

## Customer Measurement Systems Consulting

Do you measure customer satisfaction? Why? Even though study after study has proven that only *totally* satisfied customers will tend to demonstrate loyalty behaviors, most organizations still spend the majority of their efforts trying to understand how well they are doing in terms of satisfaction. It's a zero-sum game and one that we would suggest you stop playing.

The real opportunity lies in understanding the customer experience you are competing on and determining the best approach to measure how you are performing at delivering on your Brand Promise at each step of that experience. Then, designing the measurement system to support it. Its not easy, and it may even appear counter-intuitive in the light of previous accepted approaches to measuring customer satisfaction, but 'the climb is worth the view'.

**We follow a proven 5-step process to enhance or re-design a firm's customer measurement system to deliver the right information to the right individuals and business teams at the right time... to take the right action:**

1. Map the customer experience identifying key touch-points associated with high levels of customer loyalty
2. For each touch-point, identify the best measures that would help understand current and future customer behavior
3. Design the best survey process for the key touch-point or Life-Cycle steps you have chosen to measure
4. Design the system and processes to support data collection as well as how the company will take action on customer feedback
5. Implement the new system, leading with the change management strategy to prepare the organization

Mapping the customer experience identifies some important issues: How consistent are we really in delivering a great customer experience? How differentiated and valuable is the experience to our target customers? Is it memorable? Do we make it easy at the customer interface for front line employees to create results for customers? Are their specific interactions that represent a great opportunity to 'wow' the customer? Are their places where things chronically go wrong?

These are all important to understand as we consider the right form of measurement and at what point we choose to determine our customers relative level of delight along any given point of this continuum. But organizations that do this achieve a powerful advantage as they are able to prevent problems and anticipate customer needs faster and better than their competitors.

Steps 4 and 5 are when the power of building a more accurate and compelling customer measurement systems pays off. By 'hardwiring' the Voice of the Customer into the organization's core processes, sales, service, marketing, product and operational teams are able to take the right action on behalf of customers, often in real-time. For example, a customer completing an email survey that scores a company either 1 or 2 on a 10-point scale on their 'likelihood to recommend' generates an immediate email alert to that customer's Account Manager and sets in motion a pre-determined escalation process to ensure that customer is contacted and their source of dissatisfaction addressed. A customer completing a retail transaction is invited to call a 1-800 number to rate the quality of their experience. Later that day, that customers' input, including the actual voice message they left, is heard by that retail employee team as they meet to reflect on there service performance before the next shift.

The point of measuring how we perform for customers only matters if the company can act on that data, accurately and within a time frame that makes a tangible difference on the business. That is the work that our customer measurement consulting practice helps organizations improve upon with powerful results.

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