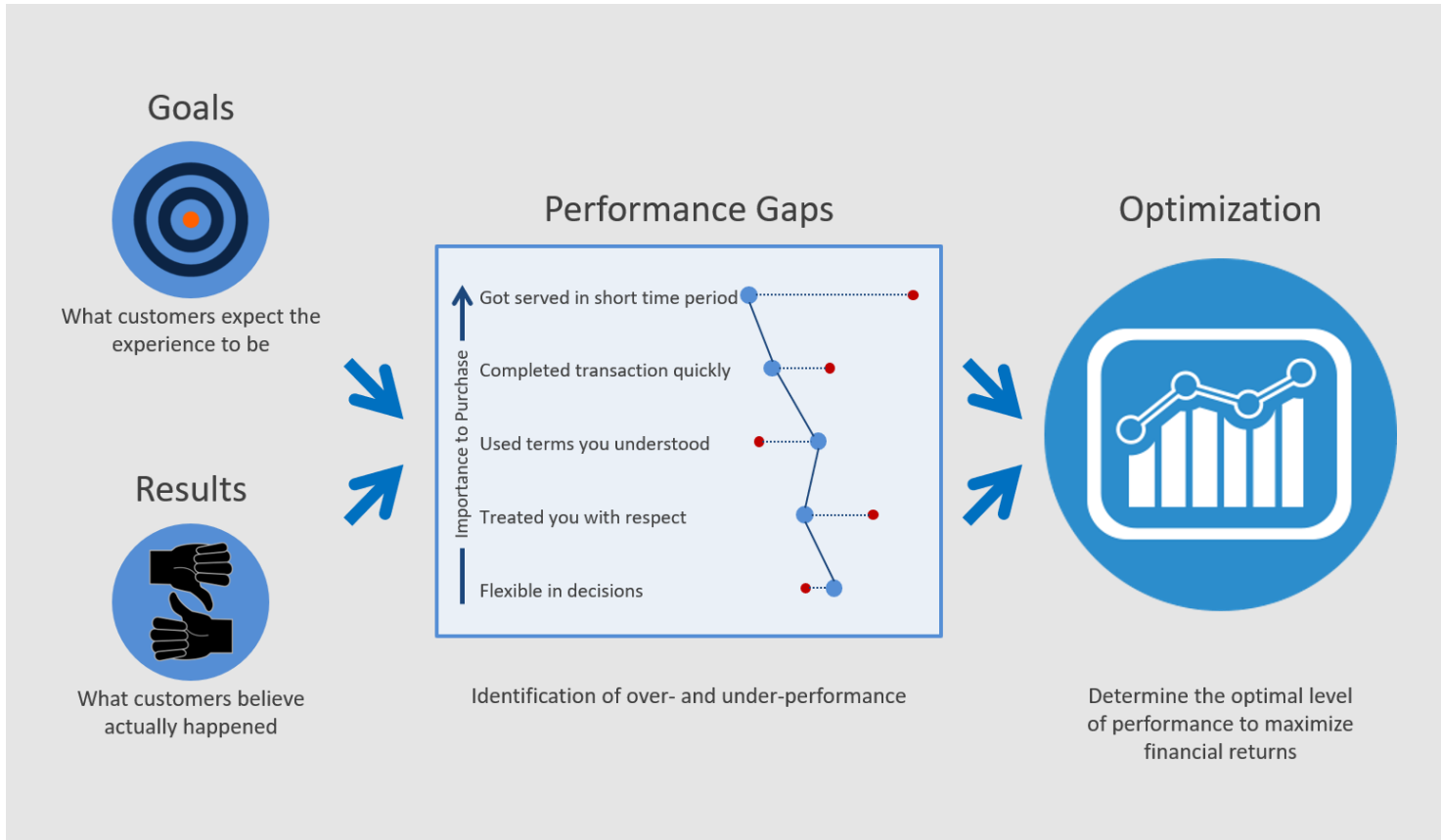# MaxServ™
# The Path to CX Excellence

# Why Measure the Customer Experience?

- Organizations must provide an exceptional customer experience in order to remain competitive in both minds and wallets

- To deliver that experience, organizations need an effective CX measurement system that provides insight on the customer journey and which aspects drive satisfaction and loyalty

- Real-time CX measurement and tracking allows organizations to pivot quickly in the face of changing customer expectations, identify priorities for improving the customer experience, and set clear goals for managers and employees

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# MaxServ™ Tells You What Customers Need & Tracks their Journey

**Goals**
What customers expect the experience to be

**Results**
What customers believe actually happened

**Performance Gaps**

Importance to Purchase
- Got served in short time period
- Completed transaction quickly
- Used terms you understood
- Treated you with respect
- Flexible in decisions

Identification of over- and under-performance

**Optimization**
Determine the optimal level of performance to maximize financial returns

- Organizations need to understand both goals and results:
  - What do customers expect from your company?
  - How well do you meet their needs along their journey?

- MaxServ™ quantifies customer expectations so you can set meaningful goals

- MaxServ™ identifies areas with the greatest impact on the bottom line so you can effectively allocate resources

- MaxServ™ puts you in control by allowing you to track the customer experience in real-time with a state-of-the art CX platform

# MaxServ™
## The Path to CX Excellence

### Phase 1. Problem Definition

Uncover which CX factors are important to capture from the organization's perspective, top to bottom of the org chart

Our problem definition workshops define the parameters of CX for the organization and build consensus between managers and employees

### Phase 2. Discovery

Uncover which aspects of the CX journey are most important from the customer's POV

We bring in the voice of the customer through focus groups or structured interviews to identify what matters to them and what they expect from the organization

### Phase 3. Baseline Measurement

Establish a baseline for ongoing, real-time or periodic performance tracking

Our state-of-the-art survey platform captures both CX perceptions and expectations from customers in an easy-to-answer, responsive format that is device-agnostic

### Phase 4. Planning

Set a strategic roadmap for improvement in the areas that matter most to increasing customer satisfaction and loyalty
.

The MaxServ™ analysis gets to the core of what drives customer satisfaction and loyalty, identifying priority areas for improvement without wasting resources and setting performance goals.

### Phase 5. Tracking

MaxServ™ metrics are delivered by an affordable, real-time tracking & measure-ment platform

86%

62%

# Phase I: Problem Definition

- Defining the CX problem with organizational stakeholders sets expectations and builds consensus and buy-in for the process

- We engage with stakeholders at every level from the board all the way down to employees through workshops, in-depth interviews, and focus groups

- Discussion topics include expectations for the research process, the organization's macro-environment, internal resources and obstacles, and current knowledge of the customer

- These provide the backdrop for developing a best-in-class CX measurement program that allows for real-time strategic management

# Phase 2: Discovery

- Bringing in the voice of the customer will uncover managerial blind spots and determine which aspects of the customer journey to measure

- We engage customers using qualitative methods (e.g., focus groups) and can segment by type of service or touchpoint used, attitudinal/behavioral segment, and geography

- Discussion topics include experiences with organization, expectations within category and more broadly (i.e., the Amazon effect), operational definitions of quality, and loyalty drivers

- The insights gleaned from this phase are used to map the customer journey, ensuring that measurement in the next stage fully captures customer goals

# Phase 3: Baseline Measurement

- An in-depth baseline survey for each channel captures all aspects of the customer journey and lays the groundwork for planning improvements

- MaxServ™ focuses on helping management close the "gaps" between:
  - Perceived performance and expectation
  - Customers and internal stakeholders

- MaxServ™ provides outcomes at all levels of the metrics pyramid, including:
  - Multi-Item Loyalty Index
  - Net Promoter Score
  - MaxShare™ score, which predicts share of wallet based on NPS relative to competitors used by the customer
  - MaxServ™ scorecard that tallies performance on multiple dimensions

- Surveys can be done by email/web, text, telephone, mail, or in-person depending on the circumstances

MaxServ™ is a scientifically proven methodology based on the SERVQUAL framework

**SERVQUAL Dimensions of Service Quality**

For the baseline measurement, all CX attributes should align with the SERVQUAL dimensions

**Tangibles** – e.g., appearance of store, employee dress, brochures, website, location convenience, phone menus

**Reliability –** e.g., consistency of service, avoidance of errors, minimal repairs

**Responsiveness** – e.g., willingness to help, fast response to problems, responsive telephone service, speed of transactions

**Assurance** – e.g., inspiring confidence in problem resolution, providing status updates

**Empathy** – e.g., caring about customers, personal attention, active listening by employees, supporting the community

**Security** – comfortable entering credit card information, personal information protected

**Clarity** – thorough product descriptions, understandable rules

The following is a list of features you may expect from **CLIENT** or a professional organization with a similar purpose as **CLIENT**. For each feature below, please provide two ratings:

A) <u>CLIENT's performance</u>: rate how well each feature describes **CLIENT**

B) <u>Your expectation</u>: rate how well each feature describes an "excellent organization" with the same mission as **CLIENT** (realizing that you may not expect even an excellent organization to be a perfect "10" on everything).

**Provides inspiration by allowing me to learn and share bold ideas**

A) How well does this <u>describe CLIENT</u>?
(1=Does not describe at All, 10=Describes Completely, NA=Not Applicable)

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | NA |

B) How well does this <u>describe an excellent organiz...</u>
(1=Does not describe at All, 10=Describes Comp..., NA=N... Applicable)

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | NA |

*EXAMPLE*

# The baseline survey is comprehensive yet efficient

- The baseline survey captures the customer experience on a wide range of attributes across all touchpoints/channels

- The survey platform provides great flexibility for user-friendly survey design, including a range of pre-programmed formats, automatic randomization, skip pattern control, and advanced tasks such as card sorting, carousels, etc.

- Our technology can automatically detect the type of device the respondent is using and serve a user-friendly version for desktop/laptop, tablets, or mobile phones.

- The questions regarding performance and expectations are efficiently presented, preventing survey fatigue

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# Phase 4: Planning

- The planning and analysis stage identifies the key drivers of loyalty and allows organizations to set performance goals for improvement in key areas

- Customer expectations are quantified and compared to performance levels

- Key Driver Analysis:

  - Importance of individual areas are quantified
  - Importance is compared to performance, pointing to areas where improvements should be targeted

- The findings come to life in a strategic roadmap detailing both strengths and priority improvement areas

Example of Quadrant Map

The MaxServ™ strategic roadmap highlights strengths and improvement priorities
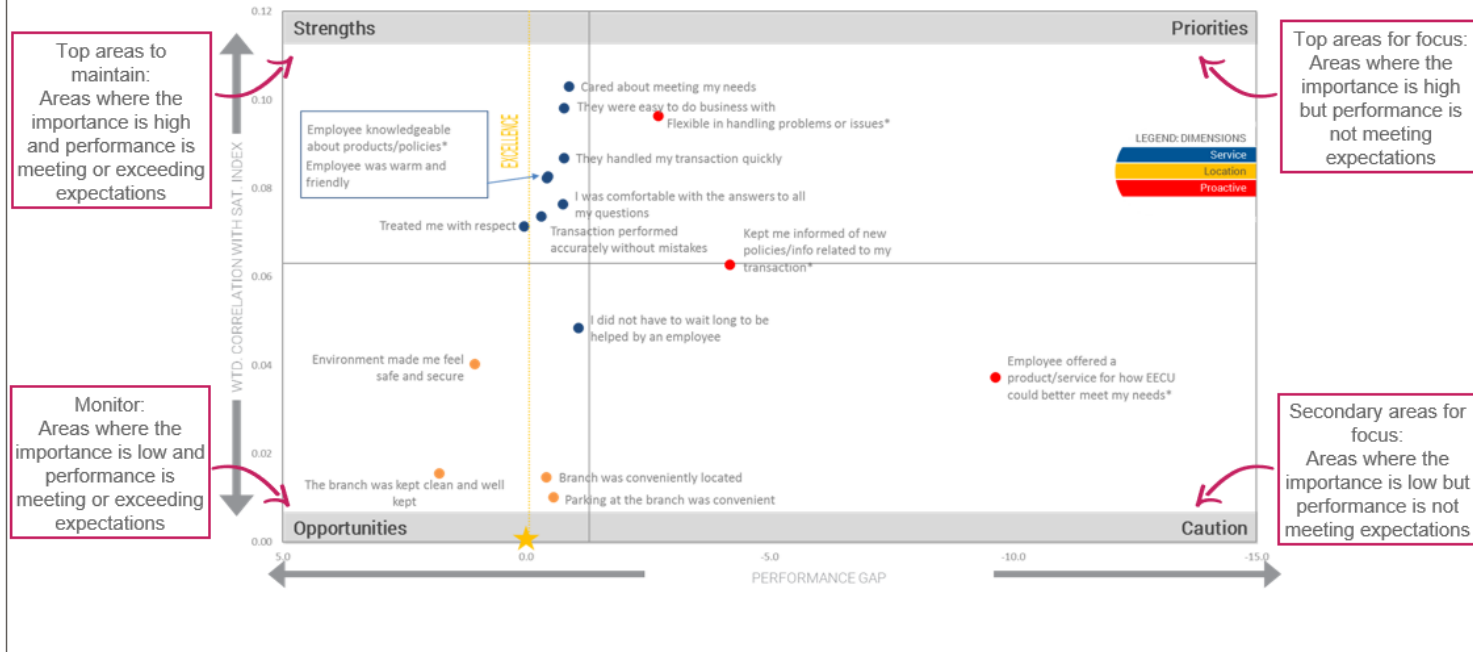
- CX attributes are ordered by impact on loyalty and the gap between customer expectations and perceived performance – this map reveals where to improve in the areas that matter most, without over-allocating or wasting resources

- Customer expectations may change over time even as organizations improve CX management, so future tracking is important to keeping up with your customers

- We help organizations set multi-year improvement goals to close the gaps between performance and expectations and maximize customer satisfaction and loyalty with additional data modeling

# Phase 5: Tracking

- Conducting the survey at regular intervals allows organizations to track progress and monitor changes in customer expectations

- We use advanced analysis to streamline the survey and focus on the most important CX attributes

- MaxServ™ provides metrics for different functions and organizational levels, and rolls up results to the entire organization

- Indexes are provided to indicate performance and progress, while diagnostics are provided to ensure actionability

- Tracking results are displayed in an interactive dashboard for real-time strategic management decision-making
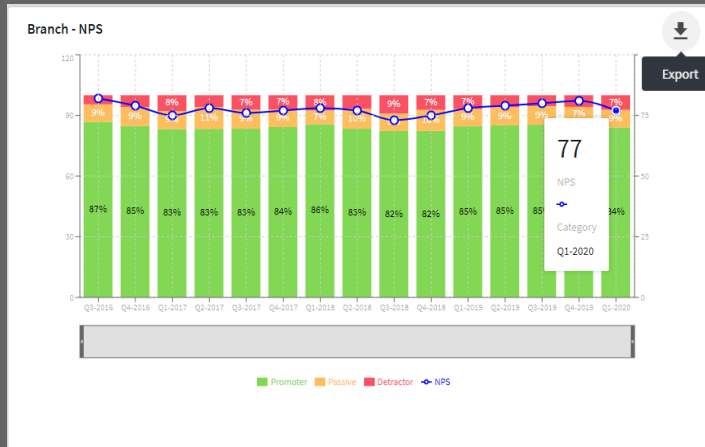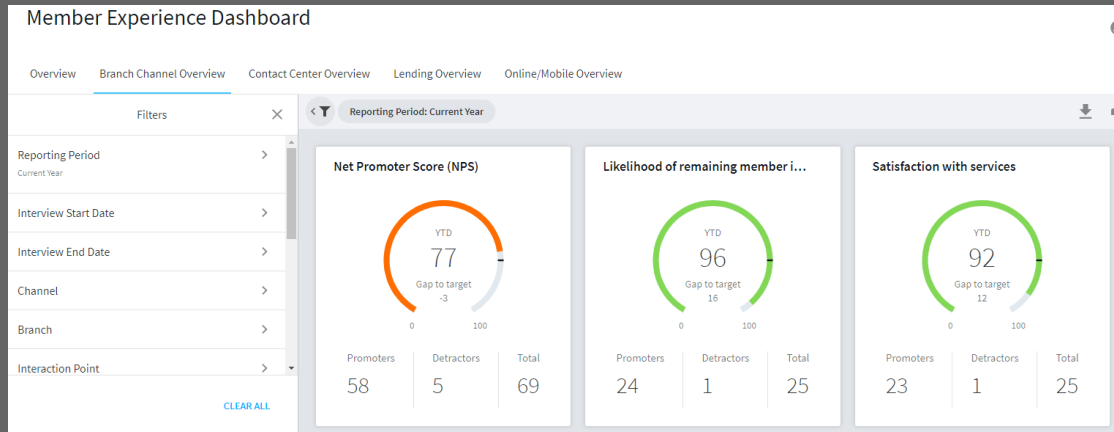
Interactive tracking dashboards are available for real-time decision making
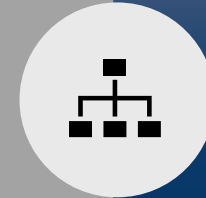
Our real-time interactive dashboards allow managers to drill-down to the most granular level to analyze CX results

A closed-loop system allows managers to respond to customers immediately to improve their experience

Users can export custom charts and tables right from the dashboard and build reports

Now, is all of this really worth doing?

# Answer: You bet your bottom line!

MaxServ™ identifies tangible priorities for improving satisfaction and loyalty, which have a proven financial impact:

- In one recent study for an e-tailer, a "linkage analysis" revealed that a 1-point change in satisfaction on a 10-point scale translated into $264 a year per customer in sales
- Other studies by Rockbridge reveal a demonstrable relationship between customer retention/brand loyalty and word-of-mouth
- It is possible to compute the actual return-on-investment of service quality improvement

Improving customer access to service

Employee training

Improving system reliability

Communicating price/value better
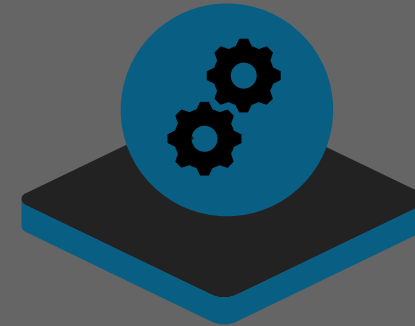
Enhancing product lines

Working with retailers/manufacturers more effectively

**About MaxServ™**

MaxServ™ relies on a rigorously tested and verified methodology for identifying the performance gaps that most impact customer loyalty. Our approach measures both performance and expectations of the customer experience to uncover where clients need to improve and where they are currently over-performing relative to customers' expectations.

The result is a strategic roadmap that provides a clear picture of strengths and priority areas for improvement, based on both customer expectations and impact on loyalty. Our clients can then activate improvement strategies in the areas that matter most, while preventing over-allocation of resources to areas that do not impact loyalty as much.

**About Rockbridge Associates, Inc.**

Since 1992, Rockbridge has connected insights to outcomes for clients – adapting to changing landscapes and implementing innovative, proven solutions to meet clients' changing needs.

Rockbridge serves a variety of industries, but focuses primarily on the services, information, and non-profit sectors, with particular expertise in digital services, financial services, technology, media, associations, and travel.

Please visit www.rockresearch.com for more information.

Contact Us
If you would like to talk to us about anything you have read in this whitepaper, please contact us.

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