

The following brief article and tables from Patricia B. Seybold of the Patricia Seybold Group should help you to put together your own “customer experience scorecard.”

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Understanding your quality of customer experience

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Best practices leaders don't content themselves with customer satisfaction and loyalty surveys. (How would you rate this experience? Would you recommend X to a friend or colleague?) They also identify a small set of operational customer metrics to monitor and improve continuously. These customer-centric metrics form the basis for the customer experience key performance indicators (KPIs) that are used to motivate and focus employees.

By measuring the right stuff — what matters most to customers — these companies continually improve the quality of the customer experience (QCE) they deliver, reaping rewards in customer satisfaction, greater customer loyalty, a larger number of customers, and more profits per customer.

Here's a summary of the best practices we've found in monitoring customer experience:

1. Identify the stages in your customers' lifecycles that they care about the most, as well as the customer roles involved at each of those stages.
2. Discover your customers' most critical scenarios within each of those lifecycle stages.
3. Have customers pinpoint the most critical make-or-break points — their moments of truth. Select three to five of these to monitor and improve.
4. Get customers to define how they measure suc-

cess at each of these points, and set your performance targets accordingly. These are your customer metrics — your operational customer experience KPIs.

5. Monitor performance for each KPI at the appropriate frequency (hourly, daily, weekly, monthly).

6. Survey customers for satisfaction and loyalty for each of these customer KPIs.

7. Report performance on both customer metrics and customer satisfaction and loyalty scores first to employees who are empowered to improve the quality of customer experience. Summarize the performance trends for the management of the company on a monthly and quarterly basis.

8. (Extra credit!) Correlate customer growth, customer retention, customer spending, and customer profits with your performance on your customer experience metrics.

You can use the tables that follow to determine your own metrics based on customer experience. The first table is a sample QCE scorecard with an example of how Dell Computer Co. used the tool to establish performance metrics based on customer experience KPIs. The table on page 3 is more comprehensive, allowing you to correlate overall processes to KPIs. Good luck.

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A Sample QCE Scorecard Based on Dell's Customer Experience Goals

Customers' Moments of Truth (Customer Experience KPIs)	Customer Metrics (KPI Goals vs. Actuals)		Customer Satisfaction and Loyalty Scores
"My correctly configured system arrives on or before the promised delivery date." Improve Ship to Target: Increase percentage of orders delivered on time with complete accuracy.	15% improvement in on-time delivery		
	15% improvement in accurate order delivery		
"My new system is problem free." Decrease Initial Field Incident Rate: Lower the frequency of product problems encountered by customers.	15% decrease in frequency of product problems		
"The technician arrives on time and fixes my system quickly." (No return visits or recurring problems.) On-Time, First-Time Fix: Increase the percentage of problems fixed on the first visit of a service technician, who arrives when promised.	15% increase in percentage of problems fixed in first visit		
	15% increase in on-time arrivals		

Patricia Seybold Group's QCE Scorecard

Customers' Moments of Truth (Customer Experience KPIs)	Customer Metrics (KPI Goals vs. Actuals)		Customer Satisfaction and Loyalty Scores

Patricia Seybold Group's Comprehensive QCE Scorecard

Customers' Scenarios (Processes)	Customers' Moments of Truth (Customer Experience KPIs)	Customer Metrics (KPI Goals vs. Actuals)		Customer Satisfaction and Loyalty Scores