing the results of the VOC emphasis, the company's vice president of customer service said:

“Employees at all levels of our company were able to rally around a clear story about ways we can further improve the service we provide to our customers. It has helped everyone see how their role is critical in providing a customer experience, which ultimately increases employee engagement and translates to an improved customer experience.”

E Source helped the company:

- Quantify the drivers of customer loyalty across various internal groups and establish a baseline of loyalty to measure progress
- Create operational metrics that allow the enterprise to work toward a shared goal with a consistent set of key performance indicators
- Conduct frequent transactional surveys to monitor performance for the most important drivers
- Identify improvement initiatives for areas that fall short of customer expectations

About E Source

For over 30 years, E Source has been providing research, consulting, and market research to more than 300 utilities and their partners. This guidance helps customers meet their company objectives by enhancing customer relationships.