

## Service Snapshot: Customer Experience

Customer indifference abounds and unless organisations employ a systemic approach to improving the experience, true customer loyalty is likely to remain the dream rather than an attainable goal.

### Challenge

Customer perceptions of organisations are formed through a range of experiences which revolve around two core elements. On the one hand, there are the experiences that result from intended actions and which are associated with buying and using a product or service and, on the other hand, there are those unintended ones that can occur when talking to an acquaintance about a particular brand, listening to the news or noticing an advertisement.

Consequently, the opportunities for the law of unintended consequences to raise its head are not inconsiderable. This can be further compounded when organisations operate along functional lines, where employees often work in proximity to one another but frequently work independently of each other. The result is that the customer is treated to an organisational smorgasbord, where some elements are pleasing and others less so, rather than being led through the organisation in a coherent customer-oriented manner.

Add to all this the research findings that tell us that most customers are neither very enthusiastic about an organisation, neither are they mad with it, they are simply indifferent to it, and you could be forgiven for wondering whether it is possible to create brand momentum through a superior customer experience in today's environment.

### Solution

Achieving superior service means taking customer focus a step further. Many organisations are good at delivering the rational elements within the marketing mix, such as great products, attractive packaging and pricing, with delivery through multiple channels, because they are already very customer focused.

Today's fickle customers, however, take this for granted and refuse to accept anything less.

Our approach takes this fully into account and encompasses six elements.

#### Reality check

We use two diagnostics. The first one reveals what you have accomplished to date and what remains left to do and the second one identifies the force that drives your business – sales for example – and shows how this shapes peoples' attitudes and actions and how this will impact your ability to develop and implement a more client focused strategy.

#### Foundation for Service

Before the strategy is developed we make sure the foundations are secure. This means making sure that there is an environment that nurtures service leadership and that a set of metrics to support and drive service quality by focussing on your clients' actual service priorities is in place.

#### Strategy Development

We will help you ensure that service is the point of differentiation or a

service strategy will not work. To develop strategy we use a model we call "RFR-S". We will also ensure you avoid a common pitfall of only defining the scope of the service provider's role and overlooking tasks and guidelines for front line staff.

#### Strategy Implementation

Our strategy implementation approach focuses on people and technology to support them. Once employees know what is expected we use our Eclipse behavioural diagnostic to help them to improve their behaviours in order to maximise their performance.

#### Metrics

It is important to create metrics for defining relationship with clients and for trend performance and tracking.

It is also vital to:

- Obtain cross-company agreement on how to deliver superior service
- Have accountability for client loyalty and responsibility
- Ensure a common approach across the silos/organisation

#### Service Leadership

Finally, we consider whether an enterprise solution is required with a senior person responsible for the customer experience across the organisation.

#### Benefits

- Diagnostics that set you off on the right road and keep you on it
- A comprehensive approach which ensures you give full consideration to all aspects of service delivery

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services