



“THE HEART-FELT ACTION MINDSET HAS BEEN SUCCESSFULLY INSTILLED IN THE PERSONNEL’S ACTIONS AND VOCABULARY.”

Timo Mäki-Ullakko
Pirkanmaan Osuuskauppa

Katja Gunnelius
Trainers' House

Tero Hassinen
Pirkanmaan Osuuskauppa

PIRKANMAAN OSUUSKAUPPA

40 MILLION OPPORTUNITIES

Pirkanmaan Osuuskauppa (POK) is a local cooperative company that is owned by its customers and provides sustainable service as part of S Group. The cooperative engages in the grocery and consumer goods retail trade, the restaurant trade and the fuel and service station shop trade. Pirkanmaan Osuuskauppa's operating principle is to provide services and benefits to its customer-owners. Pirkanmaan Osuuskauppa recorded sales of EUR 1 billion in 2016 and it employs approximately 3,000 people.

culture,” says Tero Hassinen, HR Director at Pirkanmaan Osuuskauppa.

The collaboration between Trainers' House and POK in 2015 and 2016 focused on the service and management culture. The goal of the collaboration was to accelerate the implementation of strategy by making the customer experience a matter of pride for personnel. POK wanted to use the positive customer experience to build competitive advantage in customer streams and sales.

Success depended on POK's employees being inspired by the new culture and feeling that their work was becoming more meaningful. In terms of supervisory work, this meant investing in intrinsic motivation.

A SERVICE CULTURE REVOLUTION

Pirkanmaan Osuuskauppa updated its strategy in autumn 2014.

“We started with two themes: an amazing customer experience and a good place to work. The projects built around these themes have aimed to revolutionise our service

THE CUSTOMER EXPERIENCE AT THE CORE OF MANAGEMENT

We worked together to precisely define the operating model and management practices related to customer encounters. We selected a service ambassador for every site to ensure that change took place and to provide support to supervisors.

We built the Heart-felt Action Model to ensure that results were quantifiable. This involves supervisors and employees jointly setting targets for activities. Heart-felt actions are encounters that have a particularly positive effect on the customer's experience.

“To manage the change in the service culture, we set up an Operations Centre. Operations Centre meetings are quick and efficient, and they involve business managers leading change together. We are still monitoring the management model, practices and health-felt actions in Operation Centres. The training sections of the collaboration were important factors in creating and instilling management practices and the heart-felt action model,” Hassinen says.

EXCEPTIONAL EXPERIENCES FOR CUSTOMERS

Thanks to the collaboration, employee satisfaction has improved significantly: the TYT index has increased by as much as 2.4 percentage points.

Pirkanmaan Osuuskauppa was one of the best chains in terms of customer satisfaction in 2016.

“The amount of spontaneous positive customer feedback has increased. The heart-felt action mindset has been successfully instilled in the personnel's actions and vocabulary. During our collaboration in 2016, 3.1 million heart-felt actions were logged. Customers are often a topic of conversation for us, and people are pleased by their good customer actions,” Hassinen says.

“The senior and middle management are unanimous about the importance and promotion of this matter. The senior management has determinedly promoted the agreed matters. This is the key. Some managers have said that heart-felt actions have brought new motivation and meaning to their personal work. The programme's results have surpassed our ideas and expectations,” says Timo Mäki-Ullakko, CEO at Pirkanmaan Osuuskauppa.

“The service culture has taken a big step forward. The management culture has also developed. Having an external party challenge us and set things out in steps, concretely driving them forward, has been a good side of the collaboration. Collaborating with Trainers' House has been easy and effective in terms of what we have achieved,” Hassinen concludes.

