



# Arval

We care about cars.  
We care about you.

The story of Arval 3 years NPS journey



**ARVAL**  
BNP PARIBAS GROUP

We care about cars. We care about you.

[arval.com](http://arval.com)



# Who is Arval?



Full-service multi-brand vehicle leasing  
to customers of any size

 <p>Founded in 1989</p>	 <p>Fully owned by BNP Paribas</p>	 <p>Serves all types of customers, from professionals and SMEs to large international corporates</p>
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# Arval key figures



725 000  
vehicles leased  
(31/12/2014)



Over 4 000  
employees



223 000  
vehicles purchased  
(2014)



184 000  
vehicles sold  
(2014)



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**ARVAL.**  
**WE CARE ABOUT CARS.**  
**WE CARE ABOUT YOU.**



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## Arval – our promise

“Every day at Arval, thanks to our expert advice and prompt and accurate service, everything is done to prove that we really care about customers, drivers and vehicles.”



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# We deliver what we promise

We **guarantee** the **satisfaction** of our customers and drivers.



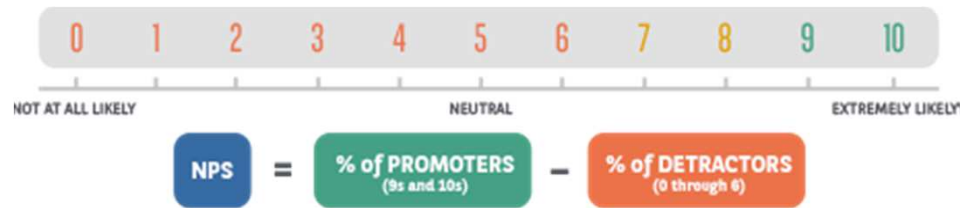
SERVICE CHARTER AND SLA



SATISFACTION SURVEYS AND COMPLAINTS MANAGEMENT



BUSINESS AND FLEET REVIEWS



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# One Arval Strategic Programme



« **One Arval is a strategic programme that has been built to achieve our ambition: to make Arval a global leader and trend setter in fleet-leasing and mobility solutions, recognised as the reference in service quality.** »

[Philippe Bismut, CEO]

Deliver outstanding service quality to our customers & drivers

Move up the value chain

Develop and implement the 'Arval Way'

Launch our new catalogue of products and services with an embedded CSR promise

3 year strategic actions with strong focus on quality



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# One Arval' – A new ambition for quality

Empower  
participate  
problem

SOLUTION  
~~PROBLEM~~



**QUALITY POLICY**

**QUALITY ARVAL**

**At Arval satisfying customers is not enough!**

We are a global leader in full service vehicle leasing and mobility solutions. We want each of our customers and drivers to become an Arval promoter and recognise us as the Industry reference for service quality. Our approach starts with always considering the end-to-end experience and listening closely to what our stakeholders have to say.



## Our Commitments

Quality is the responsibility of each and every one of us at Arval: it is our daily preoccupation to improve the customer experience as well as process efficiency.

Every day we put ourselves in the shoes of our customers and drivers to

- anticipate their needs
- respond accurately and reduce response times to go beyond agreed expectations
- understand and act immediately on their feedback
- improve our operational processes
- motivate our partners and suppliers to achieve the same commitments

### Our organisation

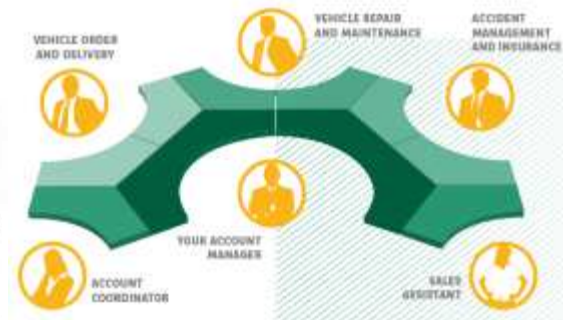
- has account teams to ensure proximity to the customer
- empowers all employees to participate in dynamic problem resolution
- promotes individual and team initiatives to exceed customer expectations
- provides the right resources and tools to act in line with our ambition

### The Group's management team

- sets objectives, especially for customer satisfaction and loyalty
- conducts regular performance reviews
- leads by example

Mark Anderson  
Head of Quality

Philippe Bismut  
Arval CEO



**ARVAL**  
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We need to improve the customer experience to support growth



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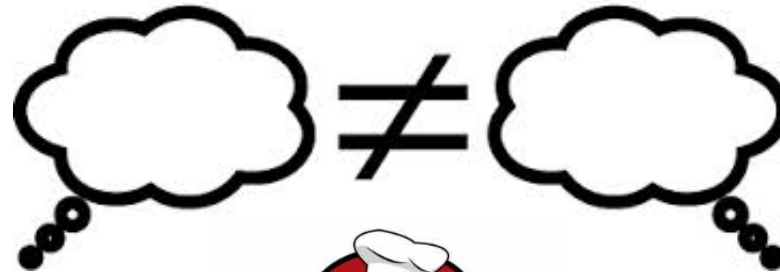
Before NPS...VOC was not new

Survey results with no relevance for daily management

No visible link with our values and goals

Sampling approach - limited volume of responses in many countries

No feedback on our actions to customers



Metric hard to understand. Calculation was 'secret'

Poor value for money

Little action coming from annual process



Sales teams excluded from survey process





## 3 years of NPS

### 2013

- 6 months **pilot in 5 countries**
- Design **Workshops** with Satmetrix and country representatives
- **Pilot results** presented at **Comex**
- **Comex validation** to deploy worldwide by end of year
- Roll-out **communication plan** internal/external
- **Training** sessions
- All customer segments surveyed in **one wave in Q4**

### 2014

- 2013 Results Analysis Presentation by STX
- **NPS Governance**
- **Yearly action plans 2014**
- **Survey local Quality Contacts**
- Initiate **continuous measurement**: 82 waves in 21 countries
- Set up **NPS community**
- **Communication** programme
- **Dashboards per user** profile
- **Refresher trainings**
- **Weekly reporting**
- **Internal competition**

### 2015

- 2014 Results Analysis Presentation by Arval
- Define **yearly action plans 2015**
- **Continuous measurement**: 164 waves planned in 22 countries
- **Half of the employees** are **users of STX tool**
- **Best practices webex**
- Further **engage promoters**
- **Empower** local community
- Integrate **post event** surveys
- Migrate to **NPX**
- **Monthly reporting**
- **Internal competition**



# Key factors of success



Arval way





Key success factor – Our CEO engagement

CEO and GMs



QUALITY MANAGERS



FUNCTIONAL MANAGERS



ACCOUNT MANAGER



ACCOUNT TEAMS



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## 2.NPS Governance



### One NPS Governance for all Arval countries

Ambition to be in **B2B top quartile for all entities** (vs local benchmarks):

- Annual targets to be set considering corporate guidelines

**Local 'service quality' quarterly review with GM participation:**

- Follow up KPIs and action plan achievement : NPS, complaints & driver survey results
- Continuous improvement and other countries good practices sharing

**> 2 employee comms/ year:**

- Basics of NPS methodology & why it's important
- Annual score & targets
- Progress of initiatives
- Key strengths & weaknesses and actions for improvement
- Rewards and recognition

**Communicate to customers** we act on their feedback:

- > one external communication /year to all customers (Highlight strengths and key areas of improvement)



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## A company wide communication programme targeted at all employees

### We mobilised employees around NPS:

- Co-signed message CEO & GM
- Videos
- Echonet dedicated space

### We organised:

- International and Local Account Team Competitions
- Annual communication of results to customers



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# 4. Take actions



## NPS is a key driver for improvement

### Call back

- Improvement actions are identified and agreed with customers

### Strategic actions

- Defined each year to either 'maintain', 'improve' or 'turnaround' NPS performance

### Quarterly quality reviews

- Monitor action plan and make adjustments when necessary

### Root cause analysis

- Facilitated by local Quality Managers at company level

### A3 Problem solving programme

- Deployed to all Managers at company level

NPS Action Planning										
Country:	IBO	2013 Annual NPS score: 3.8		2014 Annual NPS Score 9.3						
<b>1. Key Metrics</b>										
		2014		2015		2016		10		
	Realized	Quartile	Objectives	Quartile	Objectives	Quartile		8		
Annual NPS Performance	9.3							6		
Overall Response Rate	27%							4		
Detractor call back performance (<2 days)	0%							2		
Complaint performance (<3 days)								0		
<b>2. Action plan</b>										
		#priority			#solve					
#	Top issues (minimum 3)	Satisfaction Score NPS	Correlation with NPS question	Ranking in Satmetrix tool	Image impact?	Action	Action Objective	Local Sponsor	Impact (1-42-16-24H)	Time to Achieve (months)
1	Complaints Handling	7.43	0.67	2	H	Set up Complaints Management Process			2	30
	Harmonisation of products and services	7.29	0.63	2		Close cooperation with Marketing			2	18
	Support from Arval IBO									
	Running international implementation	8.25	0.74	3		Implementation process	New implementation Pack			
	International relationship management team	8.37	0.7	4			implementation followed by Internal Sales			



# 5. Measure and follow-up results



## NPS a continuous measurement

### Country level

- **Daily score follow-up** during the wave by country and by Account Teams
- **Monthly reporting of NPS** score presented to local comex and n-1
- **Quarterly Quality Meetings:** NPS, Complaints, Post event surveys results
- **NPS Country annual results** analysis presentation
- **NPS Action Plan** follow-up

### Group level

- **Monthly NPS and Complaints performance reporting by country**
- **NPS Action Plans** follow-up
- **Annual Account Team Competition** based on NPS and Complaints performance
- **Monthly webex** to discuss results, countries best practices next steps and
- **Annual Results Analysis Presentation** to Comex





A car is driving away from the viewer on a dirt road that stretches into the distance. The road is flanked by green grass and hills. A series of utility poles with power lines runs parallel to the road on the right side. The sky is a pale, hazy blue. The overall scene is rural and open.

# SO WHAT ARE THE NEXT STEPS?

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## Key next steps

- Our ambition: reach the **top quartile** for Arval overall by the end of 2016
- **No** countries in **bottom quartile**
- Improve NPS by **16.7** points by end of 2016
- **Ambassador Programme** (Engage Superpromoters)
- **NPX Transition**
- **ROI calculation**

