

Do Your Service Measures and Metrics Improve Customer Experience?

How to make your surveys and service measures uplifting for your customers and your culture.

Measuring service quality allows companies to track customer satisfaction, assess customer loyalty, evaluate staff performance, and identify areas for service improvement. But are you measuring the right things — and the right way? Do your customers appreciate your efforts to measure? Do they enjoy the experience? And what actually happens to the data you collect? Consider these scenarios:

- You are on a business flight when a crew member hands you a passenger satisfaction survey and asks you to fill it out. You'd much rather close your eyes and get some rest, but you know the crew member will be collecting surveys by the door as you exit the plane—so with a sigh, you begin working your way through several pages of questions.
- Following a tour of an art museum, the guide asks you to fill out a satisfaction survey using a touch-screen kiosk by the exit. He's standing nearby, so you give him high marks, even though the tour wasn't anything special. You don't want to hurt his feelings, or be responsible for damaging his career.
- You're happy to tell the waitress how wonderful your dinner was when she asks if you enjoyed your meal. But then you receive a survey asking you to score a wide range of subjects from quality of the food to value for your money to speed of service to the restaurant's ambience. This last-minute task leaves a bad taste in your mouth, and you indicate your dissatisfaction with low marks in the survey. The waitress collects your survey and is confused.
- A car service picks you up at the airport and takes you to your hotel. During the ride the driver is very friendly. He offers you a cold towel and a bottle of water. He asks what kind of music you would like to listen to and makes sure you're comfortable with the air conditioning. You're very impressed. But at the hotel, you're asked at check-in to fill out a form which asks if you were offered a towel and water, if you had a choice of music, and if the driver asked you about the temperature. Now it is obvious that the driver was simply following procedures — which makes you feel like the hotel is using you as its quality control inspector.



Service measures and metrics are a valuable building block for a strong service culture — but only if the methodology is uplifting for your customers and your team. This assessment instrument will help you understand of how successful your service measures really are, and how they might be improved.

Clarify what you are measuring and why

Just because you can measure many things doesn't mean that you should track them all. Review this list and decide which insights will be most helpful to improve your service now.

1. **Customer Satisfaction:** What are your customers' perceptions and expectations of your service? How satisfied are they with what you have delivered?
2. **Customer Loyalty:** How often do your customers buy from you? How often do they refer or recommend you? What is your share of their wallet? How connected do they feel to your service and your brand?
3. **External Service Performance:** Is the service you provide sliding, stable, or stepping up? Are you hitting your performance indicators and meeting service-level agreements?
4. **Internal Service Performance:** Is the service level inside your company going up or going down? Are your colleagues providing service to each other that accelerates or impedes the performance of your organization?
5. **Employee Engagement:** How effective are you at attracting, retaining and motivating your team members? Are they just employees on the payroll, or active evangelists working towards a vision?
6. **Staff Development:** Are your team members progressing as professional service providers? Is your service education making any difference? Are your employees getting bored or getting better? Are they seizing every opportunity to develop their service skills and mindsets?

Make your survey a positive experience

Long surveys and other unpleasant measurement instruments, may upset your customers and not give you an accurate picture of their service experience. Revise your measurement process so it feels like a worthwhile investment of your customer's time, and an opportunity for them to contribute to meaningful and valuable change.

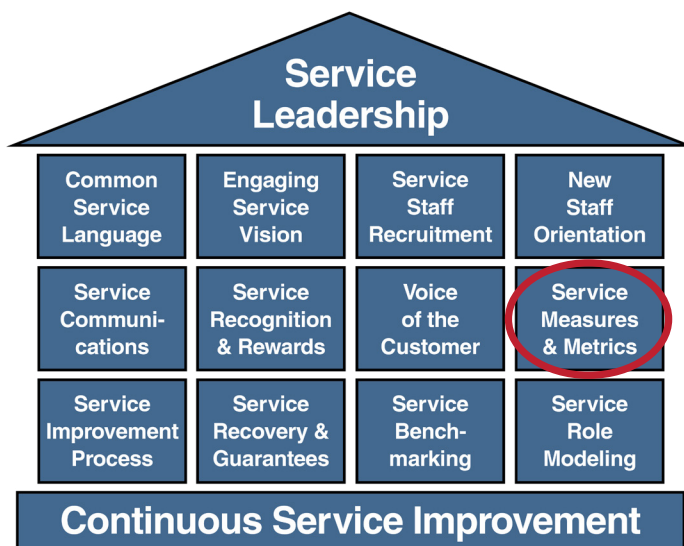
1. How much time must your customers spend to complete your company's service assessments?
2. Do your assessments only provide defined options for customers to select from, or do they include opportunities for free-form opinions, observations, and suggestions?
3. Do your surveys treat customers as advisors, or as quality control inspectors?
4. What percentage of customers currently complete your measurement requests?
5. Do your service measures use jargon that might be difficult for customers to understand?
6. Are your assessments looking backwards by asking "How did we do?", or are they leaning forward by asking "What else can we do?"
7. Are your customers genuinely thanked for participating in your survey? Are they informed when changes are made in response to their feedback?

Use the data you collect to create more service value

Make sure the data you collect is used to deliver greater service value. Consider:

1. Do employees at every level know what is being measured and why? Do they know what needle your company is trying to move?
2. Is the data you collect, disseminated throughout the organization? Does it reach customer-facing personnel or is it buried in reports?
3. Do employees understand and quickly act on the information that is collected?
4. Are procedures in place, allowing employees to suggest changes to current surveys and assessments?
5. Does your company benchmark its service measures and metrics against those of other organizations?
6. What can your company do next (or now) to increase satisfaction, secure future business, and generate greater loyalty?

Service Measures and Metrics is one vital building block in the architecture that creates an uplifting service culture



Want to see the bigger picture? UP can help you assess and improve your service culture. Contact Uplifting Service for a more in-depth cultural assessment, to compare relevant case studies, and to learn more about the proven path.





Uplifting Service is a global consulting and education firm based in Singapore, serving multi-national clients worldwide. We help clients develop a culture of service excellence, aligning the entire organization to win the hearts and minds of customers. We work with leaders who seek to harness the power of service excellence and seek the impact of a strong and sustainable service culture.

UP's proven proprietary methodology aligns, integrates, and accelerates organizations in three essential areas: Service Leadership, Continuous Service Improvement, and The 12 Building Blocks of Service Culture. This proven approach leads to an action-oriented culture, empowering everyone to delight customers and colleagues with consistently uplifting service.

Client Results

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"We use the proven Uplifting Service tools and methodology to design our global customer centricity program. UP has an unrivalled approach, enabling companies build a strong and sustainable culture of service excellence."



BNP PARIBAS

"Uplifting Service addressed the problem we were trying to solve – getting over 10,000 employees to all move in the same direction. UP is really good at understanding our challenges and helping us address these by leveraging a highly effective methodology."



"I appreciate the change. I can see and feel a shift in the way Crown approaches our team, in the way they speak and the way they ask. They focus on what we are working on to achieve as a business and how we can become better partners to move our agenda forward."



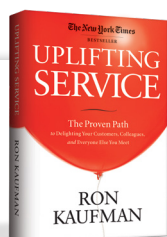
"UP gives insights to change mindset. Now we focus on end to end thinking. I can put myself in someone else's shoes and evaluate what is important."



"Uplifting Service helps us create a culture of obsession for the customer for the entire organization, inspiring everyone to work as one to take the next step up."



"Uplifting Service is the cornerstone that helped STERIS revitalize focus on our Customer, helping us differentiate our offers in a price-sensitive marketplace and drive customer loyalty."



The New York Times
BESTSELLING AUTHOR

Ron Kaufman founded Uplifting Service in 2003. He is one of the world's most sought-after educators, consultants, thought leaders on the topic of service excellence and customer experience. He is the author of the *New York Times* bestseller, *Uplifting Service*.

