

Honeywell Automation and Control Solutions Improves Competitive Edge through Service Excellence

Partnership with AchieveGlobal Yields Measurable Results



Despite its leadership reputation, Honeywell Building Solutions (HBS) wanted to demonstrate significant growth. One of six strategic business groups under Honeywell Automation and Control Solutions, HBS offers design, installation and service capabilities, primarily in heating, ventilation, fire and security, to the commercial sector. Service is provided not only for proprietary products, but also for equipment manufactured by third parties.

Honeywell's European leadership team wanted to reduce contract cancellations, which they perceived to be their major impediment to growth. At the same time, they wanted to improve long-term customer satisfaction. In both cases, engineers played a key role. The Delivering Service Excellence Project, was developed to train 1,500 engineers across Europe, including 1,000 in the United Kingdom, in service excellence. AchieveGlobal was selected as the training partner, based on a successful relationship spanning over 10 years.

Planning and implementing service training

The life cycle of a Honeywell client's relationship with the Company typically begins with a high level of customer satisfaction. However, as the relationship progresses, customers and engineers may begin to take the relationship for granted.

Management determined that the Company needed to become more aggressive in reminding customers why they had made a good decision to choose Honeywell, and that engineers who maintained daily contact with customers needed to become more proactive in meeting customer needs and ensuring that they were aware of value-added activities undertaken on their behalf.

"It was vital that service engineers stay current with what was happening with their customers' business and the needs of their individual contacts, so they could demonstrate how Honeywell should be perceived as long term allies and part of necessary solutions," says Caroline Taylor, HR Manager, HBS "We wanted our engineers to solve problems as they occurred and anticipate future issues, and not be perceived as always trying to sell the customer something."

Implementation of The Delivering Service Excellence Project began with a conceptual phase that included the following:

- Identification of critical success factors and success measures
- Identification of key competencies
- Research on the part of AchieveGlobal to collect anecdotes to use in development of Honeywell-specific case studies

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HR Manager
HBS

With research completed, AchieveGlobal and Caroline Taylor designed and customised the programme to suit Honeywell’s needs. Programme elements included:

- Selected service supervisors were trained to co-facilitate the service engineer training.
- All supervisors attended a Driving Service workshop where they learned how to coach and reinforce the skills of their engineers.
- Supervisors briefed their engineers before training to ensure engineers understood why they were being trained and what their expectations were of training results.
- Service engineers attended a two-day interactive workshop during which they learned what service excellence meant to Honeywell, the customer and themselves, and why this was so critical to business success. Training taught them how to obtain complete and accurate information from customers to prevent misunderstandings. They were also trained how to manage angry and emotional customers calmly and confidently, transforming customer complaints into sales opportunities. Engineers also developed the skills to ask questions and listen for cues to offer additional services. “Supervisory involvement proved to be a key element,” says Jenny Powell, AchieveGlobal Director. “They were involved before, during and after training, providing momentum and valuable reinforcement.”

Measuring success

Honeywell uses two types of measurement of effectiveness – the voice of the customer (an external measure) and the voice of the engineer (an internal measure), which surveys engineers and asks what they need from Honeywell to be successful. Both of these incorporate factors that are critical to quality, dubbed “CTQs.”

Overall, training was designed to ensure customer expectations of their engineers and the service they provided were met and exceeded. In addition, it would increase the competence and confidence of engineers and assist them to deal successfully with conflict. Delivering Service Excellence was intended to increase the scores in the voice of the customer survey as well as increasing revenue by virtue of retaining customers and winning new business from them. “We also targeted the supervisors to teach them how to develop, coach and reinforce their engineers’ new skills,” says Caroline. “We recognised that by combining supervisory involvement with ongoing training, we could achieve a successful project.”

Results have been gratifying. The voice of the engineer ratings have increased significantly. One question related to behaviour training yielded particularly interesting results, going from 1.77 from the last survey to 3.68 out of 5 – the largest single jump of any question. Personal feedback and sense of involvement, factors also linked to Delivering Service Excellence, also increased from 2.77 to 3.15.

Voice of the customer ratings improved as well. Gerald Goubea, Honeywell’s Vice President, recently reported that all areas of the voice of the customer ratings had improved, and attributed this in part to Delivering Service Excellence.

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Caroline notes other benefits as well. “We identified real skills in supervisors who were co-facilitators – skills we hadn’t known existed. Delivering Service Excellence has been a great opportunity to develop our people. In addition, staff attrition has decreased and it is believed that Delivering Service Excellence has played a part in this.”

Why it worked

Honeywell has been extremely pleased with the results of Delivering Service Excellence. Caroline notes several reasons for the project’s success:

- Strong support from the European leadership team
- Successful involvement of service supervisors
- Successful communication among Honeywell sites and AchieveGlobal offices throughout Europe. One of AchieveGlobal’s unique features is that the Company has offices and local staff in all European countries, allowing them to develop strong “on the ground” relationships with each Honeywell country business.
- The strength of AchieveGlobal’s project management team, which allowed them to organise and monitor all aspects of the programme to ensure that milestones were met, deliverables achieved and resources allocated.

“There was a strong partnership with AchieveGlobal and I always had the sense that we were working as part of a team,” says Caroline. “There was regular communication where we could debate issues and ideas, and our account manager had a real passion for service that came across in all our interactions.”

As for the future, Honeywell has “institutionalised” the programme. Co-facilitators have now been further developed to run the programmes in house. Delivering Service Excellence will continue to be delivered to all new hires and integrated into their induction process.

About Honeywell Automation and Control Solutions (www.honeywell.com)

Honeywell Automation and Control Solutions (ACS) is a \$7.5 billion strategic business group applying sensing and control expertise that helps create safer, more comfortable, more secure and more productive environments. The products, services and technologies of Honeywell Automation and Control Solutions are at work in 100 million homes and five million buildings worldwide.

About AchieveGlobal (www.achieveglobal.co.uk)

AchieveGlobal provides research-based learning solutions that aid clients in developing leaders and acquiring, growing and retaining profitable customer relationships. Working with AchieveGlobal's trainers and consultants, clients can translate business strategies into business results by improving the performance of their people in the areas of leadership development, customer retention and sales effectiveness.