



# Satmetrix<sup>®</sup>

ARVAL CUSTOMER SUCCESS STORY



**ARVAL**  
BNP PARIBAS GROUP

We care about cars.  
We care about you.

Using NPS to Achieve Customer  
Excellence Worldwide

[Satmetrix.com](https://www.satmetrix.com)



## THE CHALLENGE

### IMPROVE CUSTOMER EXPERIENCE ON A CONTINUOUS BASIS

Fully owned by BNP Paribas, Arval specializes in full service vehicle leasing to professionals, small-to-medium sized businesses and large international corporations. Arval's tailored solutions optimize the mobility of its customer's employees and outsource the risks associated with fleet management. More than 4,000 employees in 25 countries and a network of partners in 14 additional countries deliver expert advice and high-quality service. Arval's total leased fleet adds up to 725,000 vehicles throughout the world at end December 2014.

Arval had long employed customer surveys to gain valuable insight that it used to measure the satisfaction of its customers and improve its quality of service. The company searched for an in house solution that would furnish customer feedback on an ongoing basis that it could use to continually improve customer experience worldwide. It also wanted to expand and enhance its existing relationships with fleet managers and establish relationships with drivers so they would recommend Arval's services to their companies.

# THE SOLUTION

## ADOPT NPS WORLDWIDE AND STRICTLY GOVERN NPS PRACTICES

In 2013, Arval implemented Satmetrix's CEM software solution to begin a new enterprise-wide Net Promoter initiative. The company worked methodically to ensure enthusiastic worldwide adoption and instituted a pilot program in five countries over a six month period to demonstrate the value of NPS to top management in different countries. Arval's CEO actively explained the strategic importance of the program in a video that went out to all employees. The corporate quality team provided extensive training to account managers and sales managers to help them effectively manage the closed-loop process. The quality team also put on monthly WebEx meetings to share best practices to mobilize employees worldwide and keep them engaged.

To keep its fingers on the pulse of customer loyalty, Arval designed touchpoint and relationship surveys. Touchpoint surveys go out to drivers after specific events such as vehicle delivery, maintenance, repair, accident management, vehicle return, or sales of the vehicle to a dealer or company. When developing relationship surveys, the company mapped the customer journey and made sure surveys addressed key "moments of truth" with the greatest impact on customer satisfaction. Relationship surveys include questions about areas that include account management, service delivery, company image and comparisons with competitors.

Today, fully half of Arval employees have access to Satmetrix NPX, allowing them to conduct proper follow-up and track their closed-loop activities online. Thanks to the continuous measurement approach, Arval has been able to double the number of survey waves and put in place a customer loyalty indicator on a monthly or quarterly basis, depending on country size.

Strict NPS governance controls maintain a consistent and rigorous process across the organization. Now account teams within each country extract a full list of customers from their local CRM, have it vetted by their general manager, and send it to headquarters. Each customer fleet manager is surveyed once a year starting six months after signing their contract (unless they opt out). Once results come in, customers are called back within a specified time and results are communicated at least once a year. The new guidelines also require Arval subsidiaries to engage promoters.

To further ensure customer focus throughout the organization, marketing, sales, operations managers, territory directors and country general managers all have dashboards that allow them to see results as they're available.



# THE RESULTS

## IMPRESSIVE NPS GAINS

Today, Arval employs NPS and customer retention rates as key performance indicators. The company has set a group target for its NPS to be in the top quartile by the end of 2016. Because scores vary widely among individual countries, Arval recommends that countries compare themselves with leading B2B companies in their own country and not against each other. The corporate quality team works closely with each country to set and validate individual goals and action plans each year. Action plans must include actions with a high correlation to NPS. The QA team regularly reviews progress to ensure success. These plans have already had a significant impact.

Poland is one example of a country that developed a successful NPS action plan. Traditionally, the Polish market has focused on price. With the NPS initiative, the Polish team developed an action plan to drive customer loyalty. The plan required account managers to build personal relationships with customers. After customers completed NPS surveys, the Polish team thanked promoters and contacted detractors and passive customers within two days to determine reasons for dissatisfaction and ask for suggested improvements. After implementing the requested changes, account managers informed customers of the results. NPS scores skyrocketed by 25 points between 2013 and 2015.

Arval Italy responded to its NPS by making significant changes to its vehicle maintenance and customer complaint management processes. The group undertook an ambitious project to redesign its entire maintenance network, including only top-performing

garages and giving them recognition when drivers expressed satisfaction with their service. Scores for maintenance grew significantly. In addition, the Italian group set an ambitious target for improving response times to customer complaints. They fine-tuned the complaint management process to make customer service employees more accountable for response accuracy and account teams began to contact customers more frequently. Strong improvement has been registered on "call back" activity thanks to the involvement of all the sales hierarchy (from the account managers to commercial directors), and support materials that explain the actions taken and relative improvements on several service areas are helping the management of the calls with customers. With these changes, Arval Italy increased its NPS by 35 points over the past two years. Moreover, the changes led to a significant improvement in the company culture with regards to quality.

Moving forward, Arval has defined a set of actions that will help it reach its challenging 2016 NPS targets. These include: sharing best practices across countries to move passives to promoters and increase the community of 'super-promoters,' continuously engaging employees through on-going customer excellence and problem solving trainings, account team competitions, and recognition schemes.

For Arval, Satmetrix and NPS have been helping, and will continue to help, develop a customer centric culture across the entire organization.

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**We care about cars.  
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Customer Satisfaction is Part of Arval's DNA



““Every day at Arval, thanks to our expert advice and prompt and flawless service, everything is done to prove that we really care about customers, drivers and vehicles. Using NPS and Satmetrix NPX we've developed a Voice of the Customer program that is now ingrained in all aspects of our company culture.”

**Caroline Cavin**  
**Head of Quality**  
**Arval**





## About Satmetrix

Satmetrix is the leading global provider of cloud-based solutions for managing and improving overall customer experience. As co-creator of the Net Promoter® methodology, Satmetrix combines unrivaled NPS expertise with a powerful, yet costeffective SaaS-based software solution to provide continuous, actionable, 360-degree customer insights. Leading organizations of all sizes and across multiple industries use Satmetrix solutions to drive customer retention, improve customer affinity and maximise positive word-of-mouth to deliver overall improvements in customer lifetime value. With more than 1,000 deployments in 40+ languages, Satmetrix provides a holistic view of the customer experience and the necessary expertise to help accelerate customer experience program success.

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