

Managing Customer Touchpoints

Shaping the customer experience

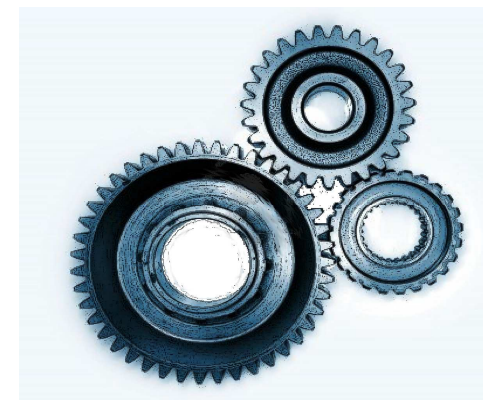
An example for B-to-B research

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Background: Success through managing Touchpoints

- Companies become more successful when their brand's promise is matched by customers' experience
- Companies shape much of that experience through "Touchpoints" or areas and ways that they interact with their business customers
 - Each area requires the right amount and type of attention for the customers to feel completely satisfied
 - But how much is enough? Too little? Too much?
- We need a global way of looking at how services are offered to get the customer experience smoothly meshing, and in turn
 - To cut over-delivery and
 - To avoid under-delivery



Step by step through the best approach

- Methods do not stand alone but rather must be included in a complete approach for results to work



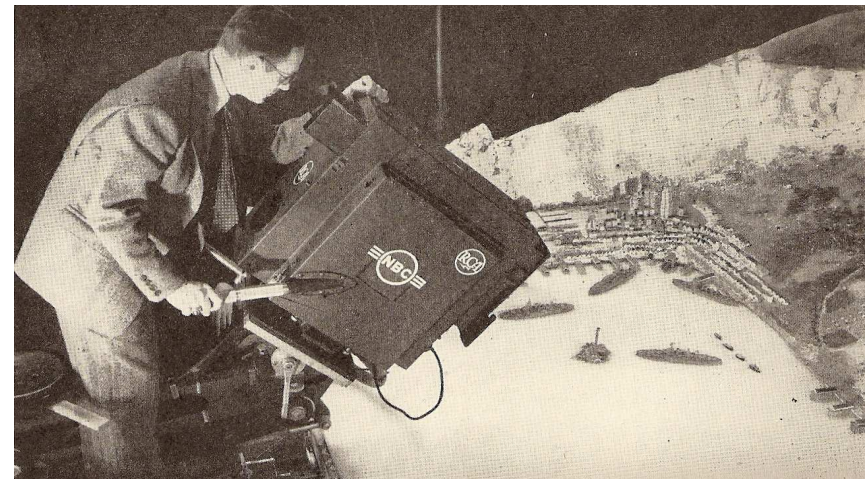
Groundwork and stakeholder engagement

- This initial phase typically includes a series of face-to-face and telephone meetings with key stakeholders
- Also, this phase should include in-depth interviews with staff responsible for managing and delivering the Touchpoints and with representative customers
- Focus would be on developing hypotheses about—
 - Each customer segment's touch point requirements and expectations
 - The extent to which these are these currently being met
 - What institutionally helps and possibly hinders delivery of these requirements
- This phase also determines the Touchpoints and service levels included in the study



Sample design: Ensuring cooperation

- The ability to execute of course will be contingent on the quality of customer sample that clients can provide
- To maximize response rates, we recommend—
 - Sending letters to customers before fielding to explain the purpose of the research and to encourage participation
 - Offering to share selected results from the research with customers
- In addition, there will be the question of setting the **unit of analysis**—the enterprise, the location, or the individual
 - Sound arguments can be made for any of these
 - The choice depends on how wide a view you want to take on the problem

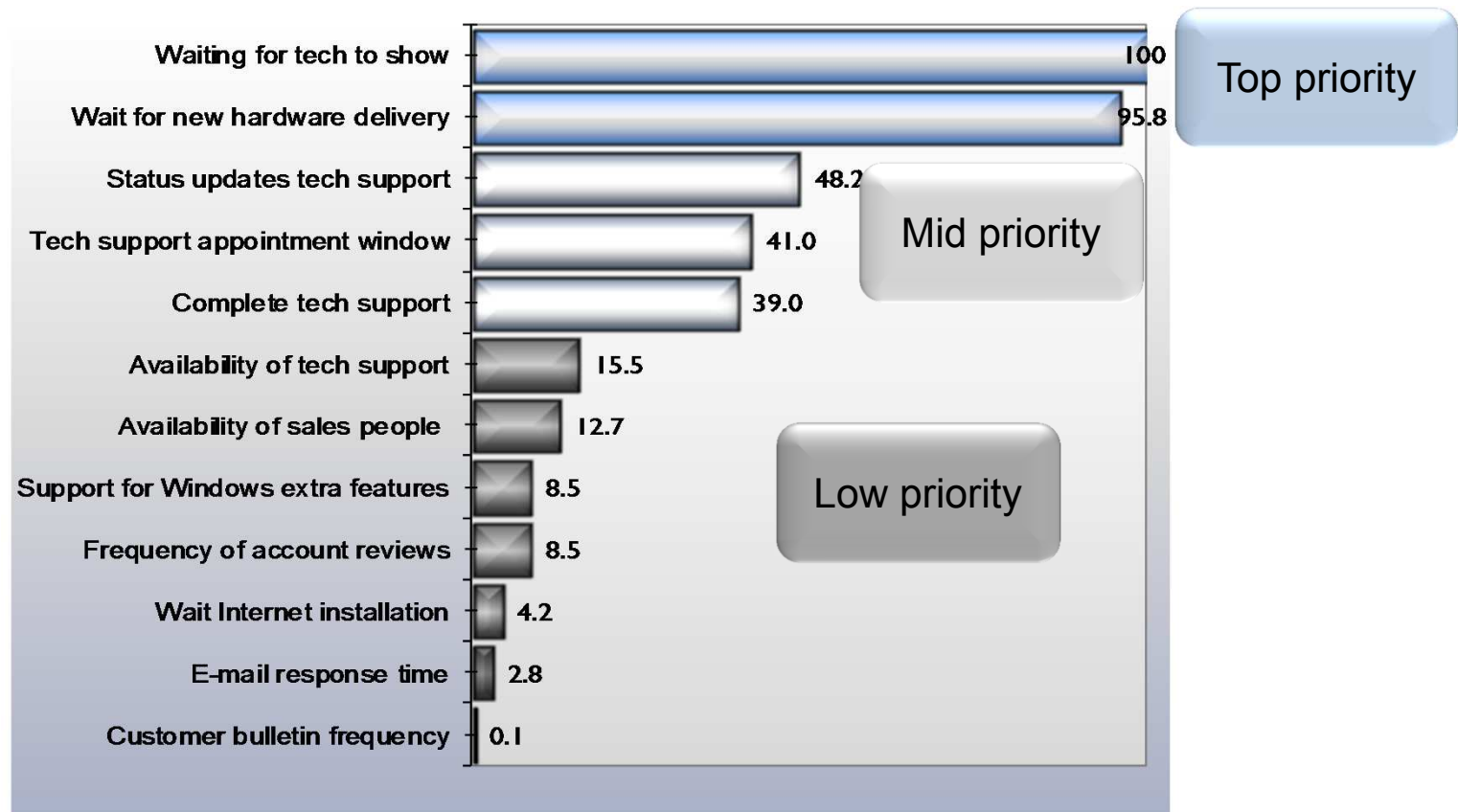


Survey design: Center on a trade-off and plan for 20 minutes

Survey area	Goal
Usage of services	Seeking to understand current usage of basic tools as well as gauging how disruptions in service impact business
Mission critical definitions	Gathering the customer perspective on services they believe are critical to the performance of their business
Current service experiences	Identifying how customers perceive their service experience
Forced trade-off exercise	Setting services in the broader context to understand their true impact on customer satisfaction
Customer firmographics	Allows the grouping of responses

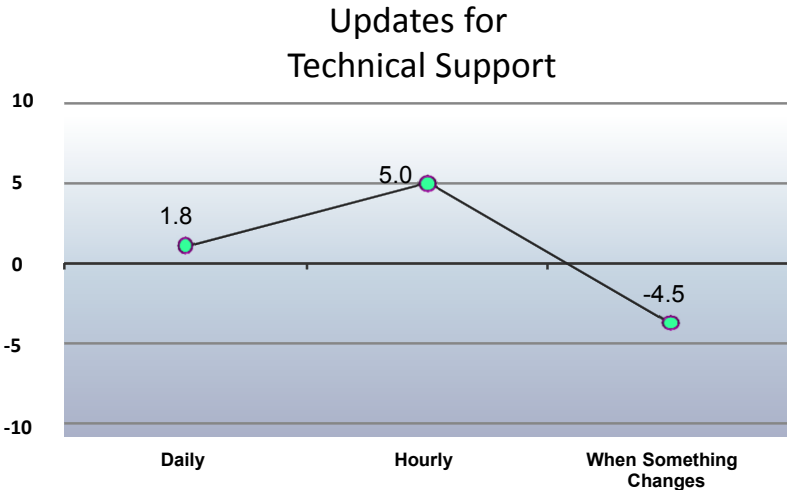
Analysis and reporting: Getting the relative importance of Touchpoints

- Analysis reveals the relative impact of each area on overall satisfaction, with the most important Touchpoint set to 100

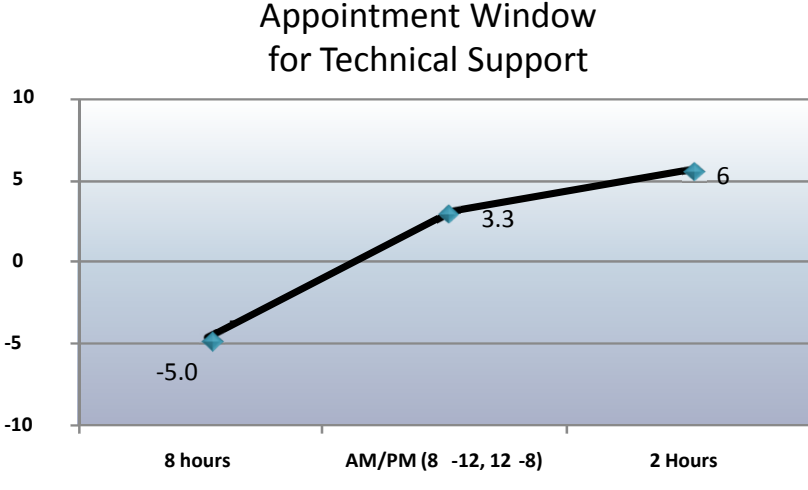


Reporting: Results show the direct impact of changing each area

- The effects of changing service in different ways can be directly compared



Satisfaction would increase by a large amount with regular updates, but the gain going from daily to hourly is smaller than the gain for going from “if something changes” just to daily

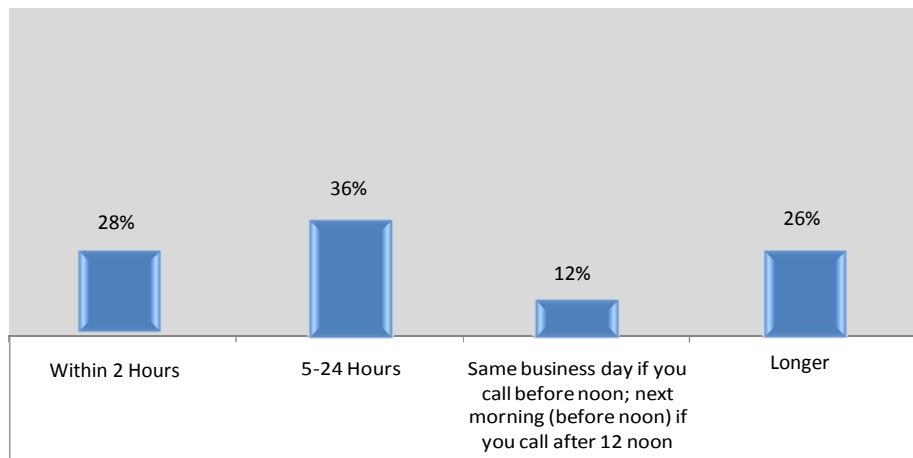


Having an AM or PM commitment for tech support is close in positive in impact to setting a specific 2 hour window

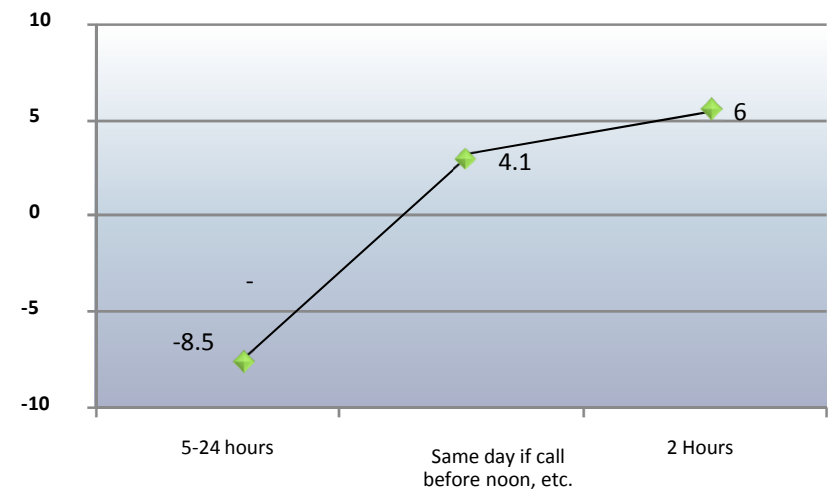
Reporting: Where service is under-delivered and over-delivered

- Many customers get service well outside the longest time considered for testing—showing there is considerably more delay than expected
- Also, analyzing the impact of Touchpoints shows little gain in fixing a problem any sooner than the same business day if called before noon
- The company, therefore, unexpectedly under-delivers to about a quarter of its customers while over-delivering to an equally large group

Tech Support – Time to Fix Problem Now

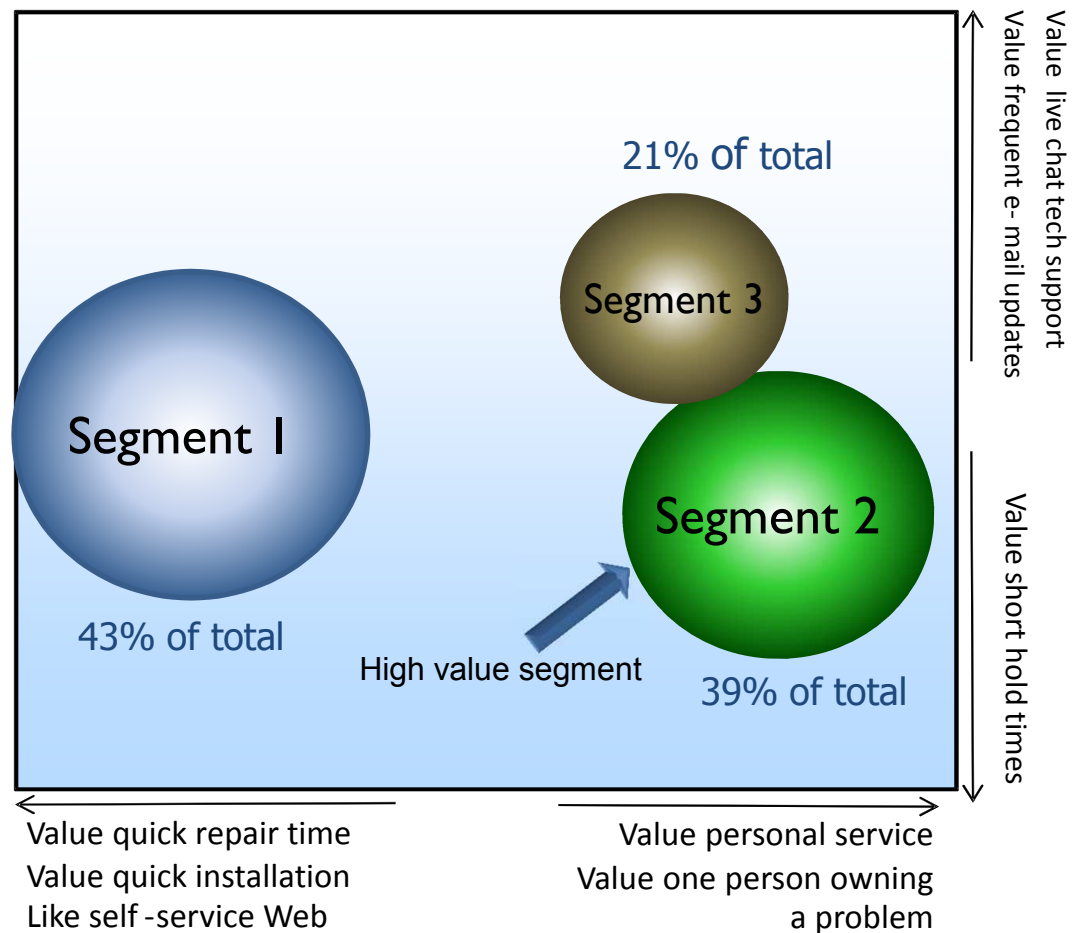


Tech Support – Time to Fix Problem vs. Change in Satisfaction

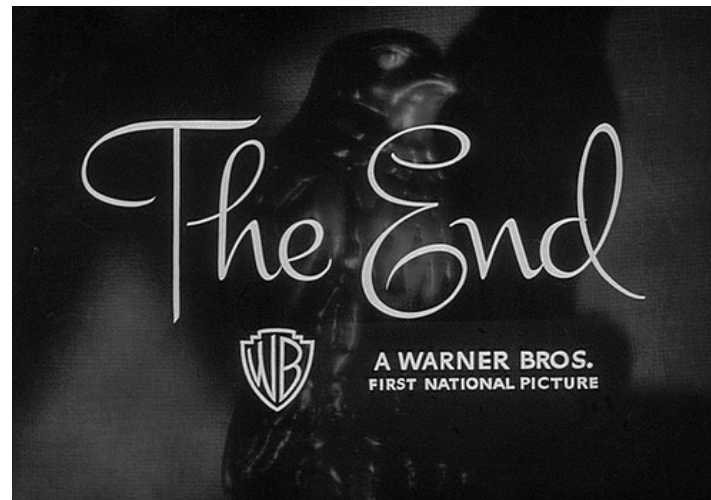


Reporting: Strong segmentation based on differing needs

- Results can lead to well-defined segments, adding value to the analysis
- Groups typically are sharply different in the areas of service they value most



Questions? Comments?



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