

icmi™ EMPOWERING CONTACT CENTER EXCELLENCE



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Session 401:

Ho hum No More: Re-imagining Customer Surveys to Drive Results

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NAVIGATE THE TIDES OF TRANSFORMATION!

@ndytg #CCExpo

Hi, I'm Andrew Gilliam.

- ITS Service Desk Consultant
 - Western Kentucky University
- Amazing Customer Service and Technical Support™



@ndytg



[linkedin.com/in/andytg](https://www.linkedin.com/in/andytg)



About Us

- Western Kentucky University
 - 20,000 students
 - 3,000 employees
- Information Technology Services
 - 41,000 tickets
 - 22,000 calls
 - 4,000 chats
 - 8,000 online requests
 - 12,000 unique customers



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Survey **Demo**

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Key Challenges

- Survey was an afterthought
- Low response rates (< 2%)
- Responses didn't represent reality
- Bad questions didn't segment customers
- Operational data not linked to responses
- Problems weren't acted on quickly

Keys to Success

1 | Know Your Audience

2 | Invitations Drive Interest

3 | Put Surveys to Work

4 | Asking Good Questions

5 | Context Is Critical

6 | Sharing What You Learn

Know Your Audience

Know Your Audience



Happy

"I owe you a favor!"

Motivated

Top Scores

Wants to Write

Shares Name & Details

More of These



Angry

"You ruined my life!"

Highly Motivated

Bottom Scores

Wants to Scream

Shares A Tragedy

Less of These



Bored

"The link looked neat."

Unmotivated

Unsure

Writing Is Too Hard

Details Are Scarce

More of These

Invitations Drive Interest

3 Steps to Better Invitations

1

Clearly Request a Response

- Don't bury the request
- Have a clear call to action

2

Use Friendly, Engaging Language

- Consider your demographics
- Use appropriate brand-voice

3

Differentiate Yourself From Scams

- Build confidence in your authenticity
- Let respondents know what to expect

Invitations Drive Interest

Subject: WKU ITS – Closed Ticket Notification for Hardware Question or Problem

Ticket Closed

WKU ITS **closed** your ticket. If you believe this to be in error or are still experiencing issues, please contact us at <https://www.wku.edu/its/contact>.

We invite you to fill out a short survey and provide feedback on this experience with our team. Thank you for your time.

Subject: How did we do closing ticket 123456 (Hardware Question or Problem)?

Tell Us About Your Experience

We'd like to hear from you regarding a recently closed ticket where you were listed as the requestor. Please take a few minutes to tell us about your experience with WKU ITS. You will not be asked to login to our survey, and we will not ask for personal or confidential information (like a password).

We regularly review customer feedback to help improve our services and meet campus needs.

If you need additional technical support, please visit <https://www.wku.edu/its/contact>.

Results

Response Rate
+6.5%

More Responses
3.7x

Response Rates	Apr	May	Jun	Jul	Aug	Sep	Average
Before	2.9%	2.6%	1.7%	1.1%	1.3%	1.4%	1.8%
After	9.7%	7.3%	8.5%	8.3%	7.8%	8.7%	8.3%
	+6.8%	+4.7%	+6.8%	+7.2%	+6.5%	+7.5%	+6.5%
Response QTY	2.5x	1.9x	3.5x	5.8x	4.7x	5.9x	3.7x

Put Your Survey To Work

Why Surveys Don't Work

- Passive monitoring.
- Long feedback cycles.
- Insights require effort.
- Difficult to automate.

Absolute Resolution (AR)

- Measures closure, completeness
 - Not Satisfaction
- Captures post-contact concerns
 - Unresolved issues
 - Incomplete information
 - Unasked questions
- Reduce perceptions of effort
 - We call you back
- Empowers anticipatory service



Absolute Resolution (AR)

①	“Would you like us to contact you to address any concerns or unresolved issues?”	
②	Yes	No
③	Gather Details, Contact Info	Continue Survey
④	End the Survey	
⑤	Email Recovery Team	

AR Absolutely Works

- Less than 2% of responses trigger a follow-up.
- Customers are good at self-selecting
 - False positives: 0.16%
 - Customers who didn't need a follow-up.
 - False negatives: 0.11%
 - Customers who continued to performance questions in error.
- Response times greatly reduced.
 - Easier on recovery team; they just check email.

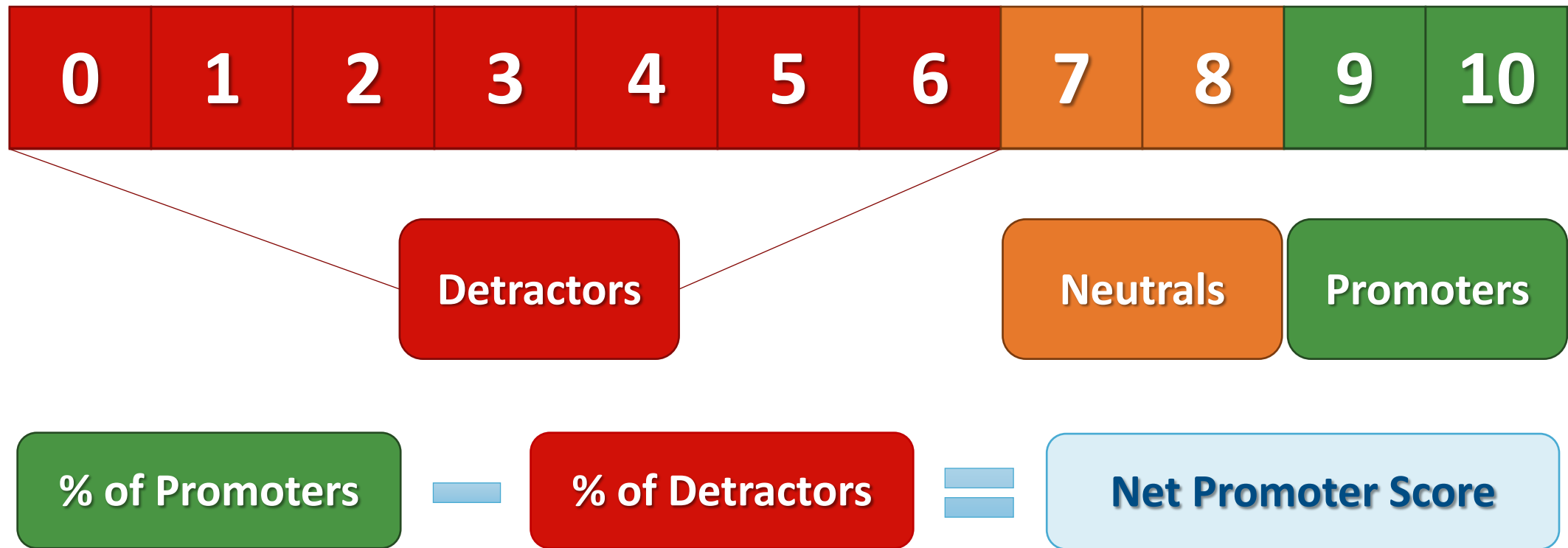
Asking Good Questions

Very Dissatisfied

- Old survey included an overall satisfaction question
- Didn't segment customers
 - Most responses were 1's or 5's
 - Resulting number wasn't helpful
- Good performance measures should segment customers
 - Differentiate between bad, okay, and great

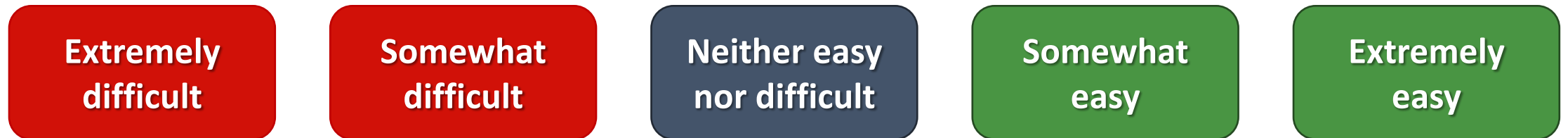
Net Promoter System (NPS)

“How likely are you to recommend us to a friend or colleague?”



Customer Effort Score (CES)

“How easy was it to work with ITS?”



- Mitigate disloyalty by reducing effort
- NPS focuses on “WOW!”, CES focuses on “easy”

First Contact Resolution (FCR)

“How many times did you have to initiate contact with ITS to handle your request?”

Three
or more times

Twice

Once

- No commonly agreed method for measuring
- Customers may perceive contacts differently than us
 - Customer perception is reality.
 - Asking gives us insight into customer’s perception.

Competitive Comparison (CC)

“How did this experience with ITS compare to your experiences with organizations other than WKU?”

Much worse

Somewhat worse

About the same

Somewhat better

Much better

- Customer expectations are shaped by every provider, industry
- One of the more critical questions:
 - Top box NPS: 93.32%
 - Top box CES: 93.28%
 - Top box CC: 66.77%

Likert Scale Fails

- How satisfied are you with the...
 - resolution to your ticket?
 - time it took to resolve your ticket?
 - IT staff's knowledge?
 - IT staff's ability to communicate effectively?
 - IT staff's courteousness and professionalism?
- Averages aren't actionable.

Right Question, Right Customer

- Use question branching
- Allow open-ended responses
 - Context results in better comments
 - More flexible than Likert scales

Learn More About What Matters

- Checkboxes (Yes/No) give a tally
 - Collect the same data, but useful
 - Easier to interpret and track
 - Quantify what happened
 - Four 5's and a 1 = 4.2 Average
 - Four 4's and a 5 = 4.2 Average
- Makes responding easy
 - More accurate responses
 - Don't check every box

Context is Critical

Context Is Critical

Experience Data

- From our survey
 - Customers tell us how they feel



Operational Data

- From business processes
 - What we did to customers



Moving Mountains

- Aggregate scores are like mountains.
 - Impossible to move.
- **Operational data** is the story of how the mountain was created.
 - Story behind the score.

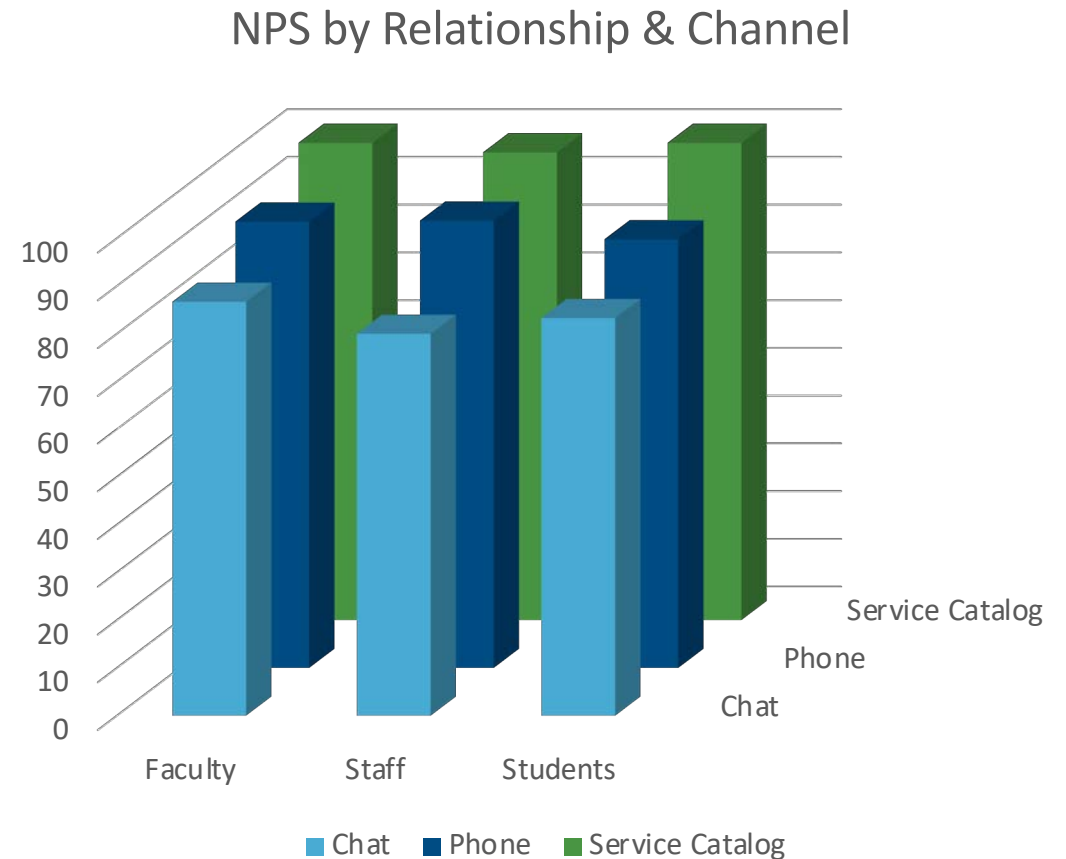


Operational Data

- Resolved By
- Resolved By (Group)
- Ticket Type
- Contact Source (Channel)
 - Phone, Chat, Service Catalog
- Customer Relationship
 - Faculty, Staff, Student, Alumni, etc.

Learning from Linked Data

- Understand differences between internal and external customers
- Understand which processes create the worse sentiment



Sharing What You Learn

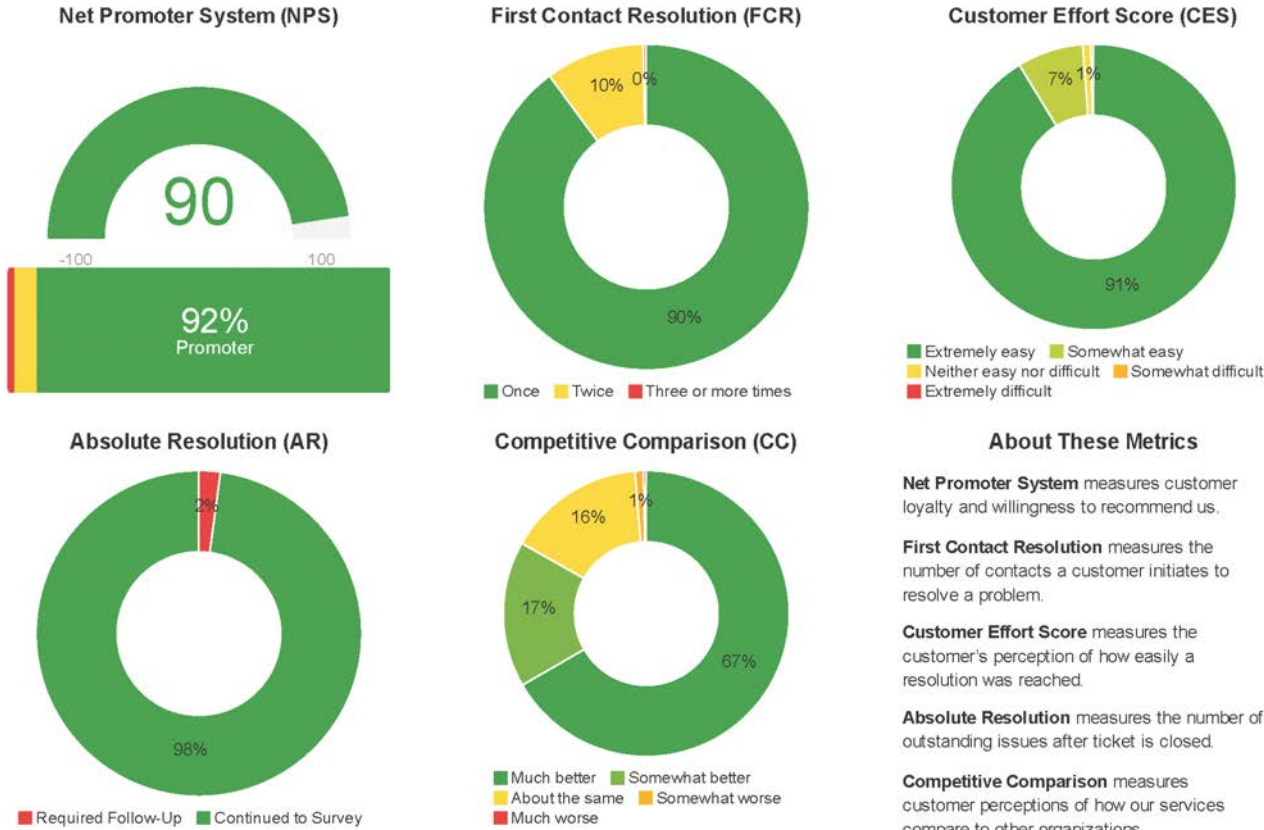
Front-Line Buy-In

- Sincerely requesting feedback drives responses
- Comments motivate and boost morale
- Reward for responses; coach by results.
 - Encourage learning, scores will follow.

Executive Dashboard

WKU IT Division Ticket Closed Survey Report

September 2018



Report created by Andrew Gilliam, Technical Support Services.

Kudos Report

- Monthly report of all positive feedback.
- Encourages survey promotion
 - September: 107 comments
 - August: 142 comments
- Pride in delivering world-class service
 - Even if behind-the-scenes

Technical Support Services – ITS Service Desk	
Andrew Gilliam	
224293	Andrew (Gilliam) was VERY helpful, as always!!!! I am SO glad our WKU IT dept. can assist Claire (my niece) in getting her computer fixed. James (Kennedy) was at the front desk when I brought her computer down...so I know the computer is in good hands. IT ROCKS!!! Lindsey (Jones) is always helpful and courteous at the front desk, too.
224293	Thanks again Andrew!!! We are all thankful. I told my sister...Andrew and his team, I TRUST! So glad ya'll can help get Claire's computer back and running.
225174	Andrew was efficient and helpful!
225338	Andrew was very professional and knowledgeable. She was quick to help me install 365 and ensured my Adobe connect was set up correctly for the evening conference call. Keep Andrew and give her a raise. Her customer service skills are exceptional.
226123	Every time, I call I assume you are going to be at the other end of the line! That's how good it is. Thanks Andrew.

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