



''Evidence-Based Customer Focus''

Bill Self

President, The Leadership Factor, Inc.

December 13, 2013



*Helping organizations
see improved results*

Ohio * Indiana * West Virginia

"Evidence-Based Customer Focus"



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President

The Leadership Factor, Inc.

Building on years of customer research, **Bill Self** unlocks the secrets of the top-performing customer-centered organizations in his book, **Customer 3D: A New Dimension for Customers**. His presentations deliver a system that re-invents customer service and transforms it into customer success.

As a member of the National Speakers Association, **Self** is a dynamic, thought-provoking speaker who will captivate your audiences. He has also organized a professional group of Thinking Forward speakers who deliver leading-edge ideas which prepare organizations for an improved future by making a difference in the lives of their customers and employees. His research clients include several national and regional-level Baldrige award winners.



Evidence-Based Customer Focus

Presented by Bill Self

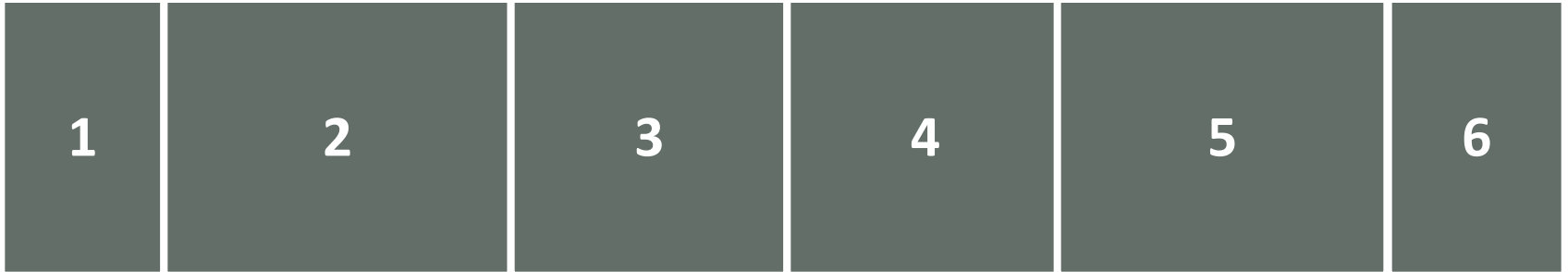
December 12, 2013



What is Success?

Monitoring Trends

5 Ideas You Can Use



Evidence-Based Practices

Non Evidence-Based

Conclusion

Fantasy

vs.

Reality

80%

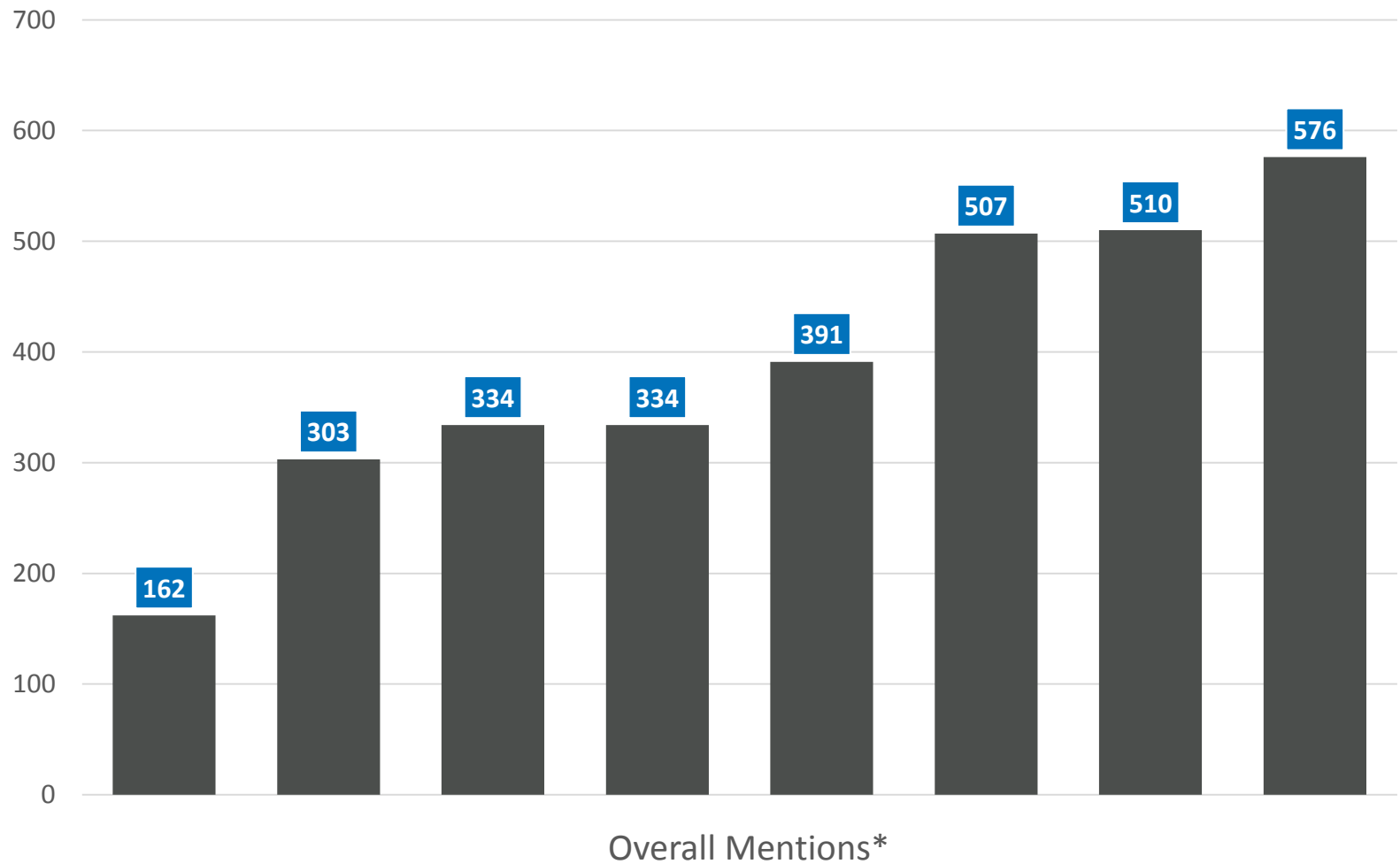
of businesses believe they deliver “superior” customer service.

8%

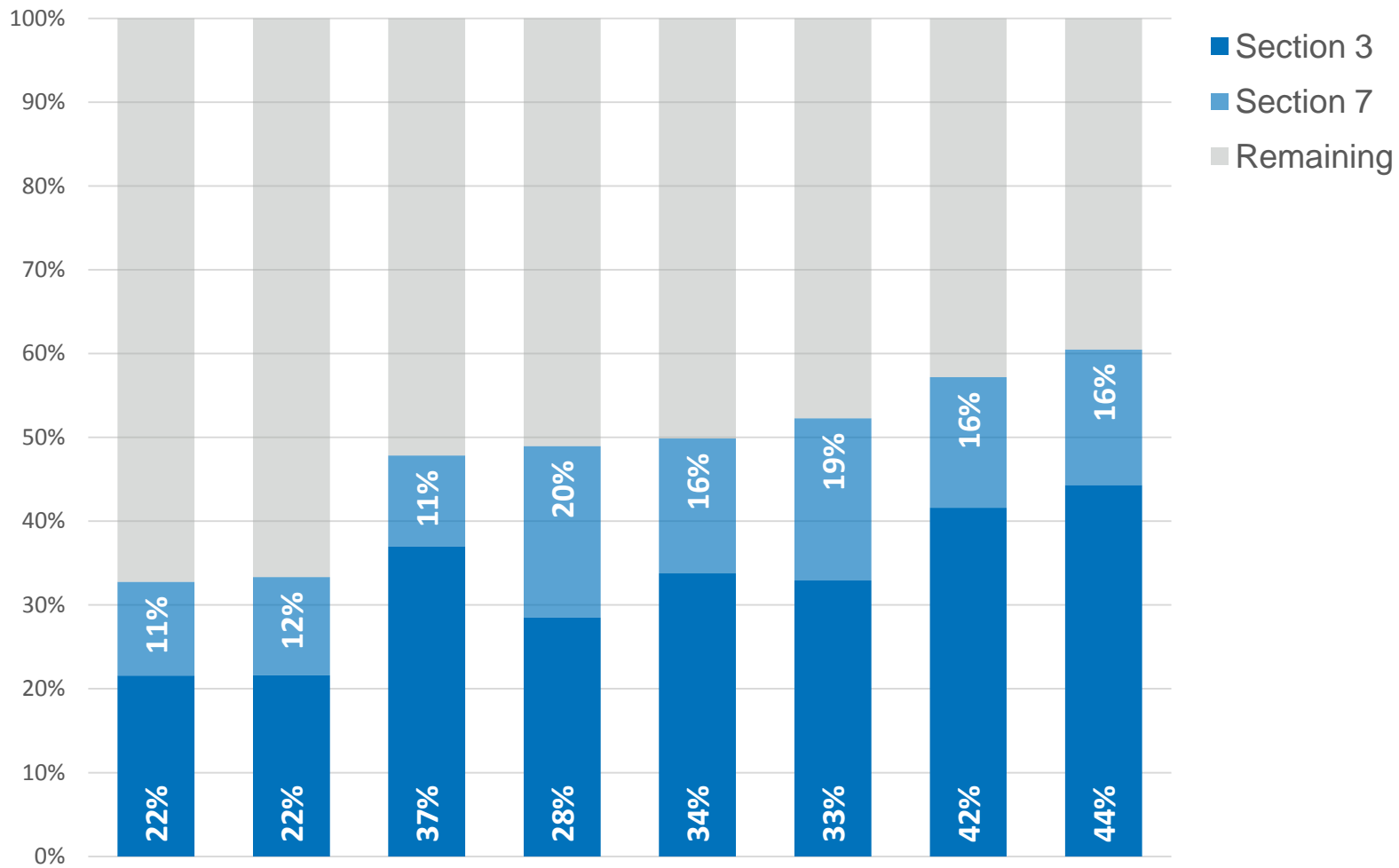
of customers believe they have experienced **SUPERIOR** service from those same businesses.

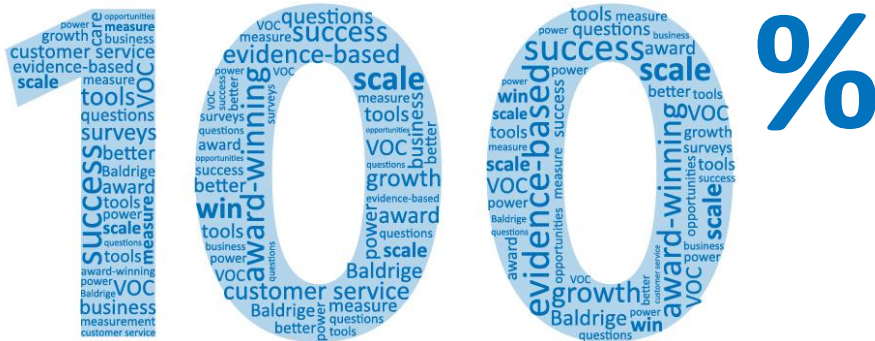
Evidence-Based





**mentions includes a combination of the terms customers, patients, and stakeholders*





Evidence-based Opportunities

- Better questions
- Better scale
- Measure importance as well as satisfaction
- Use quotas in each subgroup to ensure sample is representative



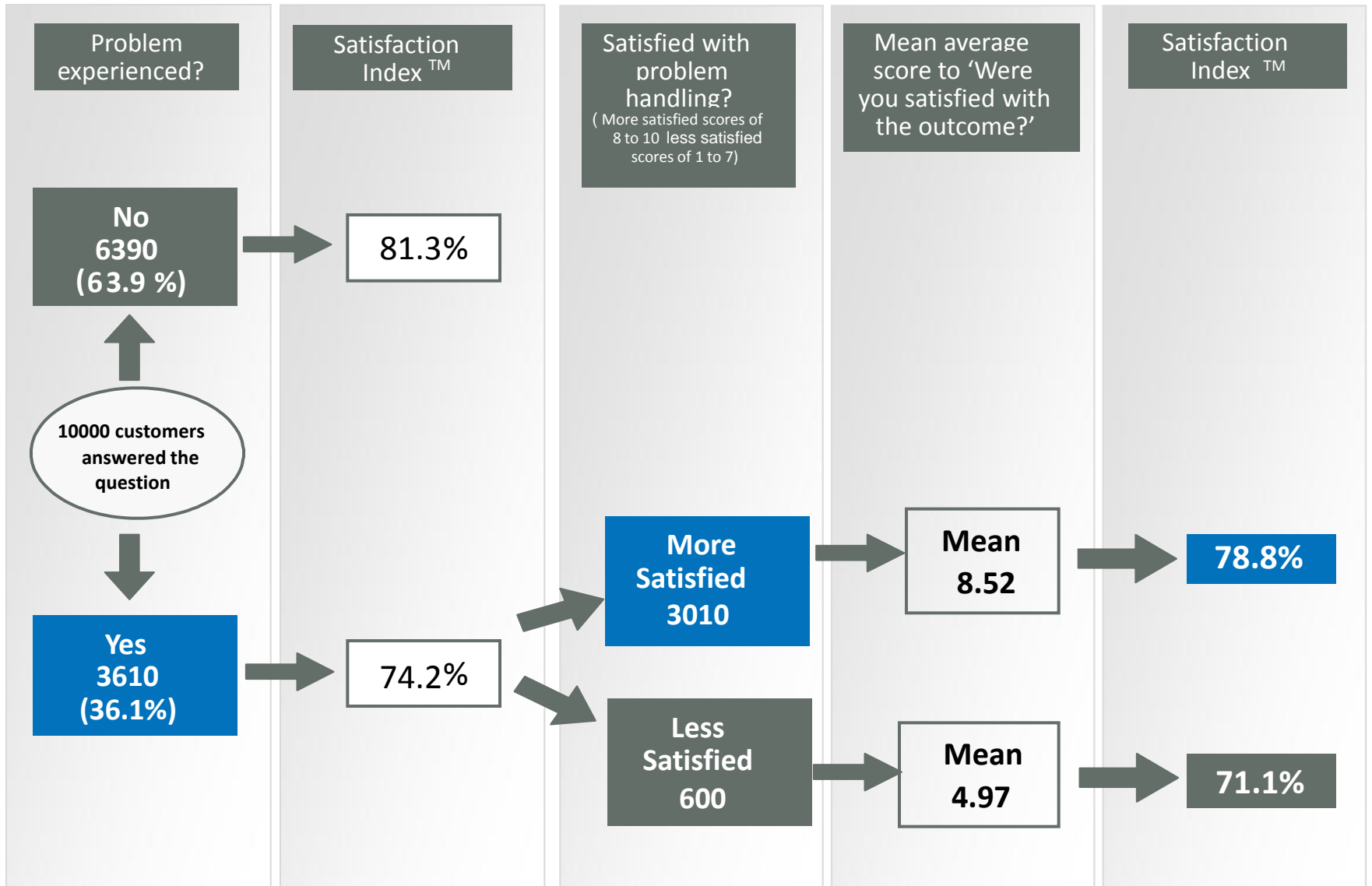


100%

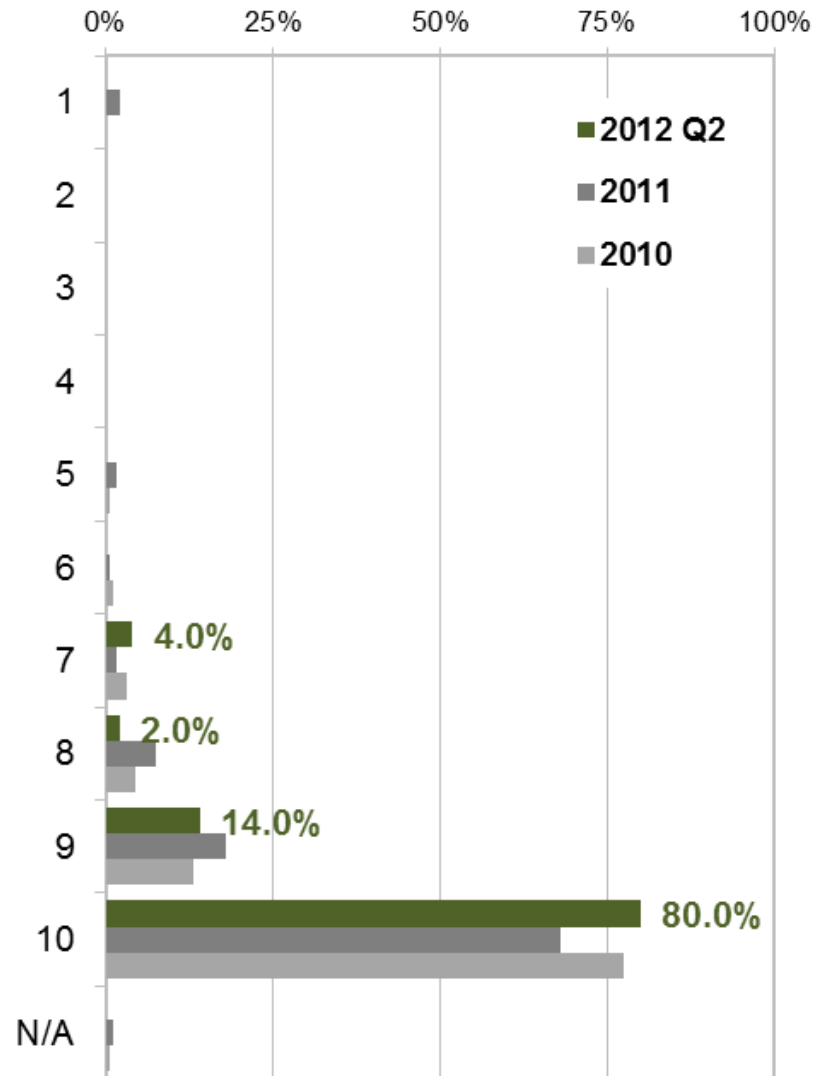
of Baldrige winners have a complaint handling process in place.

Evidence-based Opportunities

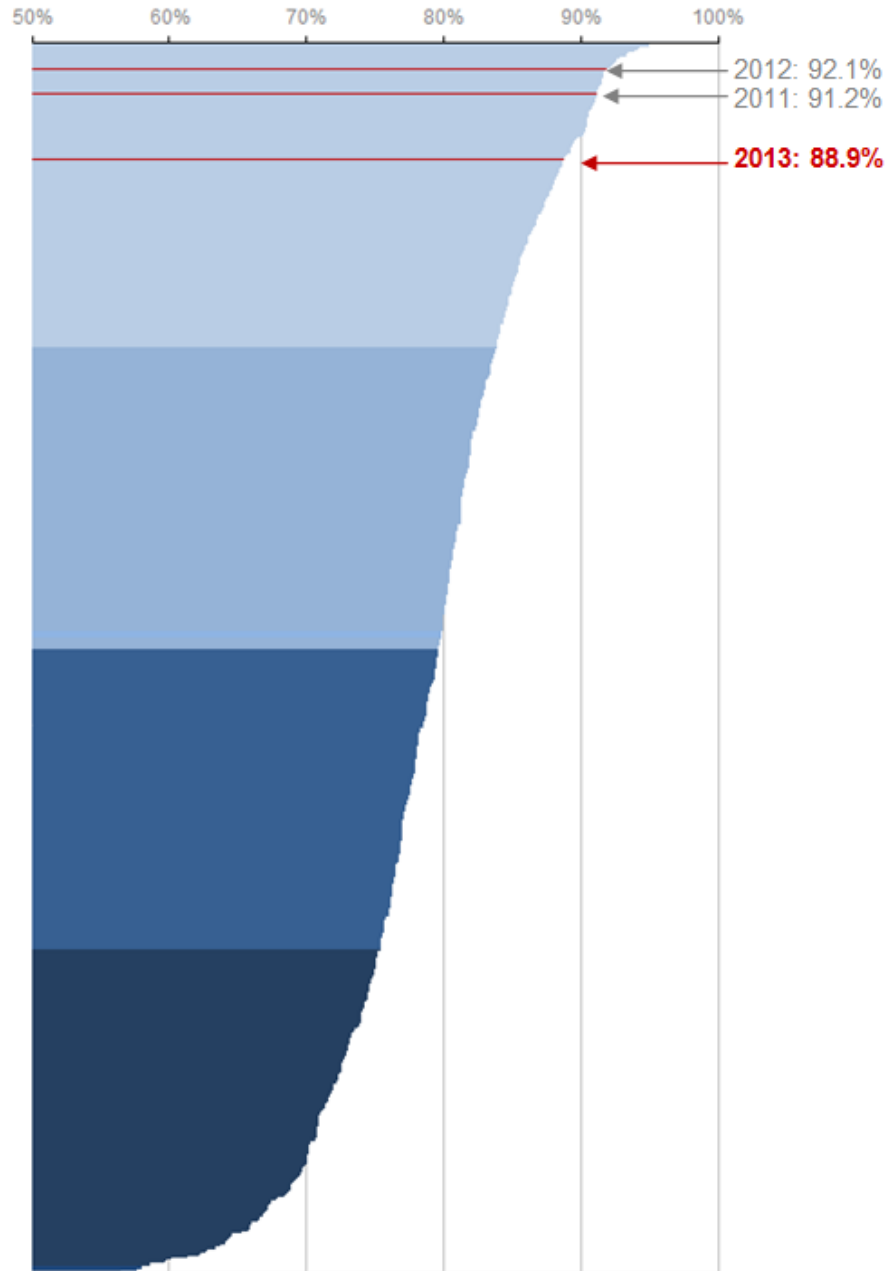
- Proof that root cause analysis has lowered the number of recurrences of the same problem
- Communicate with customers that their problem has been resolved
- Segment results by how satisfied customers are with the resolution.



Loyalty – Recommendation

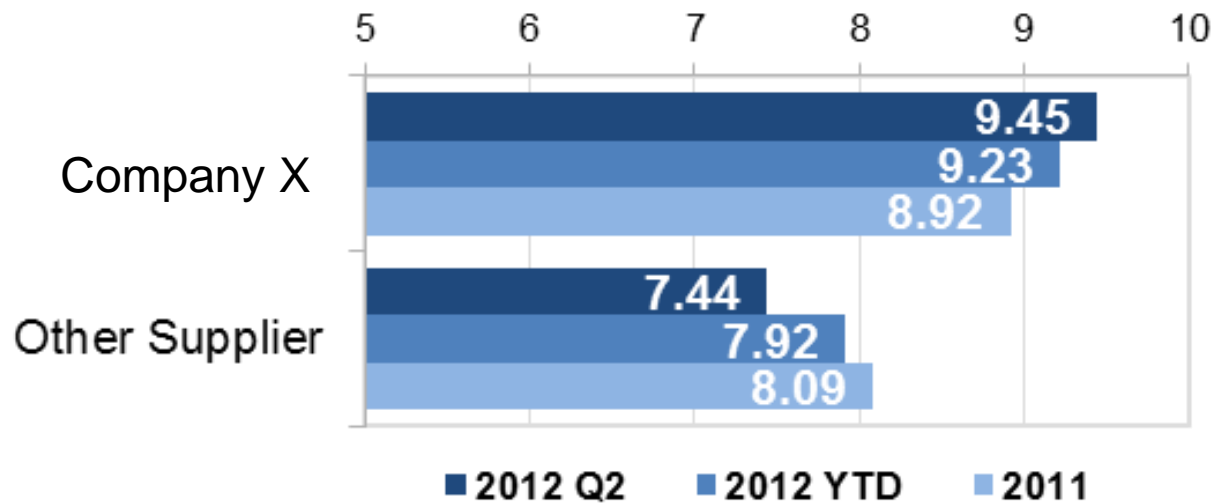


Satisfaction Index™ League Table



Superior Value

Superior value when judging product and service quality against the total cost of doing business with them.

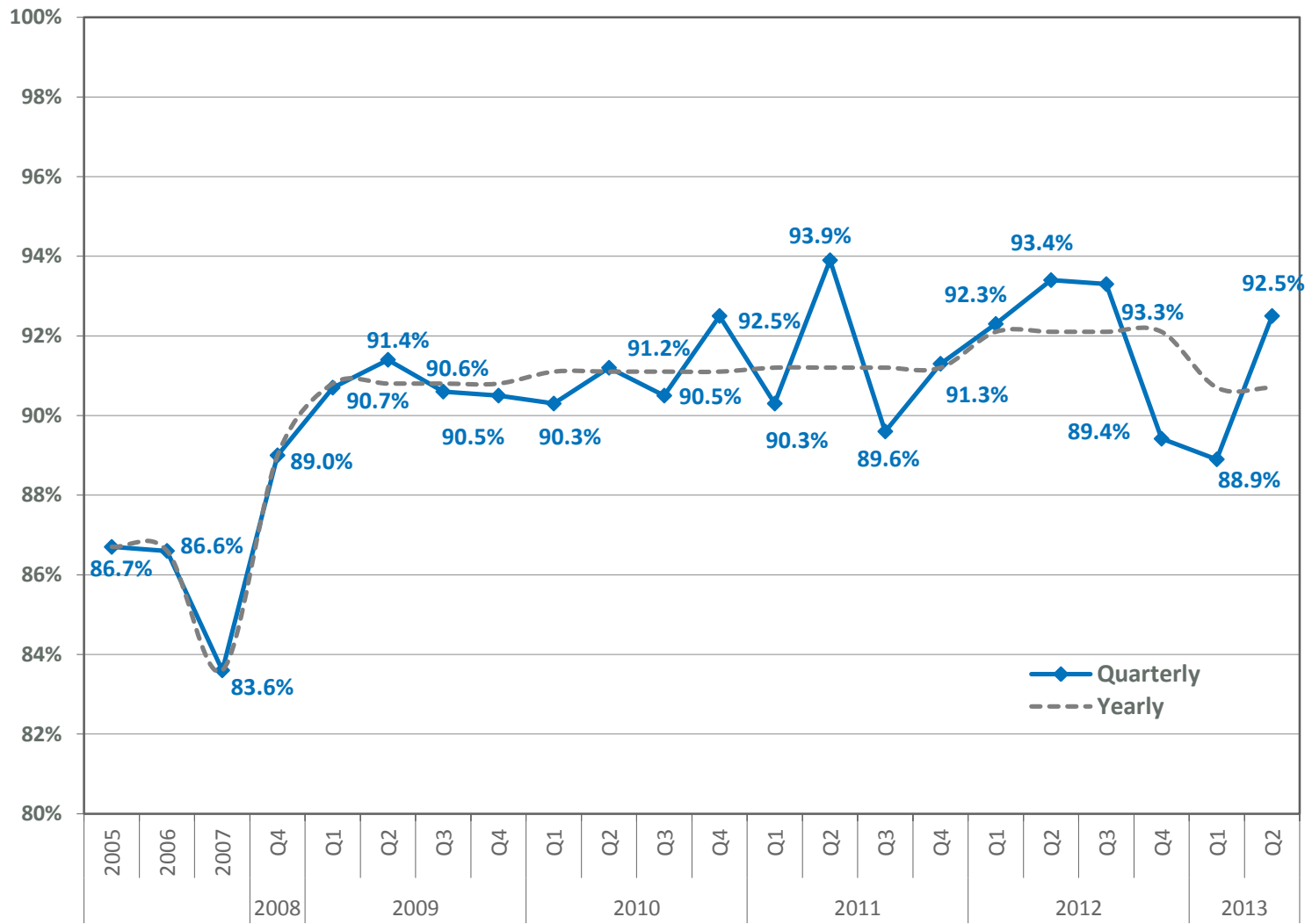


Internal Process Metrics



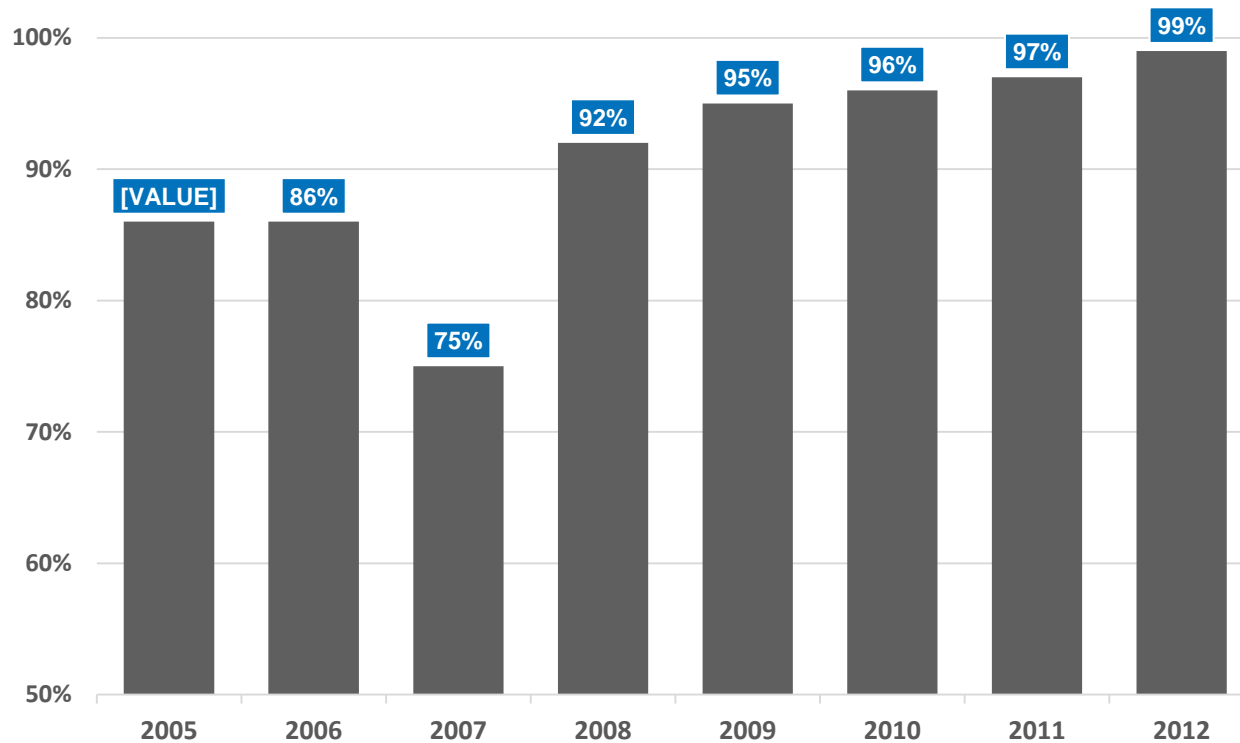
Can you demonstrate improvement in a list of operational performance measures that matter to customers? Examples:

- On time delivery
- Order accuracy
- Lead times
- Wait time in the ER

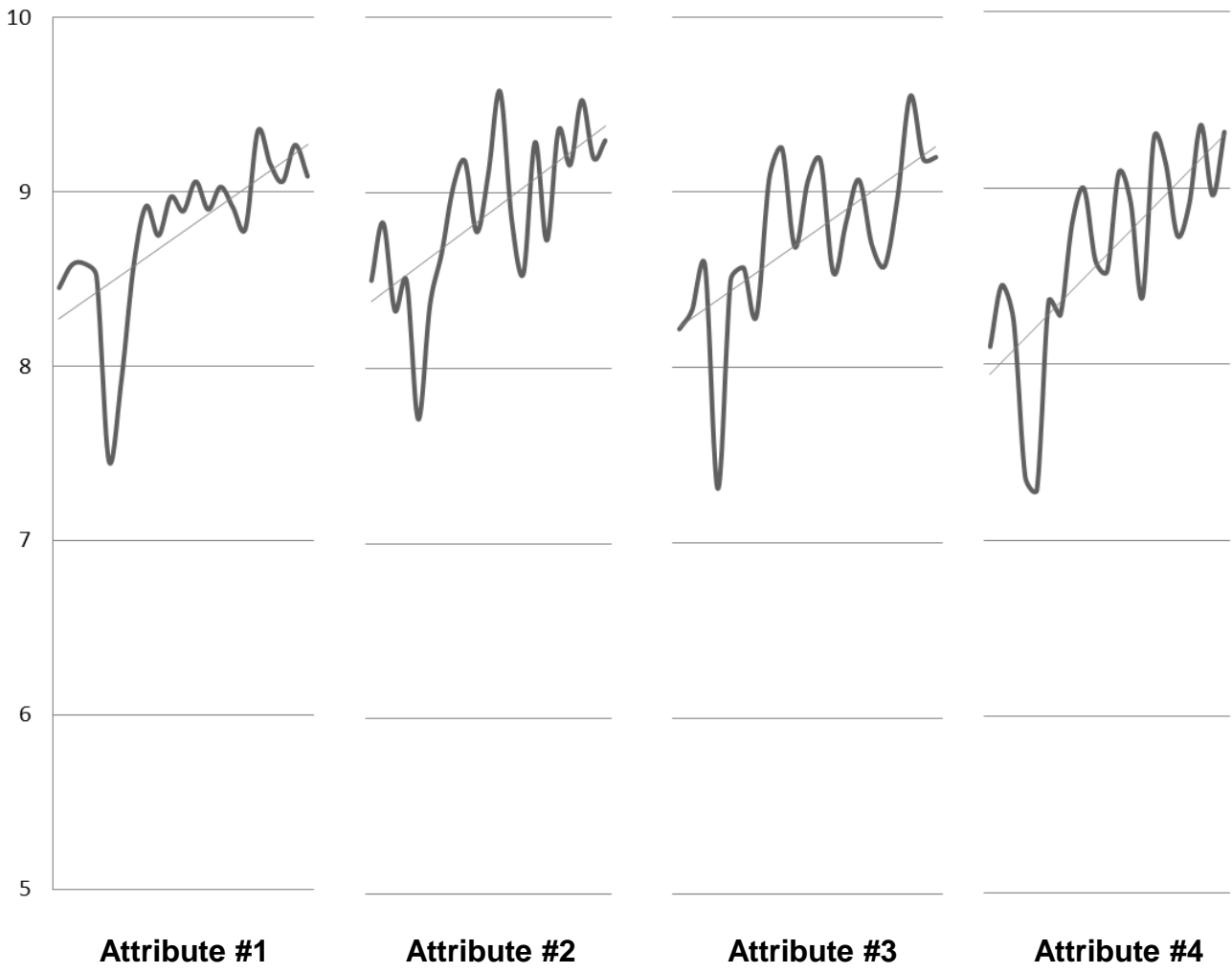


Growth to 100th Percentile

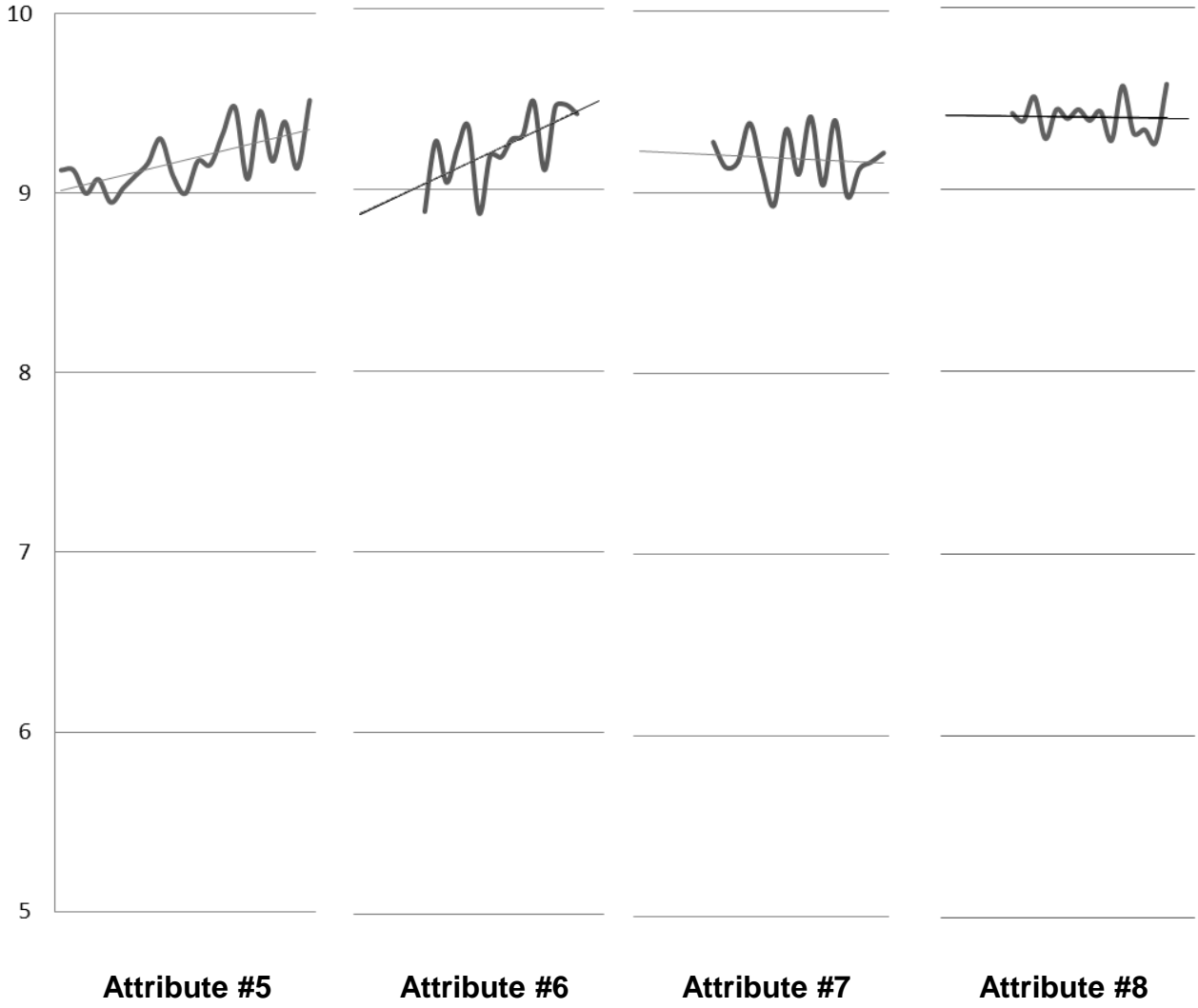
Satisfaction Index™ League Table percentiles



Top Four Most Improved Attributes



Top Four Least Improved Attributes



Dashboard

	2013 Q2	2013 Q3
Core Issue		
Overall Satisfaction		
Satisfaction Index™		
Problem Handling		
Future Purchases		
Recommendation		
E-Commerce Functionality		
Website		
Superior value		
Competition		

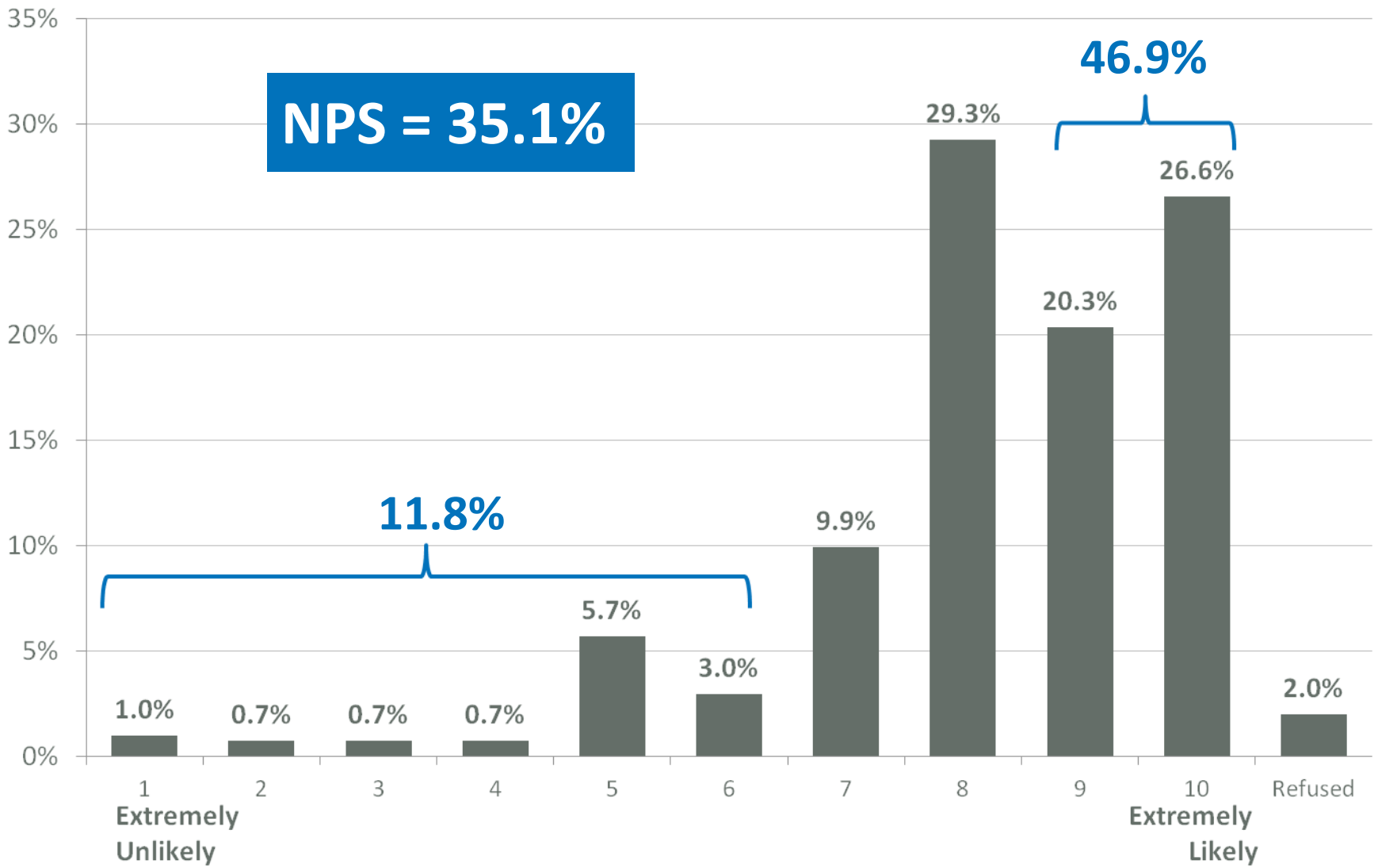
A pair of hands is shown from a low angle, holding a rectangular frame. The hands are positioned at the corners of the frame, with fingers visible. The background is a bright blue sky with scattered white clouds. The text "Non Evidence-Based" is centered within the frame.

Non Evidence-Based

How to measure listening and relationships ...



... with outcomes and metrics



NPS = 35.1%

11.8%

46.9%

Extremely Unlikely

Extremely Likely

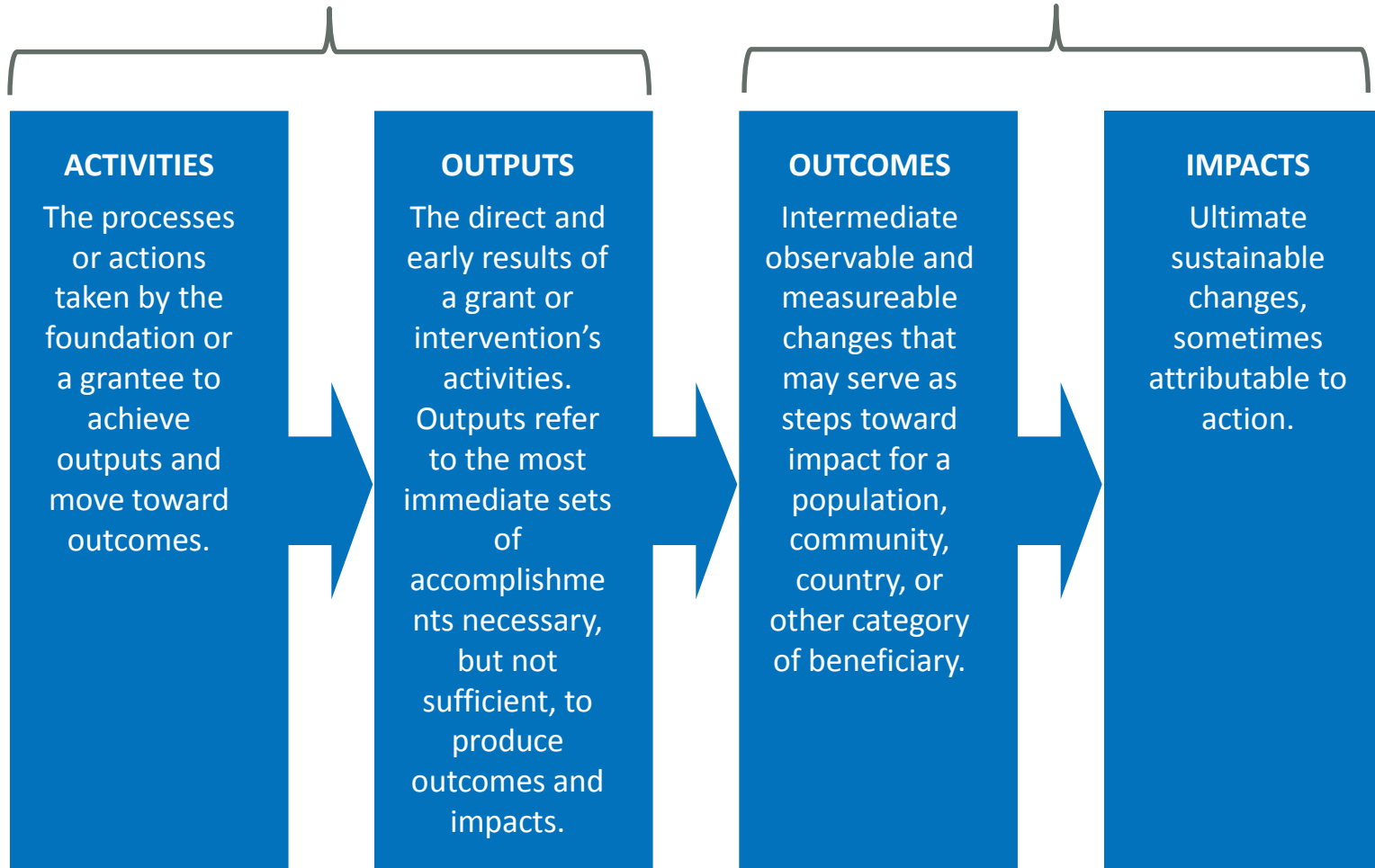
Internal Communications and Committees





Measures of Execution

Measures of Change



Replacing Non-Evidence with Evidence

99.7% of our employees participated in our in-house customer service training. **Could have been...**

- Our customer satisfaction scores improved by 5% after 99.7% of our employees attended customer service training.
- Our in-house customer service training produced the following improvements in our internal procedure (name them) which, in turn, lowered our response time on customer calls from 4 hours to an average of 45 minutes.

Replacing Non-Evidence with Evidence

Customers are encouraged to use our toll-free phone line to express their complaints and/or compliments.

Could have been...

- After written communications to every customer from our sales and customer service department, the use of our toll-free phone line by customers to express their complaints and/or compliments increased by 75% over the previous year's average
- Customers expressing complaints via our toll-free phone line increased by 46% over the previous year's average, lowering the cost that customers incurred by \$12,000 compared with estimated 2011 costs.
- Compliments about the company's performance increased by 27% per quarter after inviting customers to use our toll-free phone line to express their feedback to our organization.

Replacing Non-Evidence with Evidence

The data, complaints and comments are reviewed to identify current trends, top concerns, changing expectations and opportunities for improvement and innovation. **Could have been...**

- Complaints are analyzed to determine the root cause of each problem and 100% of customers submitting these complaints are contacted within 24 hours of their request for help.
- Complaints decreased by 62% in 2012, compared with 2011.
- Complaints are immediately categorized to understand whether a similar complaint had previously been registered and had been thought to be corrected. Only 4 out of 475 complaints reported in 2012 resembled problems that had been reported in 2011 or prior and these were corrected within two weeks. Letters explaining the corrected procedure were sent to the customers who reported the problems and were distributed to every employee in the organization, ensuring that these problems do not occur again.

5

Ideas you can use

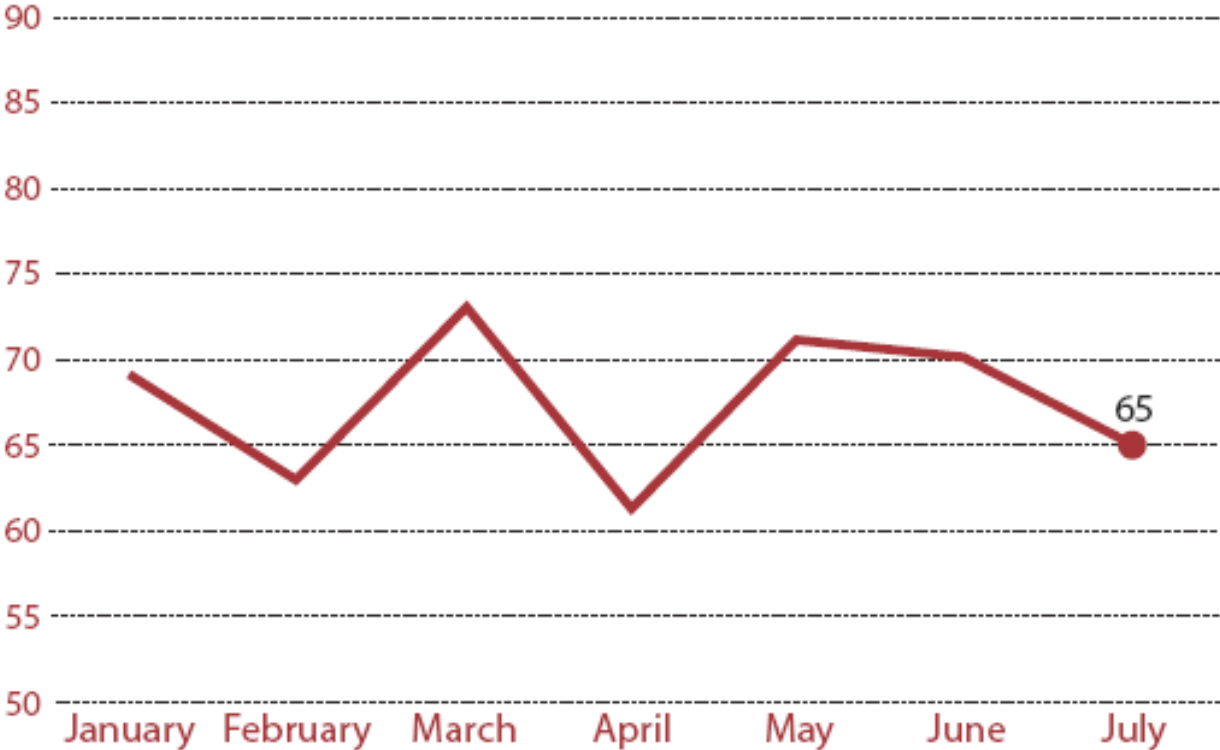


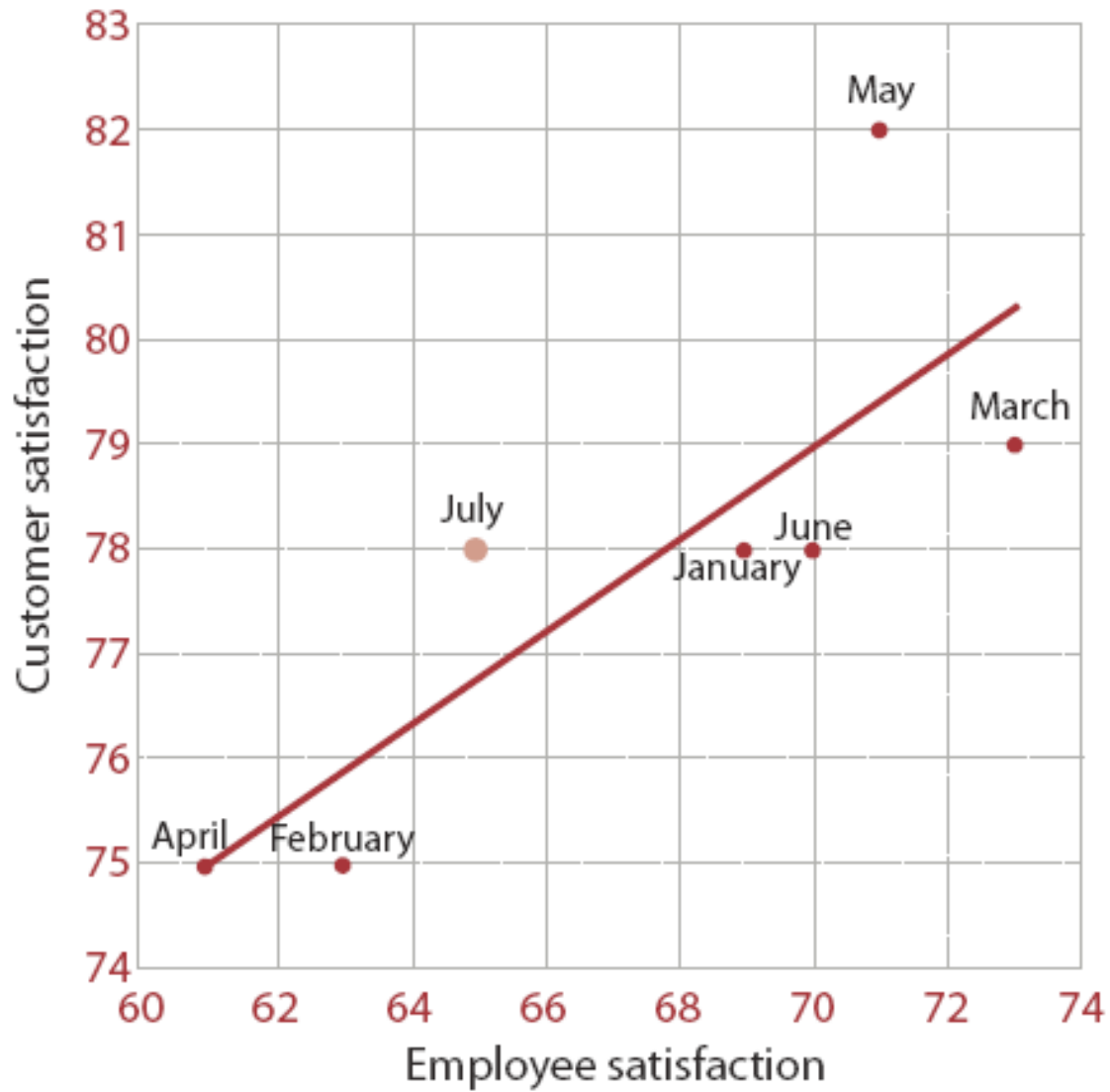
Image courtesy of www.meetduncan.com

Customer/Employee Dynamic



Employee satisfaction





Name Specific Projects

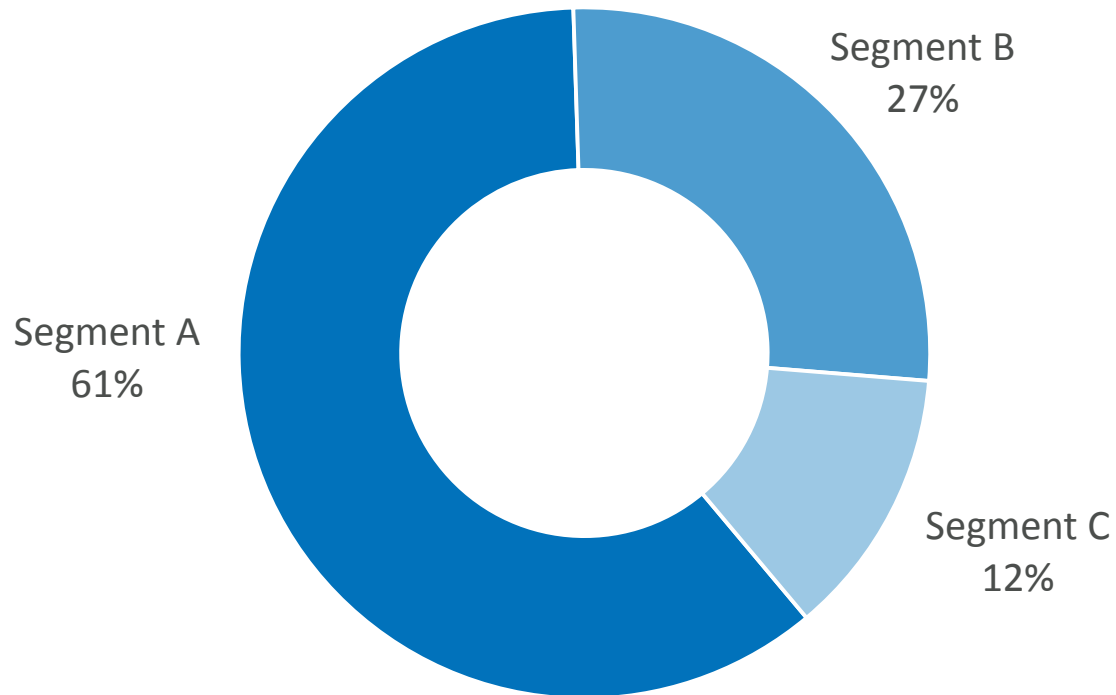
EYES ON IRVING

A new customer service initiative, called Eyes on Irving, allows city employees to provide a higher level of customer service to residents. All part-time and full-time employees were provided with an easy-to-remember tip line phone number for use in reporting problems they may find while in the community.

An e-mail address also has been added to the Eyes on Irving reporting process. These calls and e-mails are monitored by the Corporate Communications Department and routed to the appropriate departments for resolution.



Segmentation is More Actionable



Ask Questions Related to Your Brand/Core Values

- Proactive
- Easy to do business with
- Flexibility to respond to customer needs

“ The ability to learn faster than your competition will be your only sustainable advantage, so you must stay focused. ”

— Frederick Newell, *Loyalty.com*



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February 2014 Webinar



Paul Grizzell
President



15th Annual Quest for Success Conference!

**September 15-16, 2014
Polaris Hilton, Columbus, Ohio
Golf Outing – September 16, 2013**



Questions?

A Special Thanks to Our 2013 Organizational Members!



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