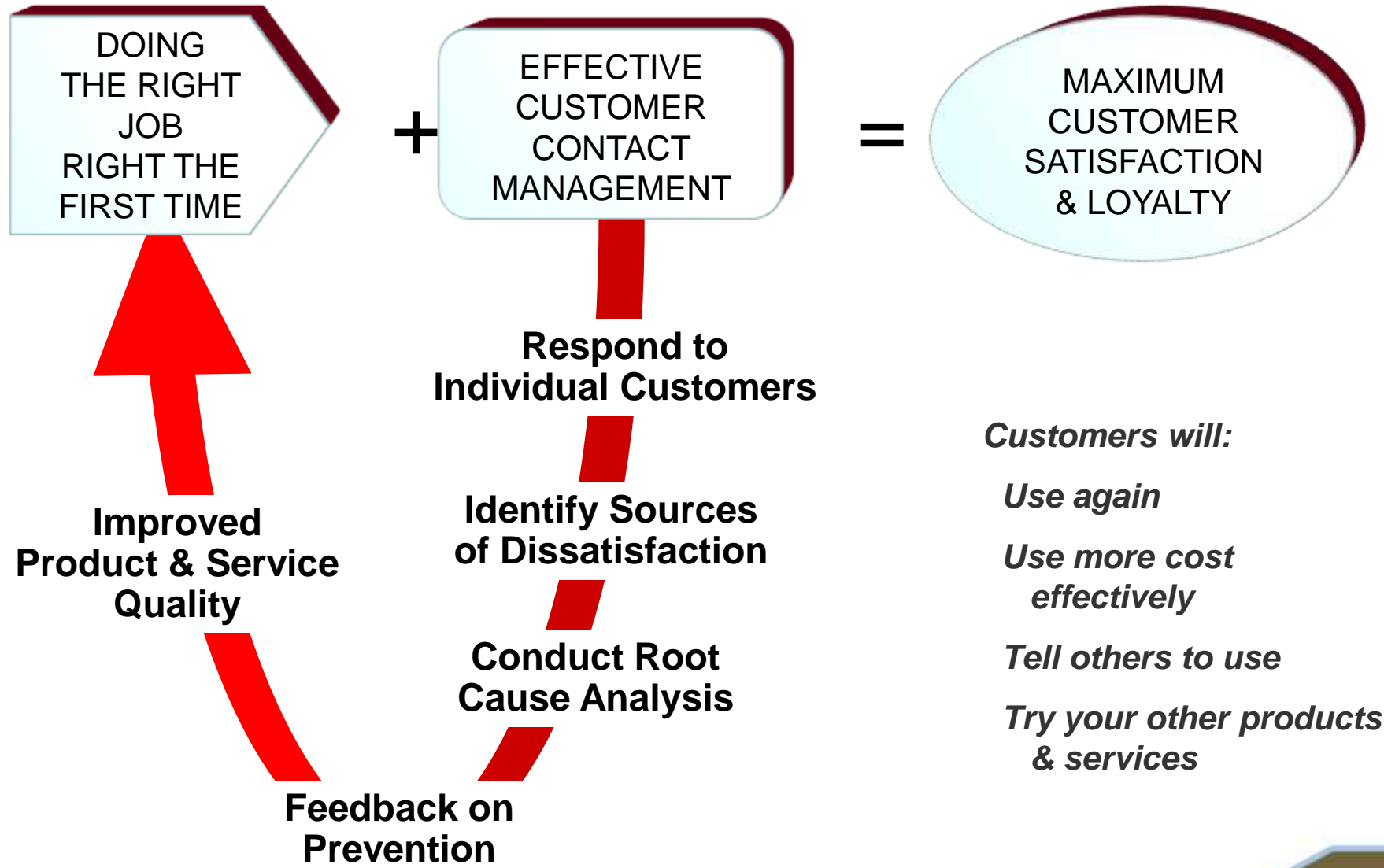# Feedback and Survey Panel: Moving Out of Firefighting

Government Call Center Conference

September 22, 2011

John Goodman, Vice Chairman

Formula For Maximizing the Customer Experience

DOING THE RIGHT JOB RIGHT THE FIRST TIME

+

EFFECTIVE CUSTOMER CONTACT MANAGEMENT

=

MAXIMUM CUSTOMER SATISFACTION & LOYALTY

Improved Product & Service Quality

Respond to Individual Customers

Identify Sources of Dissatisfaction

Conduct Root Cause Analysis

Feedback on Prevention

Customers will:

Use again

Use more cost effectively

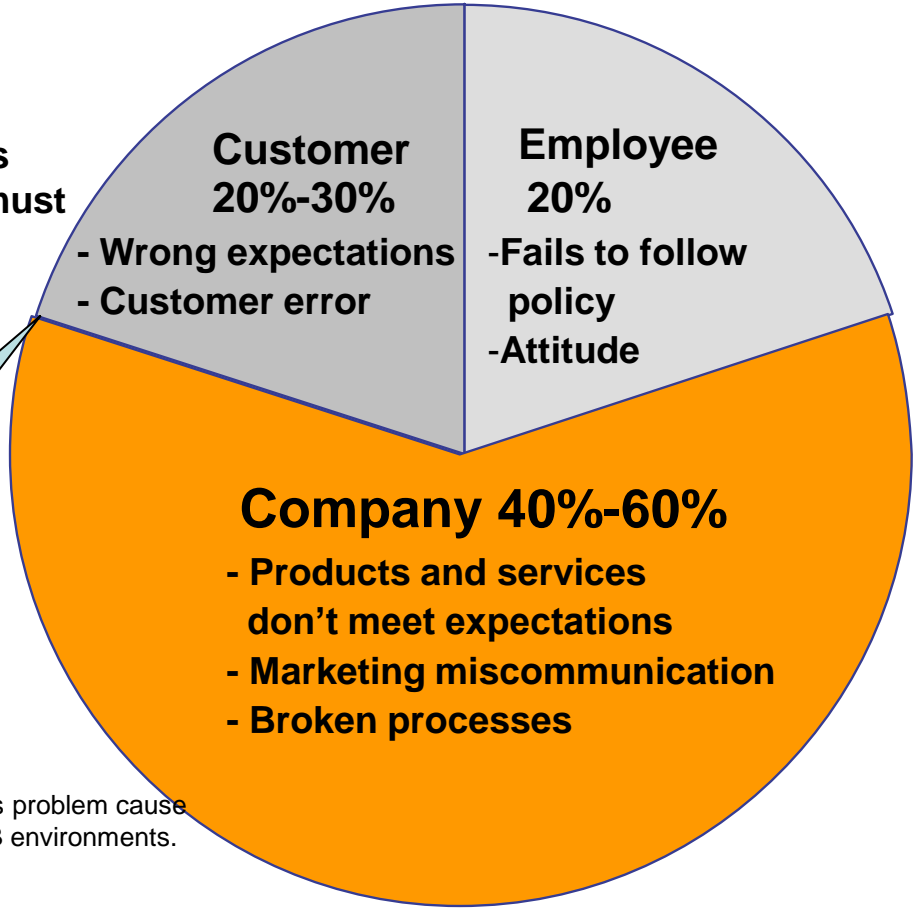*Tell others to use*

Try your other products & services

Employees Do Not Cause Most Customer Dissatisfaction

The majority of customer dissatisfaction is NOT caused by employee error or attitude but by products that cause disappointment and broken processes*

Customer expectations must be set and they must be educated on how to avoid problems and surprises.

Customer 20%-30%
- Wrong expectations
- Customer error

Employee 20%
-Fails to follow policy
-Attitude

At least 30% of contacts are preventable

Company 40%-60%
- Products and services don't meet expectations
- Marketing miscommunication
- Broken processes

Poorly designed products, Processes, and marketing create most unmet expectations. Further, employees are often not equipped with effective responses to problems.

*Finding based upon TARP analysis problem cause data in over 200 consumer and B2B environments.

Strategic Challenges

- Move from firefighting to prevention
  - Invest in VOC analysis rather than call compliance
  - Suggest fixes not just raise problems
  - Analysis varies by role of agency

- Use the full range of data available to describe the Customer Experience – social media is just another source

- Set proper expectations based on agency role; benefits, regulatory, service provider

- Arm staff who say no with clear believable explanations

- Respond electronically when possible on complex issues

- Invest in cheap delighters

- Create positive incentives for most/all employees not just top performers

Pick Your Battles: Identifying Issues Requiring Improved Response Rules and Processes

Problem reports	% Loyal (Top 2 Box)	# Contacts
Routine order	98	1.1
Shipment status	91	1.2
Product return	93	2.1
Shipping charges	88	2.1
Backorder status *	67	3.3
Call center overall average	91	1.9

⬭ **Transaction which is biggest opportunity for improvement**

⬡ **Misuse of resources to intensively measure this transaction**

Outlined in detail in **Strategic** Customer Service published by AMACOM
Care package of papers: jgoodman@tarp.com or 703-284-9253

Government Contact Center Satisfaction Index Example Using the ACSI Methodology

Score

Impact

| Customer Service Representative | 80 | 2.6 |

| Customer Service Process | 71 | 0.6 |

| Other Channels/ Social Media Response | 65 | 1.1 |

| IVR System | 57 | 1.1 |

Customer Satisfaction Index 69

- Overall Satisfaction
- Compared to Expectations
- Compared to Ideal Experience

Likelihood to Continue Business 91

Willingness to Recommend 74

Transparency of Agency 62

Transparency of Government 54

Scores are averages on 0-100 scale; answers "How well am I doing?"
Questions asked on 1-10 scale, converted to 0-100 for reporting.

Impacts tell you what needs to be done better.
A 5-point change in driver yields change in satisfaction equal to amount of impact; e.g., if IVR System increases to 62 from 57, Satisfaction would improve by 1.1 points from 69 to 70.1.

FCG
U.S. Department of the Interior

ACSI
American Customer Satisfaction Index

Sources of Customer Feedback

- Frontline Employees: Contact Reps/Call Agents
- Customer Complaints
- Comment "Cards": Handwritten or Digital
- Focus Groups
- Usability Studies
- Customer Inquiries: Calls/Emails/IMs/"Snail Mail"/Digital
- Social Media: Facebook, Twitter, etc.
- Customer Satisfaction Surveys
- Other: Congressional Contacts/Ombudsmen

Examples of Ways to Use Customer Feedback

- Link customer feedback data with internal metrics to understand internal metrics influence customers' perceptions
- Build customers' perspectives into the culture of your organization – always consider your customers' perspectives when making decisions
- Include customer feedback in your action planning sessions to gain insight into customers' experiences with your organization
- Inform managerial decision making to improve customer service – include in such decisions as:
    - Policy updates/changes
    - Process improvements
    - Developing new strategies
    - Testing new approaches
    - Improving communications with customers
    - Building business case(s) for improvements
- Guide development of performance standards for outsourced contracts and monitoring of vendor performance

Recommendations

1. Reallocate one third of resources from tactical quality to strategic experience analysis – practice "psychic pizza"
2. Link and confirm satisfaction and feedback to employee input (preventable and cause), quality assurance processes and operations data
3. Quantify the cost of each month of inaction – number of unhappy customers, extra cost, repeat calls
4. Make surveys short and ask why overall rating given
5. Package data so that it will have impact
   - Humanize, ideally with recordings and quotes
   - Criticize the process not an organization
   - Provide recommended action
6. Deliver data to Chief Performance Officer
7. Require outsourcers to report preventable calls and devote resources to preventive analysis