Case Summary: Customer Satisfaction (CSAT) Management

BIS, llc

The Challenge

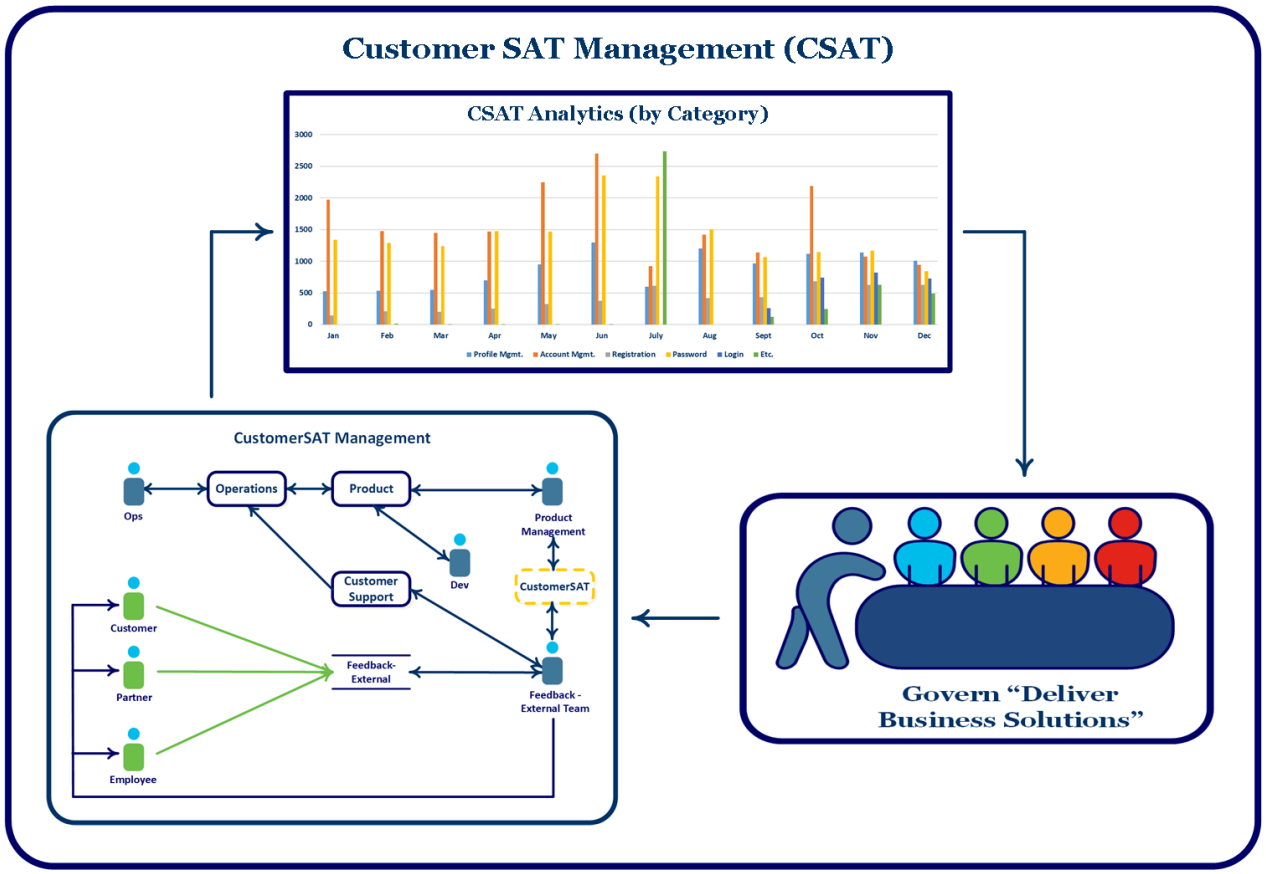
Technology is a medium that permeates every part of our lives. Technology enabled work in the office and then from home. It became mobile and then personal. We allowed the "lines to be blurred" for our personal technology to be used for business but "professionalism is not to be blurred…it is a discipline". It is acceptable if a personal phone call drops or if a resource at the office does not work if it is with friends or peers but not with Customers. As businesses continue to "blur the lines" with custom-developed resources used to connect the business/employees with Customers, "not working is not acceptable". Once a business resource is used by Customers, it creates a "Customer Experience" that can reflect (good or bad) on the corporate brand so it must be managed responsibly…like a product.

A $50B technology conglomerate had invested years into research and development of a corporate resource to be used by its 75K employees and 50K Channel Partners. Employees and partners (to some degree) are "inside the cone" so the resources not being "product quality" was acceptable since they were professional and had high integrity. However, once the scope of Users increased to include Customers, it was important to invest in the fidelity of the resources as well as to build formal procedures for managing the full lifecycle of Customer Experience.

Providing a means for Users to provide feedback on resources is a good practice to receive honest critiques regarding how to improve the Customer Experience. That medium instantly became a "Voice of the Customer" channel to business. It was excellent feedback, except in this case, it was not from just Customers "inside the cone" but external paying Customers. Most of the feedback was informative: identification of features that did not work properly, were misunderstood, or suggestions of improvements. However, "unfiltered' feedback from frustrated Customers was unexpected. Though the telephone and email support plans were intact and worked well, the plans for responding to feedback captured on the external-facing website (from Customers via a "Contact Us" link) was informal. It was the tenor of the feedback from some external Customers that resonated concerns regarding Customer Satisfaction.

A request was escalated to mitigate the risks to Customer SAT and the corporate brand of this Fortune 100 business. BIS was engaged to provide leadership to manage and improve Customer SAT for this new enterprise resource for Customers, Business Partners, and employees.

The Solution



Any Customer that was motivated to send written correspondence regarding their experience needed to be responded to as soon as possible. We developed a context-driven email campaign to let them know "their voice was heard" and level-set expectations regarding what was occurring to change their experience.

The following steps describe what we did to improve Customer SAT:

- Provided timely responses to Customers regarding their feedback and timeframes for resolution
- Expanded platform support plans to full lifecycle management of Customer feedback (i.e. Received → Closed)
- Expanded "Voice of the Customer" (VOC) to include governing functions and Customers (by demographic)
- Developed a Customer SAT analytics program for analysis of Customer feedback
- Integrated Customer SAT analytics, Operations Support, and VOC to provide analysis for platform governance

Analysis of Customer feedback and Operations Support provided a means to better understand Customer needs. Proper management of those valuable channels of feedback from Customers enabled increasing the accuracy of improvements (to improve Customer experience) and increase Customer SAT.