



CASE STUDY

How Signature Flight Support Built a Customer-Centric Culture

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CLIENT PROFILE

Signature Flight Support provides fueling, maintenance, and support services to private and corporate jets. It is the world's largest network of Fixed Base Operators (FBOs), with over 100 locations worldwide.

PARTNERSHIP FOCUS

We have helped the company maintain a best-in-class customer measurement program; consistently recognize Brand Ambassadors and top talent; listen to employee feedback; and use its customer understanding to make focused decisions.

PROJECT SCOPE

Since Signature Flight Support became a PeopleMetrics partner in 2006, it has significantly improved its customer experience, customer metrics, and business results. The partnership has been a journey toward best-in-class experiences based on customer-centric culture.

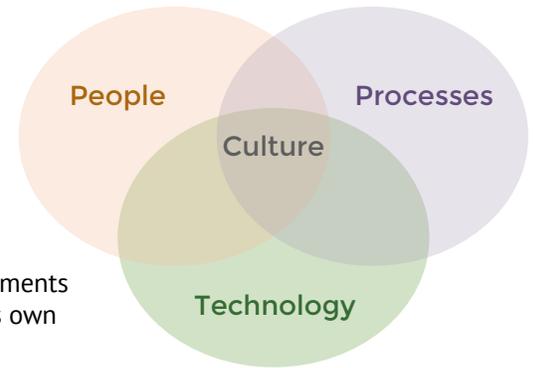
THE CHALLENGE

Signature Flight Support was losing footing in its price-competitive, commodity-driven industry. To differentiate itself from its competition, the company decided that an exceptional customer experience was its last line of defense.

THE APPROACH

Our analysis of customer feedback revealed a lack of high-level accountability in Signature Flight Support for the customer. To combat unresolved customer issues, leadership publicly took ownership of improving customer experience.

Then we focused on three crucial elements to develop Signature Flight Support's own customer-centric culture.



1. HIRING FOR FIT

Using Voice of the Customer data, we identified the company's highest-performing locations, which were invariably led by teams of service-oriented employees. The company then designed service aptitude assessments based on those high-performance teams. The assessments are now required for all talent acquisition and hiring—to ensure new hires have the emotional intelligence to delight customers.

2. TRAINING FOR VALUES

The company also partnered with Ritz Carlton to develop employee training programs. Ritz Carlton used results from our employee engagement survey to identify the most important areas of focus, and then created a cultural orientation session on teamwork, corporate values, vision, and empowerment. Signature Flight Support then launched its ongoing "Service with a Leading Edge" initiative to re-train all staff (including head-office employees) to be focused on customer service.

3. ALIGNING COMPENSATION

Next, Signature Flight Support's team focused on incentivizing great customer experience results. They incorporated customer loyalty metrics into the bonus program for all general managers, and unconventionally, they also look at employee engagement and retention metrics in bonus decisions. This last piece helped move customer scores markedly.

4. TECHNOLOGY AND PROCESSES

Signature Flight Support then turned its attention to improvements in systems and processes. However, the company credits its significant movements mostly to its alignment of internal culture. The company now has a customer-centric culture built on accountability and delighting new and returning customers.

THE RESULTS

Our partnership with Signature Flight Support has not only built a customer-centric culture in theory, but also in practice. Some measurable benefits include:

1. A significant increase in worldwide revenues.
2. A 30-point lift in Client Loyalty Scores.
3. More than 16,000 fewer problems.
4. A 24% increase in the number of worldwide locations.



Media: Click the above thumbnail to view a client testimonial video on YouTube.

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