



PEOPLE ISSUES
THEATRE

Measuring and aligning customer satisfaction

- Daniel Klemm, Head of policy & communications, Together Housing Group

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CAPITA

Measuring and aligning customer satisfaction

Daniel Klemm

Head of Policy and Communications

Previous customer insight approach

- Leadership Factor
 - High cost due to telephoning customers
 - Done monthly in arrears and focussed on service provision
 - Monthly surveys – Repairs, Gas servicing, Customer Services, Planned improvements
 - Quarterly - Exit Surveys, New Tenancies, New Sales, New Build and ASB
 - 6 Monthly – Complaints
 - 95% confidence levels
- STAR
 - Annual postal survey of **all** residents
 - Focused on perception of community as well as services provided
 - High cost

Review of customer insight

Operational feedback

- “Real time” feedback on services
- Sacrifice depth for breadth
- Automated approach
- Fits channel shift
- Dashboard for staff
- Instant performance data
- 4 touch points – repairs, gas, customer services (contact centre) and new tenancies

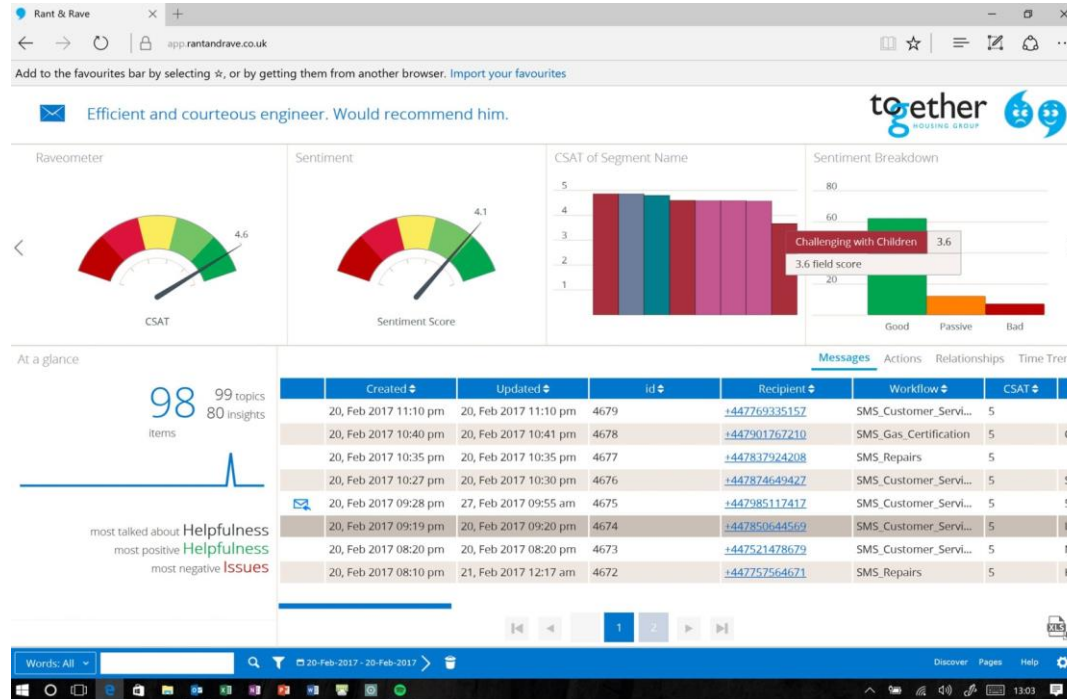
Supplier – Rant and Rave

Strategic research

- Robust and independent – done by external supplier
- All customers – not just those who’ve had a service
- Perceptions aspect to research
- Move to six monthly – one summer and one winter
- Use for overall satisfaction and Net Promoter scores for performance data

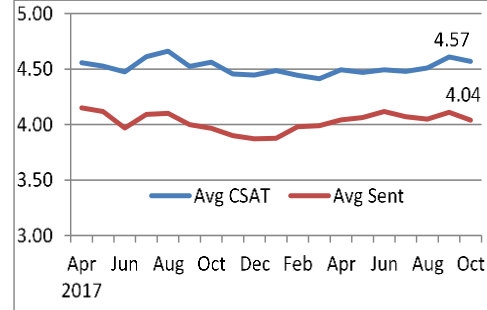
Supplier – Leadership Factor

Rant and Rave

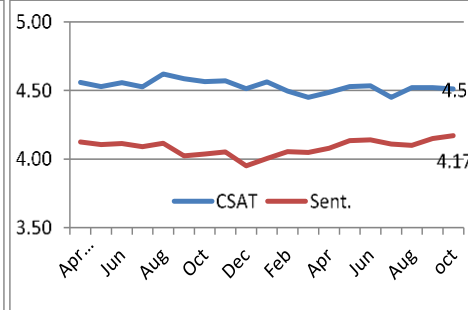


Rant and Rave scores

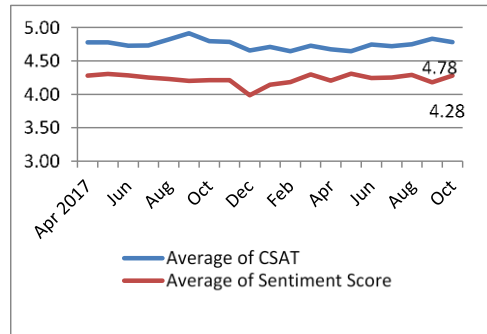
Repairs



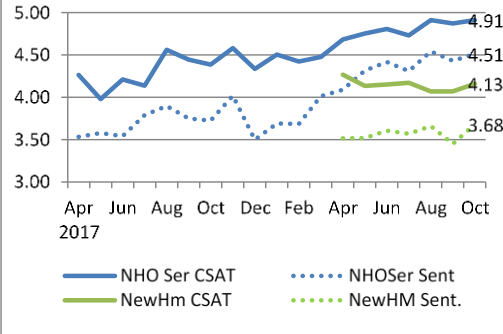
Customer Service Centres



Gas



New Tenancies



Rant and Rave – response rates

Month	Text messages delivered to customers	Text messages responses from customers	Response rate
2018-Dec	7,774	2,018	25.96%
2018-Nov	9,658	2,600	26.92%
2018-Oct	10,186	2,692	26.43%
2018-Sep	8,960	2,370	26.45%
2018-Aug	9,254	2,487	26.87%
2018-Jul	8,992	2,436	27.09%
2018-Jun	9,210	2,527	27.44%
2018-May	9,055	2,429	26.82%
2018-Apr	8,837	2,472	27.97%
2018-Mar	9,792	2,767	28.26%
2018-Feb	9,294	2,529	27.21%
2018-Jan	11,184	3,241	28.98%
2017-Dec	7,076	2,014	28.46%

Rant and Rave – customer recovery

Month	Alerts	Call backs	% of Call backs	Average days to call back
Apr 2018	278	208	74.8	3.34
May 2018	242	167	69.0	3.36
Jun 2018	238	181	76.1	3.17
Jul 2018	251	214	85.2	1.90
Aug 2018	223	183	82.1	2.83
Sep 2018	195	160	82.1	2.28
Oct 2018	244	199	81.6	2.31
Nov 2018	247	185	74.9	3.24
Dec 2018	202	150	74.3	2.09
Totals	2120	1647	77.8	2.64

Our product and places are letting us down

Month	People	Place	Process	Product
2018-Dec	4.33	3.34	4.00	3.24
2018-Nov	4.37	3.63	4.00	3.17
2018-Oct	4.38	3.36	4.02	3.37
2018-Sep	4.31	3.59	4.02	3.35
2018-Aug	4.32	3.38	3.93	3.33
2018-Jul	4.30	3.24	3.92	3.15
2018-Jun	4.34	3.64	4.02	3.43
2018-May	4.33	3.33	4.00	3.22
2018-Apr	4.28	3.44	3.96	3.23

Strategic research

	2017	2018 - H1	2018 - H2	2019 - H2 (underway now)
Interviewing period	5th Jun - 12th July	23rd Jan - 23rd Feb	4th June - 17th July	28th Jan - 28th Feb
Overall CSI	77.1%	76.4%	76.5%	
Average 'overall satisfaction' (based on the 'Overall satisfaction' question)	7.8	7.8	7.8	
CSI (by segment)				
General needs	80.0%	78.9%	77.7%	
Leaseholders	64.5%	60.9%	68.1%	
Shared ownership	67.5%	67.7%	69.3%	
Sheltered	78.0%	76.2%	78.7%	
Supported	61.3%	81.3%	81.9%	
Overall satisfaction (by segment)				
General needs	8.2	8.2	8.0	
Leaseholders	6.4	5.8	6.4	
Shared ownership	6.3	6.3	6.7	
Sheltered	7.7	7.5	8.1	
Supported	5.4	7.9	8.4	

Conclusion

- Be clear why you are collecting customer insight
- Staff visibility and engagement vital – carrot as well as stick
- Not the only customer insight tools – social media, complaints etc
- Be very clear – feedback or research
- Trade off – cost, time and depth
- Costs – 30% saving to circa £130K per year
- Key is to use data to drive service improvement – data is only any good if its used!