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UPS Global Business Services: Focusing on the Customer Experience

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Presentation script

Larry Darrow, President of Global Business Services, UPS

Please give us an overview of UPS and Global Business Services

Well, UPS is the world's largest transportation organization. We've got over 400,000 employees and over 8 million customers.

Please briefly describe Global Business Services and the logic behind creating Global Business Services

Our global business services include the processes within procurement, within finance and accounting and customer support and our Human Resources. We started shared services in the late 80s and then we transformed recently into global business services based off the successes that we showed to the organization and to our internal and external customers.

What were the drivers behind creating Global Business Services?

Our number one objective is to improve customer experience, to drive customer satisfaction which will lead to growth.

How do you define customer experience?

The customer experience is the impression you leave with a customer after they do business with you. We categorize it actually in three areas, making it enjoyable, easy to use and meeting the needs of the customer.

How does the Global Business Services organization enhance that customer experience?

Our objective is to improve our processes, all of the touch points of our customers. We have over 9,000 UPSers that touch the order to cash process from anytime that they place an order for selecting a carrier to the point that they bill the customer. And our objective is to improve those processes. It's just the way that the customer feels it and sees it compared to looking at it from an internal perspective.

How have you been able to establish trust for Global Business Services within the UPS enterprise?

We've established trust with our business units, our functions, by demonstrating success with aligning our goals with the functional goals. In addition, we have provided cost savings to help them meet their business objectives. So those accompanying with the customer satisfaction reporting that we've received based off of new processes and supporting our business units, have led to our success.

How do you engrain the customer service mindset into the hearts and minds of Global Business Services employees?

We engrain the customer experience attitude with employee engagement. So teaching our people what is needed from our customers, we align our goals and our objectives both on an individual basis and a group basis aligned with customer goals.

How do you measure customer experience to make sure that Global Business Services is delivering on its service promise?

We measure customer experience both internally and externally. Internally, we utilize surveys, whether they be email or chat or through an IBR system. Externally, we use third party marketing companies that compare our results to our competitors based all on the customer's needs and that's the important thing, exceeding customer's expectation and meeting their needs.

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