



## Ford Retail

**Project: Moments of Truth**  
**Area: Branding, internal communications, customer experience training**

Ford Retail is part of the Ford Motor Company and operates 70 Ford dealerships throughout the UK.

Customer Plus was engaged to design and deliver a customer experience improvement programme to support Ford Retail's recognition of the strong link between customer satisfaction, customer loyalty and profitability.

The programme, branded Moments of Truth, was designed to raise Ford Retail's standards of customer service and create a consistently excellent customer experience.

John Leathem, Customer Experience Director of Ford Retail, said: *"This is one of the most significant initiatives Ford Retail has ever undertaken. Given the current state of the economy, Moments of Truth will be more important than ever as customers become ever more demanding. Customer service and value for money will be at the top of their agenda; this is how we will stand out from the competition."*

### Aim and Objectives

To create a Customer Experience Programme and train 2,800 frontline and backroom staff. Objectives were to:

- create awareness and understanding of the enormous contribution great customer experience makes to the business success of Ford Retail
- equip managers and staff with the tools, knowledge and skills to deliver a consistently high customer experience
- design, brand and support the delivery of a change programme
- develop a model which articulates the link between employee behaviour, customer experience and business outcomes
- design and produce informative, promotional, training-specific and dealership point-of-sale materials to support the campaign
- evaluate the impact of the programme and to devise methods for continuous improvement



# Delivery

Customer Plus designed, branded and implemented a Moments of Truth programme based on a nine-step approach:

**Step 1** Establish a simple and compelling customer service vision.

Customer Plus worked with Ford Retail to generate ideas for the programme and come up with the Moments of Truth concept. This customer service vision was then communicated throughout the business, firstly through the managers' conference and then through a series of launch events in each UK region.

**Step 2** Identify model customer service behaviours.

We sought feedback from customers on their customer service likes and dislikes. Comments were analysed categorised into six key behavioural areas:

- Be efficient
- Keep your promise
- Be helpful
- Be polite
- Make it personal
- Go the extra mile

**Step 3** Create a brand identity to capture the customer service vision.

Customer Plus used Ford Retail's corporate colours and fonts to produce a range of communications concepts which were then voted for at the Ford Retail Managers' Conference.

Communications materials included:

- 150 page workbook
- Managers' guide
- Nomination cards and ballot boxes to support a monthly nomination scheme managed by Customer Plus
- Dealership posters – as a reminder of the six key behaviours
- New letterheads for all invitations and letters
- Promotional items – pens, post-its, badges etc...

**Step 4** Establish a customer service leadership group to steer the programme.

The steering group was made up of senior Ford Retail directors and general managers, as well as Richard Beevers from Customer Plus. The steering group meets regularly to discuss and measure progress.

**Step 5** Create a simple performance management and reward system.

Customer Plus has worked with Ford Retail to develop and manage a 'Who Made The Moment?' nomination scheme. Customers, colleagues and managers can all nominate employees who have lived the six key behaviours and a winner is chosen every month in each region. Customer Plus has also developed a 'Magic Moments Club' where general managers can reward members of their team with experience days and team building events.

**Step 6** Devise a Customer Experience workshop and toolkit to induct dealer staff.

The Moments of Truth workshop was piloted four times with a cross-section of employees to make sure it was relevant to every role in the organisation. Once the content of the workshop was agreed we then piloted the whole programme in the Yorkshire region with letters, launch events, workshops, workbooks, and the nomination scheme.



**Step 7** Appoint Champions of Change throughout the business to support managers in implementing Moments of Truth.

At each of the launch events we asked for volunteers to become Champions of Change. The role involved a general responsibility for driving Moments of Truth forward in common with other managers and a specific responsibility to provide the necessary support and guidance for employees to complete their personal workbooks.

**Step 8** Roll out the Customer Experience workshop across all staff.

The programme has now been rolled out to the whole organisation region by region. A total of 2,800 employees have attended launch events and the workshop.

**Step 9** Monitor and sustain progress.

We measured the reactions of staff to the programme at the end of every workshop. It was rated “useful” or “very useful” by 95% of attendees. We continue to feedback to Ford Retail all the nominations from the ‘Who Made The Moment’ scheme. Customer Plus has also helped implement a Moments of Truth 24 call back system, where customers are called within 24 hours of visiting Ford Retail and asked key questions regarding their experience. The results are already significantly improved from their previous customer satisfaction measure called Viewpoint.



These steps have been implemented on time and on budget. Customer Plus is now working with Ford to develop further initiatives for sustaining the programme and encompassing Moments of Truth as part of the induction for all new starters.

The programme has been strengthened by linking the workbook to the NVQ level 2 in Customer Service framework which meant approximately a third of the employees were able to gain the NVQ level 2 qualification and Ford was able to claim funding to support the programme.

The roll out of Moments of Truth began in early 2009 and was fully implemented by the summer of 2010. Despite a difficult economic climate, 2009 saw performance far exceed expectations.

As a result of this programme Ford Retail won the Customer Care Award at the Motor Trader Industry Awards 2010 and the National Customer Service Award 2010 for the Best Training and Development Project.



## Client feedback

“As a team, you have done a great job from design/pilot/branding/materials/ logistics/dealer and GM involvement/delivery etc. Well done, excellent job.”

John Leathem, Customer Experience Director, Ford Retail

“I would just like to congratulate you on the Moments of Truth training, I have had a very enjoyable day in Warrington and thought the session was extremely professional. When you started on this journey you faced a major challenge - to develop a one day programme that would engage everybody in the business from director to car cleaner and ensure that everybody left fully understanding what they needed to do. My experience today demonstrated very clearly that you have achieved that objective and more.”

Chris Hayden, Chairman and Chief Executive, Ford Retail

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