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DRAWING CLOSES NOVEMBER 1, 2026

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WHEN THE NUMBERS LOOK FINE BUT THE CUSTOMER DOESN'T

Johnson Controls' search for the lost caller

Duncan MacLean III Johnson Controls

Jeff Tropeano COPC Inc.

WHO WE ARE

Johnson Controls

A global leader in thermal management, mission-critical building systems, energy efficiency and decarbonization. Founded 1885.

\$23.6B

FY2025 revenue

~87,000

employees

Cork, Ireland

HQ

NYSE: JCI

S&P 500

The service organization spans three lines: HVAC, fire and security.

HVAC

Fire

Security





ABOUT COPC

Bridge the gap
between CX strategy
and operational
excellence.

The global authority on CX and the
architects of the **COPC CX Standard**.

The Proven Framework for Governing People and Technology

Evolving since 1996 and used by the world's leading brands.

Practical, Journey-First Solutions with Measurable Outcomes

Actionable, evidence-based recommendations that drive change.

Technology Agnostic Advice and Results Focused

Performance drives technology decisions, not vendors.

Only Seasoned Global Specialists

Expert practitioners increase speed to results and transfer of knowledge.

TRANSFORMATION ■ OPTIMIZATION ■ SOURCING ■ CERTIFICATION ■ TRAINING ■ RESEARCH

GLOBAL HEALTHCARE PROVIDER

\$41.2M value add

TELECOM PROVIDER

\$50M+ savings

MANUFACTURER

\$3.9M savings

WHY WE CALLED COPC

Two stories that didn't match.

WHAT THE DASHBOARD SAID

Scores were strong across HVAC, fire and security. On paper, customers were happy and nearly every issue was resolved.

Every target was green. Nothing on the report suggested a problem worth chasing.

WHAT WE KEPT HEARING

Customers, and even our own executives, kept telling service stories that didn't match the numbers.

The complaints were specific and they were frequent. The dashboard and the anecdotes described two different companies.

THIS IS WHAT THE SCORECARD SAID

Straight A's, every service line.

Domain	Polite & Professional	Resolved	"NPS" (yes, we know...)
Fire	4.9	98.3%	4.6
Security	4.9	98.8%	4.7
HVAC	4.9	98.6%	4.6

”

Are we measuring what actually matters in the customer's journey, or just what is easy to measure and looks good?

Duncan MacLean III

Johnson Controls

THE HARD PART

It takes courage to report
a worse story on purpose.

Because that is the only honest way to make the experience better.

SERVICE JOURNEY DESIGN · COPC CX STANDARD ITEM 2.2

We blueprinted the whole service journey.

The end-to-end path a customer takes to resolve an issue, across every interaction and channel, until the goal is actually achieved.

01

Start with real journeys

Actual customers pulled from the data, not personas, including the ones the scorecard called "resolved."

02

Blueprint four layers

Customer actions, the front stage they see, the backstage they don't, and the support processes and systems beneath.

03

Mark every handoff

Each transfer, requeue and system switch, time-stamped. The seams between are where the journey breaks.

04

Compare to the metric

Put the journey the customer lived next to what the scorecard recorded for it. Find the daylight.

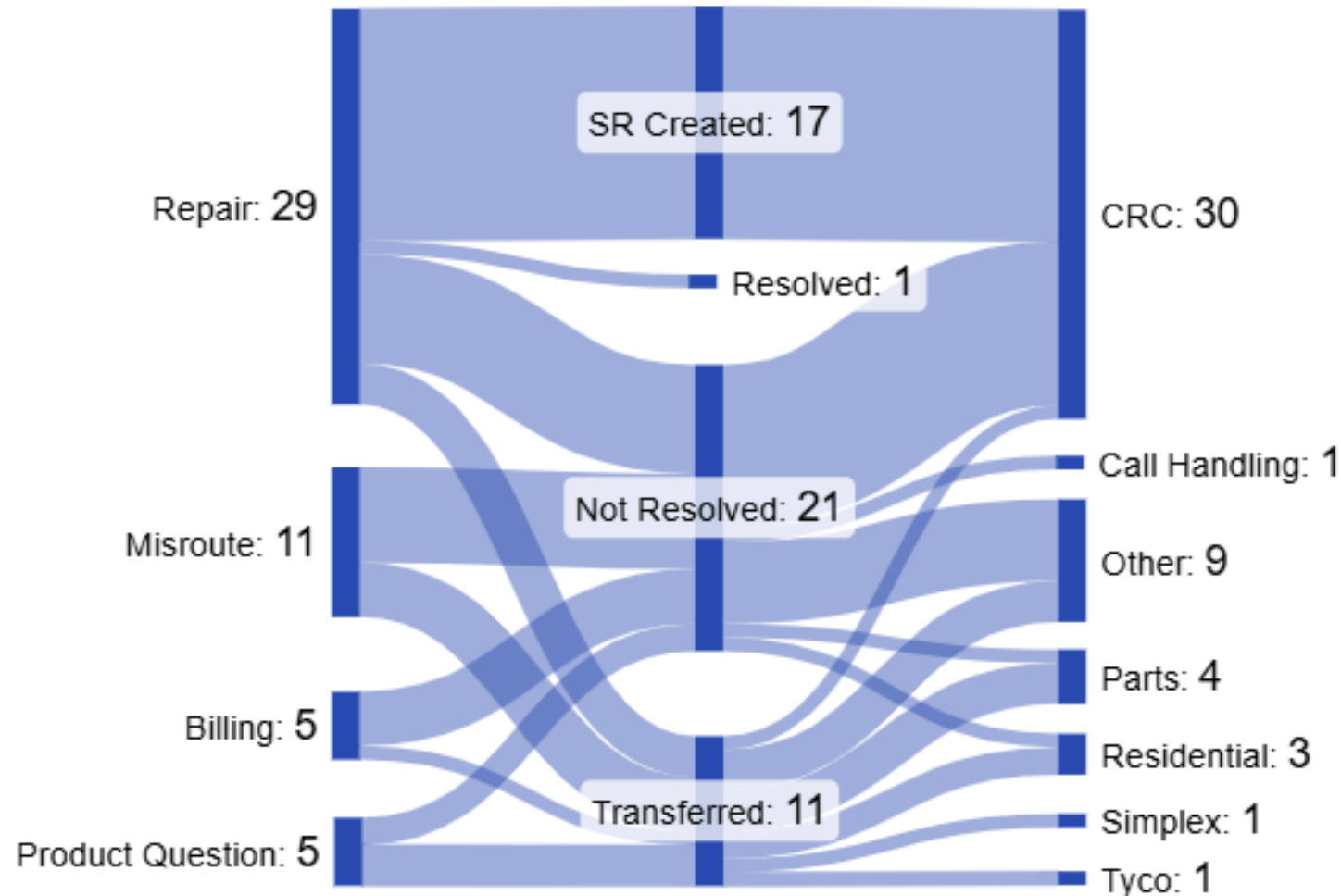
Grounded in the COPC CX Standard: Item 2.2 Designing Service Journeys and Item 3.9 Optimizing Service Journeys.

THE LOST CALLER

Customers find their way to you
in ways you never designed.

They call the wrong number, pick the wrong option, land in the wrong queue. And here is the reveal: the scores looked good because the measurement never counted these people. The customer who entered the wrong door and gave up was never in the survey. The scorecard wasn't lying. It was blind to exactly the customers having the worst experience.

First, the callers who came through the wrong door.



60%

needed a different team

30%

needed some other group entirely

Almost none of them entered where the journey was designed to start.

The scorecard said **98% resolved.**

2%

of those real calls were actually resolved on the first contact.

Not because 98% was a lie, but because one flat metric was measuring 20 very different teams, and hiding which ones were actually struggling.

And the survey never asked them.

<5% vs 15%

Survey response rates swung this far between agents. An agent expecting a bad score simply didn't trigger the survey, so the average only ever heard from the happy calls. The lost caller was never on the list.

And this is what it was like to be one.

51 steps

19 days

Still not resolved.

A real customer's journey. Invisible on every dashboard.

You can't improve an experience
your numbers can't see.

SO WE REBUILT THE FRONT DOOR

If customers arrive in ways you don't expect, fix the way in.

The redesign started where the lost caller did: the IVR and the routing that decides where every contact goes.

THE TECHNOLOGY WE PUT IN

A future-state IVR that routes on who is calling, not just what they press.

01

ANI-based intelligent routing

Reading the calling number is easy. Making customer, asset and contract records agree across systems inherited from acquisitions is the hard work.

02

DTMF press-path redesign

Rebuilding menus meant proving what customers **actually** call about, and from where, modeling it, and launching, to **prepare** callers to trust natural language solution.

03

Natural language

A skeptical caller audience means a low tolerance for change. Design around what counts as an intent, who owns the outcome, what happens on low confidence.

COPC ran engineering oversight on architecture, the data model, testing and cutover.

THIS WAS NEVER A TECHNOLOGY PROBLEM

The IVR did exactly what it was told. It was told the wrong things.

THE DECISION THAT WENT WRONG

Entry points were never rationalized...

Menus were built around the org chart...

No one owned the end-to-end route...

Self-service was measured, not managed...

Routing logic was set once and left...

WHAT IT DID TO THE CALLER

...so a security caller landed in the HVAC line with nowhere to go.

...so customers had to know your internal structure to get help.

...so the journey was handed off three times before anyone helped.

...so customers learned to fight the system to reach a human.

...so misroutes baked into the build kept compounding.

Technology serves the business and the customer. It will faithfully deliver whatever you design.
So design better.

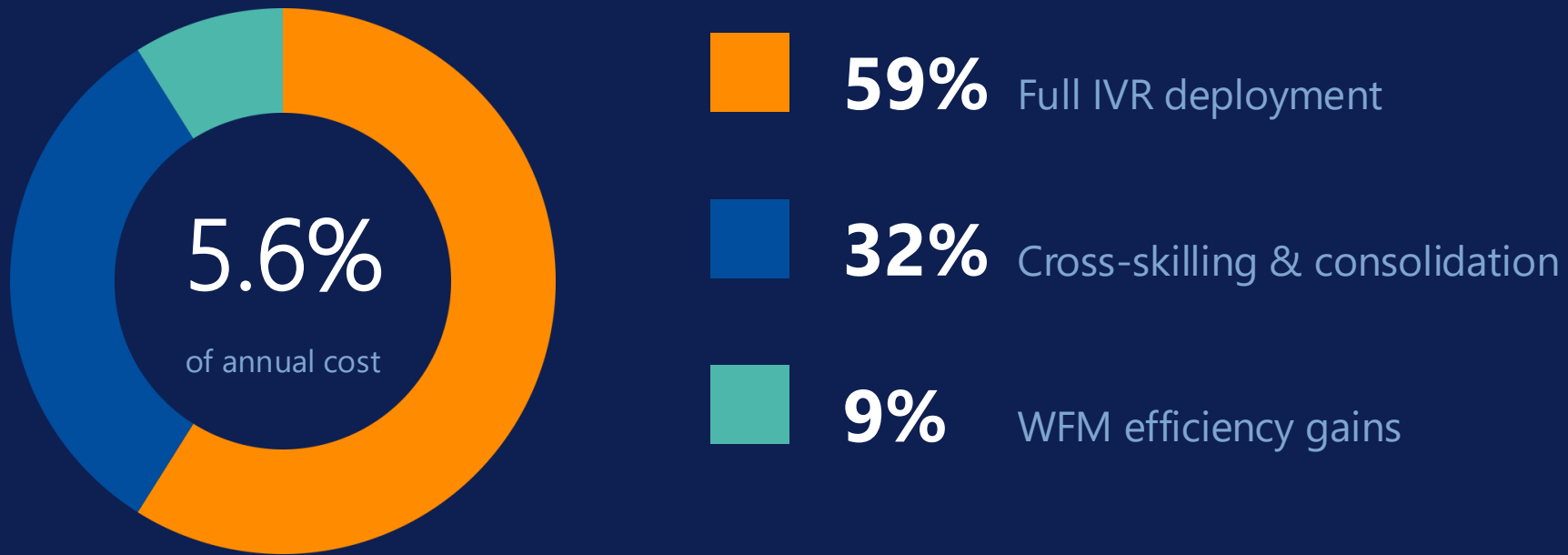
AND HERE IS THE PART FINANCE LIKES

Fixing the journey took cost out.

Every misroute, requeue and repeat call was work no one needed to do. Closing the gaps for the customer removed rework, transfers and duplicated effort at the same time. Better experience and a leaner operation are the same project.

WHAT THE REDESIGN DELIVERS

5.6% reduction of total annual cost of service.



Up to 30 steps and 26 active minutes removed from repair journeys.

+5% call deflection. **+6%** first-call resolution.

WHAT TO TAKE BACK

Five things to try on your own operation.

- 01 **Resolution isn't the finish line.**
A customer can be marked resolved but still have been failed by their journey to get there.
- 02 **Your CX metrics may be lying to you.**
Have the courage to trust your customers over your dashboard, and chase the anecdotes to find what the data is hiding.
- 03 **Trace real journeys, end to end.**
Follow what customers actually lived, and measure against what they actually want and need. JCI stopped measuring against a flat target and started measuring against the customer expectation.
- 04 **One size rarely fits all.**
Teams offering different services often need different metrics to measure success honestly.
- 05 **Better CX, lower cost, more growth.**
Closing gaps in the journey removes work, and (especially in a contract-service business like JCI), a more frictionless experience can improve renewal rates, as JCI has seen.



Thank you.

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[copc.com](https://www.copc.com)



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