

# BUILDING A CUSTOMER CENTRIC ENVIRONMENT

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## TODAY'S TOPICS

- A framework for building customer centric organisation
- Three stage process
  - Foundation
  - Advanced
  - State of the art
- Summary



## WHAT DOES CSBA DO?



- Helps Companies in over 16 industries provide value for money through a consistent customer service experience across all channels and departments.
- Over 17 years' experience helping organisations on a regular basis to improve customer service.
- Understands the Customer Service and the challenges faced in an increasingly demanding climate.
- Committed to helping our clients:
  - Understand their customers' expectations and experiences.
  - Measure and track their customer service.
  - Improve their customers' experience.
  - Perform against their peers and other service experience.
- Tried and tested framework for Customer Service measurement and improvement, mainly:
  - Mystery Shopping Programs and Benchmarking
  - Customer Satisfaction Surveys
  - Consultancy and Training

## WHO DOES CSBA PARTNER WITH



- A wide range of Clients in over 15 sectors and other organisations, including:



## A CUSTOMER CENTRIC ROADMAP



There are three main stages on the journey.....

	FOUNDATION	ADVANCED	STATE OF THE ART
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Develop a Customer Service Charter</li> <li>• Develop a Customer Service Strategy</li> <li>• Development of protocols across touchpoints</li> <li>• Feedback from Multiple channels (surveys)</li> <li>• Diagnostic Survey</li> <li>• Implement Measures for governance</li> <li>• Conduct experience observation and appraisal</li> </ul>	<ul style="list-style-type: none"> <li>• Developed Customer Service Strategy</li> <li>• Regular structured feedback from multiple sources</li> <li>• Regular Measurement and feedback and QA</li> <li>• Advanced assessments on multiple touchpoints</li> <li>• Executive support</li> <li>• Benchmarking of performance</li> <li>• Dedicated Customer insight team</li> <li>• Basic Business value calculation</li> </ul>	<ul style="list-style-type: none"> <li>• Regular Strategy updates</li> <li>• Integration of service measures</li> <li>• Established Journey mapping</li> <li>• Service based business improvement programs in place</li> <li>• Use of employee feedback</li> <li>• Customer part of the culture and represented at all internal meetings</li> <li>• Reward and recognition program in place</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Charter and strategy development</li> <li>• Customer service measurement and benchmarking</li> <li>• Develop protocols and training</li> <li>• Customer Experience mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Track and develop dashboard based on satisfaction and mystery shopping measurement</li> <li>• Strategy and roadmap development</li> <li>• Employee Internal Audit Survey</li> <li>• VOC business improvement program</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced dashboard measurement and benchmarking</li> <li>• Employee survey tracking and development program</li> <li>• Established Customer Journey mapping</li> <li>• Established VOC business improvement program</li> <li>• Incentive object to service improvement</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>– Understanding of key measures for customer satisfaction</li> <li>– Customer Service charter &amp; understanding of "where we are"</li> <li>– Baseline Customer Satisfaction KPIs</li> <li>– Effective Coaching program developed</li> </ul>	<ul style="list-style-type: none"> <li>– Framework and benchmark for measuring improvement</li> <li>– Regular updates on strategy</li> <li>– Ability to provide clarity on what matters in service</li> <li>– Ability to demonstrate financial service improvement</li> </ul>	<ul style="list-style-type: none"> <li>– Optimisation of cost to serve</li> <li>– Best practice in Satisfaction, recommend and ease of doing business</li> <li>– "Voice of Customer" in all decisions</li> <li>– Employee Satisfaction/ Customer Satisfaction</li> </ul>
	Stage 1	Stage 2	Stage 3



## A CUSTOMER CENTRIC ROADMAP



There are three main stages on the journey.....

**OUR PROMISES TO YOU AND HOW WE WILL DELIVER ON THEM**

**WE WILL:**

**Provide efficient and effective customer service to you:**

- Where possible we will receive your enquiry at the first point of contact. We aim for more than 80 per cent of enquiries to be resolved at first contact through our customer service centre.
- We will answer your call as quickly as possible. We aim to answer all calls within 20 seconds.
- We will respond to written correspondence within 10 working days.
- We will serve all customers in a professional and polite manner.

**Provide convenient access to our services:**

- Conveniently located service centres, depots, branches and other facilities operate throughout the city.
- A 1300 (LODAN) number is provided as an easy point of contact for telephone enquiries to Council.
- Services and information are available online at Council's website.
- A range of payment options for services has been established.

**Have professional and well-trained staff assist you:**

- Customer service training programs are delivered to all staff across Council.
- Council is committed to its recruitment, selection and retention strategies to ensure the right people are employed to assist you.

**Provide you with clear, accurate information that is consistent and easy to understand:**

- We use a translation service if language is a barrier.
- We regularly review and update the information provided to you on our website and in customer publications.
- We provide staff with guidelines and training to support high standards of communication.

**Actively pursue continuous improvement and understand the needs of our customers now and into the future:**

- We continually review our service delivery and implement service improvement projects where required.
- We encourage feedback from customers on our service through our feedback forms and 'contact us' section on the website.
- We undertake community engagement activities to ensure we understand and respond to what the community needs from us.
- We strive to respond quickly to issues and have formal processes for complaint handling.
- We provide value for money services and facilities to our community.

**Respect your privacy:**

- We respect your privacy and keep your information confidential in accordance with relevant legislation.



## A CUSTOMER CENTRIC STRATEGY

The Customer Focus Strategy has a number of streams and detailed projects



## SERVICE CATALOGUE MATRIX

Selected Services (n = 48)

Community Development (n=11)	Assets & Business Services (n=17)	Culture, Leisure and Works (n=13)	Corporate Services (n=1)	Executive Services (n=3)
Community Safety	Animal Management	Arts and Events	Communications	Governance
Immunisation	Fire Prevention	Trees & Horticulture	Rates & Valuations	Minutes & Agendas
Maternal & Child Health	Local Laws	Parks	Freedom of Information	Risks, Claims, Insurance
Libraries	Parking Enforcement	Public Realm	Recruitment	
Community Facilities	School Crossings	Road Opening/Crossover		
Kindergarten Enrolment	Food Health & Safety	Road Maintenance		
Early Years Support	Stormwater Management	Waste Management		
Community Transport	Asset Management	Bin Replacement		
HACC	Transport Planning	Hard Rubbish		
Metro Access	Street Lighting	Sustainability		
Youth Services	Business Development	Sports Club Liaison		
	Statutory Planning	Leisure/Venues		
	Planning Scheme	Graffiti Management		
	Planning Enforcement			
	Traffic & Parking Mgt / Enforcement			
	Building Enforcement			
	Health			



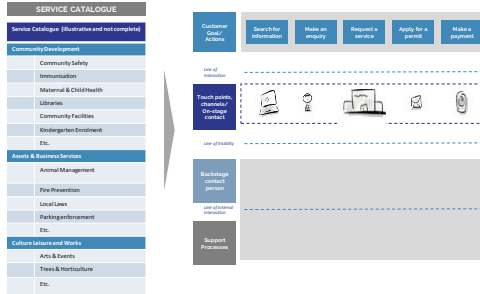
## CUSTOMER EXPERIENCE

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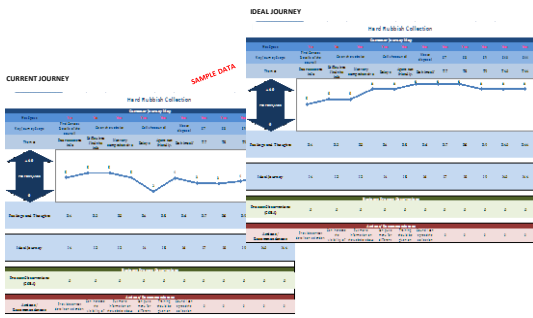
Customer Experience is the response customers have to all the ways a service is provided - from people, objects, places and interfaces over time



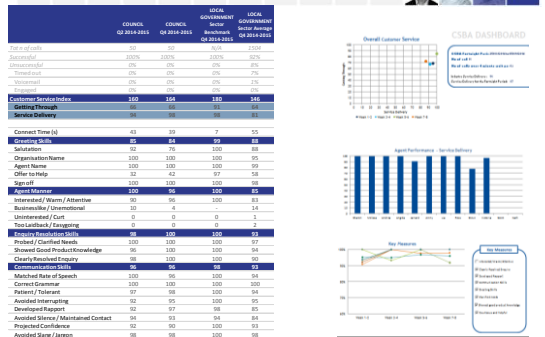
## SERVICE DESIGN & CUSTOMER EXPERIENCE



## SAMPLE CUSTOMER JOURNEY



## SAMPLE MYSTERY SHOPPING REPORT



MYSTERY SHOPPING



EXECUTIVE DASHBOARD - CUSTOMER SERVICE

	Telephone					Email				
	Staff	Customer	Internal	External	Internal	Staff	Customer	Internal	External	Internal
Local Customer Service - Telephone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Email	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Telephone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Email	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Telephone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Email	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Telephone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Email	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Telephone	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Local Customer Service - Email	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

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STAGE 2 - ADVANCED



Stage 2 is a natural progression from Stage 1 ...

ADVANCED

- Regular structured feedback from multiple sources
- Regular mystery shopping and QA
- Advanced assessments on multiple touchpoints
- Executive support
- Benchmarking of performance
- Centralised Customer Insight team
- Basic Business Value Calculation
- Unstructured feedback collection

Track and develop dashboard based on satisfaction and mystery shopping measurement and reporting

- Strategy and training development
- Employee Internal Audit Survey
- Build Business Improvement program

Framework and benchmark for measuring improvement

- Ability to provide clarity on what matters in service
- Ability to demonstrate financial service improvement

Stage 2

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THE 6 C'S



THE SIX C'S OF CUSTOMER CENTRIC ORGANISATIONS

Clarity	Commitment	Connectivity	Capability	Consistency	Cohesion
The strategy, purpose and intent is defined, aligned and understood. Customer demand, segments, needs and expectations are understood.	The Leadership team is organisation, structure, functions and teams. Roles include internal and external customer focus. Investment of funds and resources (direct and in kind).	Across the organisation, structure, functions and teams. Roles include internal and external customer focus. Aligned business and customer processes, practices and policies.	People are equipped with training and performance support.	Across channels, customer types, touch points and time. Employees are active and engaged.	Shared values and culture around the customer exist and is evident in every day practices.

For every customer ... across each channel ... and all content.

Consistent Terminology & Measurement



SAMPLE QUESTIONS



A SURVEY FROM THE 6 C'S ALLOW ALIGNMENT FOR THE WHOLE ORGANISATION

Section 3: Metrics	Score	Description	Target
Across site metrics are established and sporadically managed to achieve the highest quality customer experience	16	We regularly hold reviews to gauge progress in improving customer interactions across functions.	6.4
	17	Tracking metrics are in place to trend customer feedback issues, as well as their resolution and time to resolution.	5.2
	18	Metrics and performance standards are clearly established to manage customer experience delivery.	5.1
	19	We have identified priority customer interactions and track the process performance of these routinely.	5.1
	20	We have assigned shared accountability for process metrics where multiple functions affect common customer experiences.	5.0
	21	We focus as much on retaining customers as we do in acquiring new customers, and our metrics reflect both.	4.4
			6.0
Section 4: Accountability and Taking Action			
Everyone can access an easy to understand reporting tool that pinpoints necessary changes and drives continuous improvement.	22		3.2
The organisation's bias for driving change to improve the customer experience.	23	Accountability and handoffs for operational performance in delivering customer experiences are clear.	4.4
	24	Leaders continuously hold people accountable for timely resolution of customer issues.	5.3
	25	Processes are in place to continuously engage high value customers who have a propensity to defect.	5.4
	26	Company runs quarterly and annual 'loss review' of customers who left and why.	3.3
	27	Annual planning includes companywide discussions, targets and actions for customer profitability, and delivery performance.	4.4
			5.3

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WHAT IS THE CMT



The Common Measurements Tool (CMT) is a questionnaire developed by Canadian organisation the Institute for Citizen-Centred Service.

The CMT is designed to collect feedback relating to service across all channels of service delivery (telephone, in person, web, mail, email).

The CMT was created for and has been used in both external and internal client surveys at all levels of government.

Approximately twenty percent of data in the ICSS Benchmarking Database comes from internal client surveys.

As of 2010, the CMT is employed by all tiers of government and throughout all regions of Canada. Furthermore, the use of the tool has been licensed to several jurisdictions across the globe including Australia, Kenya, Namibia, New Zealand, Singapore, and the United Arab Emirates.

CMT Question Bank

- Contains a set of core questions based on the key drivers of satisfaction.
- Has nearly 150 additional questions designed to meet users' specific requirements and organised according to headings based on service dimensions.
- This program is based on the questions detailed on page 12. Additional questions will incur extra costs.
- Allows for customisation and integration with pre-existing surveys.



QUESTIONNAIRE FRAMEWORK

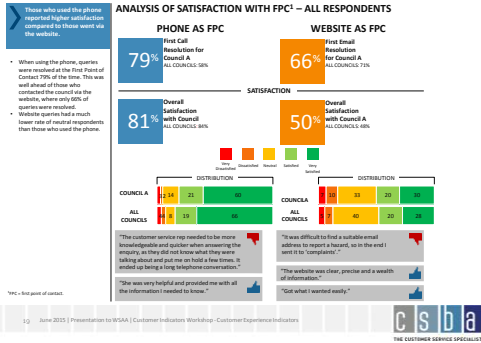


CLASSIFICATION	PERFORMANCE	OUTCOME
Reason for contacting council Contact channel used	Fairness I was treated fairly	Ease of business The organisation is easy to do business with
Satisfaction Overall Satisfaction How satisfied were you with the service? For High Scores: Why do you say that? (open) For Low Scores: Why do you say that? (open)	Information The staff member provided the with all I needed to know in relation to my enquiry Individual circumstances I feel my individual circumstances were taken into account	For High Scores: Why do you say that? (open) For Low Scores: Why do you say that? (open) First Contact Enquiry Resolution Was your enquiry or problem resolved in your first contact with us? (yes/no)
Accessibility Overall, how satisfied were you with the accessibility of the service? Timeliness Overall, how satisfied were you with the amount of time it took to get the service? Service How satisfied were you with the overall quality of service delivery?	Knowledge/competence The staff member was knowledgeable & competent Extra Mile The staff member went the extra mile to sort out my query Feedback What (if any) additional feedback would you like to give about the person you spoke with? (open)	Enquiries not resolved on 1 <sup>st</sup> contact What was required to resolve the query? (open)
		DEMOGRAPHICS
		Age Gender

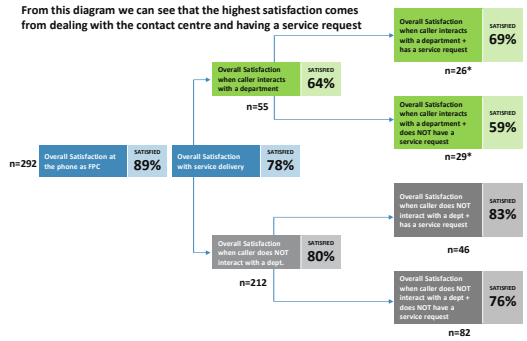
\*Question uses a 5 point scale: very dissatisfied / very satisfied  
\*\*Question uses a 5 point scale: strongly disagree / strongly agree

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EXAMPLE: CMT (BENCHMARKING PROGRAM)

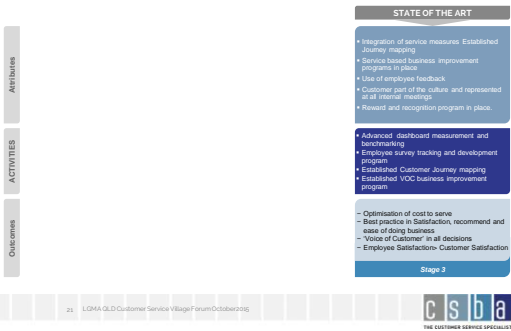


AN OVERALL BREAKDOWN OF SATISFACTION BY INTERACTION & SERVICE REQUEST

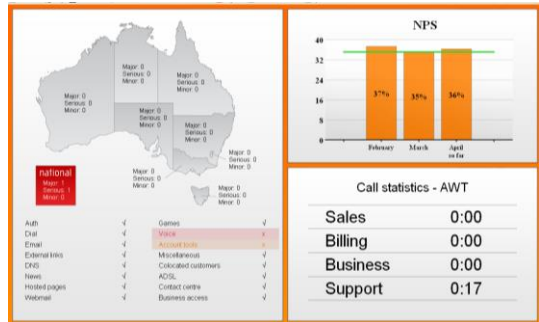


STATE 3 – STATE OF THE ART

There are three main stages on the journey.....



AN EXAMPLE



WHAT MATTERS



SUCCESSFUL BENCHMARKING PROGRAMS - EXAMPLES

- Superannuation - 35 superfunds Continuous rise in NPS across all. Going for 7 years with move in big data.
- Local Government – 13 Councils involved in international 'value' based measurement program.

## SUMMARY



- A framework for building customer centric organisation
- Three stage process
  - Foundation
  - Advanced
  - State of the art
- There is a number of methods for what to do and when to do it
- Clear measurement will become even more prevalent
- Depends on the appetite for service improvement as to where to start

# QUESTIONS

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