

# Change Definition

## Creating clarity and shared understanding of your change programme

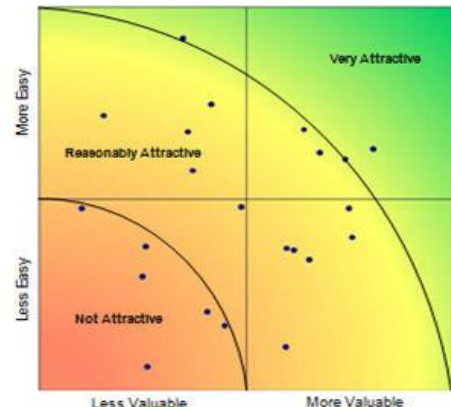
Large numbers of Customer Management Programmes fail due to the nature of the change being attempted rather than any deficiency in the effort. A clear and objective definition of the change needed to move an organisation to its desired level of maturity is critical.

The Customer Framework Change Definition Approach combines a detailed quantitative view with clear descriptions of current and desired maturity states. This enables the scale of the change to be understood at the detailed level and summarised at the overall level.

A specially developed scoring system enables each change to be weighted for its potential value and for the difficulty and risk involved in achieving it. This is based on huge experience of working with clients in creating change and assessing clients who are trying to change. And, of course, for the whole process is calibrated for each organisation's own situation, strengths and weaknesses.

The output is an impactful and engaging document that helps create real alignment between all the stakeholders in the change process.

Attractiveness Rating of Change Areas



**Listen and Learn**

**Benchmarking scores for this area**

**Scale of this change**

**Attractiveness of this change**

**Current Capability**

The initial attitude and satisfaction level of new customers is actively sought and recorded on the customer database using the GM PDSS questionnaire. Event-based customer research is also in place that uses the GM SSS questionnaire after all service visits. No further Customer Research is carried out to supplement the CSI activity or to investigate customer needs rather than satisfaction with the current offerings. The dealership has reasonable controls in place to prevent individuals or departments with an interest in customer satisfaction results from being able to manipulate or influence those results. No correlation analysis has been carried to understand the relationship between satisfaction/advocacy and transaction patterns.

**Desired Capability**

The dealership will carry out some level of supplementary quantitative customer research to understand the satisfaction of a wider set of customers than those covered by SSS and PDSS and across additional topics relevant to its market. This will be combined with research to understand the needs (as opposed to satisfaction) of its customers and their relative importance. They will also use expertly facilitated, open-ended, depth interviews with customers as part of their work to understand customer experience. A basic mechanism will have been provided to customers for them to provide instant and simple feedback (probably via SMS) at some key customer interfaces. Comprehensive controls will be in place to prevent individuals or departments with an interest in customer satisfaction results from being able to manipulate or influence those results.

A small-scale mystery shopper program will be bringing a degree of 'feel' to the dealership's quantitative satisfaction research activity. The dealership will have a customer panel in place that brings together a cross-section of customers to discuss their experience of the dealership. An informal scheme will also encourage senior managers to ensure that they are exposed to a broad range of customer interactions in business-as-usual situations.

A basic level of correlation analysis will have been carried between satisfaction / advocacy and transaction patterns. The satisfaction and needs research will have been extended to prospects as well as customers. It will also have been analysed to identify the individual moments-of-truth in prospects' and customers' overall experience.

**The action needed**

- 149 **Wider satisfaction research**  
Carry out customer research to understand the satisfaction of a wider set of customers than those covered by SSS and PDSS and across additional topics relevant to its market.
- 150 **Control of results manipulation**  
Validate (and increase if necessary) the controls to prevent individuals or departments, with an interest in customer satisfaction results, from being able to manipulate or influence those results.
- 151 **Correlation analysis between satisfaction / advocacy and behaviour**  
Carry out some level of correlation analysis between satisfaction and customer transaction patterns. (i.e. Do customers who say they are more satisfied tend to re-purchase with greater reliability)
- 152 **Depth research of the experience**  
Carry out a series of expertly facilitated, open-ended, depth interviews with customers as part of the dealership's work to understand customer experience.
- 153 **Instant feedback mechanisms**  
Provide customers with a basic means of providing instant and simple feedback (probably via SMS) at the most common customer interfaces.
- 154 **Mystery shopper research**  
Implement a small scale and informal mystery shopper program to bring a degree of 'feel' to the dealership's quantitative satisfaction research activity.
- 155 **Customer Experience Panel**  
Implement a basic customer panel that brings together a carefully selected and representative cross-section of customers to discuss their experience of the dealership.
- 156 **Senior management exposure to the customer experience**  
Develop and implement a scheme to ensure that senior managers are exposed to a broad range of customer interactions in business-as-usual situations.
- 157 **Customer needs research**  
Carry out a small scale research exercise (possibly in conjunction with periodic satisfaction research) to understand the real needs of the dealership's customers, as opposed to their satisfaction with current services.
- 158 **Review of CSI for insights to customer needs**  
Review all of the PDSS and SSS research analysis for additional clues to customer needs and their relative importance.
- 159 **Customer Needs Footprints**  
Develop Customer Needs Footprints for at least the 'average' customer but ideally have this for different types of customer (Luxury Brand, Single Male, Family etc)
- 160 **Analysis of research to find moments-of-truth**  
Carry out detailed analysis of satisfaction and needs research to identify the individual moments-of-truth in prospects' and customers' overall experience.
- 161 **Prospect research**  
Extend the dealership's satisfaction and needs research to prospects as well as customers.
- 162 **Competitor monitoring**  
Identify an owner for collation, storage and communication of competitor information and brief staff on its capture.

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The Customer Framework™ is a portfolio of Tools, Replicable Methodologies and Unique Intellectual Property deployed by a network of Expert Practitioners who support large organisations in delivering their Customer Management activity effectively and efficiently.

It is based on an ethos of robust but lean solutions to client challenges backed up by thought leadership, constant innovation and validated best practice from across the globe. Every tool and methodology has been used multiple times in blue-chip clients. They integrate around a widely accepted model of customer management and a flexible deployment process.