

# Monitoring customer satisfaction and feedback to inform customer experience improvements

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Fin Smith

Customer Service Director

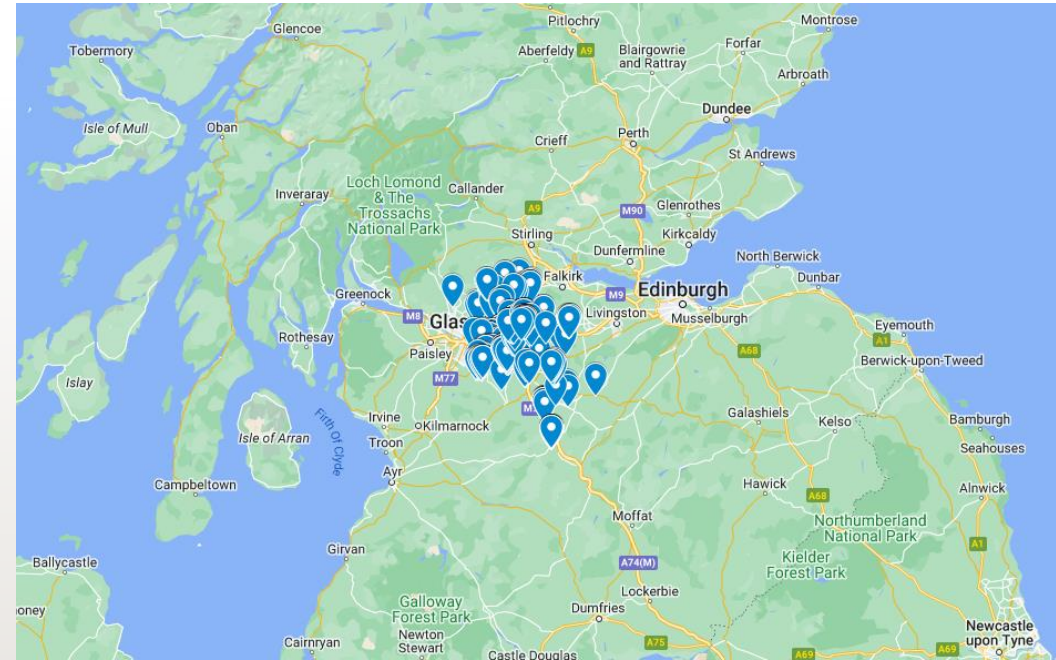
Clyde Valley Group



# Introductions

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- Fin Smith, Customer Service Director, Clyde Valley Group
- Based in Motherwell, North Lanarkshire
- Operate across the Lanarkshire region



# North of the Wall: Scottish Regulatory Regime

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- Scottish Social Housing Charter – introduced by the Scottish Government April 2012
- The Charter sets out the standards and outcomes that:
  - tenants can expect from social landlords, in terms of the quality and value for money of the services they receive, the standard of their homes, and opportunities for communication and participation in the decisions that affect them
- Established the Scottish Housing Regulator to monitor, assess and report on RSL performance against the Charter
- Annual Return on the Charter



# Customer Experience at Clyde Valley Group

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# How we approach Customer Experience

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Understand  
your  
customer

Design  
services for  
customers

Set  
expectations

Measure  
experience

Understand  
experience

Take action  
to improve

# Understanding Your Customer

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# The Importance of Understanding your Customer


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- 66% of customers expect companies to know and understand their needs and expectations

[www.salesforce.com](http://www.salesforce.com)

- 77% of consumers say inefficient customer experiences detract from their quality of life
- Companies that excel at customer experience have 1.5 times more engaged employees than less customer-focused companies
- Companies that use tools like customer journey maps reduce their cost of service by 15-20%

[www.forbes.com](http://www.forbes.com)



# Using Service Design to Gain Understanding

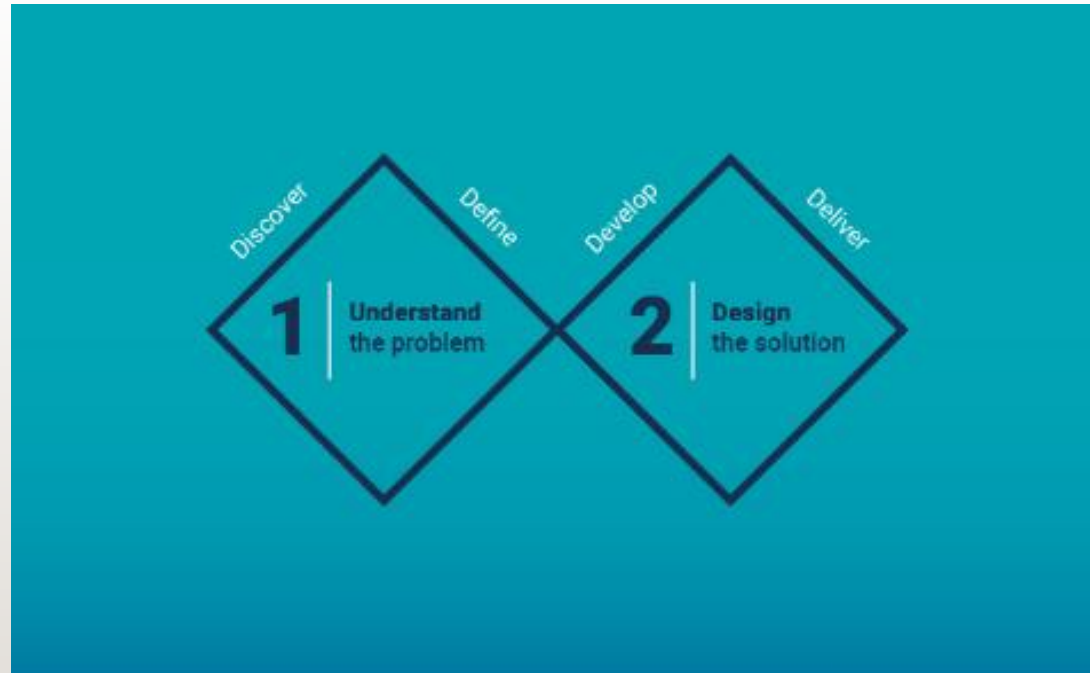
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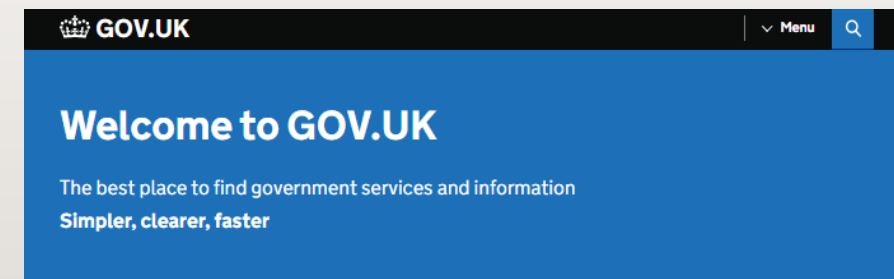


# What is Service Design?

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An approach, with tools and methodology to help you build services that work for those who will use them, involving users in the process



# Understanding Your Customer – Insights through Customer Research – What we do at CVG

- Customer Profiling and Segmentation
- Focus Groups
- Depth Interviews
- Telephone Survey
- Customer Journey Mapping
- Customer Personas

	How does a user become aware of the service?	How does a user JOIN the service?	How does a user EXPERIENCE the service?	How does the service DEVELOP for the user?	How does the user LEAVE the service?
What the person does	Tenant has been having problems with neighbour who has been dumping rubbish and bulky items into garden area.	The issue with this tenant and her antisocial behaviour had been going on for years. The tenant noted that he had reported various issues to CV in the past but nothing had been done about it.	The tenant noted that after his call CV sent out a team of people who came out the same day. When removing all the items they found a rats nest.	The tenant was told by CV that they would call him back about the issue after he reported it to check everything was done ok.	The tenant was happy with the speed of contractor coming out to address the issue, however he feels that more could be done by CV to stop issues like this happening.
Describe what is happening	He phoned the Association about the recent issue, although noted that this had not been his first issue with this neighbour. He found the process straightforward.	the tenant told CV that if something wasn't done about the mess he would go to the newspapers.	The tenant was very happy with the speed of response from CV on the issue and that the contractor tidied up the mess.	He never received a follow up call so he called the Association himself and told them the mess had been cleared.	"I think CV should take more of an interest in how tenants are looking after the houses. They need to do more estate inspections."
How the person feels	It was easy, I was treated great. I get on well with my housing officer.	I was frustrated, I had already reported her and nothing was done.	I was happy that the rubbish was gone!	I would have liked them to have contact me about an update. I would have liked them to have written to me saying, "this is what we have done."	Tenant was happy with outcome but concerned about issues occurring in the future, and felt estate inspections would prevent issues like this from occurring.
Painful points	None.	Tenant was frustrated with lack of action by CV over the years about this tenant. He mentioned an issue that occurred years ago where CV had told him they had contacted the neighbour about her behaviour and had written to her but this made no difference.	None	No follow up on actions taken to address the issue.	Tenant understood that there are limitations to what can be done in current climate with COVID but would like to see CV taking harder stance on tenants who don't take care of their properties. CV should have a conversation with her that they want her to let it slide. They should charge her and take the money from her benefits for the damage.
Opportunities to improve	None.	None.	None	CV to ensure any issues reported are followed up on promptly to ensure if issues have been resolved satisfactorily.	The tenant also felt there were opportunities for CV to help tenants like his neighbour. CV could be more proactive with her. They have mental health support at CV. They should be trying to help her so things don't escalate. They need to give her the guidance she needs, e.g. a social worker, psychiatrist or mental health nurse."



# What did we get from this?

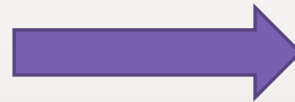
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Understanding – of what makes for good (and not so good) customer experience



Beyond the Housing Association

Clarity – on our role in customers lives



How important are we to our customers

Simplicity – insight into the basics



It's not rocket science (Customer Promises)

Direction – clear direction on service delivery



Reduce Effort, Keep Commitments, Deliver Outcomes

# Design Services for Customers and Colleagues

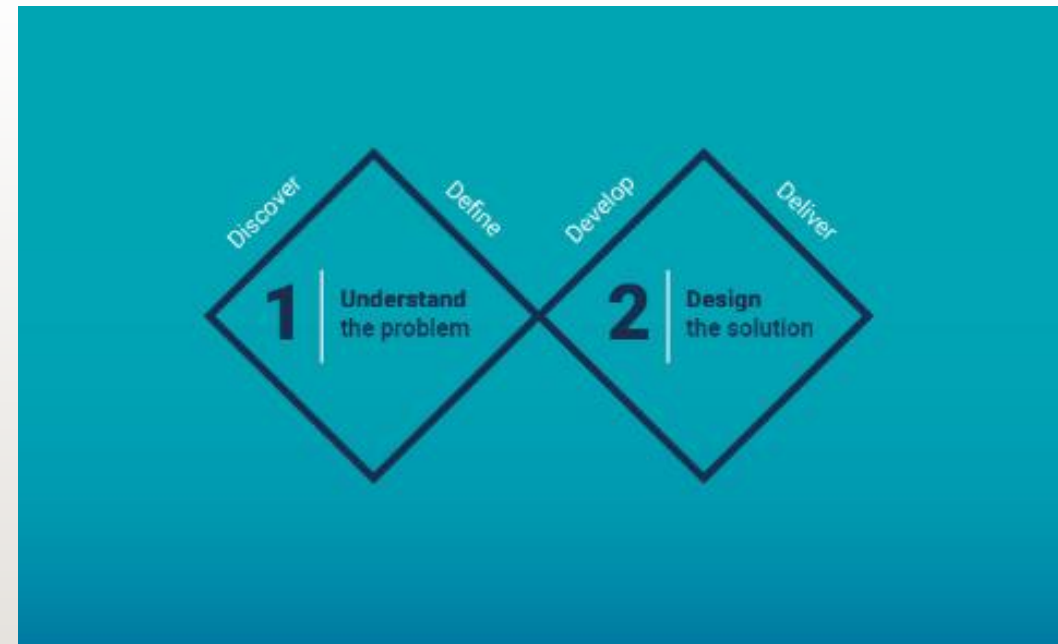
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# Design Services for Customers (and Colleagues)

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- Working Groups with Customers and Colleagues to Develop and Deliver solutions
- Delivery with Customer Promises in mind
- Method for Handling – Contact Centre
- Method for Delivery – CRM
- Method for Monitoring – Transactional Surveys
- Method for Improvement – Learning from Customer Feedback





# Set Expectations for Experience

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# Customer Promises

We will make it  
easy for you to  
deal with us

We will always be  
helpful

We will always  
treat you with  
kindness and  
respect

We will do what  
we say we will

We will work to  
find the best  
possible outcome  
for you

We will provide  
you with a great  
customer  
experience



# Measuring Customer Promises

These are measured through short surveys following customer interactions with Clyde Valley

How easy did Clyde Valley make it for you to handle your issue?

How satisfied were you with the helpfulness of the staff member who dealt with your enquiry?

Clyde Valley treated you with kindness and respect

Clyde Valley delivered on any commitments that were made to you

Clyde Valley were able to provide you with the outcome that you were looking for

How satisfied or dissatisfied are you with the overall service provided by Clyde Valley?

# Measure Experience

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# What we do at Clyde Valley Group

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## Active Feedback

Complaints  
Comments and Suggestions



## Invited Feedback

Transactional Surveys  
(Customer Promises)  
Annual Surveys



## Other Feedback

Customer Panel  
Customer Engagement  
Consultations



# How we Capture Bulk Feedback

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- CRM to ensure customer contacts are all collected
- Point-in-time, service-specific surveys
- Annual surveys
- ICS surveys



# Top Tips

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## For the Customer

- Make it relevant
  - Get them at the moment they are having a live experience
- Make it easy
  - Keep it short, make it accessible
- Make it tangible
  - Direct follow-ups
  - You Said, We Did

## For You

- Make it relevant
  - Linked to your standards for delivery
- Make it useable
  - Ensure you can gain insight into demographics, geography, property types, contractor, operative
  - Balance between anonymity and direct links to caes

# Understand Experience

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# Understanding Customer Experience

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Analysis of:

- Annual Surveys
- Transactional Surveys
- ICS Business Benchmarking Survey
- CRM cases
  - Complaints
  - ASB
  - General Enquiries, etc
- Customer Service Excellence Assessments



# Take Action to Improve

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# Understanding into Action

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## Discussions

- Learning from Customer Feedback Group
- Customer Panel



## Delivery

- Step Change – annual – Strategic Projects
- Iteration – ongoing – Business Improvement Team Roadmap

## Closing the Feedback Loop

- Feedback (You Said, We Did) to customers through monthly e-bulletins via Microsoft Sway

# Resources on Service Design

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## Service Design Network

- <https://www.service-design-network.org/about-service-design>

## Design Council

- <https://www.designcouncil.org.uk/our-work/news-opinion/video-what-service-design>

## Service Design Academy

- <https://www.sda.ac.uk/>

## Government Digital Service

- [What we mean by service design - Government Digital Service \(blog.gov.uk\)](#)

# Questions & Discussion

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Thanks for Listening

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