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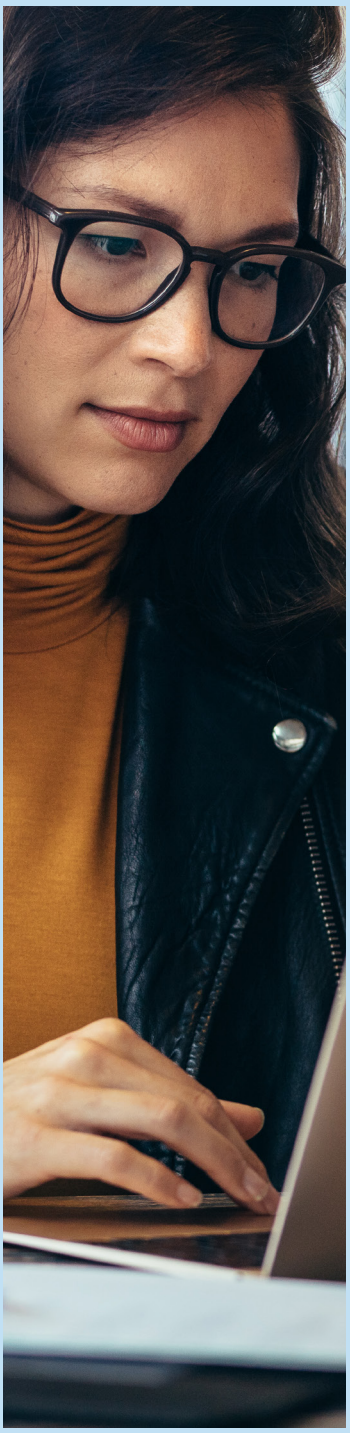

ENHANCING CUSTOMER EXPERIENCE WITH DYNAMIC QUALITY MEASUREMENT MODEL

Abstract

An organization needs to evolve with the ever growing customer needs. With customer experience being a critical facet of the quality of service delivery, organizations need to understand the limitations of the traditional methods and the necessity of having a new way of measuring quality.

This paper talks about the customer experience quality model (CEQM), a new dynamic model which reflects the customer sentiments to the nearest true sense. Read on to know more on the right approach that needs to be taken in adapting CEQM, a few challenges, and the potential results that could be achieved with this model.

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Measuring process performance of an organization

It is integral for any organization to keep track of its process performance. There are multiple approaches to measure the performance, based on the various requirements of the processes and the ease of carrying out the same. A few approaches are:

Defects per unit (DPU): Adapted when there is only one metric in the process. It measures and covers the number of defects in a unit, posing serious limitations when there are multiple processes with varying complexities

Defects per million opportunities (DPMO): Leveraged when the process has multiple metrics. It gives better insights on the performance

Rolled throughput yield (RTY): Measure of probability that a process with more than one step will produce defect free unit. It is the product of yields of each of the process steps

In the outsourcing business, there are multiple processes and before measuring quality, it is important to adapt the right methodology, especially with the complexities involved.

The traditional way of measurement

The objective of the traditional method of measurement is to quantify the proportion of defects produced in a particular process. This method involves a transaction audit based on a set of parameters, which checks whether the transaction meets the criteria, with the potential outcome being either 'met/not met' or 'pass/fail'. The transactions not meeting the criteria are considered defectives.

Though not complex, this method carries a few major limitations which in turn affect the customer impact:

- Each parameter with equal importance resulting in critical parameter getting lost
- Multiple failures in a transaction has no impact on the overall quality scores
- Less correlation between quality scores and customer satisfaction

The following table is an example where P3 is a critical parameter and the criticality gets lost while calculating the quality scores:

Samples	P1	P2	P3	P4	P5	Outcome
1	ok	ok	ok	ok	ok	Met
2	ok	Not ok	ok	ok	ok	Not Met
3	ok	ok	Not ok	ok	ok	Not Met
4	ok	ok	ok	ok	ok	Met
5	Not ok	ok	ok	ok	ok	Not Met
6	ok	ok	ok	ok	Not ok	Not Met
7	ok	ok	ok	ok	ok	Met
8	ok	ok	ok	ok	ok	Met
9	ok	Not ok	ok	Not ok	ok	Not Met
10	ok	ok	ok	ok	ok	Met

Total Not Met	5
Total Audited	10
Accuracy	50%

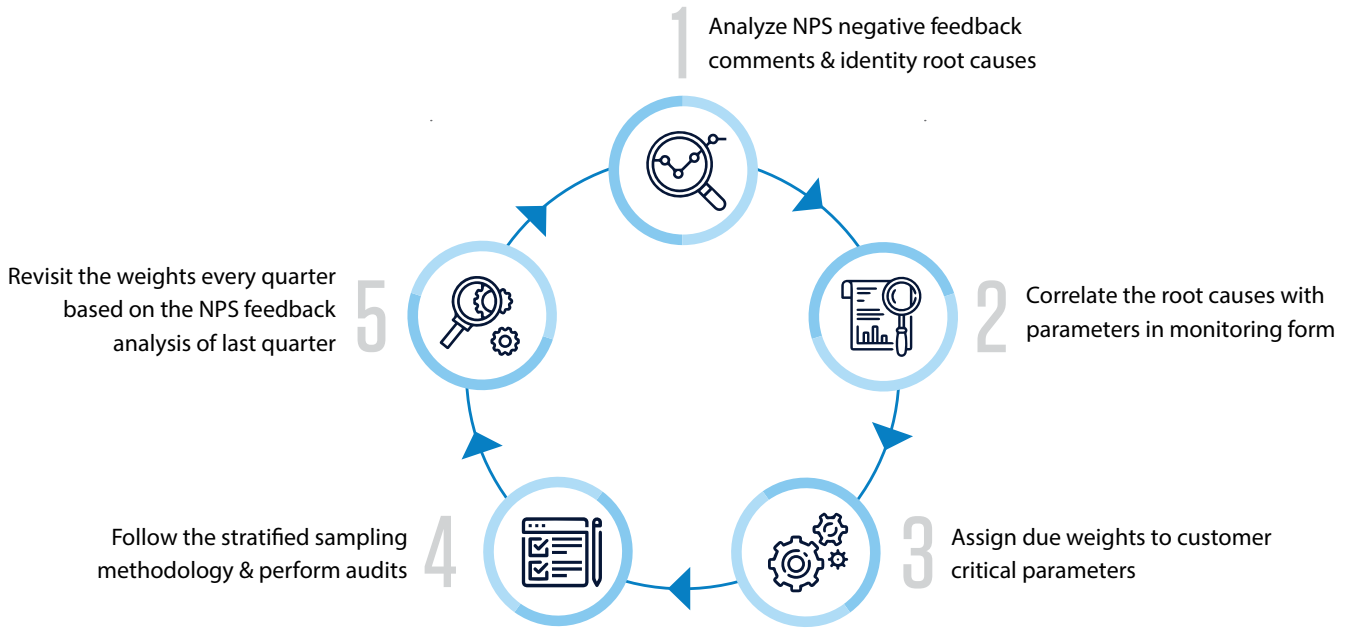
Measuring quality with CEQM – the dynamic approach

The CEQM model works on the principle of assigning higher weights to critical parameters that have a high impact on customer satisfaction, and the quality scores are calculated accordingly. This ensures that the quality scores are in line with the customer sentiments and truly reflects the customer satisfaction.

Identifying critical parameters

The failure mode and effects analysis (FMEA) approach helps to identify the failure modes that cause severe impact on the customer. The next step involves deploying controls to prevent or detect these failure modes. FMEA helps get the severity rating with a less data-driven approach.

In processes, where the process has a metric on customer satisfaction (CSAT), the approach for identifying critical parameters can be made more data driven. A detailed analysis on the negative and neutral comments helps to understand the reasons for low CSAT. Below is a snapshot of the approach that can be taken to arrive at the customer experience quality model.



i. **5 Why Analysis:** perform a structured analysis to identify the root causes for low CSAT and escalations

ii. **Correlate causes with Audit checklist:** identify the top causes and correlate them with the parameters in the audit checklist to identify the critical parameters

iii. **Enhance the checklist:** add/modify the parameters in the existing checklist to make sure that it covers the critical failure points in a transaction

iv. **Assign weights to the critical parameters:** assign weights to critical parameters to decide the quality scores of a particular transaction. Below snapshot shows the difference in quality scores of a particular transaction in the traditional way and the CEQM way.

Old way of Measurement

Sections	Parameters	Failed Parameters
Customer Effort	4	2
Customer Resolution	2	0
Customer Care	3	2
Business	4	0
Compliance	4	1
Total	17	5
Quality Score	**=12/17**	**70.58%**

New way of Measurement

Sections	Parameters	Total Weights	Weights of failed parameters
Customer Effort	4	25	15
Customer Resolution	2	12	0
Customer Care	3	20	15
Business	4	25	0
Compliance	4	18	15
Total	17	100	45
Quality Score	**=55/100**	**55%**	

v. **Revisit the sampling methodology:** pick samples from selected processes, agents, and types of cases for audits. This brings in effectiveness, thereby helping in accelerating the change in behavior towards the desired state by focusing on the pain areas and bringing in the change

A robust implementation of CEQM

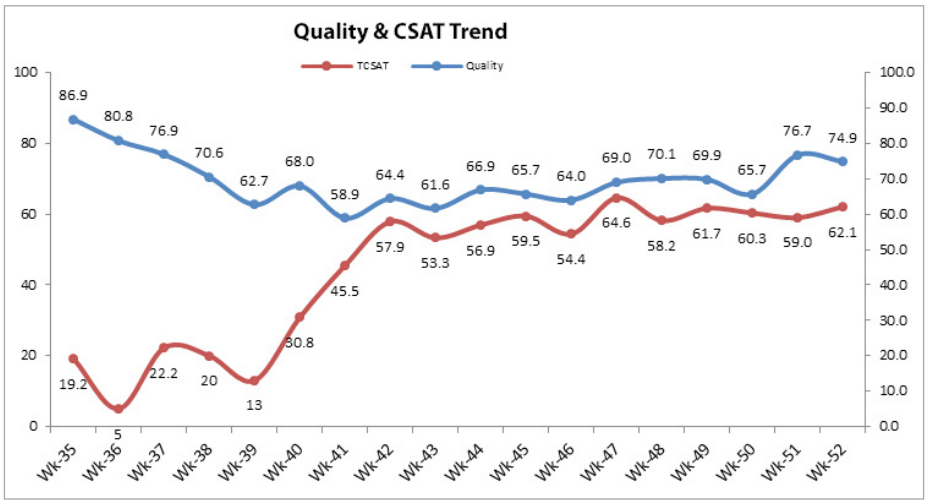
The following approach can help in effectively implementing the CEQM model:

- **Business unit sponsorship:** Get the senior management buy-in by showcasing the objectives and expected benefits, as the success of any new initiative depends on the level of support that it receives from the participants
- **Process owner sponsorship:** Get the process owners' buy-in by providing the process owners with the flexibility to go back to old way of measurement at any point in time
- **Training quality assurance (QA):** Provide comprehensive trainings to auditors on how to
  - look at the audit parameters from the customer's perspective, and then audit the transaction
  - capture and report errors in an effective way to drive the desired changes
  - create awareness on the correlation of quality and customer satisfaction scores and their impact
- **Training leads and SME:** Train the team leads and subject matter expertise (SME) on the importance of CSAT and the impact of Quality scores on it
- **Training floor agents:** To provide training on CEQM, the most critical parameters to CSAT, and help drive the right behavior on the floor
- **Floor branding, posters and teasers:** Create a few teasers, posters, and banners to drive the buzz on the floor
- **Floor launch:** Launch the initiative on the floor along with a launch communication, highlighting the key parameters and the corresponding weights
- **Sample dashboard:** Design a dashboard to have key components highlighting the performance, to help drive the change on the floor. A few key components of the dashboard may include
  - parameter wise accuracy scores
  - agent wise accuracy scores
  - cumulative CSAT scores vs quality scores
- **Focus:** Maintain rigorous focus on creating awareness. Provide immediate feedbacks to the agents through the TLs and quality auditors, and closely monitor the results

The impact

The above approach was taken for piloting the model on one of the sub-processes in a key account, providing the following results:

- Gap between CSAT & Quality scores in the process reduced from 68% to 13%
- Significant improvement in CSAT from 42.9% to 62.1%



Conclusion

Customer Experience Quality Model is a simple and effective model to ensure that the effectiveness of a process is measured in the right way. It is a simple model to implement in any process since it doesn't use complex frameworks and calculations.

It basically helps in channeling our focus on the parameters that are critical to the customer satisfaction, which is one of the most important objectives to be achieved in any of the business process. With the option to not only use the model within the account, but to also replicate it across vendors, the CEQM model provides the robust method to enhance the customer experience.

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