

LASSILA & TIKANOJA



BOOSTING THE CUSTOMER EXPERIENCE AND NEW CUSTOMER RELATIONSHIPS

Lassila & Tikanoja (L&T) is a service company that is transforming our consumer society into an efficient recycling society. The company operates in Finland, Sweden and Russia. L&T's net sales in 2015 amounted to EUR 646.3 million and the company currently employs 8,000 people. L&T's shares are listed on Nasdaq Helsinki.

PRECISION FOR MANAGEMENT AND A BOOST FOR STRATEGY IMPLEMENTATION

Lassila & Tikanoja has undergone major changes to its operating method and system in real estate services. It was necessary to change operating methods because Lassila & Tikanoja wanted to improve its customers' experience of the company.

"To improve the customer experience and increase productivity, we needed better management, quantifiable results and improvements in employee satisfaction. We wanted to increase the customer activity carried out by our experts and ensure we were using consistent operating methods on sales visits. It is important for customers to

be able to reach us and to discuss matters related to development together," says Antti Niitynpää, Business Director at L&T.

CAREFUL MANAGEMENT IN TIMES OF CHANGE

"We wanted to manage changes to our operating methods with precision and transparency. We started using Pulssi. The new operating methods were put in tangible form and divided into clear weekly actions. We focused on a few important matters at a time; we did not try to do too much at once.

Pulssi enabled us to ensure on a personal level that supervisors had made progress on the agreed matters. We receive qualitative information on how people are doing, and we can also share ideas with each other. Pulssi has increased the visibility of many customer meetings, so we are able to increase customer satisfaction," Niitynpää continues.

L&T has also made use of other solutions from Trainers' House. There was a desire to ensure a sufficient level of activity at every customer level. Close, active information exchange and joint customer conceptualisation has ensured that more personal care has been taken of customers. *"This has been assured by several means, including care calls related to customer accounts. The phone calls have helped to clarify how L&T could serve its*

current customers even better. A further aim of the phone calls has been to arrange customer meetings. Customer surveys have been carried out for larger customer accounts. In-depth interviews have clarified what customers really experience. We did not want to use traditional electronic forms for the customer survey. It was more interactive for customers over the phone," Niitynpää comments.

In addition to changing its internal operating practices and focusing on existing customers, L&T has also invested in customer acquisition. To acquire new customers, Trainers' House's team has arranged sales visits for L&T's regional sales managers and told potential customers about the company's real estate services. *"We wanted to set up meetings more efficiently. We told Trainers' House's team whom we wanted to meet and they took responsibility for contacting these people. The partnership saved our regional sales managers' time," says Joni Varkka, Sales Manager at L&T.*

CHANGES ARE ALWAYS CULTURAL CHANGES

"The collaboration helped us to understand that operating methods and system changes also constitute changes to culture - above all,

management culture. In times of change, the focus inevitably shifts to internal matters, so it was also important to invest in customer relationships. Pulssi has introduced agility to communication and raised the level of activity significantly. The personnel have a stronger sense of community. In a large company, different units and business boundaries separate people from one another; Pulssi breaks down these barriers. Everyone reports in the same place and they can see each other's results, which also generates good-spirited competition. Pulssi has facilitated information distribution throughout the entire staff and engendered an open culture and accountability.

Customer satisfaction has improved over three six-month periods, and results have improved in every sub-area of the business. Our collaboration with Trainers' House has been an important component in our success. The care calls carried out by Trainers' House over nine weeks led to 131 meetings with an 80% hit rate," Niitynpää says.

"High-quality background work has contributed to amazing hit rates. 188 meetings have been arranged with new customers and the hit rate was 60%. Trainers' House has regularly reported to us on the progress of the collaboration, and the work has been well organised and systematic," Varkka concludes.

