

The Challenge

This organisation's biggest problem was their reputation. There was a strong perception that the company didn't take customer feedback seriously.

After having internalised trends in customer loyalty versus its older competitors such as AOL and its newer competitors such as Yahoo and Google, this organisation decided that it needed to improve its ability to gather and apply the Voice of its Customers to improve its products and support processes.

Our Solution

The company engaged LimeBridge to develop its advertiser, partner and consumer issues management strategy. We conducted internal and outside best practice interviews, analysed current customer voice data collection systems.

We helped them recognise that they had a rich untapped reservoir of customer feedback. Front-line staff spent all day listening to customers but this feedback wasn't getting back to where it could be acted upon.

We developed an ITIL compliant Listen-Resolve-Respond strategy across three global markets. The strategy had three goals:

- ▶ Increasing the number of issues collected,
- ▶ reducing the time to resolution, and
- ▶ Increase customer advocacy

We helped design and implement the detailed top issue management processes and supported its application over the first few months of its use. The primary focus of our support was:

- ▶ Training and coaching client team members in root cause analysis
- ▶ Establishing Action councils of senior executives with the responsibility and accountability to allocate resources to resolve issues
- ▶ Coaching managers and executives in the overall issue management processes and its application to resource allocation and prioritisation of investment.

Continued...

Key Points

- Customer Feedback was not getting through to the people who could correct the issues
- Front-line staff and channel partners became the eyes and ears of the organisation
- Action councils of senior people at each organisational level were established with responsibility, accountability and authority to allocate resources to fix issues
- 450 globally critical customer issues identified and resolved over the first 15 months

The Results

Front-Line staff became the eyes and ears of the company; even business partners weighed in with up to 30% of staff in those organisations regularly capturing customer feedback. Local experts responded to individual customer issues and teams in the countries and regions analysed and fixed underlying root causes.

the company brought about a fundamental change in the way it designed, marketed and supported products. From knowing almost nothing about what customers felt and apparently caring little, they moved to knowing what customers were thinking at all times and at all levels in the business.

Over the first 15 months of operation, over 450 global top issues that were seriously affecting customers were identified and resolved. The success was such that the budget for the "Voice of the Customer" programmes continues to increase while budgets for other areas are being cut.