



## IN SEARCH OF BUSINESS GROWTH, PLUS.

**the city bin co.**



Does using Net Promoter® to put the customer at the heart of your company really bring about increases in satisfaction, loyalty, and business performance as advertised? The City Bin Co., a waste collection firm in Ireland that has been focusing on and measuring customer happiness since its inception, says YES.

Although The City Bin Co. Founder and CEO Gene Browne and his team had always operated out of a customer-first mindset, something clicked when he  upon Fred Reichheld's Harvard Business Review article and book about Net Promoter®. "Over the years, we'd always been measuring satisfaction," he says. "We'd use different ways to do it, such as designing surveys ourselves or hiring third-party companies to design the research and give us back a huge report."

### Benchmarking against stars thanks to the simplicity of the one number.

Though pleased with the results of those discrete survey efforts, which confirmed that the company's focus on customer service was paying off, Gene noticed something different, something better, about Net Promoter. "What really excited me was the simplicity of one number," he recalls. "The Net Promoter Score® would let us benchmark ourselves against Shell, Marriott, Wal-Mart, Amazon, and Apple—names that people universally understand."

### Delivering a credible message to staff and customers.

Gene also appreciated that Net Promoter would allow him to deliver a credible, understandable message to staff and customers, who intuitively know just how good those other brands are. "It's one thing to talk about internal or external survey results when you tell people how great your customer experience is; it's something else to be able to say that we sit alongside companies like Amazon and Marriott," he says.



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CEO and Founder, The City Bin Co.



## Choosing Satmetrix software to run the Net Promoter program.

While researching how to implement Net Promoter to enhance The City Bin Co.'s business performance, Gene also encountered Satmetrix. "I was googling to learn more about Net Promoter Score, and Satmetrix showed up on top. I knew I wanted software to run a Net Promoter program; I didn't want to be doing it all manually. Our discovery of Net Promoter and Satmetrix's software happened at the same time,"



he explains.

## Sending year-round relationship surveys for ongoing feedback.

After a quick and easy deployment of Satmetrix's Net Promoter software, the team's next decision was which survey type to launch. "We decided to start with a relationship survey," says Cosmin Gliga, part of the service-delivery management team and The City Bin Co.'s NPS program manager. "We have a survey wave going out every second week, which keeps us informed with ongoing feedback," he adds, explaining that each customer receives a relationship survey once each year.

## Following up with survey respondents within 48 hours.

When Detractor feedback comes in, Satmetrix's application immediately notifies the proper person within The City Bin Co., kicking the company's closed-loop, follow-up process into action. "We go back to every single Detractor within 24-48 hours and try to understand the reason for their rating and what we can do about it," says Cosmin.

According to both Gene and Cosmin, the results of the program have been outstanding so far.



Welcome! Thank you for taking the time to give us your valuable feedback.

How likely are you to recommend The City Bin Co. to a neighbor, friend or colleague?

| Not at all Likely     |                       |                       | Neutral               |                       |                       |                       | Extremely Likely      |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 0                     | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     | 8                     | 9                     | 10                    |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

What are the most important aspects of our service that influenced your response to the previous question?

Have you positively referred friends or colleagues to The City Bin Co. in the last twelve months?

- Yes  
 No

What one thing could The City Bin Co. do to improve your experience or better meet your needs?

The City Bin Co.'s Net Promoter relationship survey, sent in waves every two weeks to different groups of customers, asks the ultimate question and three additional questions.



# BACKGROUND

## A different kind of waste management company.

If you're a homeowner in Ireland, you'll notice something different about The City Bin Co. the moment you land on its website: [www.citybin.com](http://www.citybin.com). The site, with its obvious customer-first focus, is surprising, not at all what you'd expect from a trash collection company. And The City Bin Co. has built that same sense of surprise and delight into many touchpoints along the customer's journey.

- ▶ No contracts, no customer feelings of entrapment, and no risk of switching to try The City Bin Co.
- ▶ A toll-free, 1-800 number, a rarity in Ireland when The City Bin Co. first opened for business
- ▶ Seven-day service as compared to the traditional five-and-a-half-day service
- ▶ An option to call for pickup when bins are full or on a day of your choosing instead of on a set day
- ▶ A promise to respond to callouts within 90 minutes
- ▶ Weekly cleaning of collection trucks
- ▶ Automated SMS reminders the evening before scheduled pickups

CityBin.com

The City Bin Co. is about service, not waste collection

the city bin co. Home Services About Contact

## JOIN YOUR NEIGHBOURS! EXPERIENCE THE SERVICE

the city bin co. 

FREEPHONE: 1800 33 66 99 | [CLICK HERE TO SIGN UP NOW](#)

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Drinks, games & more brought with 5 months. Complete household work, rubbish & general maintenance.

[Learn More](#)

### Commercial

• Customer focused, work management & meeting service designed to tick all your business's particular needs.

[Learn More](#)

### Skip Hire

Skip Hire from 475 (incl. VAT) if 2000 Litre to 10000 Litre. 24hr service. 100% satisfaction guarantee.

[Learn More](#)

### Home Heating Oil

Try our new Home Heating Oil service. Special discounts for existing waste customers. £200 on every 1000 litres purchase.

[Learn More](#)

Latest News Testimonials Facebook Notice Board

*The Flying Bin Blog*

**WOW!**

See what happy customers—your neighbors—have to say

# BACKGROUND

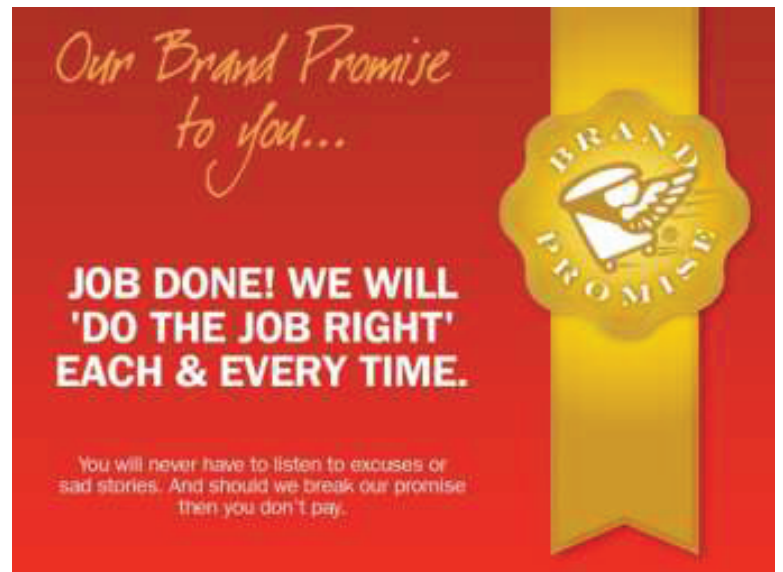
## A laboratory for customer theories.

When Gene Browne and a school friend launched The City Bin Co. in 1997, the intention was not just to grow a profitable business; it was also to test the customer theories he had been advising his consulting clients to implement. "I knew I could talk the talk in terms of going in as a consultant, saying, 'You should do this, that, or the other,'" he recalls. "But at the back of my mind, I wondered if I could walk the walk."

Gene, with a background in quality management, began The City Bin Co. experiment with clear views on customer service, customer satisfaction and loyalty, and the role of service quality in a business. The City Bin Co. would act as an operating company on which he could test his theories.

"It struck me like a eureka moment," Gene says, explaining why they chose the waste collection industry as the testing ground. "Here was one of the last industries to be touched by the whole hand-of-quality movement, and where customer expectations hadn't reached the level it had in other service industries, like airlines or banks or car hire agencies."

Gene's goal? To see if it was possible to differentiate a utility using a customer-focused, customer-service model, and then to drive change in the industry overall. "I wondered if we could build a successful, sustainable, service-led business with a competitive edge in an industry where it's hard to get customers excited," he says. "After all, what's exciting about hiring a company to take your garbage away?"



Service quality has been at the forefront of The City Bin Co. since inception. Today, the company's Net Promoter program gives management confidence that the company is living up to its brand promise.

# RESULTS. QUICK WINS, BUSINESS GROWTH.

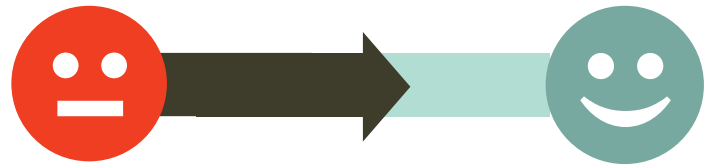
Engaging customers and making feedback-driven changes to improve the experience.

Although The City Bin Co. has only been using Satmetrix's Net Promoter software for a little more than a year, excellent results are rolling in already.



## Saving about-to-defect customers unhappy with price.

Thanks to its Net Promoter program, The City Bin Co. has saved Detractors who reported on surveys that they might leave based on price. "We contacted those people and spoke to them about the balance between service and value, and where price fits into the meaning of that," says Cosmin. "From those actions, we managed to keep customers that otherwise would have defected."



## Discovering which areas of service delivery matter most to customers.

The City Bin Co. staff has also discovered that if service delivery slips even by a small measure, customers notice—and remember. "One of the things we emphasize to customers is that we take more care than competitors when returning the bins to the places where customers left them," says Cosmin, explaining that other collectors tend to carelessly toss empty bins back, so that a bin might wind up at a house down the road, or mixed in with neighbors' bins. "What's interesting," says Cosmin, "is that people remember small breaks in service quality even if they happen only once or twice in a year. And although customers might not complain about issues when they happen, they will tell us about them on the surveys." This customer behavior gives The City Bin Co. confidence that customers, if given a chance, will report on drivers of happiness and loyalty that might seem minor to employees—such as leaving a bin a few meters away from where the customer placed it.



## Changing perceptions and turning Detractors into Promoters.

In another example, surveys revealed that customers felt truck drivers were reversing trucks at inappropriate speeds. "As soon as we saw those comments, we contacted both the customers and the drivers," Cosmin says. "We explained to the customers that the trucks are fitted with restrictors so they can't exceed 30 kilometers per hour, and that our drivers are trained and experienced," he says. Staff also let customers know that trucks are equipped to increase rear visibility and identify hazards that may be in the truck's path. "One customer in particular was very happy to find this out," says Cosmin, noting also that the customer identified herself as a Promoter in the next survey.





Learning that a service feature considered a “nice to have” is core to customer happiness.

Another feature of The City Bin Co.’s service, one that Gene borrowed from the airline industry, is that the company sends a text message to customers’ mobile phones to remind them which bin to leave out the next day. “We learned through our surveys that customers are dependent on this part of our service, which we always used to think of as a nice-to-have,” says Cosmin. “But now that we know how important it is to customers, we’ve made it a core service, and people really appreciate it.”



Prompting 15% of Promoters to share the love with their social networks.

Thanks to functionality baked right into the Satmetrix-generated surveys, The City Bin Co. also prompts Promoters, right within the survey, to share their experiences on Facebook, Twitter, and LinkedIn. At last measure, 15% of Promoters took advantage of that functionality. Of that 15%, 3% took the time to share the actual text of their feedback, while the other 12% shared links to their feedback. Individuals within those link-sharers’ social networks clicked on 55% of the links to see what The City Bin Co.’s customers had to say.



Doubling the customer base—AND increasing NPS.

The City Bin Co., like all companies, plans for business growth. According to Cosmin, the company has achieved almost 50 percent more growth than planned. “We’ve actually doubled our customer base in the last 12 months,” he says. “And alongside that growth, our Net Promoter score keeps increasing.”

INITIAL NPS  
AT LAUNCH

=

63



NPS AFTER  
6 MONTHS

=

67



NPS AFTER  
6 MONTHS



=

73



# THE MANAGEMENT PERSPECTIVE.

## Using Net Promoter to stay atop trends and to drive longer-term, strategic results.

As the program matures, The City Bin Co. continues to tweak its service offerings in response to customer feedback to reduce customer churn, recover Detractors, and engage with Promoters. Management is also using Satmetrix's proprietary analytics—baked into the software—to measure business performance and to identify trends, risks, and new business opportunities.

### Driving business decisions with real-time and rolling analytics.

For The City Bin Co., Net Promoter acts as a core metric to measure business performance. The company sets targets, and then measures progress against those targets over time, with the help of the application.

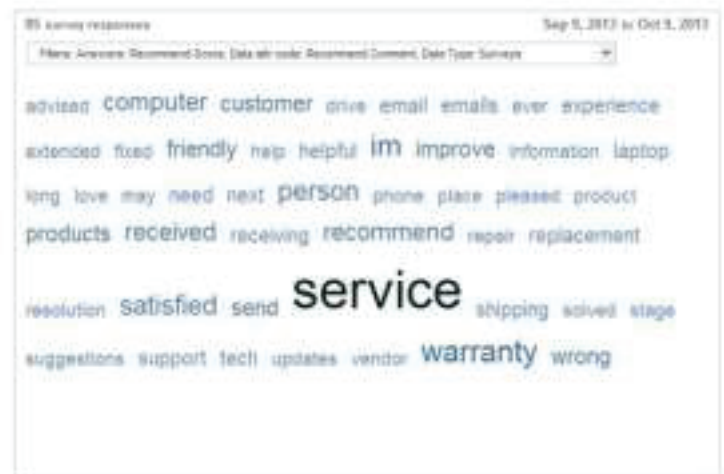
"What we love about NPS and Satmetrix is the analytics, the real-time and rolling periods of three months, six months, or whatever length we want," says Gene, explaining NPS's top spot on the team's agenda. "We use NPS data in our senior management meeting every Monday, looking at divisions, the NPS in each division, divisions at risk, the trends, the threats coming out of the data, and at Detractors. We look at and discuss all Detractors and the comments that have come in since the previous Monday, and use the information to drive business decisions."

### Pushing NPS and other loyalty data to the people who need it.

According to Cosmin, the fact that he can use Satmetrix's software to push data to managers is a major plus. "People prefer to have information pushed to them as opposed to them having to look for it," he says. "So I've set up different reports in the system that show, for example, the overall score broken down by location, between services, and by the number of Detractors. The system pushes that data to colleagues each Friday, while I prepare more detailed reports and snapshots of other data myself."



## NET PROMOTER MANAGEMENT REPORT Comment Insight



Using the schedule-ahead push functionality in Satmetrix's in-the-cloud software, The City Bin Co. automatically distributes management reports via PowerPoint. In this pushed PowerPoint report, managers see the key terms customers used in survey responses during the reporting period.



# NET PROMOTER, FAST FORWARD.

## What's up for The City Bin Co.'s Net Promoter program tomorrow?

As the program matures, The City Bin Co. continues to tweak its service offerings in response to customer feedback to reduce customer churn, recover Detractors, and engage with Promoters. Management is also using Satmetrix's proprietary analytics—baked into the software—to measure business performance and to identify trends, risks, and new business opportunities.



**In progress:** Testing new service features, exploring potential new service lines as requested by customers.

For instance, when Gene returned from the 2013 Net Promoter conference in London, he brought with him a new idea that the company is implementing already. "The idea is that if we're going to Beta any new services or products, we'll only launch those that we test in the market and that pull in an NPS over 50," he says.

Thanks to its Net Promoter program, The City Bin Co. also may be adding a new service line that customers have been requesting in surveys. "We're in a stable industry," explains Cosmin. "We collect waste. It's not like we're Apple and can launch a new app to make things better for customers." Even so, The City Bin Co.'s management has its ears open. Based on customer feedback received so far, the company is investigating the possibility of one particular add-on service. "Net Promoter is acting as a trigger for us to offer new services," Cosmin says.

**Coming soon:** Distributing the voice of the customer throughout the company, tying NPS to compensation.

Although only management has been privy to Net Promoter data since the program began, The City Bin Co. will start distributing the voice of the customer across the company soon. "We're launching an education program to let employees know what NPS is, how it works, and how they can influence the results," says Cosmin. Also, according to Gene, as the program matures, he'll explore tying NPS to compensation.

**Coming soon:** eNPS, or Net Promoter Score for employees.

Over the next 12 months, Gene will also start working toward making The City Bin Co. a desirable place to work by measuring and acting on eNPS, or employee Net Promoter score. With eNPS, The City Bin Co. would survey employees and then segregate them into groups of Promoters, Passives, and Detractors, just as it segregates customers with Net Promoter. The goal of an eNPS program is twofold: first, to address urgent employee issues and leverage the feedback of Promoters, and second, to seek out and improve the company actions and policies that work toward improving both employee and customer loyalty.



As CEO, the Satmetrix software gives me confidence, insights, and credibility. I'm now confident that I can go about growing the business, knowing that day-to-day activities are happening the way they should, according to our customer service philosophy. From the insight we gain, we're able to look at Detractor issues and can spot trends before they happen. The credibility comes from being able to send a strong, objective message to our employees, to our customers, and even to our competitors.

Gene Browne  
CEO and Founder, The City Bin Co.







# SATMETRIX®

## ABOUT SATMETRIX

Satmetrix provide  standard-setting Net Promoter software to companies worldwide. As co-creators of the Net Promoter methodology, we deliver software that reflects our deep expertise in customer feedback and customer loyalty creation. Our software helps you recover at-risk customers, mobilize loyal customers, and generate powerful insights that guide your company's strategic direction. Since our founding in 1997, we have helped companies like yours build profitable, sustainable growth through better customer relationships.


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