

## Why CEM holds the key to on-the-ground action

### Customer experience strategy

Watching your work directly impact on a company – seeing genuine changes as a result of the insight you and your team have provided – remains the most rewarding aspect of what we, as insight specialists, do.

We have a growing pool of clients who we work with to identify experiences their customers like and don't like. Relaying that knowledge and seeing it acted upon does, in essence, allow a business to walk in its customers' shoes.

Because, if you are that close to your customer, you will be able to think like them, empathise with them, understand them and react quickly to their ever-changing needs. That all-important bottom line depends on it.

"Small increases in satisfaction lead to increases in shareholder value. For a firm with average assets of \$10 billion, we can expect an increase in value of \$275m for every 1% increase in customer satisfaction."

Customer Satisfaction and Shareholder Value (Anderson, Fornell and Mazvancheryl, 2004)

Last year our Customer Experience top 100 league table highlighted this – a common thread at the top of the list showed that the most successful companies listen intently to their customers. At the last count, more than 40 of those who featured have contacted KPMG Nunwood directly.

Our recent work with Nationwide – the world's biggest building society – has again shown why a business can only benefit from opening a meaningful dialogue with those it serves.

We've been given the power to overhaul its Customer Experience Management (CEM) programme, using a flexible approach, with a far greater involvement in management processes while adopting cutting edge technology. It has really led to driving significant change at the very heart of the business.

Our Fizz knowledge management tool is the fulcrum to this process, housing all customer knowledge and leading the changes to customer experience across hundreds of branches and call centres.

We've hugely reduced the timescale data is collated and positively acted upon. This is not simply a case of interviewing and filing reports – KPMG Nunwood's CEM programme is leading the business from the front and managing action.

Inflexible surveys don't always give the whole story, so the questions we ask aren't rigid – we allow respondents to feed back on their own terms and in their own words to give greater depth. We then use cutting edge techniques to analyse responses, filtering them through an analytical framework to prioritise both positive and negative feedback, and then handing them to Nationwide to action.

And this is where you really see that on-the-ground change. A big success – and a huge favourite with Nationwide's staff – is KPMG Nunwood's red and green alerts. They give branch and call centre teams feedback on performances – all within 24 hours.

Unhappy customers can then be contacted immediately, allowing managers to directly address customer issues, letting them know that Nationwide really cares.

For customers it allows a far quicker, and more personal, response to any negative feedback. For staff, it has provided a shot in the arm for morale.

One manager in Hampshire told me: "We have only had one red alert, which obviously we contacted and it allowed us to put the matter right very promptly and regain the customer's trust. I love ringing the green alerts, in difficult and challenging times it is very reassuring to listen to customer feedback because it confirms what a good job we do."

Branches, for example, are now given an individual, tailored report, succinct but each giving an accurate picture of what they need to do to improve – and the positives they need to expand on.

Off the back of this, Nationwide has even sent out 'roadshows' to give bespoke advice and training.

In essence, KPMG Nunwood is really taking the customer experience programme by the scruff of the neck, vastly improving the quality of insight and the speed that it is delivered and acted upon.