

Basware Corporation + MGI Learning

In search of 'Customer Happiness'

“ Our people are really valuing the overall training experience – we are seeing great engagement with the training and follow-up embedding activities. Other parts of the organisation are noticing the difference in our positive mindset and communication and are eager to jump in as well.

Lauri Siljamaki , Former Vice President, Central Professional Services, Basware



The Client

Basware is a leading provider of cloud-based business services to enable customers to manage their spend, mitigate financial risk and reduce the cost of operations via automation. A global company, Basware has offices in 14 countries and employs over 1,300 people.

Basware values its people and is proud to embrace change, enable innovation and encourage everyday learning, wanting everyone to make a difference in a global culture of collaboration and respect. The company wants its people to feel empowered to take accountability, drive initiatives forward with passion and celebrate and reward success while continuously improving their skills.

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Basware values its people and is proud to embrace change

The Challenge

Basware provides customer solutions that require a high level of technical capability because they are customised to integrate to each customer environment and process. Customer delivery and support requires the same level of excellent capability due to the complexity of the solution alongside in-depth technical knowledge and smooth collaboration between different product teams.

In working to ensure customers were satisfied with service, Basware sought feedback from them. What they heard was that there was a need to make communications less scripted and easier to understand. While pausing to take stock, the team also identified that internal communications could be improved.

Lauri Siljamaki, Former Vice President, Central Professional Services at Basware identified a need to enhance the excellent technical expertise and support at the engineer-driven company with a stronger, more customer-centric 'people' aspect of the overall customer experience. While Basware aims to provide an excellent customer experience and strives to continuously improve customer relations, it was clear that team members needed additional tools to assist with their communication and overall mindset to deliver this effectively and to complement their excellent technical capability. Having worked with MGI in the past, Lauri was confident our proven expertise in customer service excellence training could provide appropriate support and tools to engage and inspire people to make the cultural and individual changes necessary across the global customer support network.



The combination of MGI's mindset and communication tools creates a cycle of continuous improvement because it reinforces how the mindset is developed to become stronger and stronger, increasing our confidence to communicate with our customers in a positive way.

Lauri Siljamaki



The Solution

MGI worked with Basware to implement the ongoing **Together for Customers** programme based on our Mindset, Language & Actions Toolkit, tailored to suit Basware's goals and objectives for delivery across the Central Professional Services and Support team. Participants join the training from Romania, Finland, the UK, India, Australia and the USA.

The ongoing training programme is delivered via initial, virtually delivered in-person training sessions with an MGI consultant, followed by engaging and inspiring Learning Journeys which are undertaken via our interactive online learning platform over a 6-month period and crucially embed the skills so that they really stick. During that time, a series of regular, manager-led 'huddles' takes place where participants complete tasks and get together for short meetings to discuss and further embed their learning.



MGI's style of learning is key. It's not just about communication – “If this happens, say that” – it's about focusing on the mindset first; how you change the thinking and the style of communication, and then provide the tools to do it appropriately. This combination works magically in an organisation, especially in Basware where we have staff based around the world. Having the right mindset encourages everyone to think for themselves while following similar strategies for consistency and success.

Lauri Siljamaki



Feedback from Participants

Basware managers embraced the need to embed the learning and attended regular Implementation Support sessions, delivered by the MGI consultant, to work through their embedding action plan and to support them with any aspect of the Together for Customers programme. There was an exceptional level of commitment and engagement from the highly capable Basware team.

In essence, the MGI/Basware Together for Customers training programme is designed to:

- Develop and demonstrate an Optimal Mindset for customer service, incorporating essential 'how to' skills to take ownership and responsibility, be optimistic that a solution can always be found, understand that all feedback is a valuable learning opportunity for improvement, and know that you make a difference.
- Provide in-depth language tools with a customer-focused approach to confidently manage requests, questions and complaints from customers with positive, solution-focused communications.
- Increase customer-focus by developing empathy, listening and questioning skills, including how to say 'no' and deliver disappointing news while continuing to build positive relationships and manage expectations.
- Develop effective collaboration skills to build strong, high trust relationships with customers and colleagues while increasing accountability, particularly when issues are handed between different teams across the company.



“The training was brilliant – super engaging, it’s food for thought and I will definitely take it with me.”

“It was a very interesting and knowledgeable session. It really helped me a lot to learn some new things and how we can deliver best services to our customer and make them satisfied.”

“It was a great experience where I was able to learn many new things which will help us to provide excellent service to the customer.”

“The event is good – I have learnt various ways around how to communicate with customers in different scenarios.”



The Result

Our work with Basware is ongoing as we continue to work sequentially with different departments to equip every person with the tools and resources they need to deliver an effortless customer experience that's accessible, proactive and easy.

The Together for Customers programme and training is already producing significant improvements that are noticeable and valued. Customer feedback is changing – more and more customers are noticing that the company's overall style of communication is clearer and more focused; Basware people are communicating with increasing positivity with customers across service and delivery, and outcomes are improving significantly.

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Gabriela Bonilla Ufhoff, Senior Project Manager, Basware Germany was initially unaware of the training and noticed a significant change in the way the company's Solution and Technical Consultants were collaborating with customers.

“It was really remarkable to see the difference! Our consultants are fantastic and very proactive – the ongoing challenge was always that their communication was very technical, so it was up to me to mediate with the customers. Then, suddenly, I noticed the general email communication was much more oriented to the audience, much less technical; I thought, wow! That's very different and so much better.

For example, one consultant tended always to say an immediate 'yes' to any request which was a concern as it could lead to issues when they were in fact not able to do exactly as the customer had asked. Suddenly I started to see emails where this person was able to identify priorities, say 'no' and use timescales in a really positive way – the communication was very different and much more professional and positive. I also noticed the difference when she was talking to me; she was able to say 'no' very politely and appropriately while giving me all the relevant information and a clear solution. She could do it with confidence and exactly the right language; I was really proud of her!”

There is great buy-in to training, satisfaction and positive feedback as the team is eager to engage and reap the benefits of mastering the Toolkit and role-modelling it in their everyday interactions with customers and colleagues.

Across Basware's global network, word is spreading that people's experience of the overall style of internal and external communication is changing significantly, bringing teams across the world ever closer for optimum output and customer satisfaction. Other departments yet to receive the training are recognising the clear and obvious benefits of people having an Optimal Mindset and robust, positive communication skills and are keen to join the initiative so that they, too, can play their part in making a difference and delivering 'customer happiness'.