



Managing A Customer Experience Program in a Global Organization

Who is Johnson Controls?

Leading Provider of Building Technology, Products & Solutions in the World

Warren Johnson
Invents the 1st
Thermostat

1883

HVAC
Controls

Air
Distribution

Chiller
Systems

Fire
Suppression

Retail
Security

Automotive
Batteries

Ducted
Systems

Industrial
Refrigeration

Fire
Detection

Security
Systems

Automotive
Interiors

2019

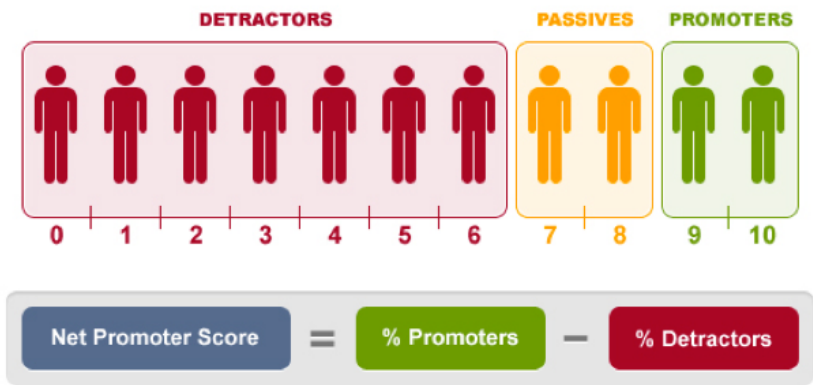


- \$31 Billion in Revenue
- 500+ Brands
- 100+ Countries
- 2,000 locations worldwide
- ? of Products
- 105,000 Employees

Who is Johnson Controls?



Why We Focus on Improving Our Customer Experience



Average Spend of Truly Loyal Customers is 3 Times Higher Than High Risk Customers

Average Margin of JCI Promoters is Twice as High as That of Detractors

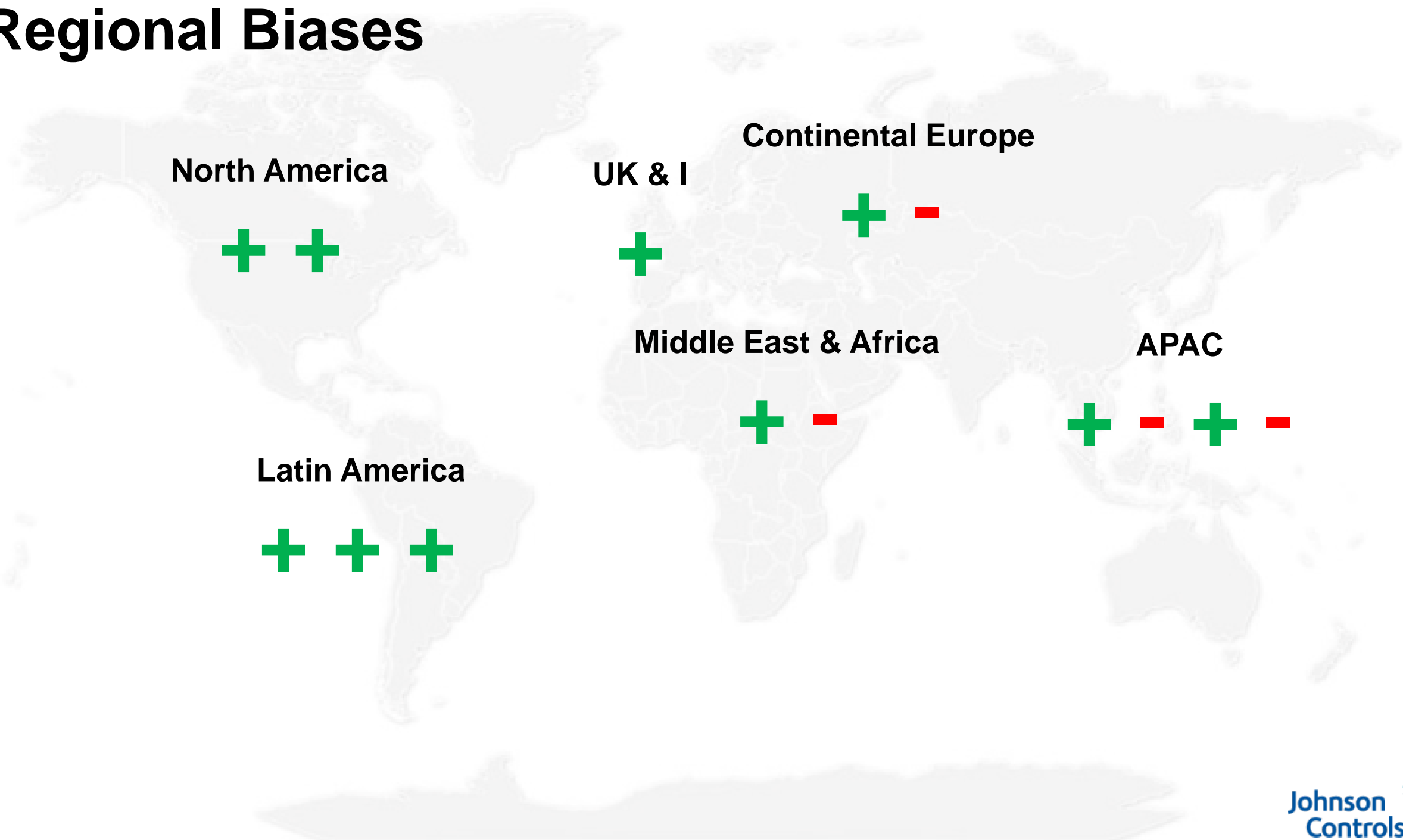


Trapped / High Risk Customers from FY18 Study With Unchanged Loyalty Have Decreased Their Overall Spend in Average by 25% in FY19

Challenges with Global Growth

Situations	Challenges	Solutions
Growth through Acquisitions & Mergers	Independent Mindsets and Approaches to Managing Businesses	Establish Performance Expectations & Allow Independence in Achieving Goals

Regional Biases



















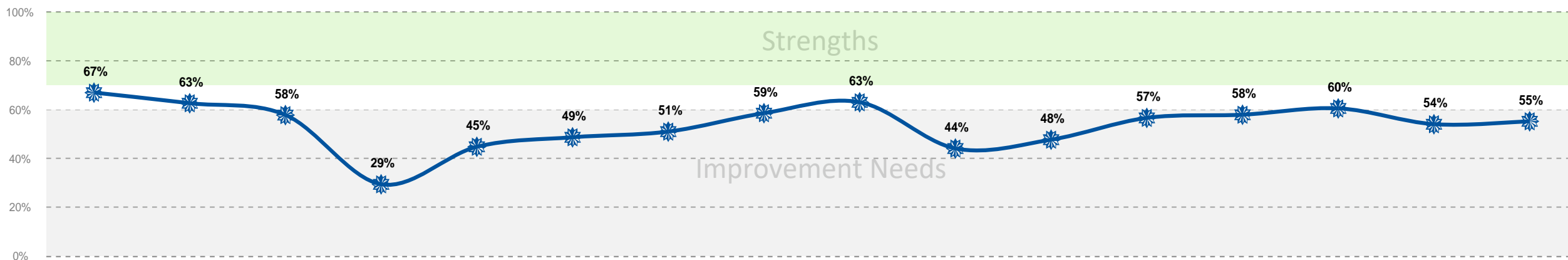


Establishing Service Standards

Performance Across the Customer Journey

% Responding "Excellent" or "Very Good"

																
Brand Presence	Sales/Acct. Mgmt. Team	Products/Solutions	Pricing	Order Process	Quoting Process	Digital Support/Tools	Design/Pre-Const.	Technical Service Team	Const./Install	Billing	On-Going Service/Maint.	Spare Parts	Alarm	Customer Service	Warranty	
Direct marketing, Industry events, publications	Knowledge, communication, responsive, available	Quality, innovation	Competitive, easy negotiating	Ease in placing order w/ Sales clarity in order	Ease in requesting, timeliness, clarity & accuracy			Timely assistance, comp. solutions, minimize surprises	Knowledge, comm., responsive, available	On-time, comm., staffing levels, equip. lead times	Accuracy, on-time, can get questions answered	Know facility, keep you informed, part availability, timely	Access to right person, ability to track, comm.	Response time, availability, knowledge	Knowledge, communication, responsive/available	Responsive, understand your coverage



Common Improvement Suggestions

• Support	• Responsiveness	• Communication	• Discount/Lower Pricing	• Timeliness	• Timeliness	• Training	• Timeliness	• People	• Timeliness	• Timeliness	• Timeliness	• Parts	• Communication	• Communication	• Timeliness
• Quoting/Pricing /invoicing	• Partnership/Engagement	• Support	• Competitive Pricing	• Responsiveness	• Communication	• Partnership/Engagement	• Product	• Communication	• Training	• People	• Accuracy	• Availability	• Responsiveness	• Timeliness	• Problem
• People	• Quoting/Pricing/Invoicing	• Pricing/Invoicing	• Increases	• Transparency/Price Breakdown	• Website/Software	• Online Platform	• Partnership	• Timeliness	• Partnership	• Partnership	• Meet Commitments	• Local Stock	• People	• 1 Pt. of Contact	• Knowledge
• Problem	• Responsiveness	• Timeliness	• Timeliness	• Responsiveness	• Prices	• Partnership	• People	• Responsiveness	• Documents	• Partnership	• Partnership	• Product List	• Knowledge	• Responsiveness	• Communication
• Knowledge	• Communication	• Installation	• Partnership/Engagement	• Product Availability	• 1 pt. of Contact	• Partnership	• Partnership	• Partnership	• Partnership	• Partnership	• Partnership	• Ordering/Delivery	• Knowledge	• Communication	
	• Timeliness			• Delivery	• Partnership							• Communication			

Top Themes from Customer Feedback

Regardless of the level of customer loyalty, these were consistent themes. The level of loyalty was determined by how we delivered on these themes.

"Show Up on Time"

"Communicate with me often"

"Provide timely & accurate invoices"

"Provide adequate resources"

"Demonstrate I am a Priority"

"Be available"

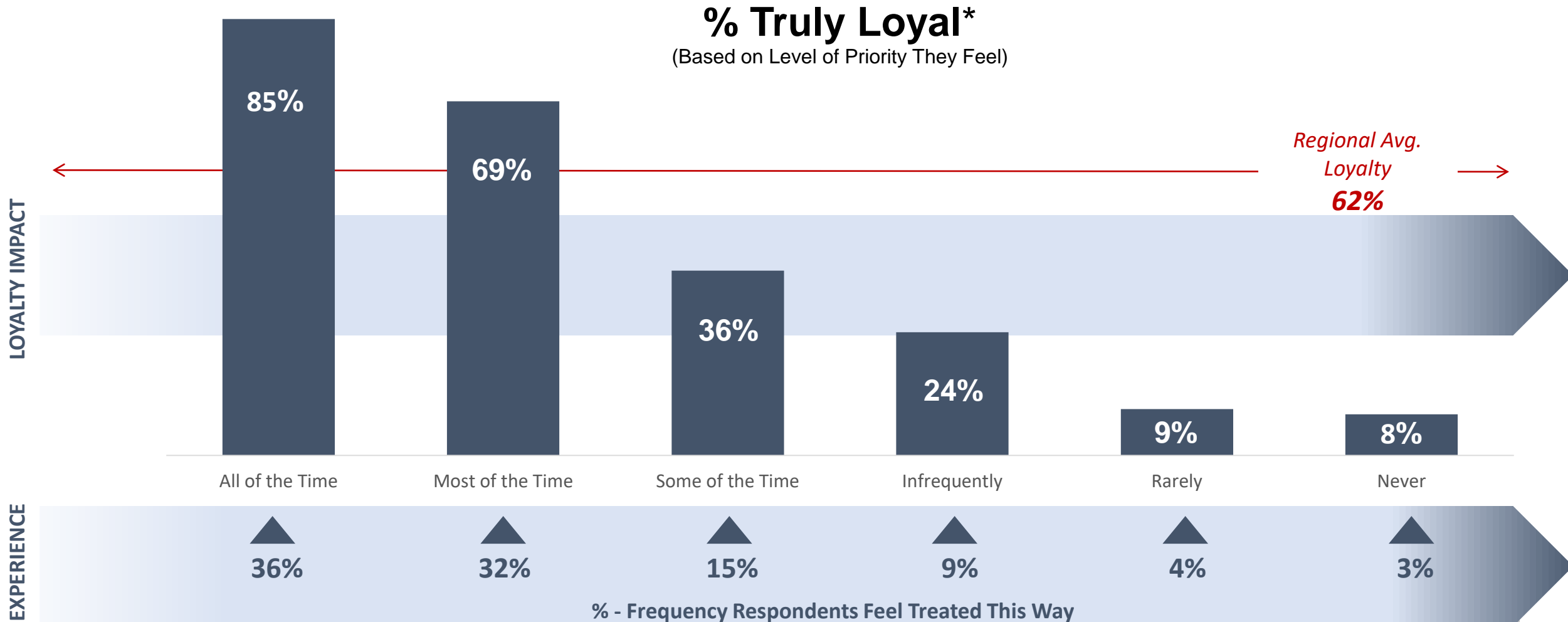
"Get me a quote quickly"

"Show a sense of urgency – it demonstrates you care about me"

"Complete projects/delivery parts when you say you will"

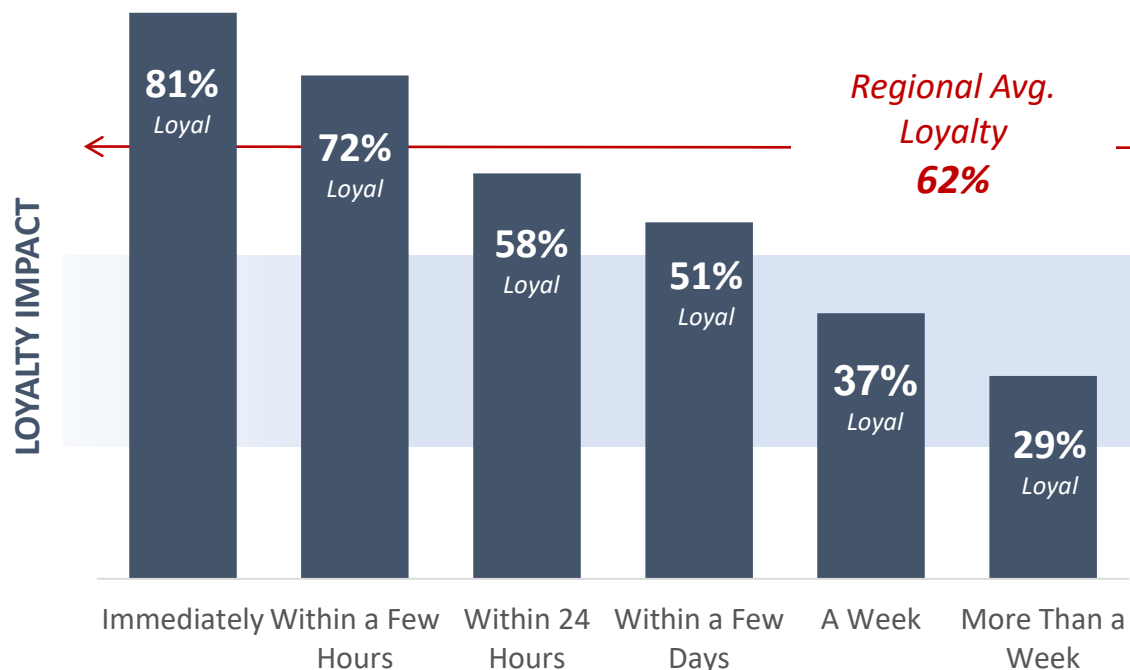
Establishing Service Standards: Impact on Loyalty

How often do you feel Johnson Controls treats you as if you are a priority?

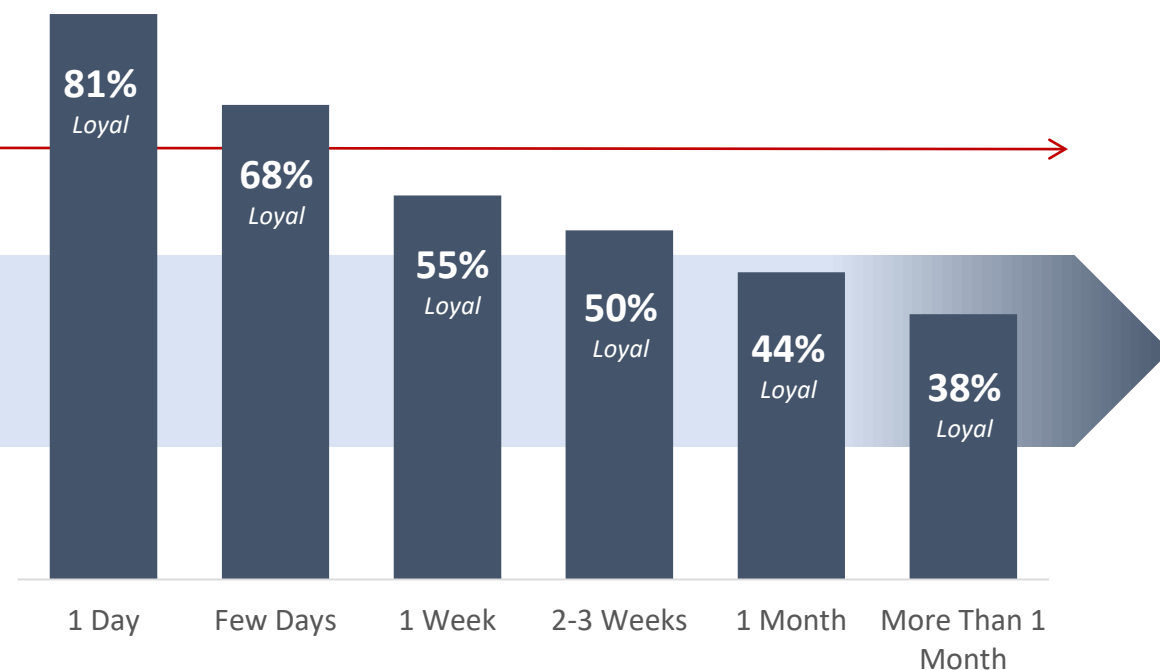


Establishing Service Standards: Timeliness

% Truly Loyal*
Time to Respond to Request or Inquiry

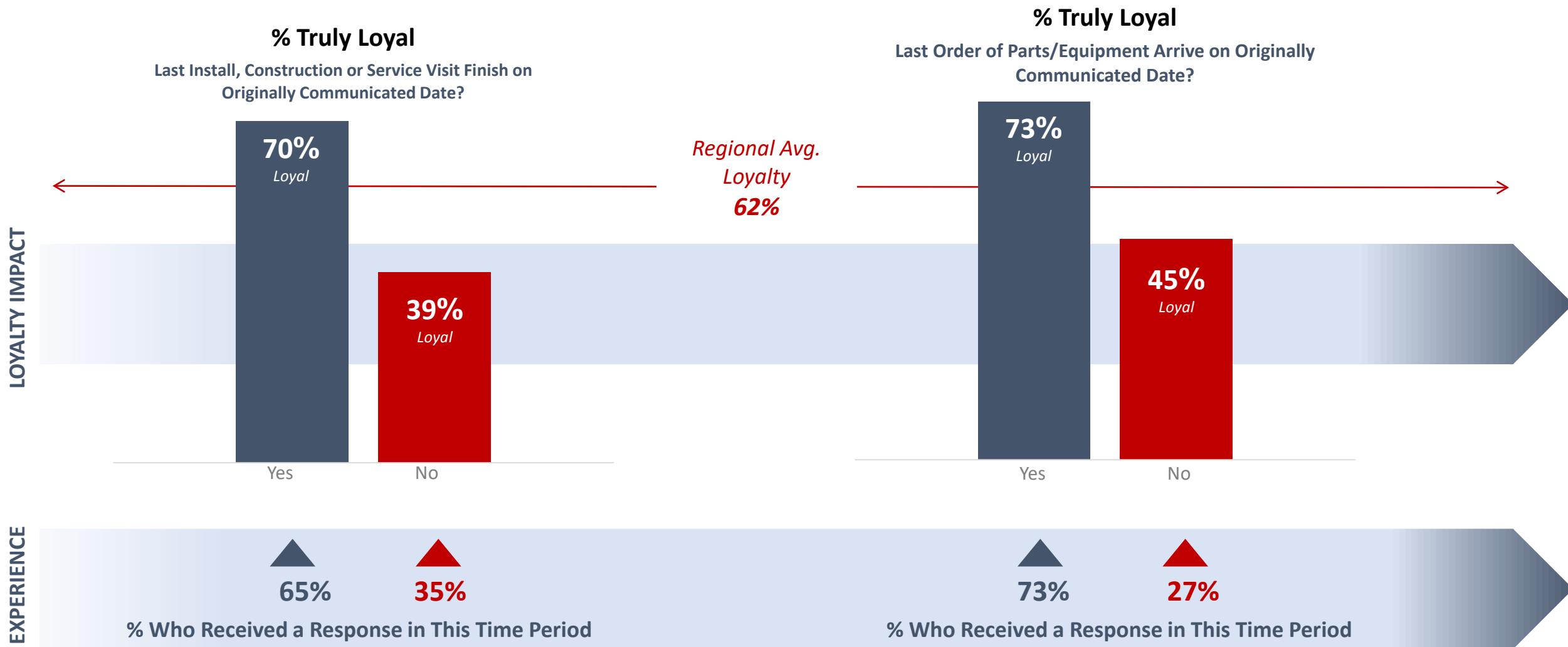


% Truly Loyal*
Time to Receive Latest Quote for Parts or Services



* % Truly Loyal Based on Global Averages

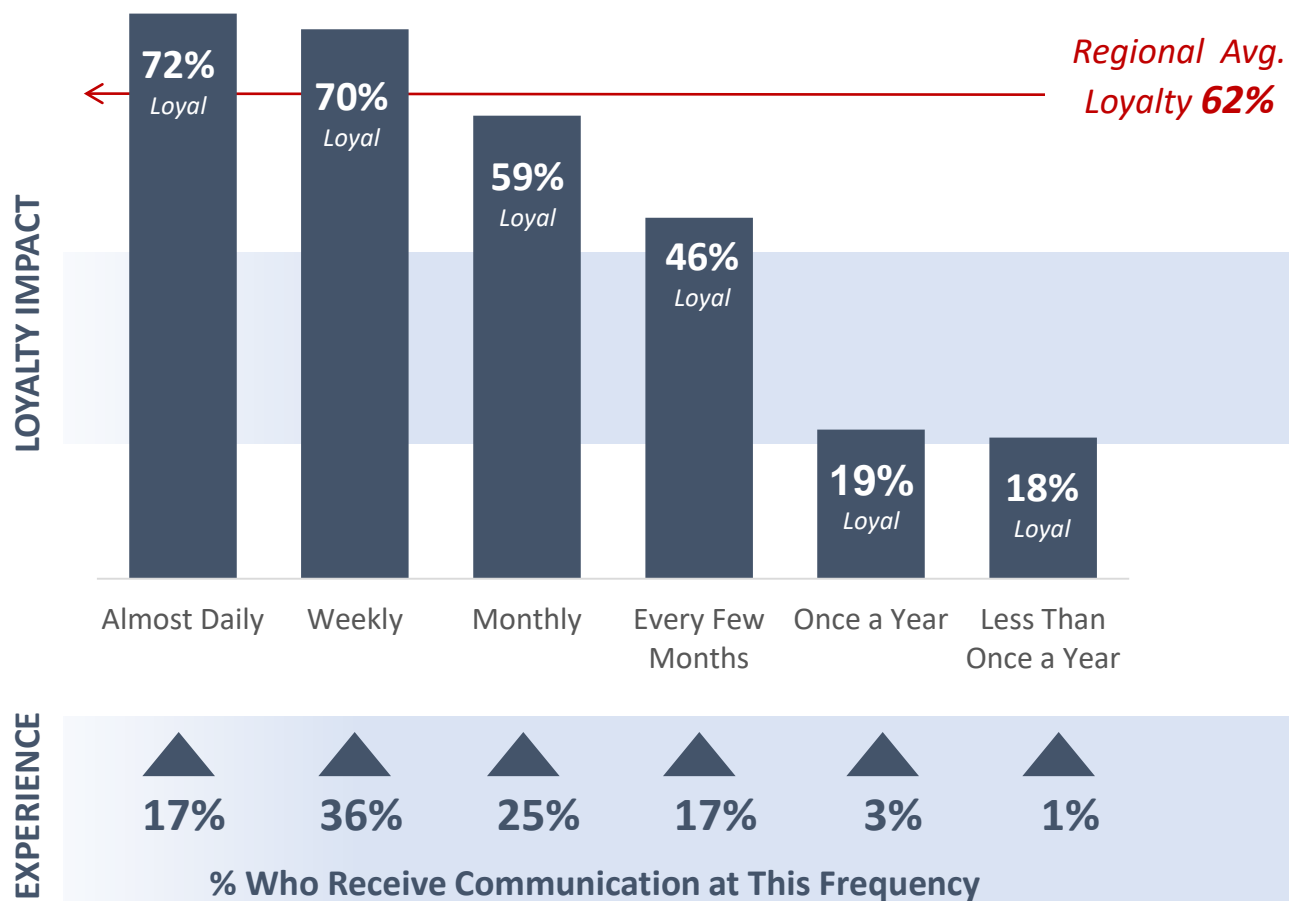
Establishing Service Standards: Timeliness



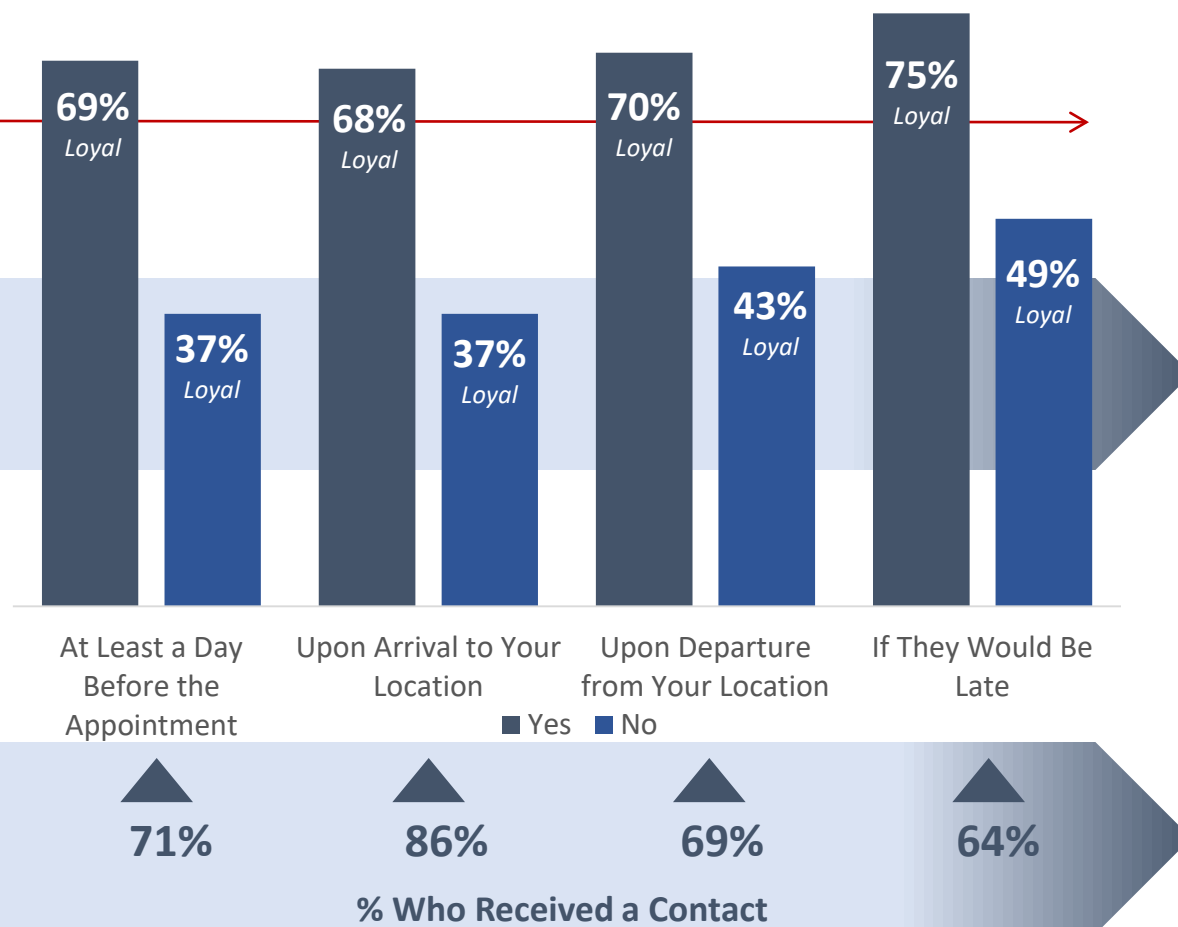
* % Truly Loyal Based on Global Averages

Establishing Service Standards: Communication

% Truly Loyal*
How Frequently Does Your Primary JCI
Contact Communicate with You?



% Truly Loyal*
Did Service Technician Contact You . . .



* % Truly Loyal Based on Global Averages

