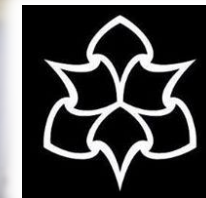


How (not) to measure customer satisfaction as an **internal** IT service provider

Martina Holubcova

Head of Service Management

My fascination with Customer Satisfaction started here...



A real-life Hospital experience

- **The NHS Friends and Family Test**
 - Accident & Emergency Customer Satisfaction Survey
 - Based on the Net Promoter Score Methodology
 - “How likely are you to recommend our service to friends and family if they needed similar care or treatment?”
- **Is this appropriate?**
 - Inappropriate for time-critical services
 - Inappropriate for location-specific services
 - What other options do I have?
- **And the results?**
 - How do they use them?
 - Can they lead to service improvement?

University Hospitals of Morecambe Bay NHS Foundation Trust

Measurement & learning over the last 8 months from patient feedback: Continuous multi-channel data collection from all inpatients, outpatients, A&E

The friends and family test

Solent NHS Trust

Name of service: _____

We would like you to think about your recent experience of our service. How likely are you to recommend our service to friends and family if they needed similar care or treatment?

Extremely likely	Likely	Neither likely or unlikely	Unlikely	Extremely unlikely	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
😊				☹️	?

Thinking about your response to this question, Please tell us why you feel this way.

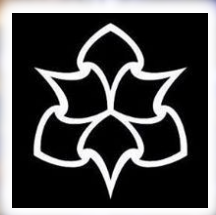
Is there anything that would have made your experience better?

10000
9000
8000
7000
6000
5000
4000
3000
2000
1000
0

90 TO

A red curved arrow points from the text "How likely are you to recommend our service to friends and family if they needed similar care or treatment?" in the list to the corresponding question on the survey form.

My fascination with Customer Satisfaction started here...



So how do we measure Customer Satisfaction?

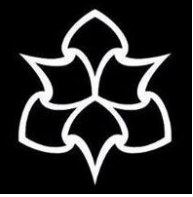
- **Looking around...**
 - Organisations publicise “satisfaction” scores
 - Use complex ways of presenting
- **But...**
 - No standardised way of measuring
 - Data not easily comparable
 - Many reports talk about profit and loyalty...
 - ...but what about internal IT?
- **Where to go for guidance?**
 - ITIL has no answer

And so the research began...



- **The Work:**
 - 600 Hours
 - 5 Months
 - Interviewed 8 University IT Departments
 - 100s of books, journals, research papers
- **The Aim:**
 - Challenge the popularity of the Net Promoter Score
 - This presentation explains what I learned

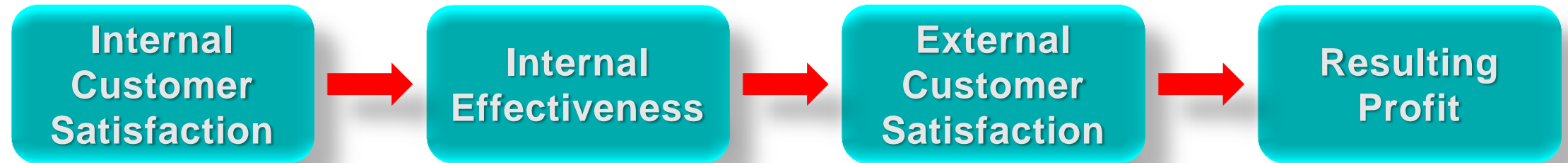


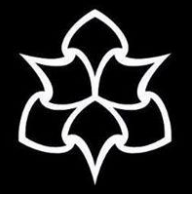


Internal service providers with internal customers

How does the Internal IT Department affect the organisation?

- There is a clear link





Internal service providers with internal customers

How does the Internal IT Department affect the organisation?

- There is a clear link
- And as a result...
 - It can be a reinforcing cycle
 - Happy customers will...
 - ...make happier employees
- Therefore...

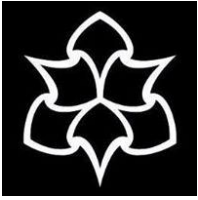
**Internal IT Service Providers
must drive...**



**...for the benefit of the
entire organisation**

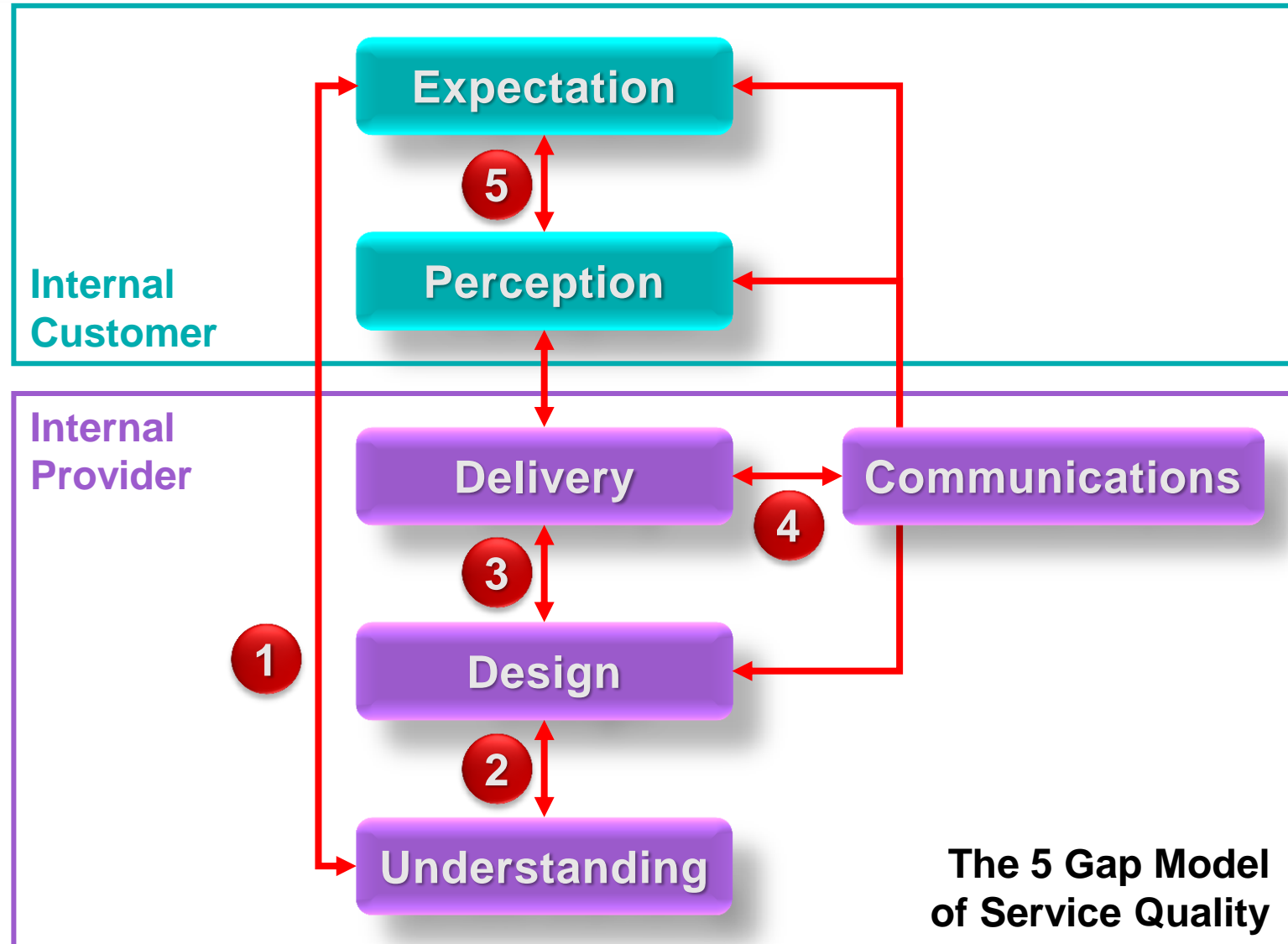


The Power of Feedback

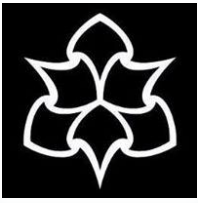


What is the role of feedback in improving Customer Satisfaction?

- **Gap 5: The Service Gap**
 - Ultimate source of dissatisfaction
 - Feedback helps us understand...
 - ...and close the gap
 - Need qualitative feedback
- **Of little benefit:**
 - Exceeding customer expectations
 - Investing in the “wow factor”
 - “Delighting” customers
- **Big Benefit:**
 - Focus on meeting expectations
 - Simply closing Gap 5
- **Importance of Feedback:**
 - Beware Self-rating bias
 - Customer Feedback breaks this bias

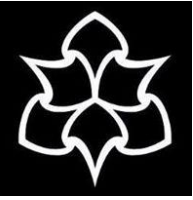


Customer Satisfaction Feedback



What types of Customer Satisfaction surveys are there?

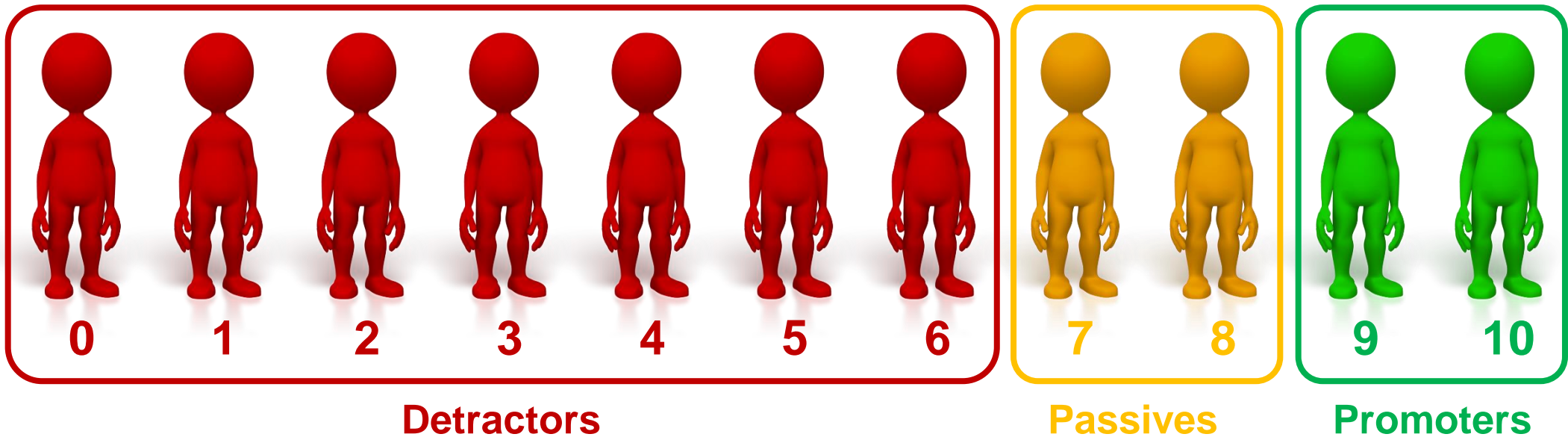
- **Survey Types:**
 - Service encounter survey – continuous
 - Overall service survey – periodic
 - One-off event-driven or project-related survey
- **Methodologies examined in depth:**
 1. **Net Promoter Score**
 2. **Customer Effort Score**
 3. **Customer Satisfaction Index**
- **Research Focus:**
 - Service encounter satisfaction measurement
 - Most relevant to Service Desks
 - Each ticket is a service encounter
 - Every ticket an opportunity for good customer service experience
- **Each is different**
 - Very different questions
 - Variety of channels
 - Range of formats



Net Promoter Score (NPS)

- **How does it work?**

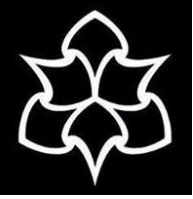
- Ask only one killer question!
- Question: How likely is it that you would recommend us to a friend or colleague?
- Divide all responses into three groups
- Respondents mark on a 0 to 10 Scale – “Highly Unlikely” to “Highly Likely”
- Net Promoter Score = %Promoters – %Detractors = +8%



Net Promoter Score

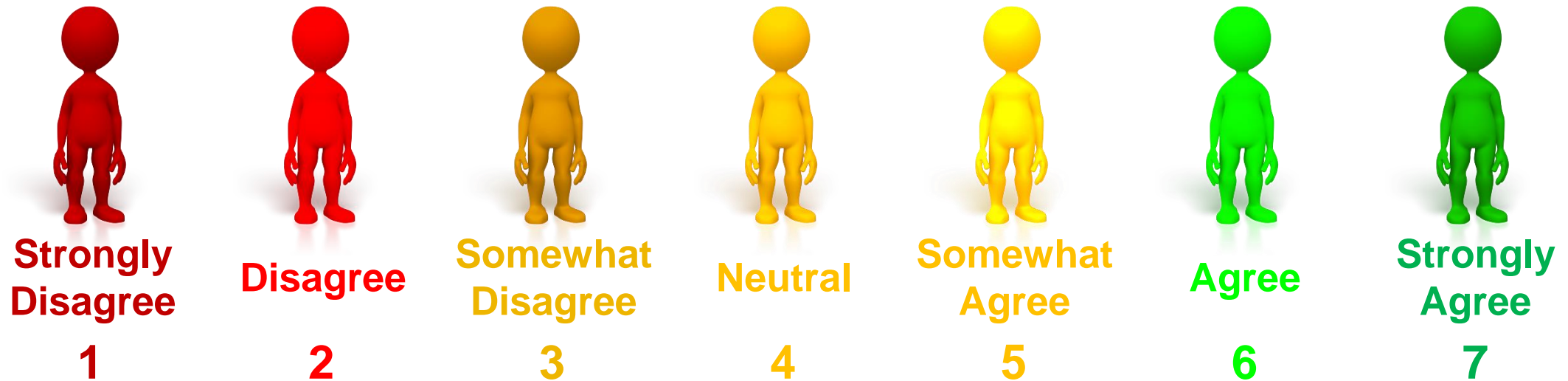


- **Benefits:**
 - Simple to run and analyse
 - Scale starts with 0 – an internationally understood negative
 - It is used widely in many industries...
 - ...so comparable across organisations
- **Watch out for:**
 - Impossible to classify human beings into three categories
 - Cannot be used for improvement without further qualitative questions
 - Useful KPI if you are Apple or Uber...
 - ...but in single-supplier situations, recommend to whom?
 - If you are the internal IT Provider...
 - ...what other options do customers have?



Customer Effort Score (CES)

- **How does it work?**
 - Ask only one question:
 - “To what extent do you agree with the following statement: The [company] made it easy for me to handle my issue”.
 - Respondents mark on a seven point scale – “Strongly Disagree” to “Strongly Agree”
 - Customer Effort Score = Average of all scores



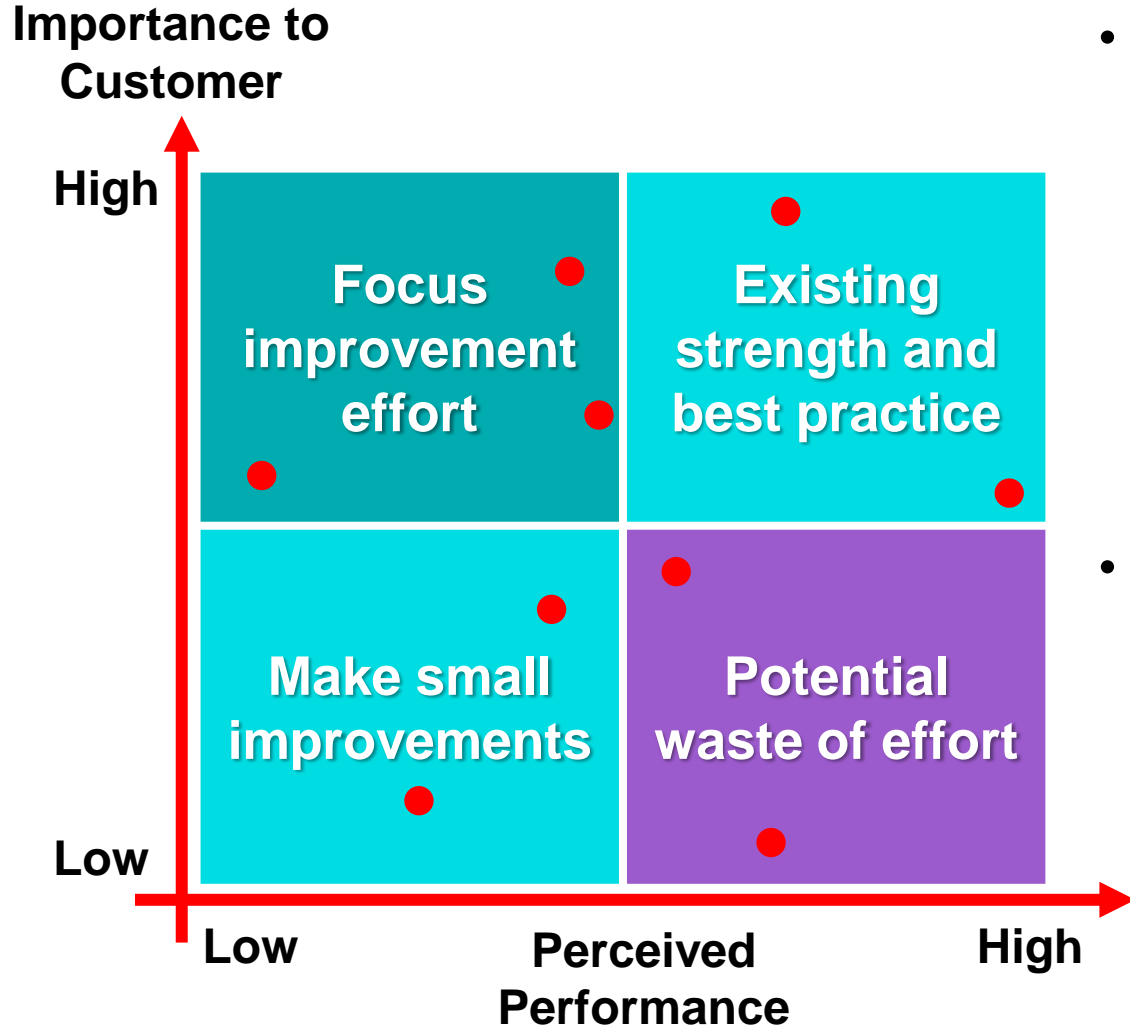
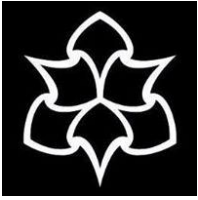
Customer Effort Score

- **Increasing customer productivity by reducing:**
 - Duplication of effort
 - Complexity
 - Number of follow-up calls
 - Escalations
 - Pre-empting future issues
- **Benefits:**
 - Make service delivery easier
 - Reduce cost for the whole organisation
 - Suitable for internal IT departments
 - Simple number that can be monitored for trends
- **Watch-out for:**
 - Need follow-up qualitative questions to be useful
 - Research is still largely based on loyalty
 - There is no single-question silver bullet...
 - ...different types of feedback are still necessary

“No need to impress me, just help me do my job”



Customer Satisfaction Index (CSAT)

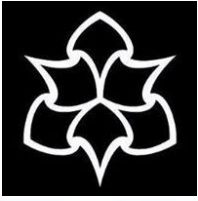


- **How does it work?**

- Ask two questions about each service element:
- “How Important is this to you?”
- “How satisfied are you with it?”
- Plot Performance against Importance
- Apply effort according to identified quadrant

- **Watch out for:**

- More suitable for one-off or periodic surveys
- Identify most critical elements
- Weights the result



Examples of Benchmarking

- **TechQual+:**

- IT Departments in universities around the world now have a shared measurement of service quality, based on SERVQUAL
- Based on 13 identical questions and a few individual questions
- Calculates the difference between:
 - Minimum service expectations
 - Desired expectations
 - Actual service received
- Opens opportunity for:
 - Cross-sector collaboration
 - Discussion on improvements
 - Knowledge-sharing
 - 18 UK Universities already registered

City University London	University of Glasgow
Durham University	University of Huddersfield
Edge Hill University	University of Leeds
Imperial College London	University of London
Loughborough University	University of Oxford
Manchester Metropolitan	University of Reading
Sheffield Hallam University	University of Westminster
University of Sheffield	University of Winchester
University College London	University of York

- **Customer Satisfaction Index:**

- UK, Europe, and US now publicise sector-wide reports on customer satisfaction performance and feedback



Techniques for Gathering Feedback

- Combine all three customer satisfaction surveys
 - Ticket based, overall, project based
- Customer journey mapping...
 - ...using new employees
- Focus groups with customer stakeholders...
 - ...detailed qualitative feedback
- Smiley face kiosks
- Follow-up on customer complaints
 - After a cool-down period...
 - ...“How happy are you with how we’ve handled your complaint?”
- Invite customers who complained to improvement workshops
- Listen to frontline staff



Survey Fatigue

We live in an age of survey overload.

- Survey fatigue is an issue
- Significantly reduces response rate
- Some organisations banning internal surveys
- Work with other departments and business units
- Ensure you are not over-surveying the same customers
- Make your surveys fun, simple and quick
- Incentivise responses
- Do not make them mandatory



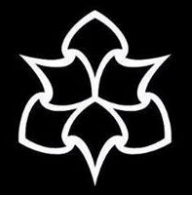
Continuous Improvement

The underlying need for customer satisfaction



- Measuring customer satisfaction isn't the goal...
- ...It's the start of a continuous improvement journey
- Don't just measure it...Improve it
- Particularly important for internal service providers
- ...Because you can improve productivity and efficiency of the whole organisation
- ...It's not just about "Wow" moments, or "Delight" for customers
- Then publicise what you improved
- E.g. set-up "You Said, We Did" pages

Don't forget to look at the bigger picture

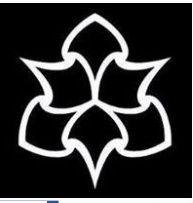


- **Management commitment is essential**
 - But “obsession” is detrimental
 - It leads to ridiculous situations
 - E.g. hospitals asking people with serious trauma if they would recommend the hospital to friends and family

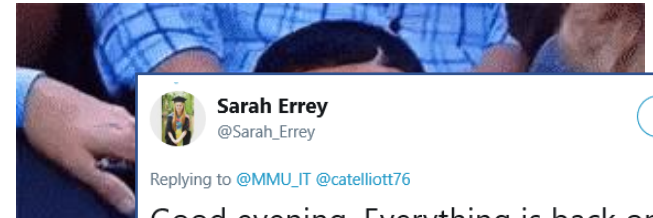
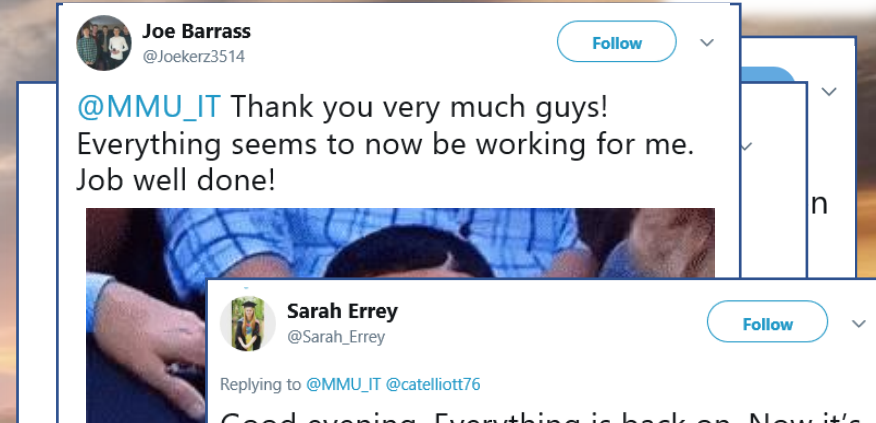
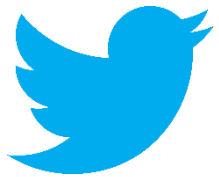
- Or this train company in Manchester
- ...Hitting their very low targets



Don't forget to look at the bigger picture



- Customer Satisfaction KPI is important to track progress
- ...but it is not the end goal
- Customer satisfaction cannot be reduced to a single number
- ...It's a complex, psychological, subjective, human measure
- Look at the bigger picture
- Look out for qualitative feedback
- E.g. 6 hour downtime on our core systems



Further information

The Higher Education TechQual+ Project
<https://www.techqual.org/>

Customer satisfaction reports (UK and Europe)
<https://www.instituteofcustomerservice.com/research-insight/research-library>

Want to chat about customer satisfaction?
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Twitter: @holubcovka

