Fostering a Culture That Values & Acts on the VOC

Company Profile
A major US utility serving nearly 1.5 million customers and earning annual revenues of approximately $250 million.

The Challenge
While this company embraced an aspiration to be recognized as the “best” US utility, the goal was a formidable one in a culture with a distrust for VOC data and palpable skepticism about the value of customer satisfaction. After all, what good is “customer satisfaction” in a monopoly where customers don’t have an alternative?

As well, this organization had:
- Lacked data to quantify baseline levels of customer satisfaction and advocacy.
- All too often relied upon internal data and anecdotes to drive change.
- Had never institutionalized a credible customer experience survey process.
- Was at odds regarding the best methodologies for fielding customer satisfaction surveys.

The Results
The first fruits of this significant investment yielded a positive ROI and some rich stories to rally the organization around the genuine value of acting on the VOC.

- More satisfied advocates that share positive word of mouth (WOM) by 8% point increases.
- Definitely would recommend by 7% point increases.
- Sharing very positive WOM by 3% point increases.

- Fewer customer hassles by 22%.
- Problem rate cut by two-thirds.

The Solution
Working hand in hand with CCMC, four best practice strategies were adapted to the organization’s distinct culture and leveraged to jump-start a necessary customer experience sea change.

- Cross-functional “core group” to drive adoption and alignment.
- A team of leaders was commissioned as evangelists to be a bridge to the “doubters” and drive the adoption of and consensus on VOC best practices.

- Actionable customer experience surveys.
- A customer experience/brand survey focused on the entire customer journey was coupled with a set of ongoing transactional pulse surveys to monitor key customer touch points.

- Fast, authentic actions to move the needle, demonstrate success, and win over cynics.
- Customer experience survey results were funneled through the organization’s Six Sigma process to drive nimble and pinpointed changes in organizational behaviors where it mattered most to customers.

- Creative communication campaign to engender employee commitment and celebrate success.
- Customer experience survey results, together with the organization’s response, were shared in visually compelling narratives, in a multichannel fashion, across the enterprise.

Scientifically Powering Extraordinary Experiences
To learn more about how CCMC can help your organization realize the tangible benefits of an improved customer experience, visit customercarecmc.com.