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CASE STUDY

# Using feedback to enable agile improvement and customer-led development



3 point increase in average satisfaction ratings

60% reduction in page load times

Numerous customer-led improvements to site usability

## SUMMARY

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Global company, 3M, produces over 60,000 products across several industries: health care, safety and industrial, transportation and electronics, and consumer markets.

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When 3M consolidated more than 1000 legacy ERP systems into one global platform, the company looked for ways to improve the new experience for distributors.

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Using direct feedback from distributors, 3M was able to introduce innovative designs to improve key workflows.

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Average satisfaction scores increased by 3 points, thanks to a 60% reduction in page load times and numerous customer-focused improvements to site usability.

## Making it easier to do business with 3M

3M uses science to improve lives and help solve the world's toughest challenges. The multinational company makes tens of thousands of products, generating more than \$35 billion dollars in annual sales, with operations in more than 50 countries. As a manufacturer, 3M often uses third-party distributors and partners to bring products to market.

3M has linked satisfaction to operational and financial metrics. For example, they know they get about twice as many calls from detractors as they do from promoters, so eliminating problems that cause calls is a big cost saver. The company also gets several points of additional revenue growth from promoters who are highly satisfied and engaged. So, investments in distributor satisfaction are critical to set the stage for faster organic revenue growth.

## Pairing CX and agile development to improve the online experience

More than one-third of 3M's total revenue goes through their B2B distribution website, making it one of the world's largest eCommerce platforms. When the company consolidated more than 1000 legacy ERP systems into one global platform, it introduced changes to the customer-facing parts of the website.

Early feedback after the rollout pointed to the need to increase website speed. To diagnose the root causes more closely, the team took 100 distributor responses and divided them up among 10 leaders, who each followed up directly with the distributors.

Based on these conversations, the team identified 3 main themes, but the most important was related to website performance. It was taking about 8 seconds to render a

page. While there were good technical reasons for this, it was clear from distributor feedback that this was too slow relative to user expectations. Solving this challenge became the first major improvement project.

Technical teams came up with a new way of architecting the platform, which required a major investment and support from leadership. As they made improvements to page load times, they could see the scores and comments improving.

The person who had been leading the process started working on ways to scale the approach to more teams. They expanded the number of “closed loop” follow up calls by getting the operations teams involved. And as those conversations happened, they created an “idea hopper” where employees could capture ideas and suggestions. Teams met weekly, as part of an agile development cadence, to prioritize improvements based on what was most important to distributors.

Each month the project team would summarize their progress for leadership, including what had been done so far, and what was next in the queue. Within the first year, they achieved a 60% reduction in page load times and satisfaction scores climbed by almost 3 points on a 0-10 scale.

## **Co-innovating with distributors to design and delight**

While 3M’s technical teams came up with the solution to improve page load times, some other usability enhancements originated directly from distributor feedback and closed loop follow up conversations.

Distributor pricing can get very complicated, with multiple types of discounts based on volume, special offers, accepting a truckload of material all at once, or other factors. Some distributors placed orders directly through an Electronic Data Interchange, rather than using the website interface. Before placing their order, they would

**We've worked with Medallia to set up listening posts across the distributor experience, bringing hundreds of stories and ideas into the organization every day. That insight has allowed us to build momentum since the first deployment, and transform key experiences.**

Hugh Murphy  
Senior Director,  
Enterprise Customer Experience  
3M

check the price on the website, then enter it in their EDI platform. 3M's operations teams learned that sometimes, discounts weren't being interpreted correctly by the distributor, which would lead to a pricing mismatch when the EDI order was entered.

The idea to solve this problem came from a distributor: "Why not show the regular 'pre-discount' price, then cross it out and show the discounted price, like they do at a supermarket?" The website design teams went through about 10 iterations before bringing the final version live on the site. This more consumer-style visualization turned out to be very effective. Comments showed that the new experience introduced an element of "surprise and delight" to the distributor's online experience.

## About Us

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Using Medallia customers can reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities, enabling clear returns on investment. [Medallia.com](https://www.medallia.com)