

Resource Sheet

Headcount implications of CustomerGauge projects



Adam Dorrell
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Summary

CustomerGauge is a hosted software tool that allows organizations to automatically measure customer loyalty, understand customer sentiment and respond to customer feedback.

To fully exploit the power of continually surveying customers, it is recommended that some dedicated resources are attached to the tool. This short paper examines the headcount implications.

In the scenarios provided we calculate that between 0.1 and 0.2 FTE (full time equivalent head) should be allocated to run the program. Executives should spend around between half and one hour to read and discuss customer feedback

Operating CustomerGauge

CustomerGauge is designed to be fully automatic in operation. In normal setups, the system is connected to the clients e-commerce engine, or support desk software. Customers are sent surveys after a set period of time. The results are displayed on a dashboard in real-time. In addition, reports are sent to designated people in the organization on a monthly, weekly or daily basis.

Voice of Customer Classification

A key element of the system is the ability to understand customer sentiment.

For some clients the survey is set up to present a multiple choice question to customers to understand particular areas of improvements. In this case, customers do the work for the company by self-classifying the issues.

However, best in-class organizations prefer the customer write the comment in free text, then make sure that:

1. Every single comment is **read** (normally by multiple people in the organization)
2. Each comment is **"categorized"** by designated customer experience managers
3. Comments are **actioned** by the right people in the organization
4. Comments are **answered** in a personalized way

CustomerGauge efficiently enables these actions by:

- routing reports to key individuals
- providing a powerful categorization tool, customizable and with extensive reporting
- using workflow to route comments to individuals or "queues" of agents to solve problems (or for example providing a report for a product manager on a given product)
- providing customizable email templates to help answer comments with just a few clicks

Impact in organisation

Organizations often require a guide to allocating headcount to a CustomerGauge project. We provide a useful modelling tool to help calculate the organizational impact of actioning the voice of customer, and reporting the loyalty scores.

We took two scenarios from existing customer data. We assume that one person is designated as the "Customer Experience Manager". This could be a part time role – for example, an executive assistant might be a suitable person to start with. This person would categorize customer comments, route issues through to the right people and organize responses.

We know from existing clients that a Customer Experience Manager can process approximately 100 customer comments per hour using CustomerGauge. Most clients are able to process all comments each day in less than 30 minutes. We include some sample comments as an example.

We further assume that the management team (in these scenarios, 5 executives) each read all comments and discuss the issues each week at a management meeting, taking up 30 minutes. We have not calculated the time that it may take to resolve a particular customer issue (for example a query on non-delivery, or customer refund). This is because it is likely that the customer would have made the call at a future time in any case, or they would have defected (in which case the future business is in jeopardy).

In summary, we calculate that an incremental headcount allocation of 0.1 – 0.2 FTE should be adequate for most needs. In addition, executives should devote one hour per week to read and debate what customers are saying about the company.

Headcount Model**Headcount Impact in organisation using CustomerGauge**

	Scenario A	Scenario B
Number of transactions per month	20000	3000
Number of transactions per day (calculated)	952	143
Expected response from customers	15%	25%
Expected Number of customer comments	7%	11%
Daily comments	67	16
TOTAL hours per day to action	0.74	0.17
Hours per week - Comments Manager		
Actioning time	3.7	0.9
Reporting and management	1.5	1.5
Total	5.2	2.4
As % of 38.5 hour week	13%	6%
Therefore, Incremental Headcount (as FTE)	0.13	0.06
Reading time		
Number of executives	5	5
Time to read comment (second)	5	5
Total time to read, executives, Seconds/day	1666.7	392.9
Total hours per week	2.3	0.5
Time to address in weekly meeting (hour)	0.5	0.5
Total meeting hours (execs)	2.5	2.5
Total Exec hours per week	4.8	3.0
Per Exec (hours)	0.96	0.61

Not calculated:

The Impact of dealing with the actions around the organisation is not calculated. The organisation needs to take actions in any case or lose customers

Calculation Area:

Probable split of comments		
Detractors (complaints, escalations)	30%	27%
Passive (suggestions, general comments)	35%	33%
Promoters (suggestions, testimonials)	35%	40%
	100%	100%
Detractors (complaints, escalations)	20	4
Passive (suggestions, general comments)	23	5
Promoters (suggestions, testimonials)	23	6
Time to solve (classification, workflow, email reply) in seconds		
Detractors (complaints, escalations)	45	45
Passive (suggestions, general comments)	35	35
Promoters (suggestions, testimonials)	40	40
Total Time to solve (classification, workflow, email reply) in hours		
Detractors (complaints, escalations)	0.25	0.05
Passive (suggestions, general comments)	0.23	0.05
Promoters (suggestions, testimonials)	0.26	0.07
TOTAL hours per day	0.74	0.17

Key:

Enter data
Recommended data

AD CustomerGauge 9 Dec 2008

Questions? Please contact info@customergauge.com

Sample comments

50 consecutive comments taken from a CustomerGauge client (names withheld). Sorted by Net Promoter® scores. Included to show the wide spread and value of comments

Comment	NPS score
The experience was dreadful. The first problem was that your bank lost my payment. I made repeated calls to the call centre (at my expense) none of which were ever returned the result was that my order was cancelled in spite of having been paid in full. When the payment was found eventually it took another two weeks before the TV arrived. I emailed a complaint but like the phone calls received no reply. The customer service was shocking for a company the size and reputation of [CLIENT N]. The only redeeming factors were the delivery by [3PL SERVICE Y] was on time and well organised and the TV is excellent. So while I may buy [CLIENT N] product again it will not be via the on line shop.	0
I ordered the goods on September 2nd and they did not arrive until September 17th. I was not informed of any delay when ordering or after i had placed the order. I think this time delay is unacceptable.	0
As you are aware I placed an order with yourselves. It was due to arrive by Friday 26th Sept. When it did not arrive I contacted your offices and spoke to Baban. He suggested I was wrong that you have no record of any order being placed. I then checked with my card provider who confirmed the authorisation number 070406 was issued on the 19th and the funds transferred on the 22nd. I contacted your office again speaking to Marcus. He claimed I could not make a purchase direct from [CLIENT N] and suggested I was mistaken and that there is no record of any order being placed. Thank you for your survey request as this is proof you have received the order. Now can you tell me where are the parts I have paid for?. The matter is currently in the hands of My card provider retailer disputes department awaiting a refund. I would like to receive your comments as to the above. Yours K L Jones	0
I am still waiting to receive my order from [CLIENT N]. From my experience communication has been slow and it has been difficult to get an accurate update on the statu of my order	0
All my dissatisfaction revolves around the fact that i could get thee product sent direct to the Republic of Ireland. Instead I had to send it to a friend in Northern Ireland and then collect it myself. Why can you not send products direct to ireland?	2
Firstly I was assured the item was black it was silver. I asked for the item to be delivered to my work address which I gave it was delivered to my home address!!!!	2
i found the site very difficult to navigate and found it very difficult to locate on the site the replacement bags and hepa filter that I needed. Was unable to locate motor filters that would fit my two year old [CLIENT N]. Makes it very difficult to replace these at the frequency that [CLIENT N] recommends.	3
After purchasing my [CLIENT N] product/ Ipod docking station CD/DAB stereo found that Tesco's sold a very similar product for £25 cheaper? And I could have ordered online and they deliver too. Kind regards Linda Sylvester	6
Can some of the functions be more like that of mobile phones e.g. storing multiple numbers under a contact (home mobile business numbers etc). More characters in a contact name. Better ring tones.	6
£38 for a new set of heads is expensive. It is a good reliable razor which I am pleased with but when I told some friends the price of the replacement heads they were shocked and said "What a rip off!". Sorry but if that is the reaction you need to look at your pricing. Quality matters but most customers are looking for value for money. Trevor	6
I have returned the product as it had a considerable amount of buzzing at low volume - quite an unacceptable thing for a provide at this price range.	7
better instructions	7
Payment options - Maestro card could not be used to make a payment	7
I have 2 points to make. 1) Your web site kept freezing as I was making the purchase. I was forced to go back to the beginning again and start the purchase all over again. For some reason I ended up buying two phones when I only wanted one! Why did this happen when I most definitely did not OK the first attempt? 2) As far as my research has shown the description of the phone I bought did not state that it was not possible to store text in the address book. Only numbers. Why then are letters shown on the phone pad? This is misleading. One of the main functions I wanted in the phone was to be able to look up a name and get an immediate dial. As far as I am concerned there is no point listing numbers 1 upwards with corresponding phone numbers against them. How do I know who is number 1 or 2 or 3 etc etc ?	8
I am very pleased with my purchase a photo frame. I needed two features on my choice: rechargeable battery & album management of photos. Product description was very vague about these(particularly albums!) & I felt I was buying in hope rather than confidence.	8
Your web offer is too low profile relative to the good quality service delivery. Improve your marketing.	8
The specification of the iron provided on the [CLIENT N] website was less detailed than on other websites.	8
1. The connection diagrams in both the Quick set up and manual were incorrect. This wasted 3 hours. 2. The manual offered extremely useful features that were NOT in the product. The Service desk It took 5 telephone calls to eventually find the reason. Had this feature been omitted from the manual i would have been non the wiser. both these errors still exist in the documentaition so how many more prospective dissatisfied customers are there to come.	8
Quality of particular products purchased online so far seems first rate. I am very pleased. However there have been issues with other [CLIENT N] products I have bought in recent times (something which never ever	8
happened in years gone by!) and which unfortunately highlight [CLIENT N] biggest current shortcoming - namely the consistently poor standard of support from Customer Services. This manifests itself both in lack of knowledge and lack of desire to help whether by e-mail or on the telephone and almost dare I say comes across as intentional company policy. It is this single factor which makes me hesitate to answer Q1 10/10 when I know that friends do not necessarily share my single minded enthusiasm for [CLIENT N] and will not therefore be as forgiving as me if things are not right.	8
Product bought ([PRODUCT SKU WITHHELD]) was not available in any store so had to buy on-line.	8
It would be nice to have more info about the product on the website including more images and more detailed description	8
I have been very satisfied with previous products I have purchased from [CLIENT N].	8
I recieved too many questions from [CLIENT N] Eshop team before shipping regarding e-mail verification full name of card holder phone number billing address of the card telephone number of issuing bank landlord's name and my previous address and so on.Those are too much questions and much very uncomfortable for general customer including myself.I am not completely happy for that. You should improve your operation more simply and take more care of customer.	8
I found it hard to get a reference number on line so had to phone	9
Good product at a very good pricebacked up with a very fast deliveryvery pleased.	9
very good service easy website to purchase from Thank you	9
all parts of the experience were equal	9
I am very happy with everything when i order with [CLIENT N]. Thanks	9
Product reduced in price vis Sky Talk. The lack of knowledge of the product offer from SKY prompted me to phone you direct where the quality of the response by phone confirmed my choice had been correct	9
We saw your small lights when on holiday in Turkey on return it was very easy to find on your website easy to order and delivery was when you said Great thank you.	9
All the services were first rate	9
[3PL SERVICE Y] limits delivery options - I had to drive 15 miles to the nearest [3PL SERVICE Y] depot to collect my goods!	9
It was very useful to be prompted to order the new cutting heads - which I have placed in my electric shaver and are doing a great job. The old cutting heads were in a poor state.	9
The item was on special "clearance" offer. Even though it was more expensive than other WWW sites I decided to buy because it was from [CLIENT N] and so I assumed after care service will be better also it has a UK plug. I thought the site was well laid out and the buying process was one of the most clear and painless. I am pleased with the delivery speed and level of info provided. It should be noted that price is important though I don't think I would have been willing to pay much more than 15% extra to get it from [CLIENT N] rather than another WWW site. Anyway very pleased with experience cheers.	10
The best delivery I have ever had. well done [3PL SERVICE Y]	10
FIRST CLASS SERVICE ALL ROUND WILL CERTAINLY USE AGAIN	10
This purchase was on behalf of a friend who has since asked me where he stands with regard to proof of purchase guarantee etc. I sent an email with this question on 16th September and have not yet heard anything. I expect to have received a response by now hence my lower score in the 'after purchase' box above.	10
This is now the 2nd time I have used the website and the ease of swift confirmation and speedy delivery make it an excellent experience.	10
It was quick and completely painless - a great way to purchase genuine parts	10
I also appreciated very much the regular updates on my delivery so i didn't need to worry about it. An excellent service thank you	10
[3PL SERVICE Y] did not bring the TV into the house as they said they only delivery to the 1st front door of the property! Luckily it did not rain but I feel they should deliver indoors and not leave expensive goods on the driveway.	10
The speed of which my new wee hi fi was delivered. I ordered something else from the UK on the same day and it took two more days to arrive that the [CLIENT N] delivery even though it was send from Germany.	10
Overall a much better place to shop more products and fast delivery. We need to have some energy saving lights in the shop!!! Get them everywhere else but our own shop. Thanks	10
The whole experience was so easy. I chose the webcam from the information available then ordering the item was very straightforward. I particularly liked the email telling me when the item had been dispatched. Packaging and delivery were very good. A very satisfied customer and I shall soon be ordering another webcam for my daughter.	10
Although I felt the product ordered was expensive (replacement shaver heads) the order process through the Web was excellent and the part arrived very quickly.Overall the whole process is very efficient and I will use again .	10
One small comment about the quality of the outer box which has been used to send the TV box inside. It was very poor quality and not really sufficient to protect the contents. However the TV was fine and did not seem to suffer. The order updates were excellent. Thank you.	10
Quick delivery and easy to locate accessories/spares on the website. Disappointed that there doesn't seem to be any razor cleaning brushes available	10
Excellent service again	10
Excellent product and quality. The offer came to us from Sky offering an excellently priced product currently being sold in major retail outlets at almost twice the price we paid. Delighted!!!	10
Your sales staff were very helpful advising that this product would comply with my [CLIENT N] tv and also the way my order was handle.	10
Product range & quality	10

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