

Customer Experience Transformation – Global Logistics Company

Client Situation	What we did	Impact
<p>Context</p> <ul style="list-style-type: none"> Client is an international logistics company with approximately 4000 employees in over 90 countries worldwide. Company have a long history of offering customers ocean freight, air freight, and land based services such as trucking, customs clearance and document management. <p>Objectives</p> <ul style="list-style-type: none"> McKinsey is supporting the client in a large-scale Customer Experience transformation program that will be rolled-out across the entire company. Pilot phase conducted at 2 of client's central operations offices. The aim is to set-up the program, built up an internal navigator group and to significantly improve productivity and customer experience. 	<p>Key activities</p> <p>Team diagnosed the current organization by examining it through five lenses, then design strategy and initiatives for implementation.</p> <ul style="list-style-type: none"> Voice of the customers: Conducted surveys to understand customers' needs and expectations; to learn about the client's customer satisfaction level Process efficiency: Re-design end to end value streams to ensures smooth process and deliverables for key touch points Performance management: Put in place systematic tracking mechanism (monthly, weekly and daily reporting, dashboards, New KPI systems) to monitor performance at individual and team level Organization and Skills: Diagnosed key skills present in each team, span of control and meeting cascades Mindsets and behavior: Team appointed and trained client navigators, who in turn became their department champion to roll out program. 	<ul style="list-style-type: none"> Productivity up 30% after implementation. It was further increased to 45% after 6 months Happier Customers: Customer satisfaction increased overall due to 2 reasons <ul style="list-style-type: none"> Reduction in number of iterations in documentation e.g, invoice accuracy increased from 92% to 99.6% Customers felt that client was not being proactive in anticipating problems & resolved it before it became as issue More satisfied employees: <ul style="list-style-type: none"> The employee satisfaction level increased significantly due to <ul style="list-style-type: none"> Increased coaching from managers Involvement in problem solving as opposed to performing routine operations Percentage of over time was reduced from 20% to 10% due to higher efficiency and less customer complains.