Trends in customer service measurement.

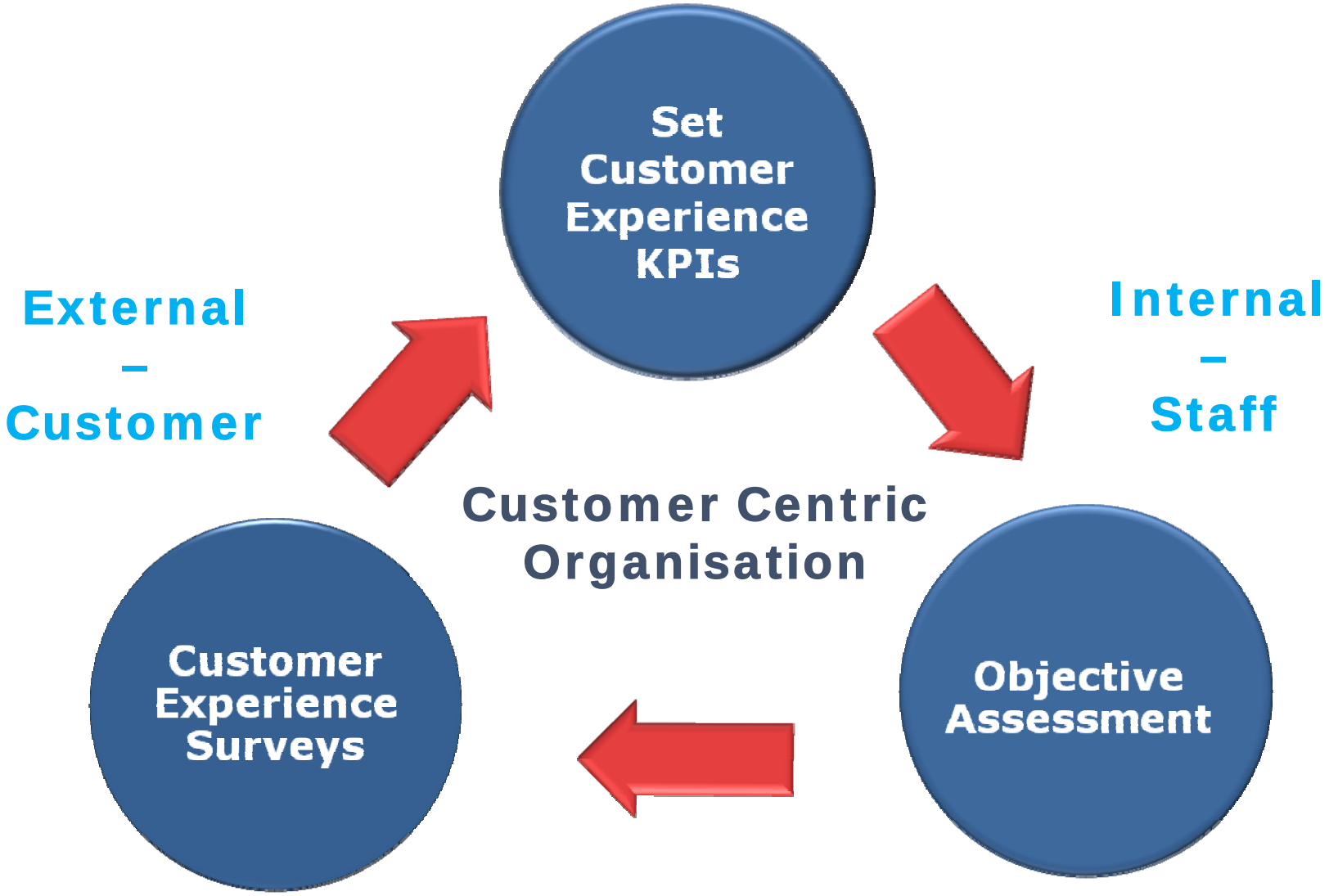
Getting best use of the data.

CSBA Presentation to ESC

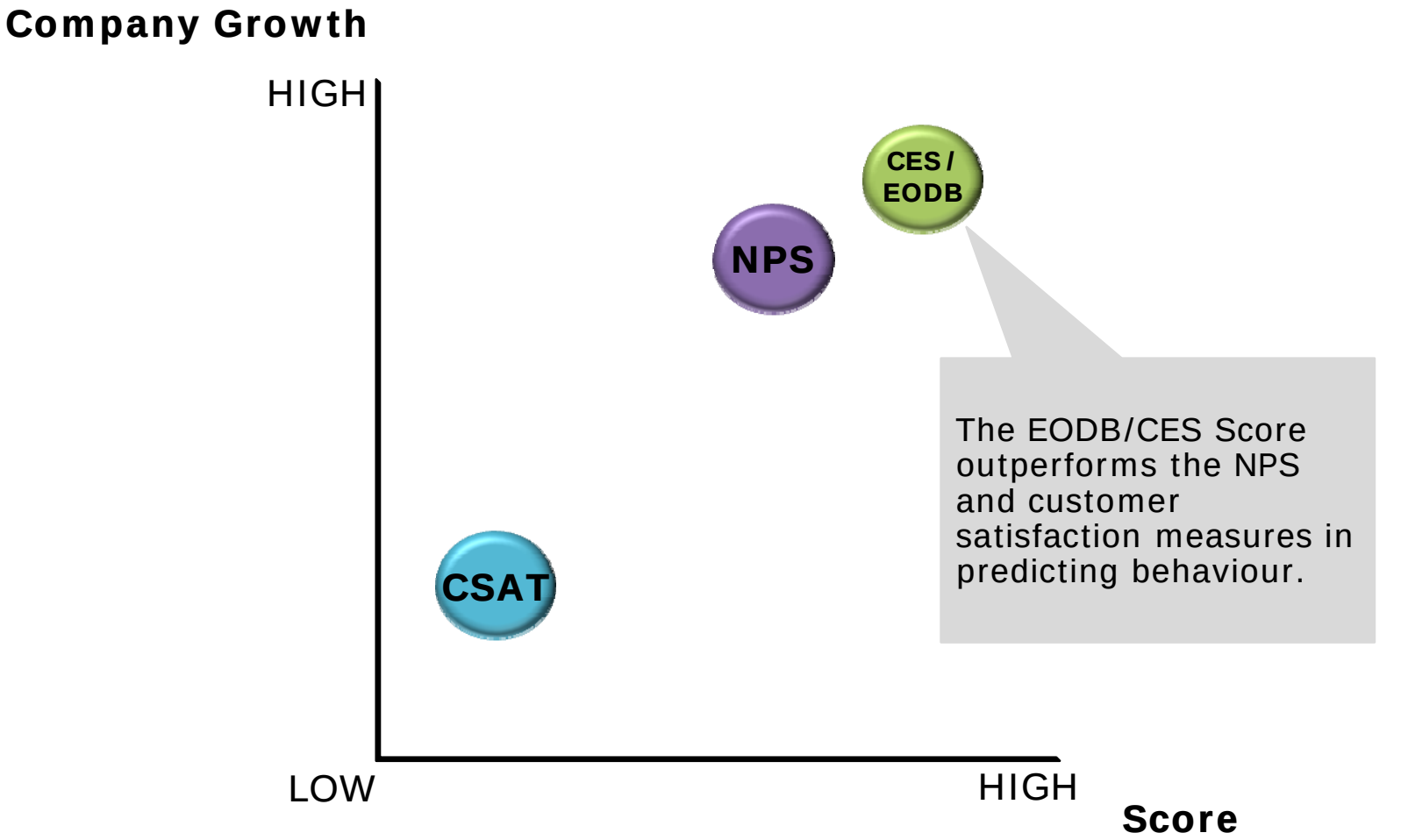
Note: The data and comment used in this report is for sample purpose only and does not represent actual data.

Today's Topics

- Various means of getting the data
- External
  - Customer satisfaction surveys
  - Journey mapping
  - Analysis of why people call
- Internal
  - Telephone
  - Website
- Summary


Set Customer Experience KPIs
External – Customer
Internal – Staff
Customer Centric Organisation
Customer Experience Surveys
Objective Assessment

Customer Focussed KPI – Why ?



Customer Focussed KPIs

- Traditionally a customer satisfaction rating was used as a means of reporting to management if customers are satisfied.
- The measures now being used are more useful for driving business improvement and cost reduction:
  - NPS – Likely to recommend based on 0-10.
    - NPS is percentage who gave 9-10 rating minus those who gave 0-6.
  - Ease of Doing Business.
    - 'How easy is it to do business?'
  - Customer Effort Score.
    - 'How much effort did you personally have to put forth to handle your request?'
    - Alternative... 'Please rate the level of effort to handle your request?'

It starts with getting an overall score and then understanding what drives it.

Customer Focussed KPIs

NPS

- Works at a helicopter level of a company.
- Good for organisations where ‘Word of Mouth’ is important e.g. in financial services, restaurants, or insurance.
- Is not that good for individual transactions as it typically is much higher for individual than overall.
- Customers find it difficult to separate between the individual transaction and the company overall.

Ease of Doing Business

- Transaction based – more accountable and easier to action.
- Is important for the agent level and can be used to accurately measure agent performance.
- How you phrase or ask it is important e.g. ‘How easy do you find dealing with this organisation, based on your last enquiry?’
- Organisations that are easy to deal with generate confidence amongst customers, and correlate with faster growth.

Customer Focussed KPIs

Customer effort score

- Issues around the wording in Australia.
- ...works well for end to end process transaction e.g. setting up an account, getting a development through.
- Does not work on an individual basis i.e. single transaction like ‘what is my bank balance?’.

Customer Focussed KPIs

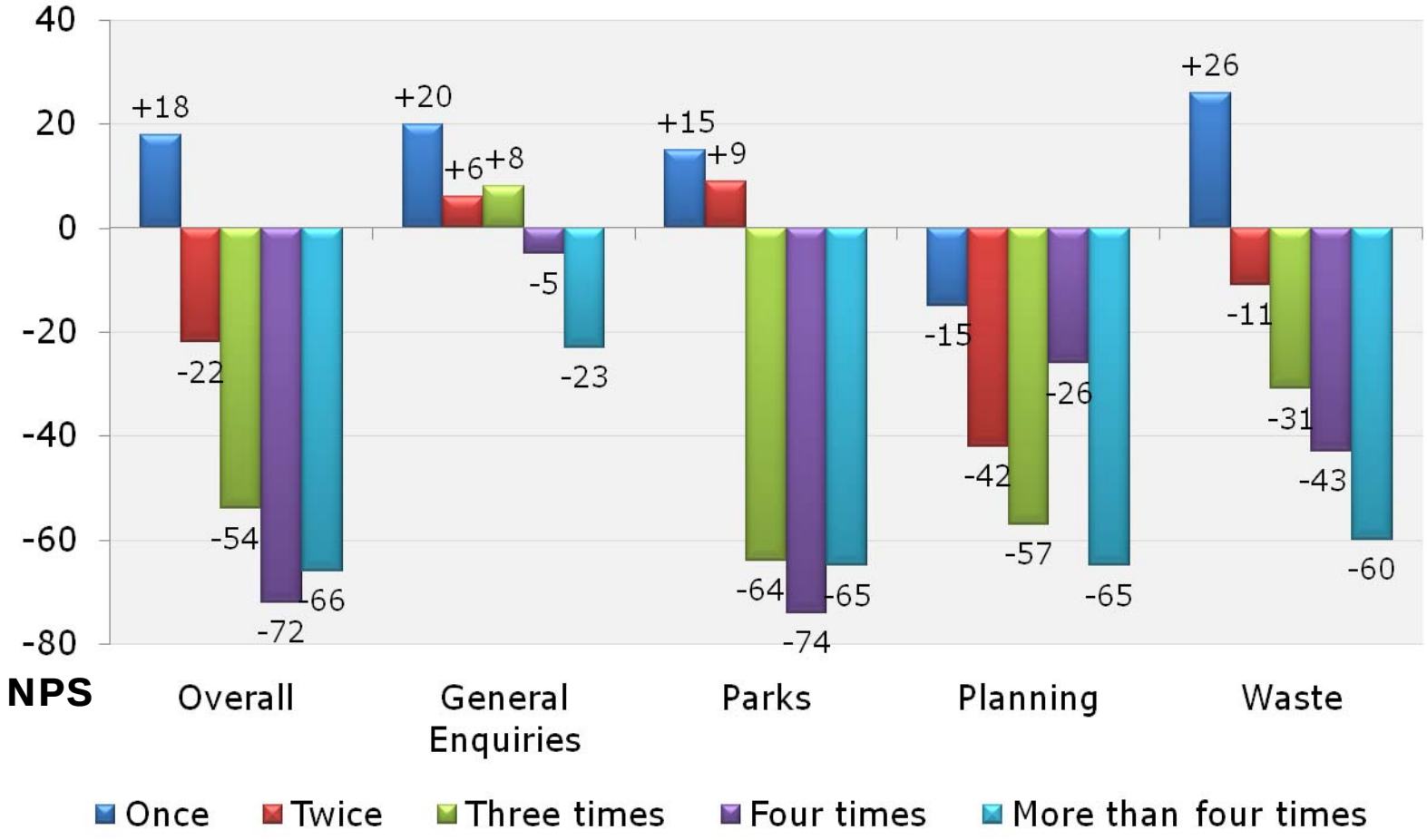
Key Drivers of Customer Satisfaction

- First Call Resolution – essential in terms of efficiency from the customers' perspective and the resource perspective.
- Customer Engagement – essential skills that we know are important drivers of satisfaction, such as:
  - Interested, warm and helpful **manner** – making the customer feel welcome.
  - **Listening and clarifying needs** – making the conversation a two-way process.
  - **Projecting confidence** – making the customer feel they have all they need at the end of the interaction.
  - **Product Knowledge**– staff have sound knowledge of all products and service.

General Observations

- The devil is in the detail – and once you start getting results it will drive more question and analysis.
- Drivers that are important are more important in the negative than the positive e.g. if you screw up has much more impact than doing well.
- Companies are expected to have IVR under control. It really is not acceptable if they do not work.

Example of a driver –First Call Resolution



Interesting case study - 1

FEAL – Fund Executives of Australia Limited

- 100 industry super funds.
- Challenged with how to learn from their clients to improve.

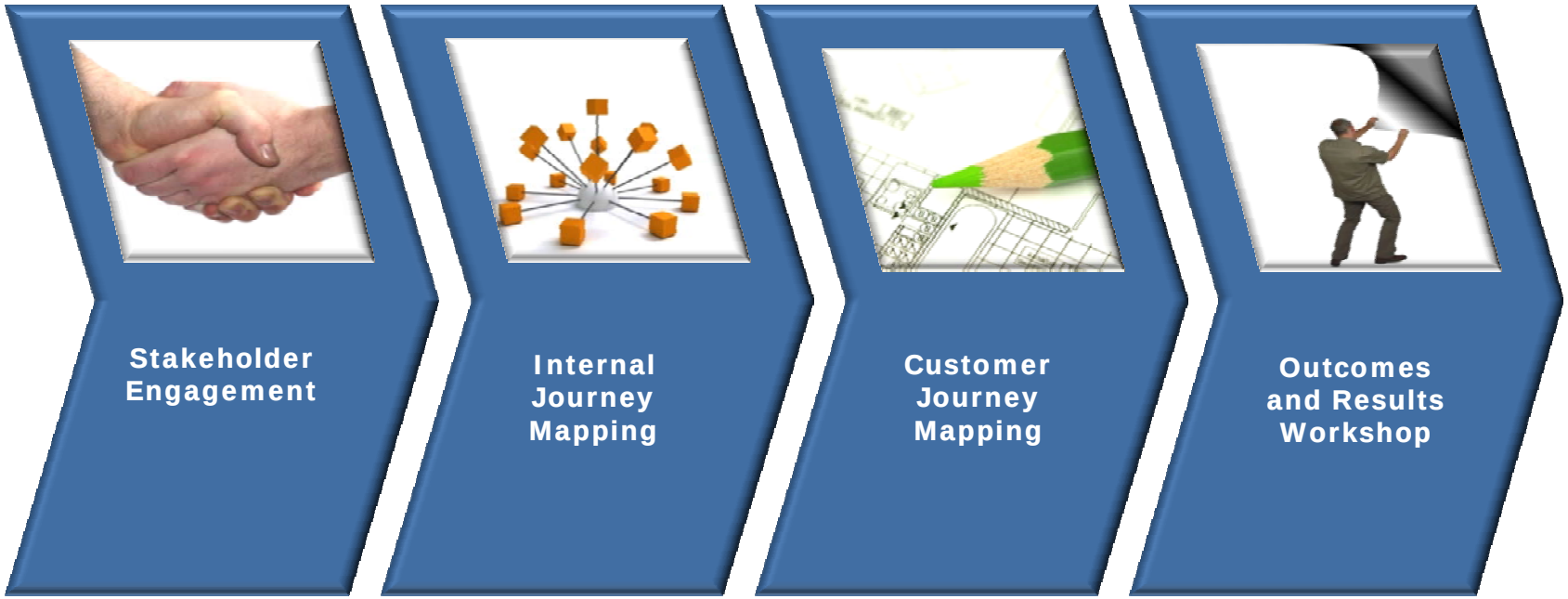
The program

- Benchmark customer satisfaction survey.
- Survey of 100 customers of over 30 funds.
- One day workshop.
  - AM session on results.
  - PM session delivered by external practitioners of service driven businesses.

The results

- From last year to this year NPS has improved in 86% of participants.

Customer Journey Mapping - Methodology



" Customer Journey Mapping has been very powerful at Adelaide City Council. It is a safe and positive way of getting your customers and your people to explore the processes they use every day. The real power comes from the cultural value however – it is such an effective method of helping your people see life through the eyes of a customer."

Proven as a highly successful process for departments to understand customer centricity

CSBA Customer Service Journey – Current Journey

Key Journey Steps	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Themes	Staff are very willing to consult.	Would prefer to email.	Would like confirmation...	Not much notice given...	Multiple requests meant uncertainty...	There seemed to be a delay ...	Not having building permit processed...
Hot Spots	Critical	Not critical	Not critical	Critical	Critical	Critical	Critical
	+10 PERFORMANCE 0	8	7	6	6	6	8	5
Ideal Journey	Initial consultation...	Allow both in person...	Acknowledge promptly...	Notify date ASAP, with early...	One RFI, within 1...	Provide promptly, ensuring...	Provide case managed single...
Business Process Observations							
Process Observations (CSBA)	Staff are focussed...	Staff appeared to have a different...	Staff are aware letter...	Staff preparation is...	Staff time lines...	Staff are aware of...	Currently staff view building...
Actions/Recommendations							
Actions/ Recommendations	Two stage consultation...	Retain current...	Advise likely timeframes...	Allow applicant sufficient time...	Consolidate requests for further...	Provide promptly, ensuring...	Provide case managed...

Source: CSBA Journey Mapping Sample Council program

CSBA Customer Service Journey – Ideal Journey

Key Journey Steps	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Themes	Staff are very willing to consult.	Would prefer to email.	Would like confirmation...	Not much notice given...	Multiple requests meant uncertainty...	There seemed to be a delay ...	Not having building permit processed...
Hot Spots	Critical	Not critical	Not critical	Critical	Critical	Critical	Critical
	+10 PERFORMANCE 0	9	7	6	8	9	9	9
Ideal Journey	Initial consultation...	Allow both in person...	Acknowledge promptly...	Notify date ASAP, with early...	One RFI, within 1...	Provide promptly, ensuring...	Provide case managed single...
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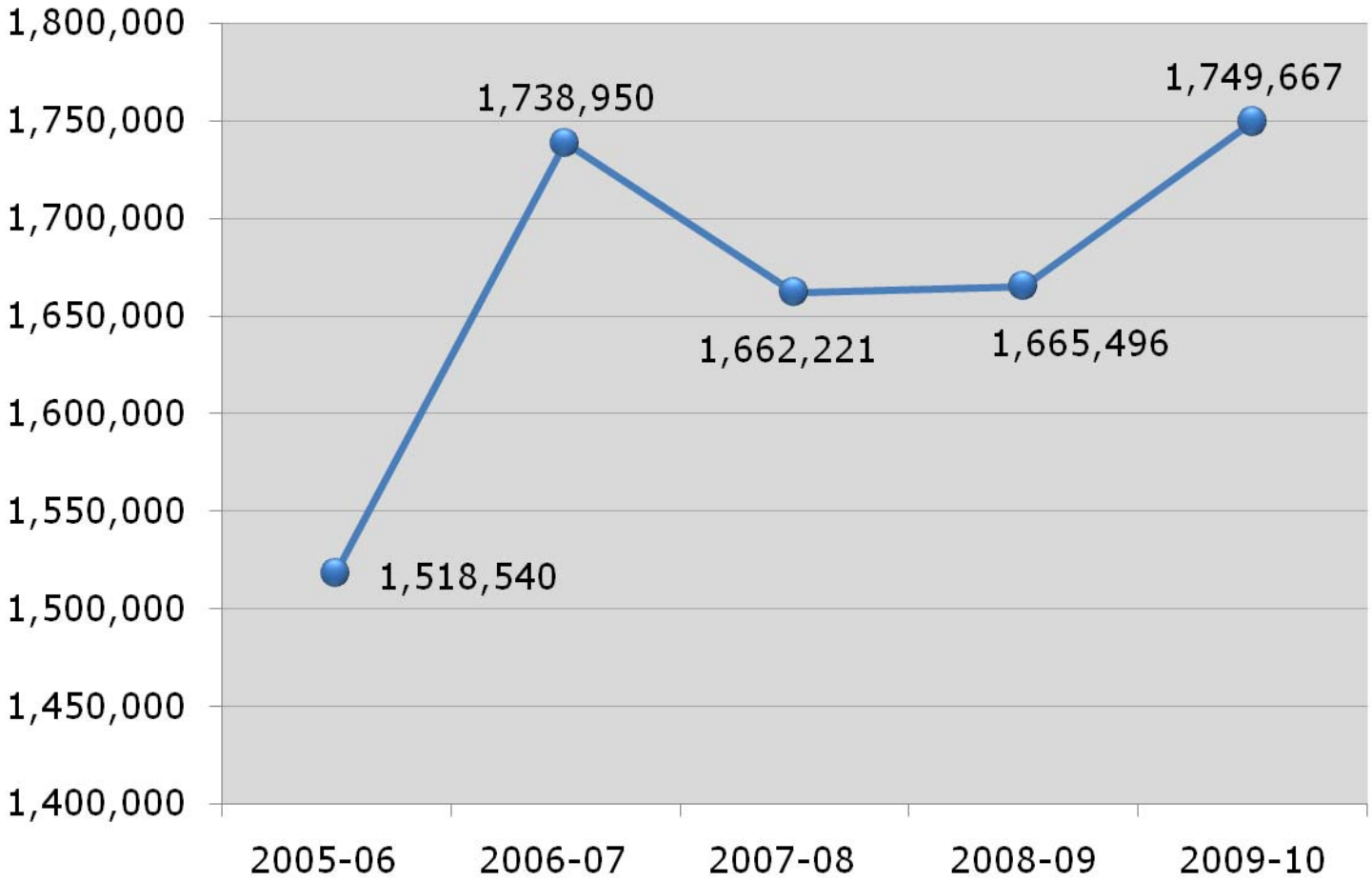
Number of calls to Victorian water companies

The number of calls has increased over the last few years



What are the calls about and what can we do about them

Value Irritant Matrix

Value

Water Company Perspective

2–3% **Simplify** My concession details are wrong 2.0%	**12-14%** **Leverage Opportunity** I have a fault (e.g. leak, burst main, sewerage) 8.3% I do not have any water or my pressure is low 3.1% I want to report a restrictions breach 1.0% I would like a leak allowance 0.5%
17–18% **Eliminate** Why am I getting this account 2.6% My bill is too high 2.1% I don't understand my bill 1.4% I have a 2nd bill – didn't receive the 1st 1.3%	**Migrate** **65–66%** I am moving and I want to connect/disconnect 11.9% I would like information on my assets 8.1% What are the restrictions and or exemptions 7.8% Can I get a rebate or exemption 6.6%

Where do Hardship calls fit in here?

Irritant **Customer Perspective** **Value**

Source: Limebridge - Call Observations Database
Total sample size = 1625

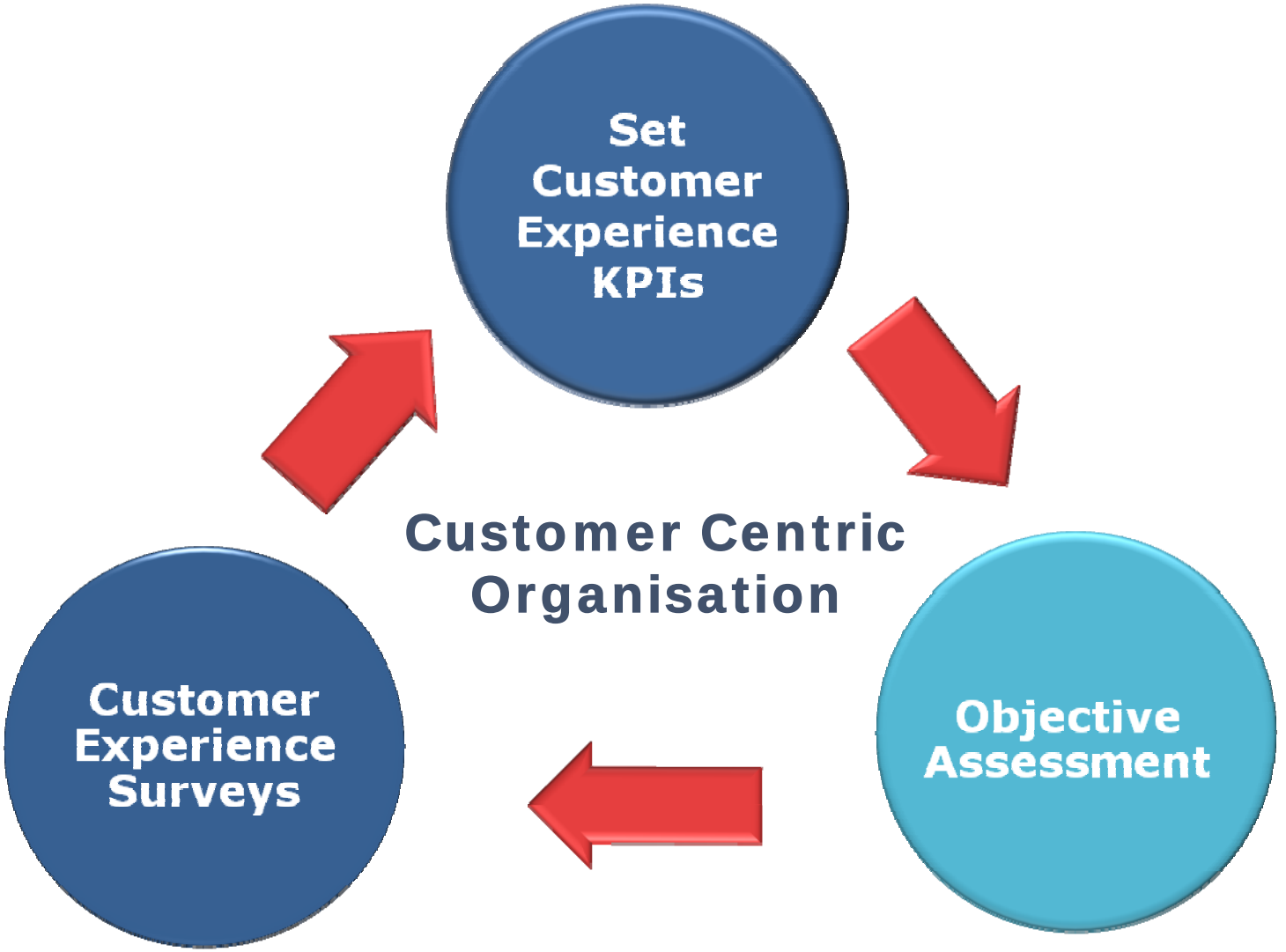
Interesting case study - 2

Sydney Water

- Driven down contacts from 1.4 million to 800,000 progressively over the last 6 years.
- Not by shifting contacts to web self-serve or voice self-service.
- How they did it was to analysis the types of contacts:
  - ‘necessary’ contact versus ‘unnecessary’.
- They found that their own internal processes, style of communicating or lack of information on website/bill/contact centre actually drove unnecessary contacts to the centre.
- Re-written most of their customer letters.
  - Now contain all the likely questions a customer might call to ask.
- They have held accountable (by explaining the impacts) business units within Sydney Water.

Interesting case study - 2

- The media team are far more pro-active in the way they manage the media.
- The Contact Centre is briefed with Q&A's of any potential media issue or community issue before it hits the press.
  - The front line is well prepared which helps with engagement also.
- Focussed on promoting the 'true' role of the Contact Centre.
- They are not a reception centre for Sydney Water.
  - Add value to the organisation in the way they service customers.
- All new starters to Sydney Water spend time in the contact centre and Management do a presentation on the role and how they add value.
- *'I guess in a nut shell what we have focussed on is offering a standard of service that **is low in effort** to customers. If we get this right rarely will they need to contact us and this will mean we have succeeded.'*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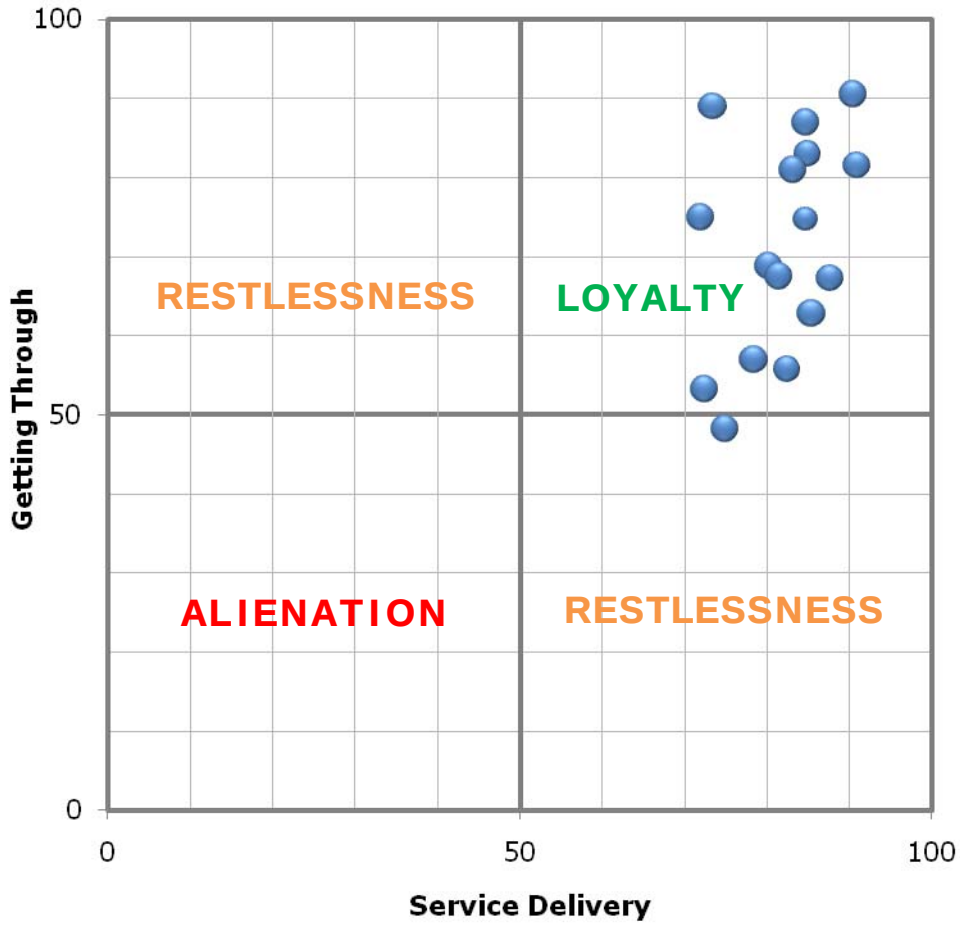
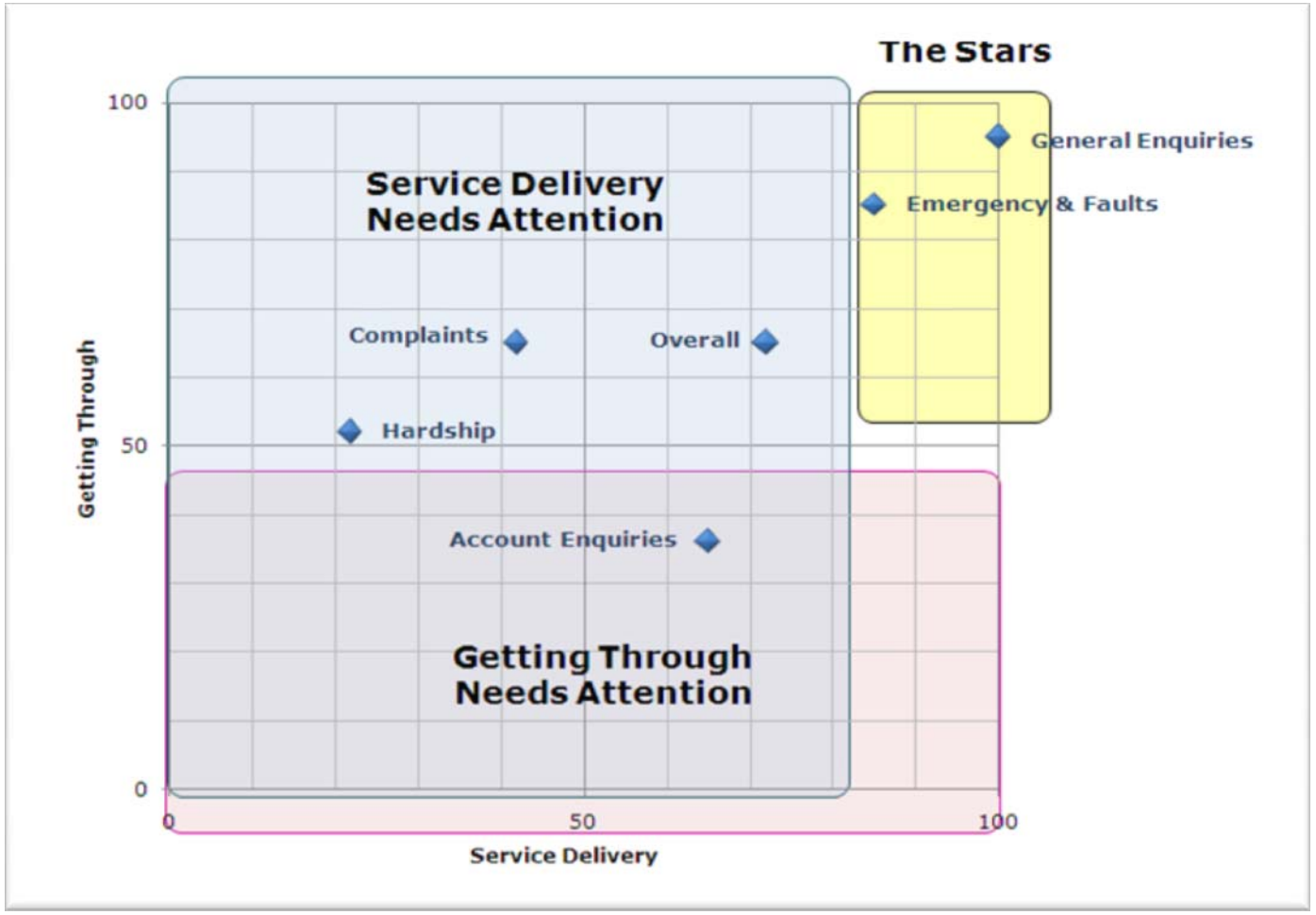
For the last 10 years
CSBA has been reporting on these soft issues

The CSBA Customer Satisfaction Grid Position for Water Companies for 2009-10



This can also be assessed for all touchpoints



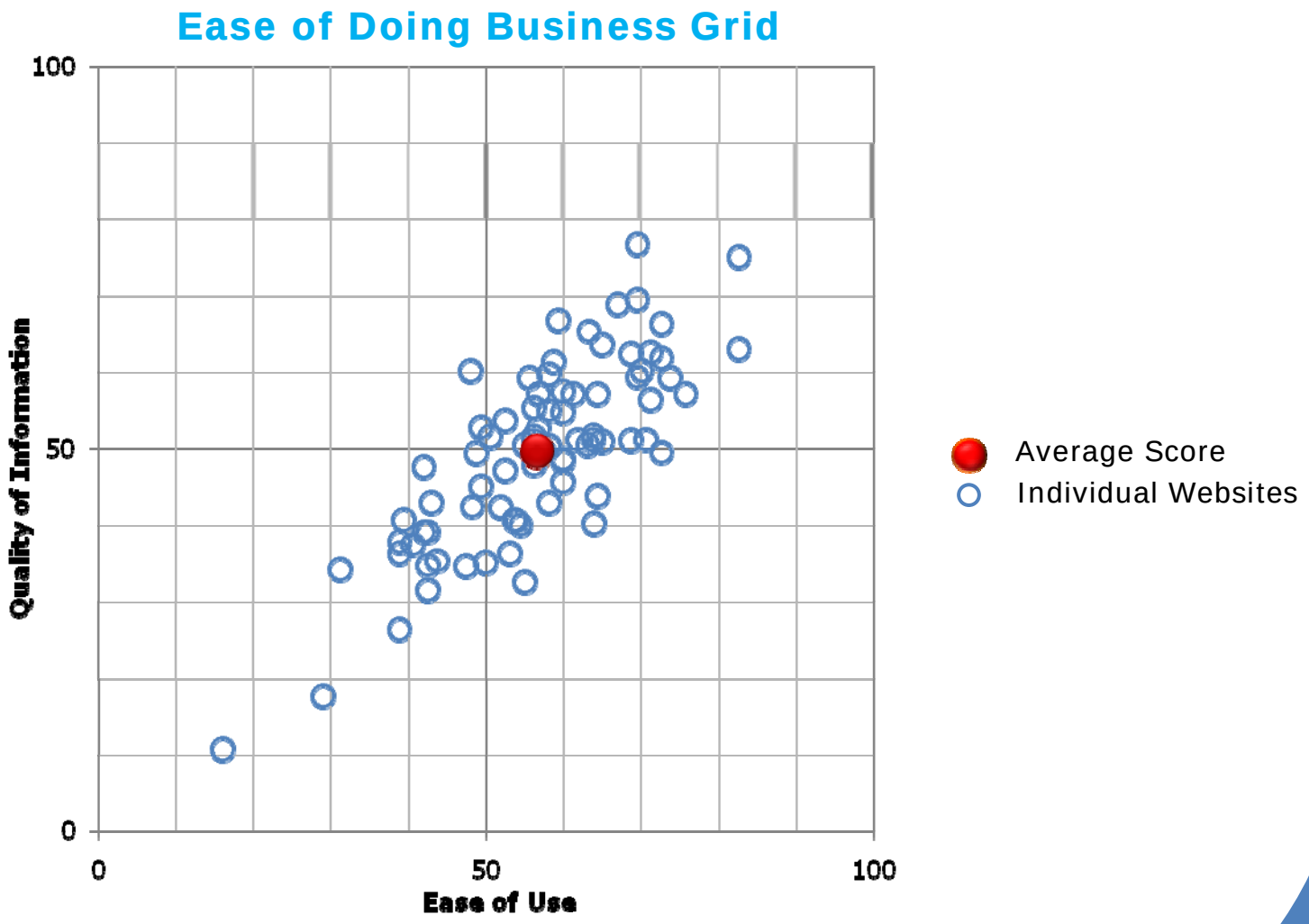
Detailed KPI's for Telephone Experience

	VIC METRO WATER		VIC REGIONAL WATER		Australian Water Sector	
	09–10	10–11	09–10	10–11	09–10	10–11
Connection to an Agent						
Average Connect Time (sec)*	59	54	34	33	39	42
% Calls answered in 30 seconds	82	79	89	90	85	83
Ave Greeting Quality Index (%)	91	91	90	89	90	90
% Salutation	97	97	96	93	97	94
% Company Name	95	94	96	97	96	96
% Agent Name	99	98	99	99	99	99
% Offer To Help	65	69	58	58	60	61
% Sign off	98	98	99	98	99	98
Agent Manner						
% Interested, warm, helpful	74	74	75	76	73	74
% Businesslike	22	22	20	21	22	23
% Total Acceptable Manner	96	96	95	97	95	97
Ave Enquiry Handling Skills Index	84	82	85	82	84	82
% Probed Needs	77	78	74	72	72	73
% Good Product Knowledge	84	78	88	84	87	83
% Provided Clear Outcome	86	81	89	85	88	84
% Courteous/Helpful	88	91	91	88	89	88

* Average connect time assessed as similar if within 5 seconds of previous result

Source: CSBA report to ESC August 2011

Website assessment and ease of doing business



Source: CSBA report to ESC August 2011

Summary

- Customer satisfaction scores can be a mix of NPS, Customer Satisfaction and Ease of doing Business.
  - Depending on…
- Journey mapping is a great tool, especially for changing a culture.
- Understanding the calls (and why) is getting more important but needs a lot more analysis.
- Mystery shopping and internal Quality assurance must reflect what is important to the customers.
  - Provides critical feedback to staff on their performance.
- What would you look for in getting more robust results?

THANK YOU

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