

A photograph of a call center environment. Several agents, including a woman in the foreground, are wearing headsets and working at computer workstations. They are focused on their tasks, with some looking at their screens and others talking on their headsets. The background is slightly blurred, showing more of the office space.

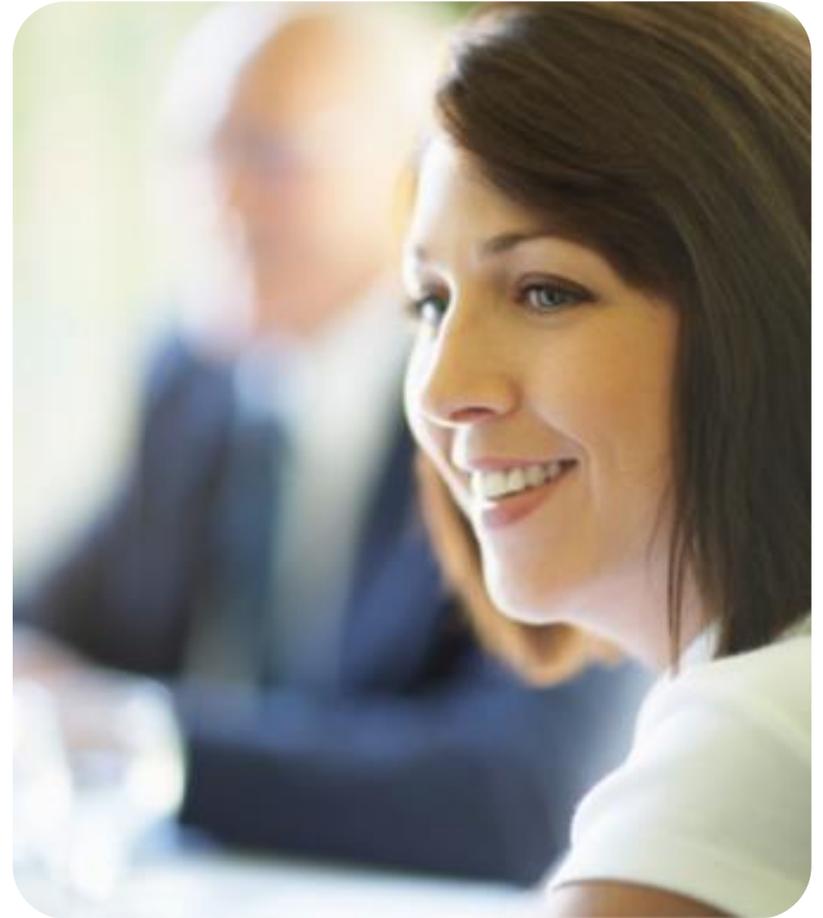
# MEASURING CUSTOMER SATISFACTION

Presentation by Paul van Veenendaal  
November 2015 Copyright CSBA



## Agenda

- Objective
- Customer Satisfaction measures overview
- The WSAA pilot Combined Customer Satisfaction program

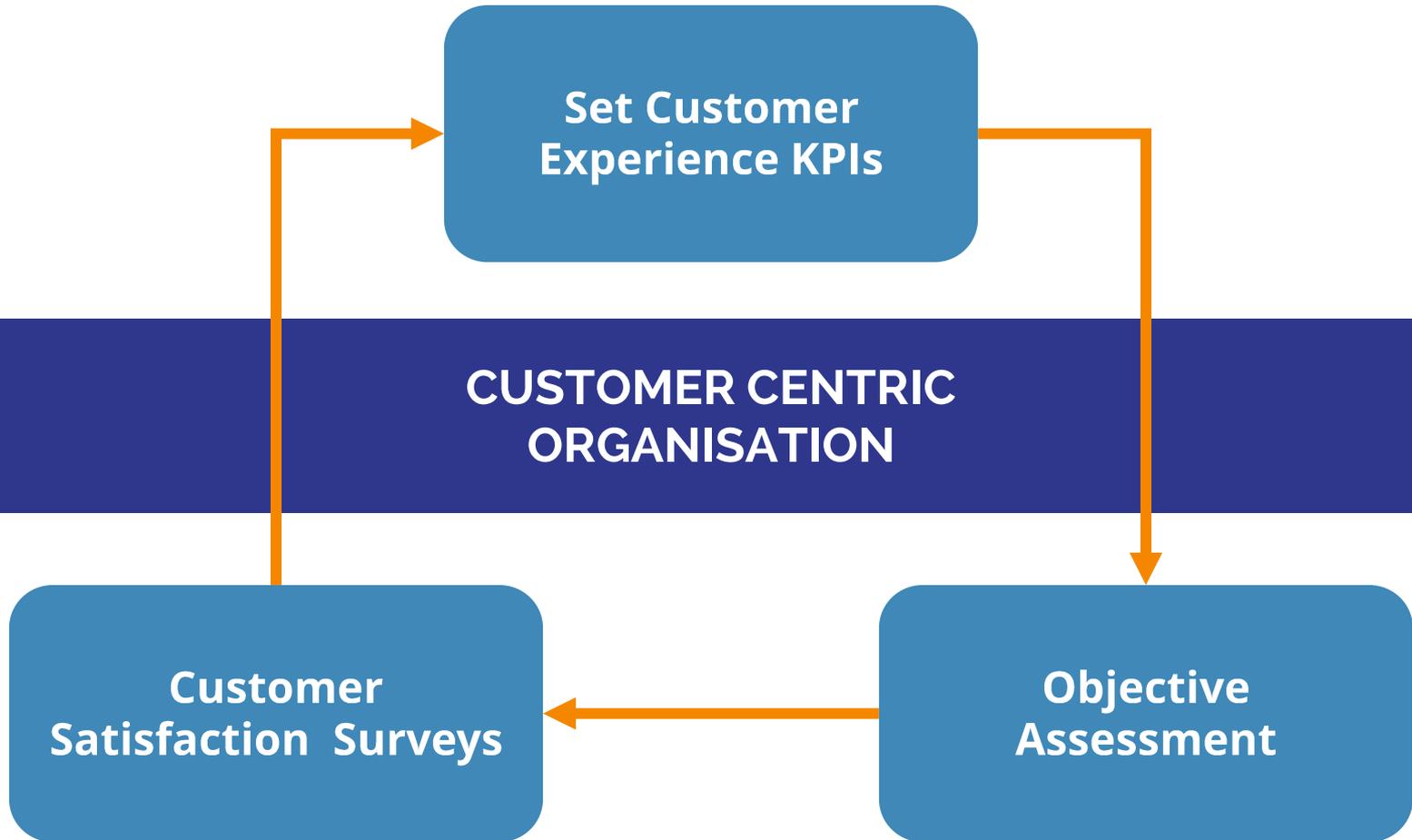




## Objective

A customer satisfaction measure that can demonstrate **value** to customers and:

- Can be benchmarked
- Can be influenced by organisation action
- Provide basis for increased revenue for improved service



# CUSTOMER FOCUSED KPIs



## Internal Measures

- Telephone, Email, and Web Mystery shopping
- Hard numbers, abandonment rate, GOS

## Customer Service Measures

- Net Promoter Score (NPS)
- Customer Effort Score
- Customer Satisfaction

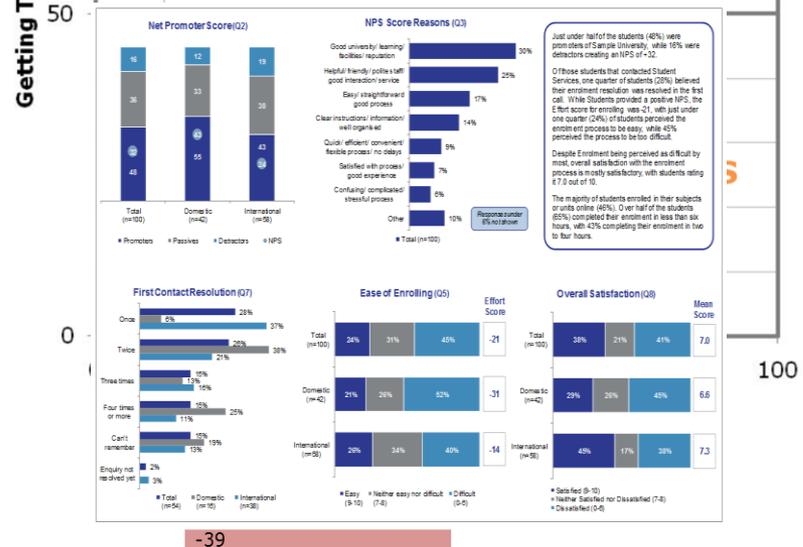
## Combined Service Measures

- Australian Tertiary Providers

## SUPERANNUATION RANGE OF NPS



## TERTIARY PERFORMANCE





# COMBINED MEASURES

# EXAMPLE: UK SIM PROGRAM

## (SERVICE INCENTIVE MECHANISM)



### Overview

- Started in the UK in 2010
- Sophisticated program that involves a lot of data
- Significant research into the components and weighting
- Into second round of development

### Benefits

- Reduction in number of complaints
- Effective benchmarking program
- Good examples of how it has been integrated into organisations

### SIM OUTLINE

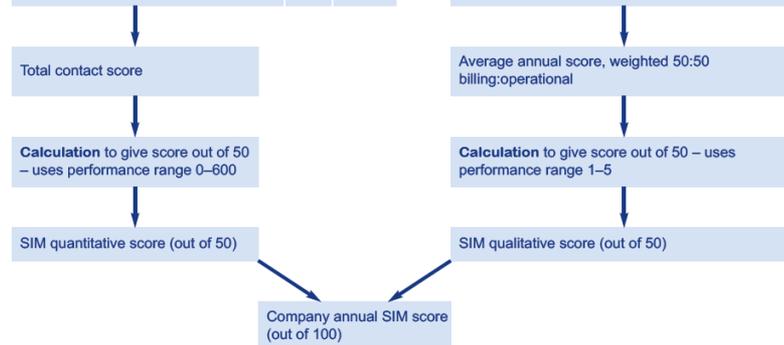
#### Summary of SIM components and outline calculation

##### Quantitative component

All lines busy	per 1,000 connected properties	× 1
Calls abandoned		× 1
Unwanted phone contacts		× 1
Written complaints		× 5
Escalated written complaints		× 100
CCWater investigated complaints		× 1,000

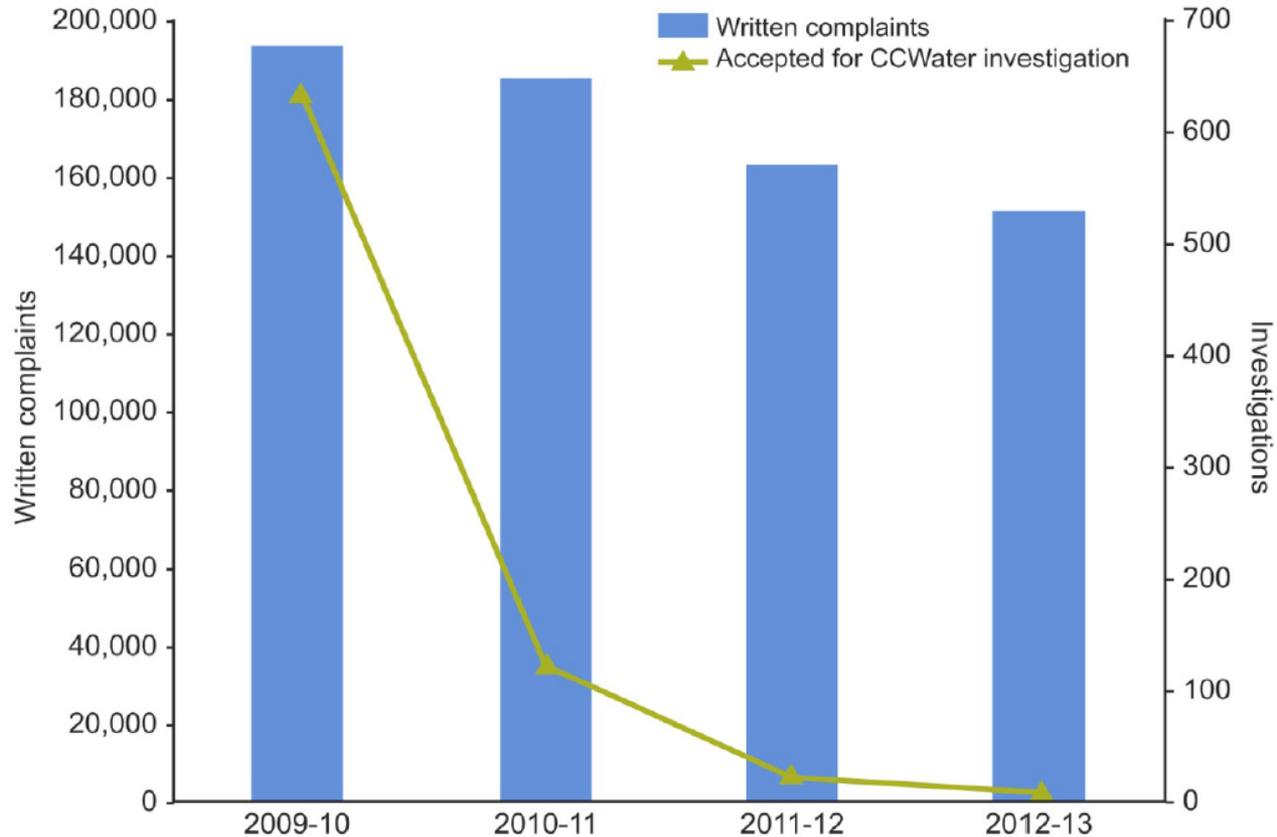
##### Qualitative component

Survey 200 customers each quarter (800 a year)
Survey quota 50:50 billing:water operational for water only companies 50:25:25 billing:water operational:waste operational for water and sewerage companies
Survey sample is selected from customers who made contact and whose issue has been <b>resolved</b>
Each customer rates satisfaction on a scale 1 to 5





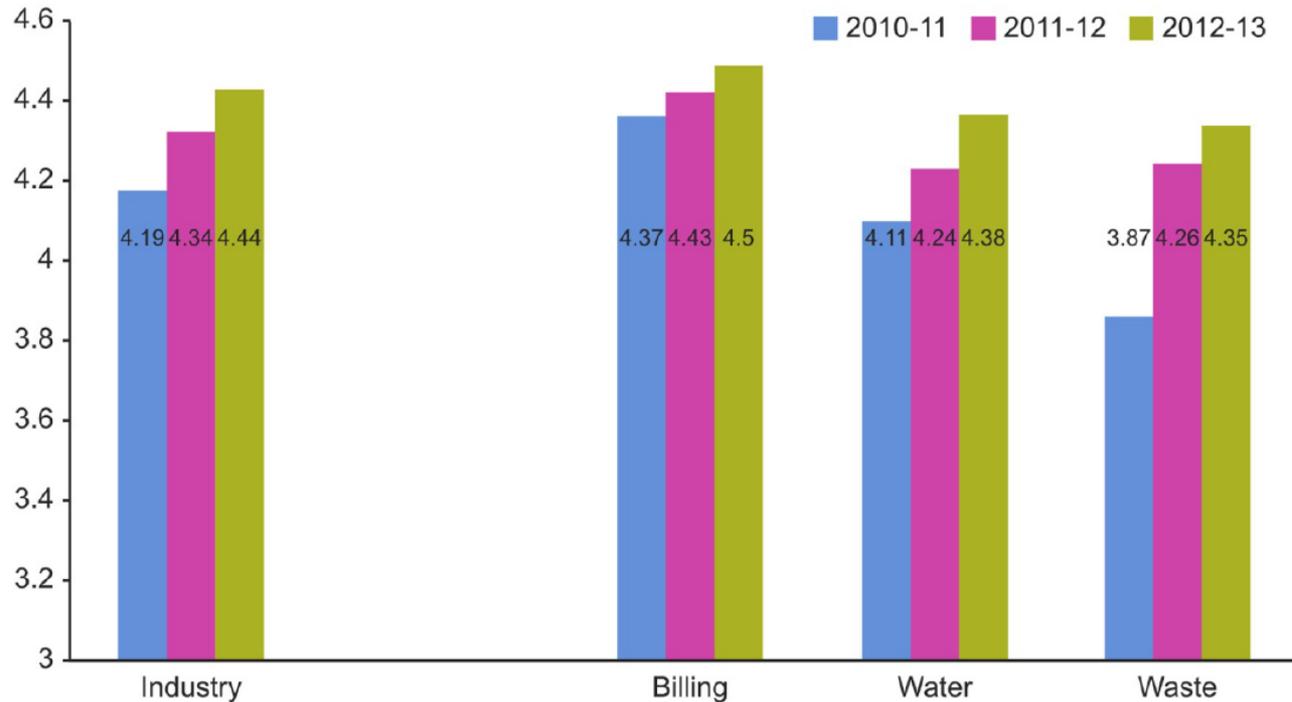
**Figure 2 Reduced customer complaints and improved handling (as evidenced by fewer complaints investigated by CCWater)**



Source: *Service Incentive Mechanism (SIM) for 2015 Onwards - A Consultation*, OFWAT, [offwat.gov.uk](http://offwat.gov.uk)



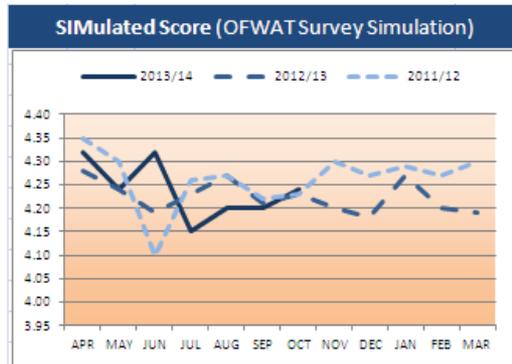
**Figure 3 Improved customer satisfaction with the way contacts are handled as measured by the SIM qualitative survey**



Satisfaction mean score out of 5, where 5 = very satisfied  
Sample size ~16,400 pa

Source: Service Incentive Mechanism (SIM) for 2015 Onwards - A Consultation, OFWAT, [offwat.gov.uk](http://offwat.gov.uk)

# SIM & DEVELOPMENT IN THE UK

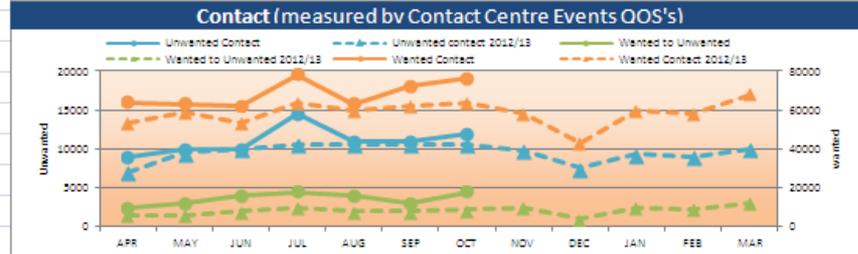
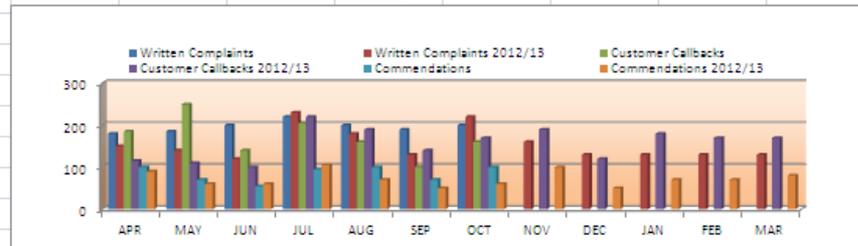
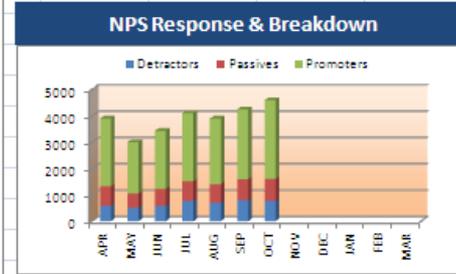
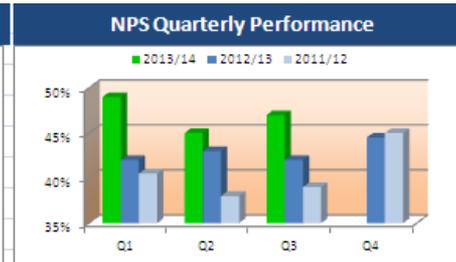
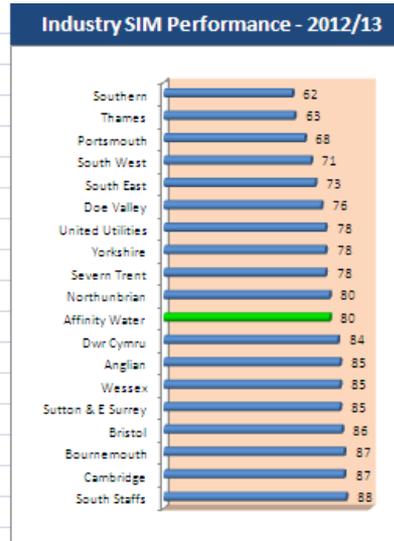


### Top 10 Processes

Score	Change	Process	Como
5	+5	Principle Customer Issues	0
4.7	+4.7	Water Quality Random Sampling	0
4.68	+0.35	Customer Price Perception	4
4.63	0.00	Moving Home Process	3
4.59	+0.05	Payment Plan	18
4.57	+0.33	Meter Reading Process	2
4.54	-0.02	Meter Reading Estimated Bill	2
4.52	-0.06	Incorrect Customer Details	6
4.49	-0.15	WMIS	-
4.39	+0.07	Unhappy with Debt Action	19

### Bottom 10 Processes

Score	Change	Process	Como
1.91	-3.09	Developer Services	11
3	-1.2	Meter Installation Quality	3
3.17	+0.31	Waste of Water Processes	6
3.43	+1.43	Reinstatement	3
3.6	-0.40	Homeserve	1
3.63	-0.44	Meter Read Quality	2
3.66	-0.43	Leakage	2
3.76	+0.16	Income Services	2
3.84	+0.20	Meter Installation Process	6
3.91	-0.05	Interruptions to Supply	2



# THE PILOT WSAA PROGRAM



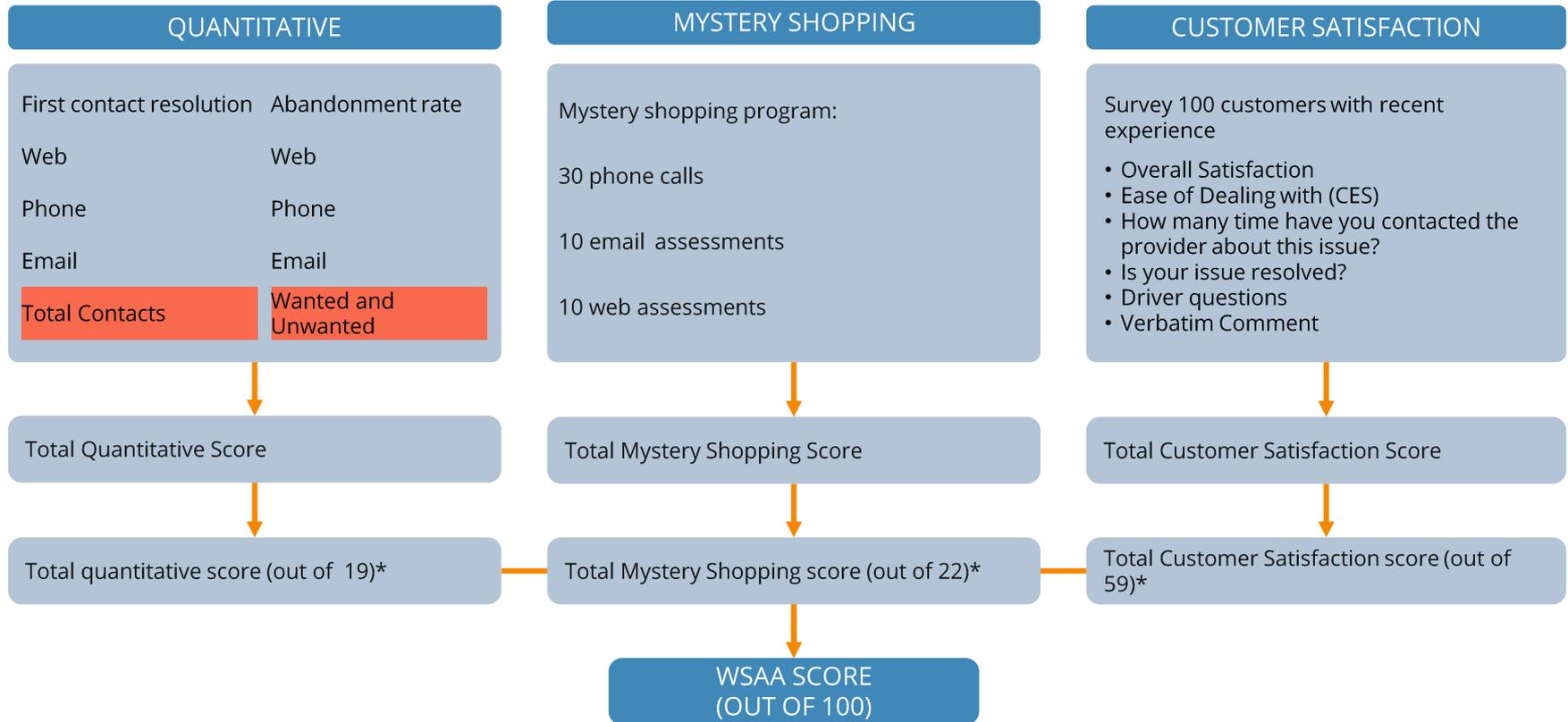
## Overview

- Multi dimensional customer service measurement program that learns from the SIM program
- Run in partnership with WSAA
- Started in October 2015
- 7 utilities that have joined the pilot program
- Involves a significant amount of understanding of current measures and data capture
- Workshop in February 2016

# WSAA PROGRAM OVERVIEW



## SUMMARY OF WSAA COMPONENTS AND CALCULATION



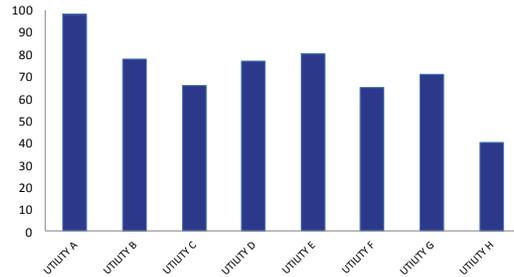
\* CSBA has conducted syndicated programs for tertiary and other sectors, weighting of the different components has been evaluated.

# SAMPLE REPORTING

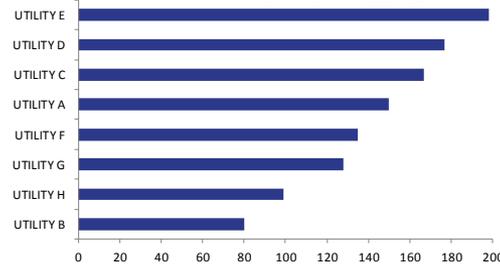


## Water Supply Association Australia (WSAA)

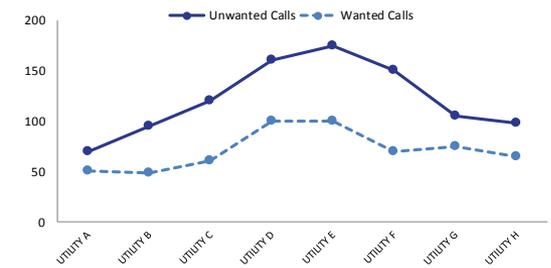
Overall Customer Satisfaction



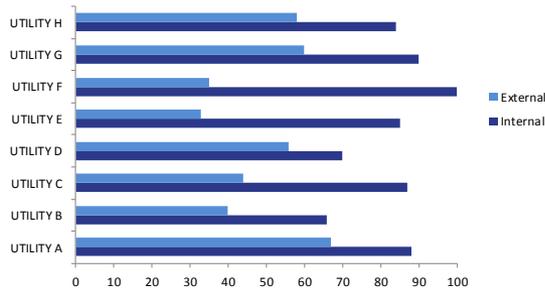
Benchmark - Mystery Shopping



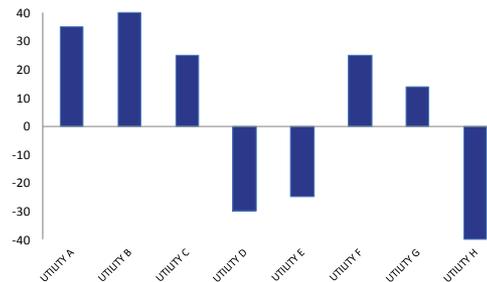
Wanted/Unwanted Calls



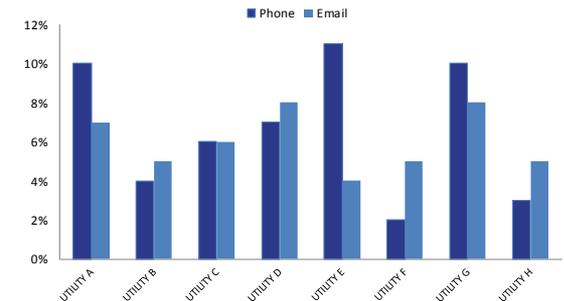
First Call Resolution



NET EFFORT SCORE (NES)



Abandonment Rate



### MAJOR PROCESS ISSUES

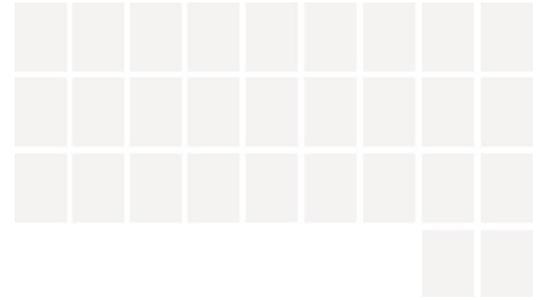
ISSUES	SCORE	DRIVERS	%
Developer services	15	Informative	70
Hardship handling	12	Wait time	80
Payment plan	10	Knowledge Staff	60
Meter reading	8	Extra Mile	40
Incorrect customer details	7	Fairness	73
Leakage	7		
Supply interruption	5		

# THE PILOT WSAA PROGRAM



## Benefits

- Provide the first ever 'apples for apples' benchmark comparison
- Link to customer driven business improvement and cost reduction
- Will help drive the digital communication
- The basis for a more developed customer service measures that organisations have much greater control to improve
- Future robust and relevant measure to base bonus (or penalties) for organisations
- Workshop provides right environment for collaboration for service improvement



# SUMMARY

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- Understand the options of internal, external and combined measures
- Combined program is now in pilot phase in Australia
- This program will help drive customer driven business improvement





QUESTIONS?



Thank  
You

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