

ABB, MARINE & PORTS

CREATING A WORLD-CLASS CUSTOMER EXPERIENCE

ABB's Marine & Ports unit in Finland is based in Vuosaari (Helsinki), Hamina and Turku, developing electrification and automation solutions for the requirements of the marine industry. The unit is responsible for global development of solutions for the marine industry at ABB. The unit's spearhead product is the electric Azipod® propulsion system, which improves the fuel economy, energy efficiency and manoeuvrability of vessels such as cruise liners, icebreakers, ro-ro ships and tankers.

STRENGTHENING A CUSTOMER-ORIENTED CULTURE

The customer experience and quality are ABB's key strategic focal areas. **New global customers and developments in the field of shipbuilding demand modernisation to ensure a good customer experience.** ABB Marine & Ports' business has expanded significantly and it is a pioneer in terms of technical solutions.

"We wanted to make ABB Group's values - customer orientation and quality - a part of our everyday work. We thought about how we could improve customer loyalty by investing in building and maintaining collaboration. We want to meet customers' expectations and - thanks to this project - we aim to surpass expectations in the future. Our goal is to be our customers' primary partner. Improving customer loyalty is a goal shared by every member of personnel. Results are born of collaboration," says Sakari Sorsimo, Senior Vice President at Marine & Ports, describing the background to the collaboration.

SEVEN GOLDEN RULES IN CUSTOMER-FACING SITUATIONS

The ABB Marine & Ports business executes projects involving a large number of the company's own employees, the customer's personnel and third parties. On large projects, the customer experience is created by several people working together. The Marine & Ports business' project commenced with a joint workshop that was attended by 200 Marine employees in direct customer-facing roles. During the training, we agreed upon seven golden rules for situations where the customer experience could be influenced significantly.

To strengthen commitment to the customer experience, the Marine & Ports business began using the Pulssi change management system. Pulssi operates as a smartphone and web app for the Marine & Ports business. It provides tools for creating a better customer experience and supporting operations in challenging or difficult customer situations. Pulssi can help employees to reflect their own weekly successes in various customer situations on the "seven golden rules" and track their development. Due to the large number of projects and amount of work, only few critical actions are focused on at a time. It takes approximately two minutes to respond.

COMPETITIVE ADVANTAGE FROM CUSTOMER EXPERIENCE

The weekly response rate on Pulssi is 70–80% for personnel and 90% for the business management group. This level has been achieved through systematic management and communication - by clarifying the shared goal.

"The application poses questions that challenge me to regularly contemplate how well I have done every week in my work in terms of promoting constructive working methods that create competitive advantage," says Sorsimo, describing the tangible impact of Pulssi.

"The seven golden rules have enabled us to further develop our methods of serving our customers, and this has helped to boost our business efficiency. We have increased the amount of everyday communication with our customers by exercising ownership and solution-orientation, two of the seven golden rules," says Tommi Lempiäinen, Senior Vice President, Global Business Development at ABB Marine & Ports.

Joint actions have led to results, as the NPS figure has improved. The project to develop the Marine & Ports business in Finland will continue until 2020 in line with the business strategy. A development project is planned for execution in the global Marine & Ports business.

"The joint development with Trainers' House has been business-oriented. The targets and methods used are tied to the Marine & Ports business' strategy and adapted to the existing management framework," says Aino Okkeri, Vice President, HR at Marine & Ports.

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