

## Case Study

### Morgan Sindall – Construction Services

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Even in a business-to-business environment, it is possible to nurture the profound, emotionally engaging customer experience one might expect in a business-to-consumer interaction.

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#### Introduction

Morgan Sindall Group is a construction services organization headquartered in London, England. The company consists of four main divisions: fit out, construction and infrastructure, affordable housing and urban regeneration, as well as an investment unit. The average project lasts 11 weeks and 75 percent of Morgan Sindall's clients remain in-suite during the construction process. Morgan Sindall's work was mainly carried out by a company called Overbury.

#### The Challenge

A few years ago, Morgan Sindall was ranked fourth in the construction sector. The market was booming and the company was poised for expansion. However, the common perception was that potential clients chose construction companies based solely on price. However, even if Morgan Sindall could provide the lowest price for its projects, it was not ensured a solid client base or repeat business.

Further, Morgan Sindall faced the challenge of coordinating initiatives in a business-to-business environment, which included a host of suppliers and business partners, subcontractors, and site-based staff.

After concluding that success could be found through superior customer experience, the company contacted Beyond Philosophy to help.

#### Strategy and Solution

Through internal research, the company developed the “perfect delivery” concept. The four determinants of project sales were:

- Receiving the perfect product,
- Finishing the project on time,
- Delivering the operational maintenance manual on the day of project completion, and
- Taking the client's considerations and preferences as a serious dimension of a project.

The first step for Morgan Sindall was to reach 100 percent perfect delivery for all projects. CEO Steve Elliot kicked off this five-year endeavor by presenting it during an all-day seminar with every single staff member.

Beyond Philosophy informed them that the employee experience was a key part of the customer experience. The next step was to reduce the budget by a quarter million pounds in order to “pay the supply chain.” The savings from the budget reduction were used to guarantee payment within 28 days for each member of the supply chain—regardless of receipt of client payment.

The last step was to use the remaining savings from the budget reduction to assign a perfect delivery manager to each and every project.

Beyond Philosophy then helped Elliot devise a strategy to define the perfect experience and ensure perfect project delivery. Elliot created a steering committee that included every single divisional director in the company. The steering committee articulated the meaning of the perfect customer experience and sought to combine it with perfect project delivery.

The steering committee defined the perfect customer experience in terms of net promoter score, meaning that in order to deem a project a success, Morgan Sindall must receive a 100 percent recommendation from every single client at each phase of the supply chain. A related goal was to have every third party consultant rate Morgan Sindall a nine- or 10-out-of-10 and confidently advocate the company's service.

Throughout the process, Morgan Sindall realized several facts:

- They had more than one customer,
- Each customer involved had a specific, definable customer experience that needed to be understood in order to improve the entire process, and
- They previously had been focusing solely on the rational aspects of the customer experience; the emotional side was where the company could differentiate itself and add to the bottom line.

Through implementation of Beyond Philosophy's proprietary Moment Mapping, Morgan Sindall was able to identify every touch point in its experience at every level. To increase the value of this step, the company then asked Beyond Philosophy to conduct an Emotional Signature, which showed the key point of value was the middle of the job.

### The Results

Within five years, Morgan Sindall reached 93 percent perfect project completion and increased profitability by 50 percent. The company's bold leaps in perfect project delivery rapidly became the industry standard.

At this point, Beyond Philosophy helped Morgan Sindall develop a new customer experience statement centered on the perfect delivery concept.

The final stand-out feature of Morgan Sindall's customer experience profile is that each project delivery manager picks out a client "wow" moment for each project. To illustrate, Morgan Sindall built a library for a university subject to a tight budget. The university could not afford redecoration of the emergency entrances and exits. In one day, the project delivery manager was able to pull together the supply team and complete the redecoration for free, demonstrating that even in a business-to-business environment, it is possible to nurture the profound emotional connections one might expect in a business-to-client interaction.

Morgan Sindall realized a monumental shift in the way the company's management approach its business, resulting in increased market share and profit and improved relationships with clients through its work with Beyond Philosophy.