



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

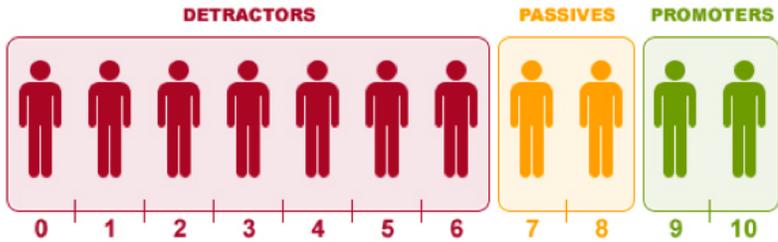


- \$31 Billion in Revenue
- 500+ Brands
- 100+ Countries
- 2,000 locations worldwide
- ? of Products
- 105,000 Employees

Who is Johnson Controls?



Why We Focus on Improving Our Customer Experience



Net Promoter Score = % Promoters - % Detractors

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

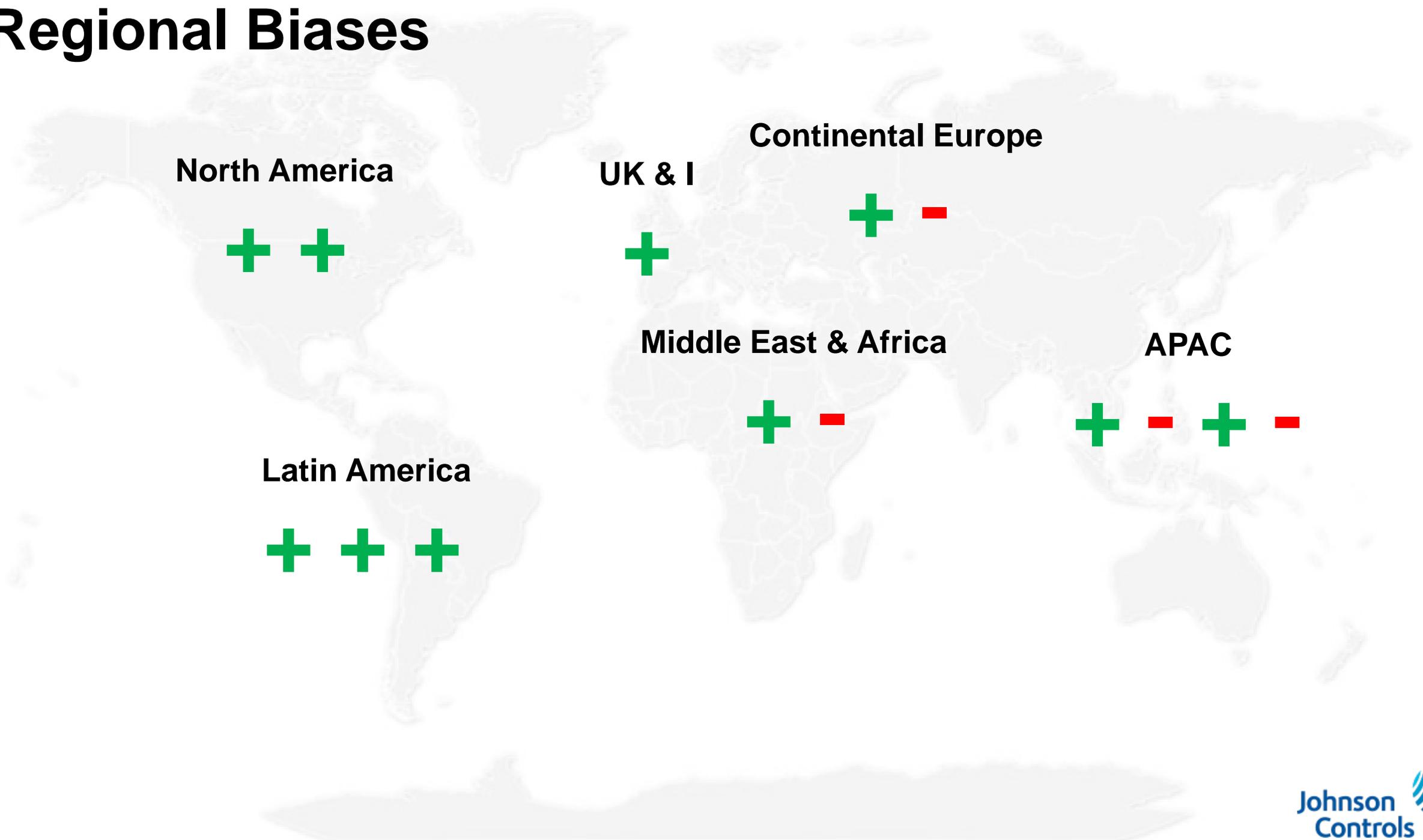
Trapped / High Risk Customers from FY18 Study With Unchanged Loyalty Have Decreased Their Overall Spend in Average by 25% in FY19



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

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"

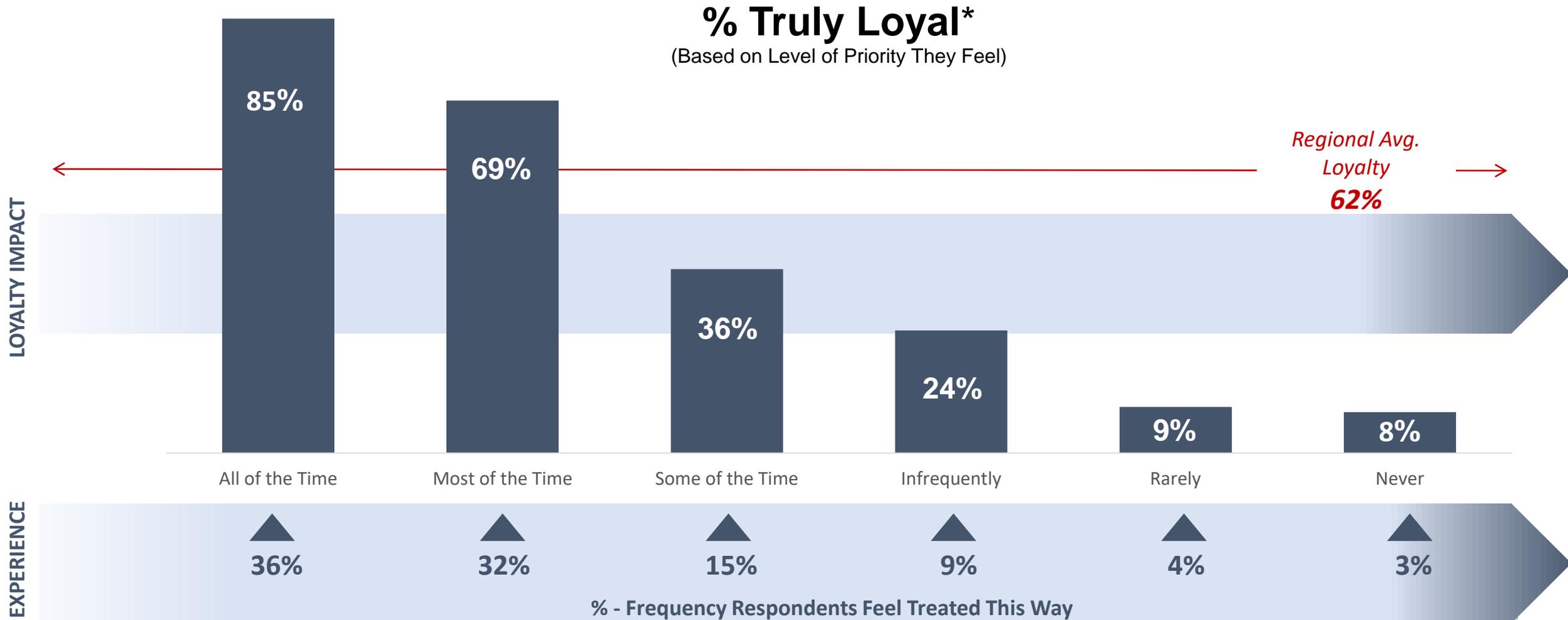
"Get me a quote quickly"

"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

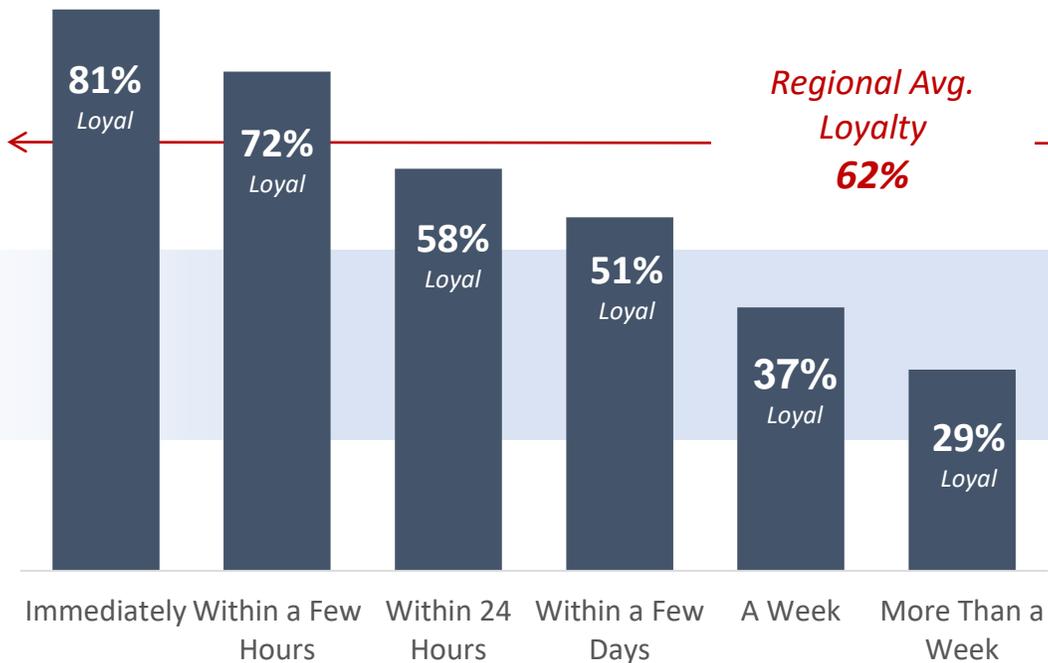
How often do you feel Johnson Controls treats you as if you are a priority?



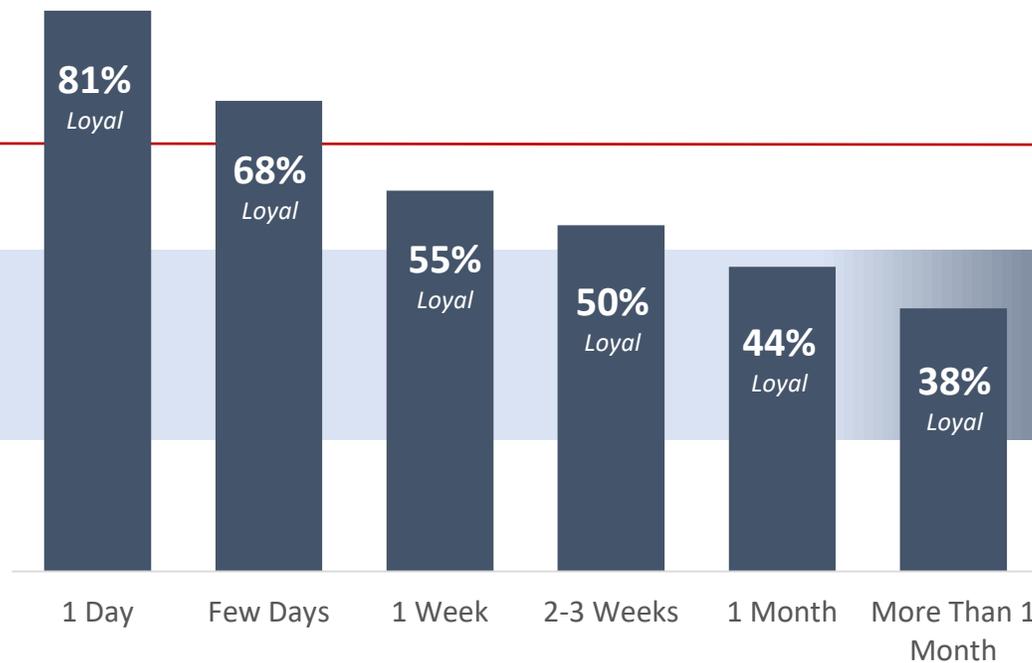
* % Truly Loyal Based on Global Averages

Establishing Service Standards: Timeliness

% Truly Loyal*
Time to Respond to Request or Inquiry



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



LOYALTY IMPACT

EXPERIENCE

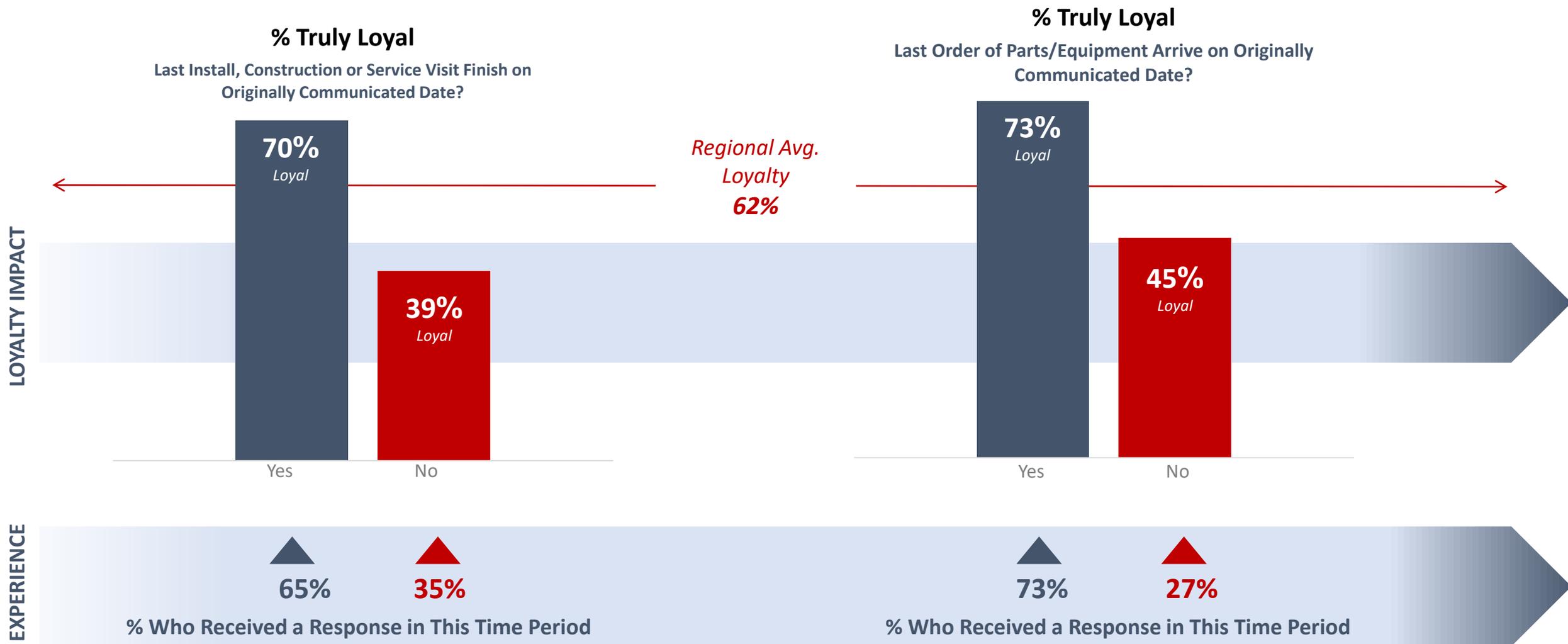


% Who Received a Response in This Time Period

% Who Received a Response in This Time Period

* % Truly Loyal Based on Global Averages

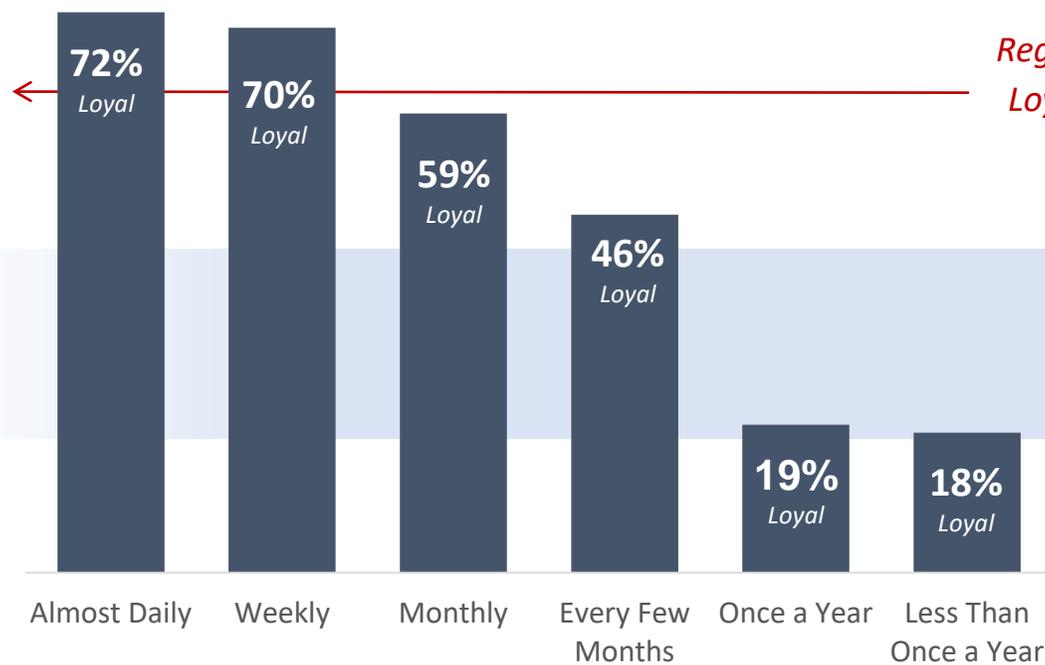
Establishing Service Standards: Timeliness



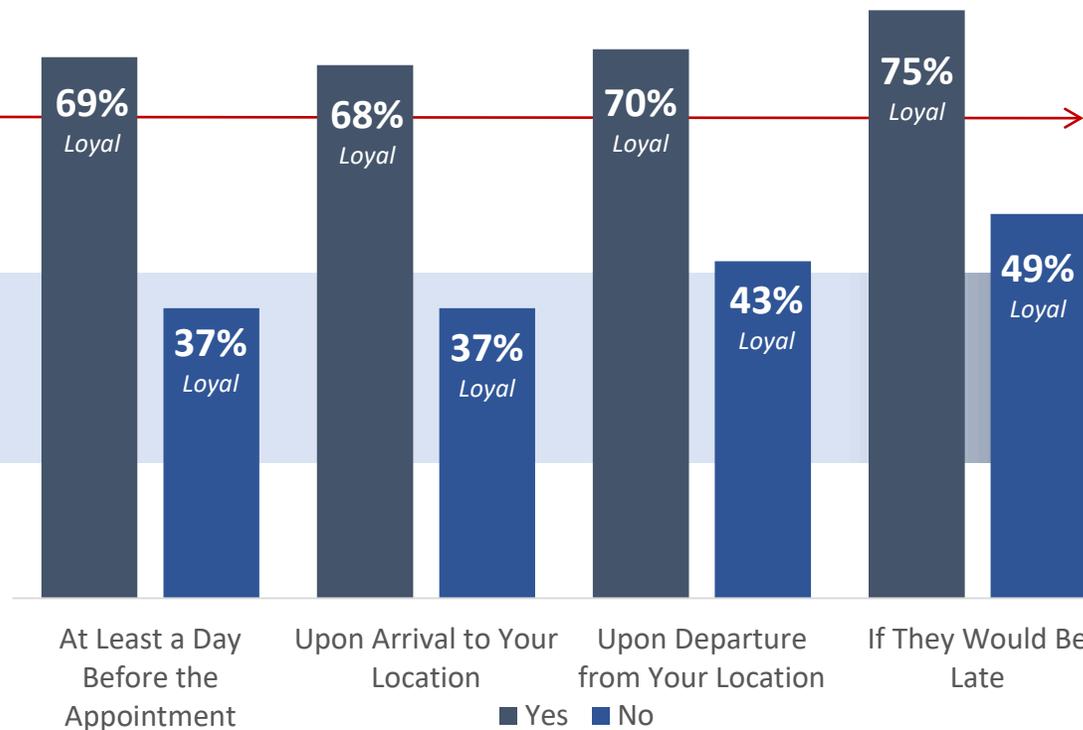
* % Truly Loyal Based on Global Averages

Establishing Service Standards: Communication

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

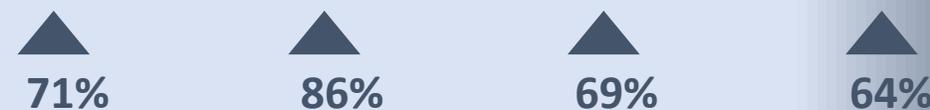


% Truly Loyal*
Did Service Technician Contact You . . .



LOYALTY IMPACT

EXPERIENCE



% Who Receive Communication at This Frequency

% Who Received a Contact

* % Truly Loyal Based on Global Averages

