Implementing a Customer Satisfaction Measurement Program that Drives Service Improvement!

Presented by Charles Cyna, President, ThinkITSM Corp.

Most IT organizations would agree that customer satisfaction is an important measure. However, when it comes to building a methodology to confidently measure it, there is some ambiguity about how to approach this challenge. This session will explore how an IT organization can implement a sustainable, holistic customer satisfaction measurement system that will drive service improvement.

Key Learnings:
– Understand exactly who is the 'customer' in customer satisfaction
– Why your existing customer survey could be showing an inflated satisfaction response
– Learn about the different methodologies for establishing a customer satisfaction baseline
– How to build a service improvement program around customer satisfaction
– How to design and build surveys that drive improvement!

Charles Cyna

President,
ThinkITSM Corp.

Objective

To share a proven simplified surveying methodology designed for the Service Desk and IT

To provide an opportunity to discuss what organizations that we have been working with are doing today

To provide everyone with the opportunity to move through the survey creation process associated with satisfaction measurement.

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Presentation Outline

Welcome & Context

– Recap of presentation part I

Client Satisfaction

- Drill Down into Survey Dimensions

- Decomposing a incident closure customer sat survey

- Survey Analysis & Reporting

- Integrating Client Satisfaction into a CSI program

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Let's Recap

- Implement customer satisfaction measurement around a methodology

- Be careful to ask questions that are relevant to YOUR goals

- Use multiple data gathering techniques so results are not artificially inflated

- Use client satisfaction results as part of a CSI program as opposed to looking for satisfaction as a measure in itself

- Spend time focusing on how you are going to action the information (not just on the design and collection).

- Don't be afraid to communicate results back to the stakeholders and share improvements/actions

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Survey Dimensions - TRRACC

Timeliness

Reliability

Responsiveness

Accessibility

Communication

Cost and Value

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Dimensions - Timeliness

Providing Service/Practice delivery interactions that occur at an appropriate or fitting time

- Timely delivery of service
- Waiting time for action

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Dimensions - Reliability

Providing what was promised, consistently and correctly

- – Provided needed service
- – Provided what was promised
- – Adhered to policy and standards
- – Minimal error rate
- – Consistency

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Dimensions - Responsiveness

Reacting readily to the Customers/IT Practitioners needs and appeals

– Streamlined service delivery design

– Timely reaction to expressed concerns

– Service delivery staff are:

- Considerate, Understanding, Helpful, Knowledgeable, Informative, Innovative, Reasonable, Confidential

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Dimensions - Accessibility

Providing service/practice interactions with simplicity and openness

- Hours of service

- Customer choice

- Automated for efficiency, simplified processing

- Intelligent (service has a customer memory)

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Dimensions - Communication

Providing accurate, understandable, relevant information and an actionable voice for the Customer/IT Practitioner

- Requests are answered
- Availability of information
- Clear, understandable language
- Consistent information/advice

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Dimensions – Cost and Value

Suitability of user fees and delivery/demonstration of value

- – Transparent & reasonable cost
- – Traceability of costs to service/practice
- – Value for expense

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3. Design the question

Rating Satisfaction

Rating Importance

Example:

Rate the timeliness of the resolution to your question?

	Low				High
Satisfaction:	1	2	3	4	5
Importance:	1	2	3	4	5

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Decomposing a survey

I.T. Support Satisfaction Survey

Welcome

How did we do? Please tell us how well technical support from I.T. did with your recent request for assistance. This survey should take no more than a few minutes to complete.

1. Was your problem or question resolved?

○ Definitely Yes
○ Probably Yes
○ Probably Not
○ Definitely Not

2. Were you satisfied by the technical support you received?

○ Very Satisfied
○ Satisfied
○ Neutral
○ Dissatisfied
○ Very Dissatisfied

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Decomposing a Survey

Your Support Experience

Please rate the following factors in connection with your recent request for support. Please indicate your overall satisfaction with these factors and then also rate the overall importance of those same factors.

3. How promptly I.T. responded to your inquiry.

	Low 1	2	3	4	High 5	Don't Know/NA
Satisfaction:	○	○	○	○	○	○
Importance:	○	○	○	○	○	○

4. The ability of I.T. to be able to respond to your request with minimal hand-offs.

	Low 1	2	3	4	High 5	Don't Know/NA
Satisfaction:	○	○	○	○	○	○
Importance:	○	○	○	○	○	○

5. The professionalism of the I.T. support person who you initially contacted about your issue.

	Low 1	2	3	4	High 5	Don't Know/NA
Satisfaction:	○	○	○	○	○	○
Importance:	○	○	○	○	○	○

6. Rate how knowledgeable and informative the I.T. support person who resolved your issue was.

	Low 1	2	3	4	High 5	Don't Know/NA
Satisfaction:	○	○	○	○	○	○
Importance:	○	○	○	○	○	○

7. Support personnel knew where I worked, the technology I had, and other relevant background information.

	Low 1	2	3	4	High 5	Don't Know/NA
Satisfaction:	○	○	○	○	○	○
Importance:	○	○	○	○	○	○

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Decomposing a survey

To aid the objective around improvement ask clearly what we should be doing to improve?

Overall Ranking Questions   Dimension Options | Add a Question

Top 3 Satisfaction Concerns   Comments

H1. Of the questions included in this survey, please rate the 3 top areas where you would like to see improvement. (Rating of 1 to 3, with 1 being the most important area to focus improvements).

- Availability of the Service Desk when expected.
- Prompt Service Desk response to inquiries without unnecessary delay.
- Overall rating of the timeliness of interactions with the Service Desk.
- Ability of Service Desk to resolve my inquiry or refer it to appropriate resource.
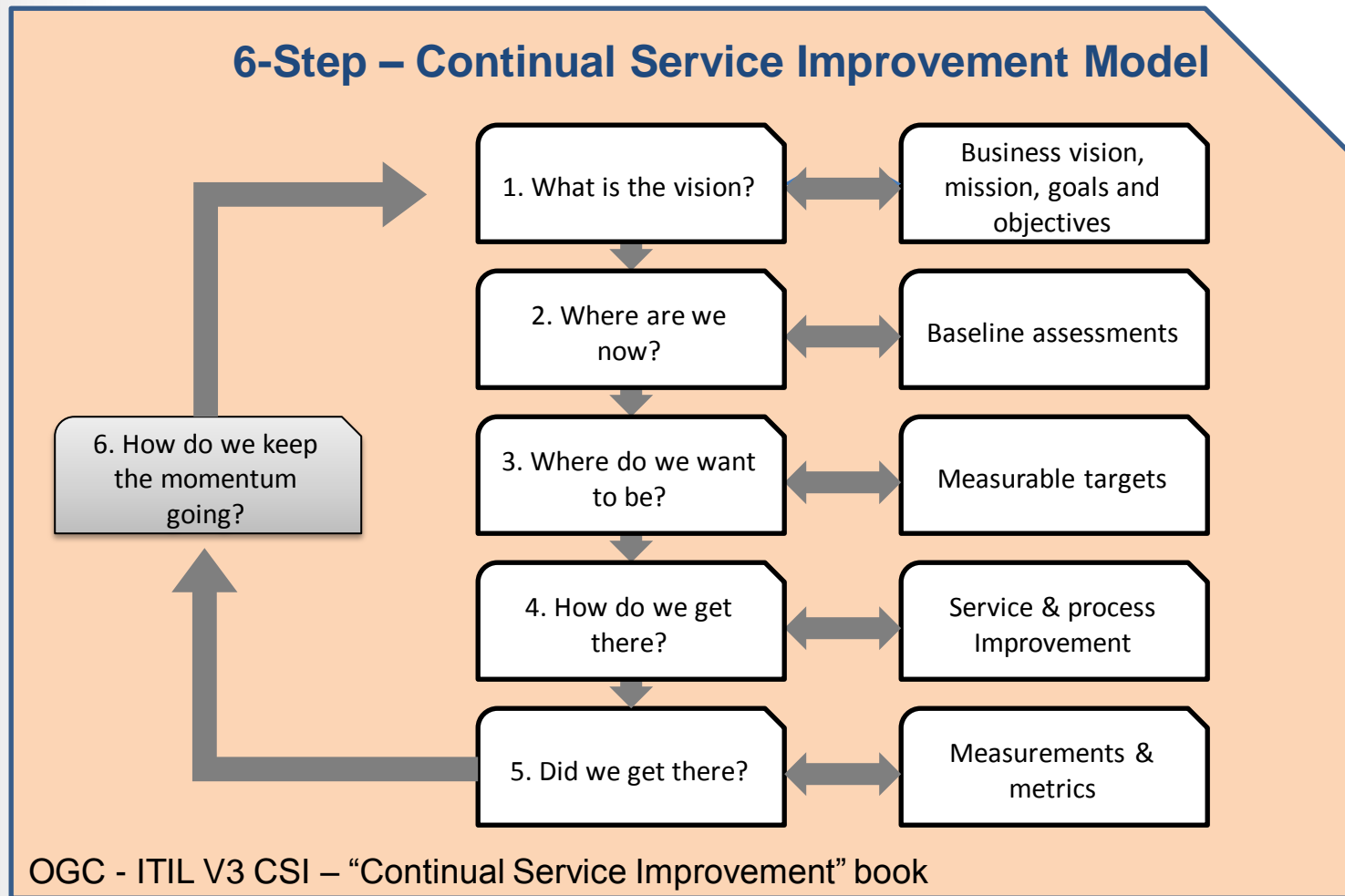- Consistency and reliability of Service Desk information.

Source: ITSM Coach

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Bridging the gap...

Now you have a customer satisfaction measure what do you do next?
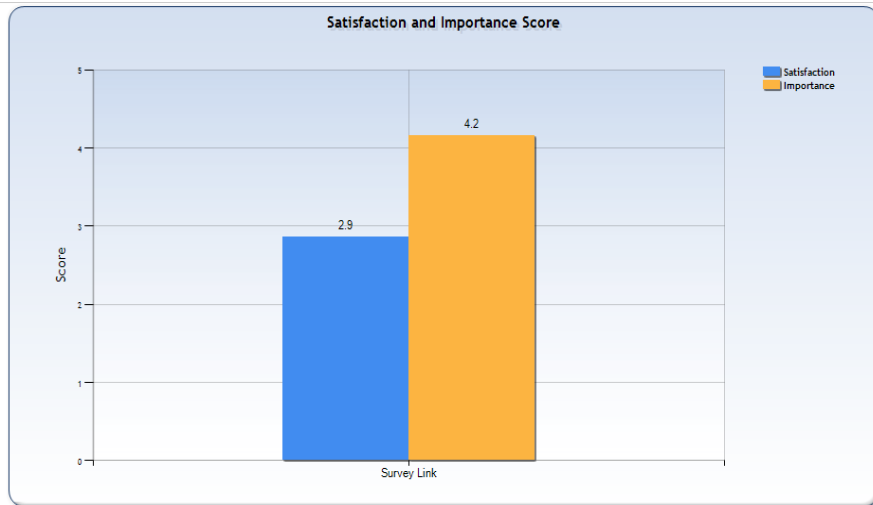
How does this relate to performance improvement?

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Getting from Here to There - The Theory

6-Step – Continual Service Improvement Model

Step		
1. What is the vision?	⟷	Business vision, mission, goals and objectives
2. Where are we now?	⟷	Baseline assessments
3. Where do we want to be?	⟷	Measurable targets
4. How do we get there?	⟷	Service & process Improvement
5. Did we get there?	⟷	Measurements & metrics

6. How do we keep the momentum going?

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Step 1

Analyze the data…

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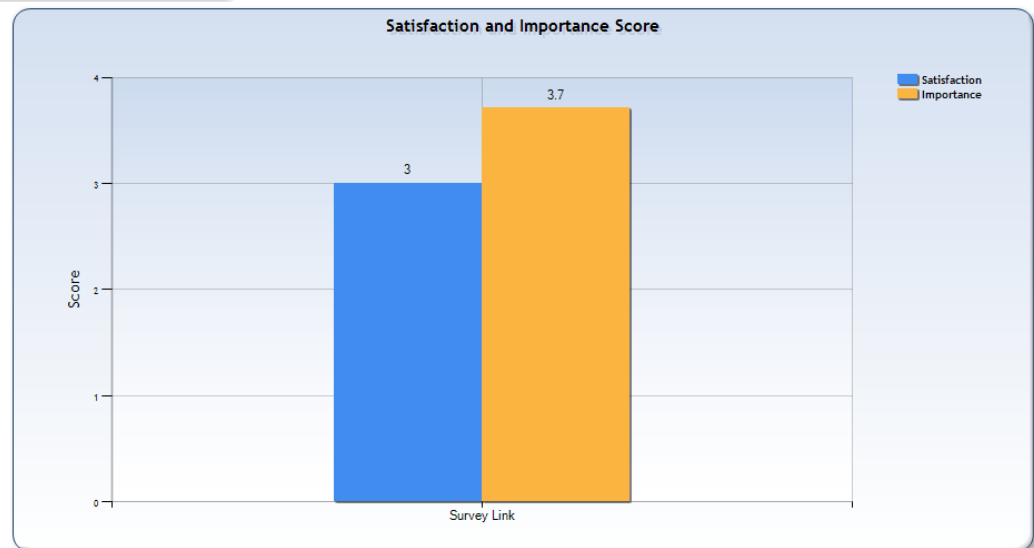
Total Satisfaction and Importance Scoring
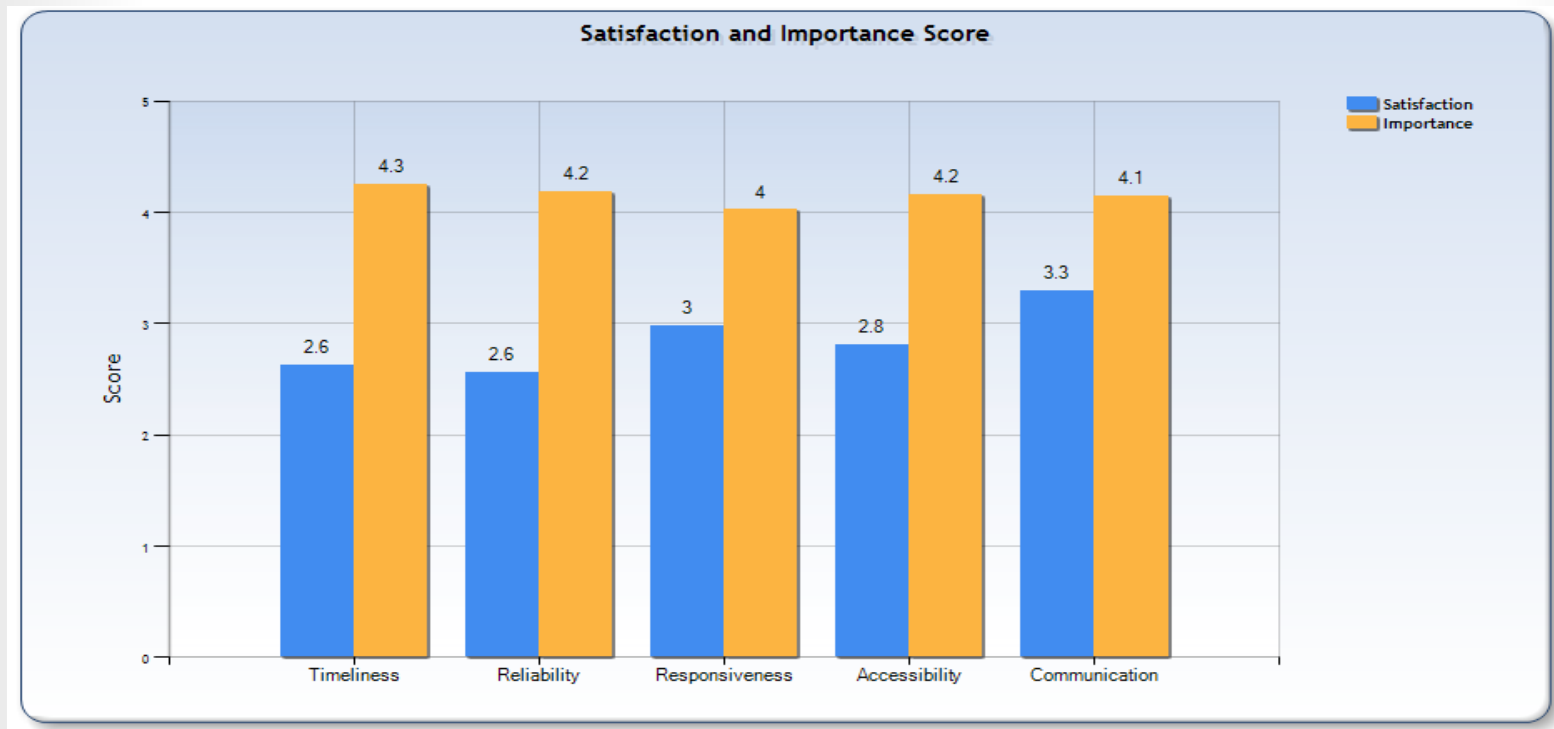

Satisfaction of IT Service Desk Team - Note the lower satisfaction scores

Satisfaction of IT Groups (Non Service Desk). Note the lower importance scores

Scored broken down by 'Dimension'

Source: ITSM Coach

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Ranking Question Analysis

Top 3 improvements as identified by the Service Desk Team

? Top 3 Satisfaction Concerns		
? Rank	? %	? Issue
1	62.5%	Accuracy and detail of individual incident information when it is updated by IT groups external to the Service Desk.
2	50.0%	Sufficient lead-time of support documentation and training for newly-supported services/applications.
3	37.5%	Cooperativeness, professionalism and customer service focus of other support groups.

Top 3 improvement as identified by Escalation Groups

? Top 3 Satisfaction Concerns		
? Rank	? %	? Issue
1	61.1%	Accuracy and detail of individual incident information provided by the Service Desk
2	38.9%	Well defined incident process with smooth hand-offs between support groups.
3	29.6%	Usefulness of incident coding in prioritizing support activities.

Source: ITSM Coach

Step 1

Analyze the data…

Outputs:

- Baseline value

- Target value

- Brainstorm improvement ideas (i.e. how to get from here to there)

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Used to <u>focus</u> Improvements & <u>compel</u> corrective actions to achieve targets. Results in a single VALUE score that can be used to trend improvements

Performance Metric (KPI)	Metric Weight	Confidence Rating (H,M,L)	Target Performance Range		Actual Performance	Imp. Score	VALUE Score	Action Plan Ref #'s
			Baseline	Target				
1. Client Satisfaction	30%	H	3.1	4	3			

Used to <u>focus</u> Improvements & <u>compel</u> corrective actions to achieve targets. Results in a single VALUE score that can be used to trend improvements

	METRIC CHAMPION	Performance Metric (KPI)	Metric Weight	Confidence Rating (H,M,L)	Target Performance Range		Actual Performance	Metric Score	VALUE Score	Action Plan Ref #'s
					Baseline	Target				
Quality	Smith, Jones	1. Client Satisfaction	30%	H						
Quality	Smith	2. First Contact Resolution Rate	12%	H						
Quality	Smith, Jones	3. Compliance to Restoration Service Level Objective (SLO)	10%	M						
Cost	Smith	4. Cost Per SD Contact	15%	M						
Cost	Smith	5. SD & Incident Process Maturity	8%	M						
Cost	Smith, Jones	6. Resolution Cost per Incident	5%	H						
Quality/Cost	Smith	7. Agent Utilization	10%	M						
Quality/Cost	Jones	8. Agent Satisfaction	10%	H						
		Total	100%	N/A	N/A	N/A	N/A		72%	

Simple, focused way to monitor "How Are We Doing?"

Trend the monthly VALUE Score

Step 2

Build out your 'from here to their plan'…

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Tactical Tree

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Example Tactical Tree

Intent

Improve communication between front and second tier support resources

Tactical Area

Enable technology to be easier to use for escalated groups

Tactics

Enable iOS/Android client

New interface for escalation groups

Train roles & communicate

Outcome Measures

% of tickets logged by escalation group increase

Implement FCR improvement program for 1St Tier Resources

Identify services with HV/LFCR

Implement assignment DT

Enable tracking in tool

Increased in FCR for designated services (%) Reduce resolution by 15%

Build a set of measures to demonstrate improvement

Ensure data model will support metric

Communicate & train on procedures

3 KPIs that will demonstrate improvement

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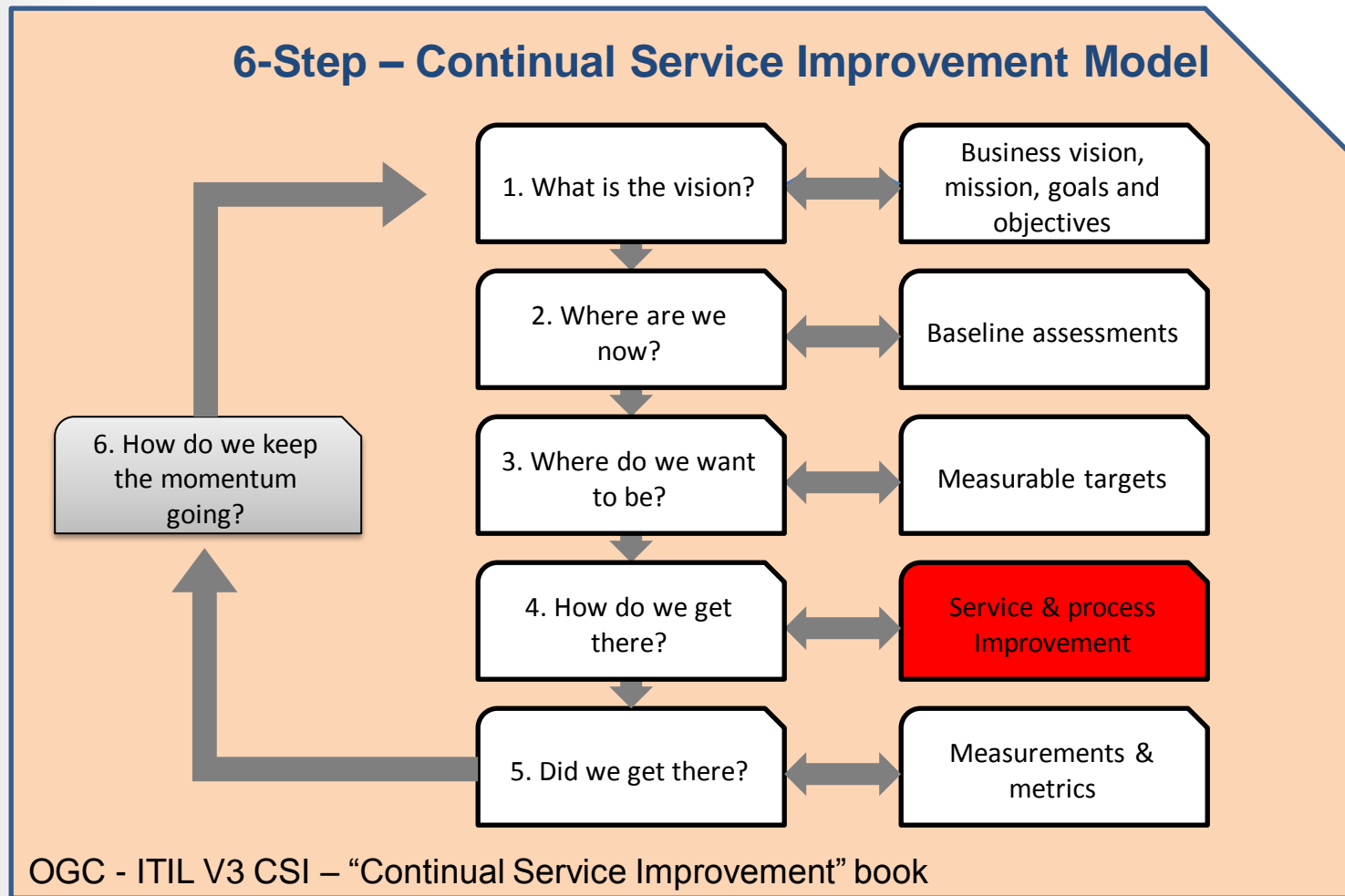Knowledge worth sharing

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Step 2

Build out your 'from here to their plan'…

Outputs:

- Activity Plan

- Inventory of Improvement

- What does this look like

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Getting from Here to There - The Theory

6-Step – Continual Service Improvement Model

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5. Did we get there? ↔ Measurements & metrics

6. How do we keep the momentum going?

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Summary

- Customer Satisfaction can be a catalyst to drive performance improvement

- Tell a story with your data

- Plan to action the data you collect

- Take advantage of a surveying methodology (don't reinvent the wheel)

- Share your results with customers to help improve your response rates

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Actionable next steps...

Access example survey questions by visiting

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Questions? Comments?

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We'd Love To Hear From You!

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