



Using Data-Driven Analysis to Increase Customer Satisfaction

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ASQ-SSQA - May 9th, 2006

Today, you will learn how to:

- **Apply various statistical methods**
 1. **Qualitative data integration using Linkage Analysis**
 2. **Regression analysis modeling**
 3. **Other processes borrowed from the Six Sigma toolbox**
- **Present data that gets attention**
- **Translate feedback into improvement initiatives**
- **Monitor progress and measure success**
- **Apply what we learned**

Problem Definition



- **The Vision**
- **Listening Methodology**
- **The Analysis**
- **The Actions**
- **Measuring our Success**
- **Lessons Learned**

Problem Definition

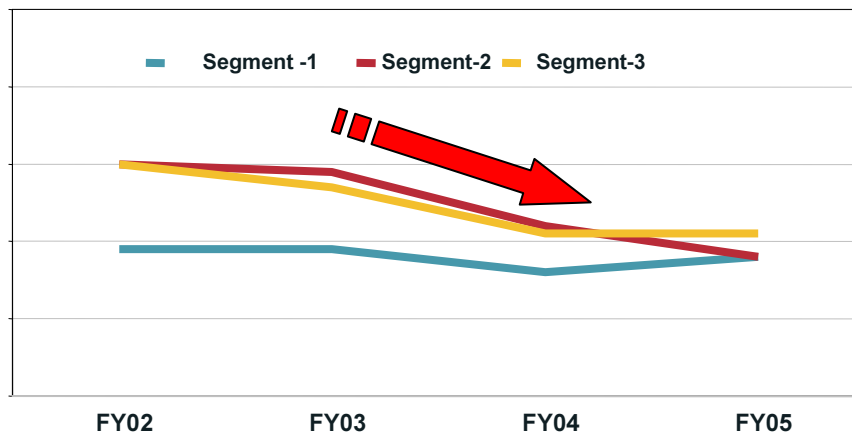


Global Consistency Initiative



Advanced Services

think long term benefits
renewals transformation
Think LEAP

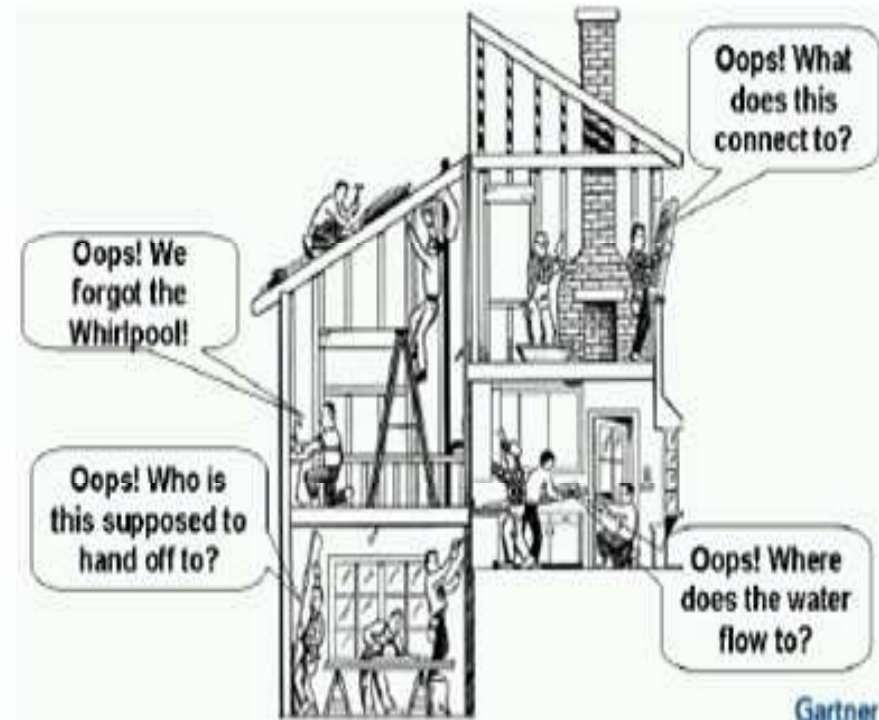


- **Customer Support had a lot of Initiatives... So, why hadn't we been making any progress?**

- **Customer Satisfaction scores overall with Support had been declining since 2002**

What's Missing In This Picture?

- **Customer Experience Architecture!**
- **Customer Satisfaction scores had declined year over year**
- **Organizational projects & initiative planning were not aligned with customer experience reality**
- **Result: Return on investment not maximized, and no progress in increasing customer satisfaction**



CRM OnDemand: A Dream House That Is Still Under Construction

* Source: Gartner CRM Summit 2005

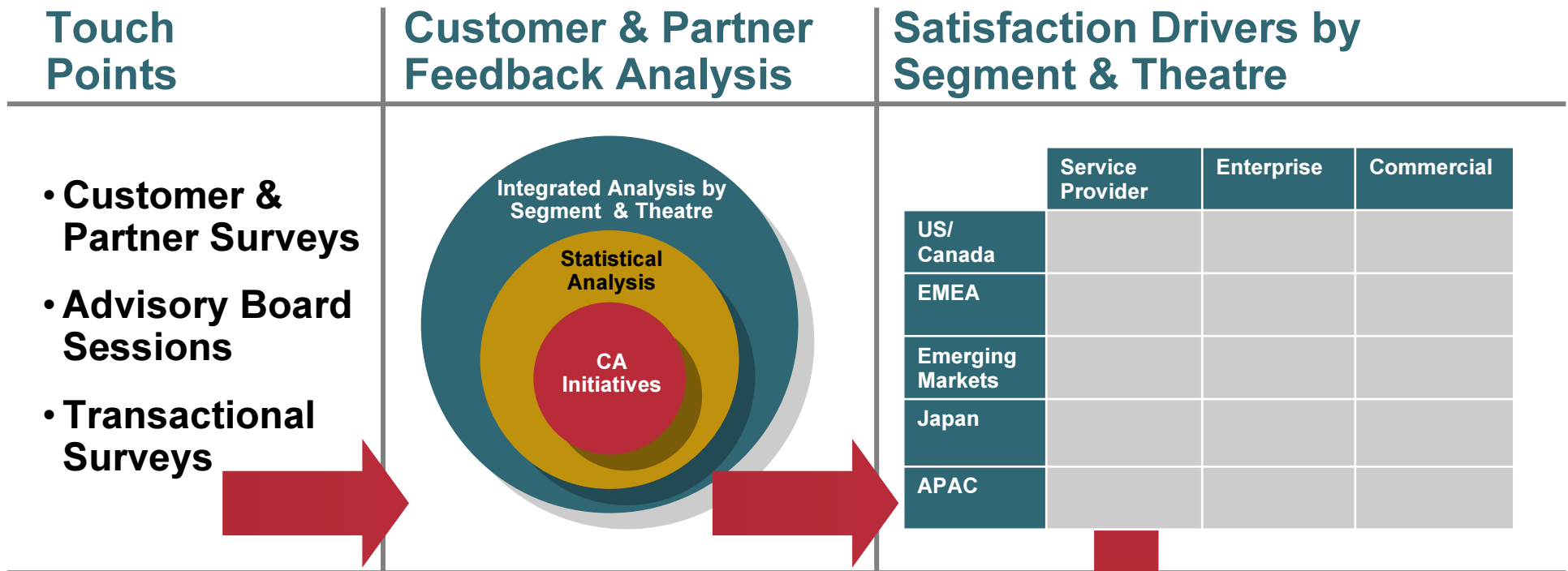
- **Problem Definition**

The Vision



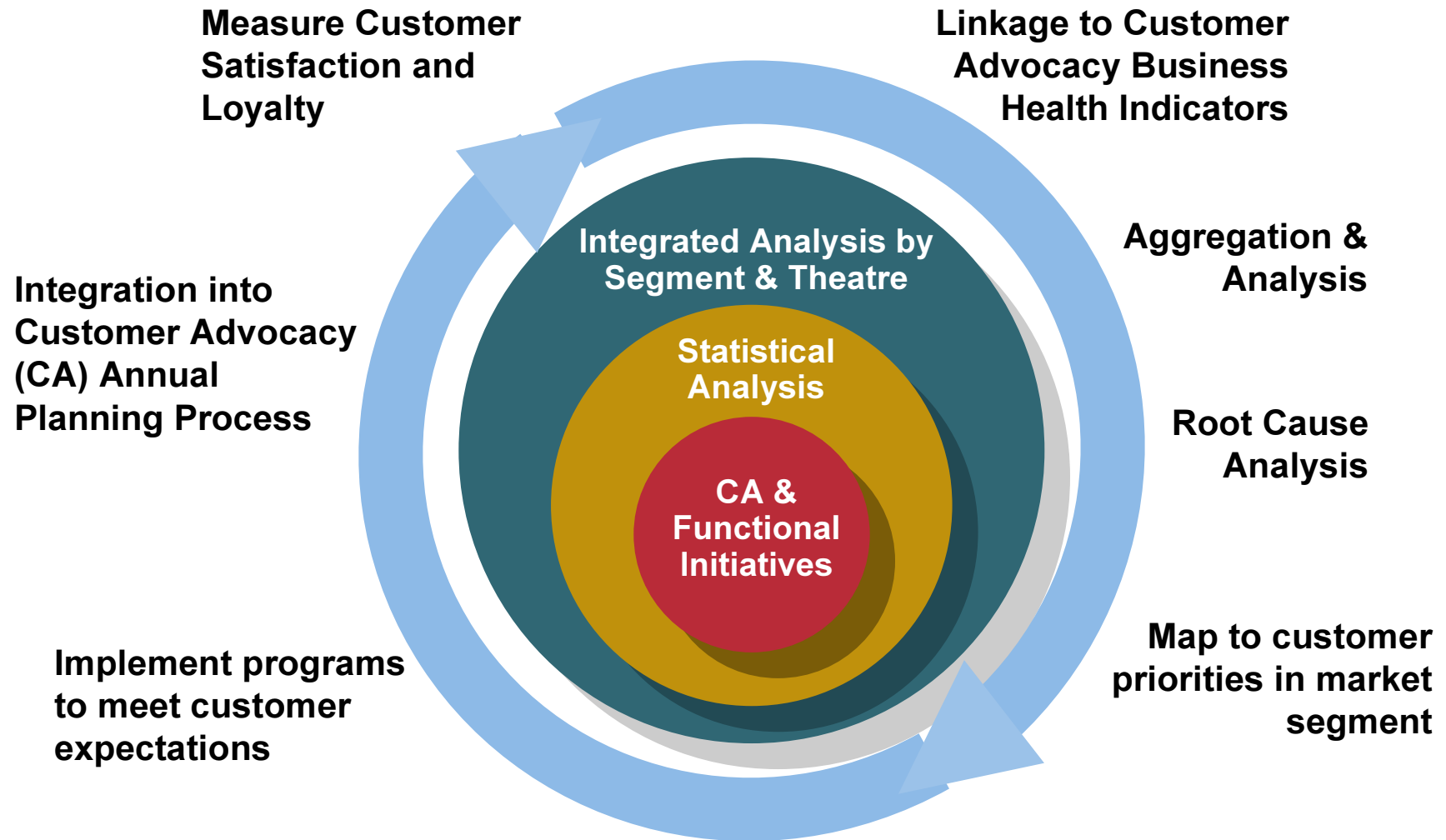
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Map to Customer Priorities in Market Segment



Appropriate *improvement* actions through the planning cycle or from a function / Theatre

The Integrated Voice of the Customer (VOC) Analysis Continuum



Success Criteria

- **Increased relationship** between initiatives and customer drivers
- **Increased customer satisfaction** with Technical Support
- **Innovative approach** to increasing the customer support experience

- **Problem Definition**
- **The Vision**

Listening Methodology



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Voice Of the Customer and Partner: Data Collection & Analysis



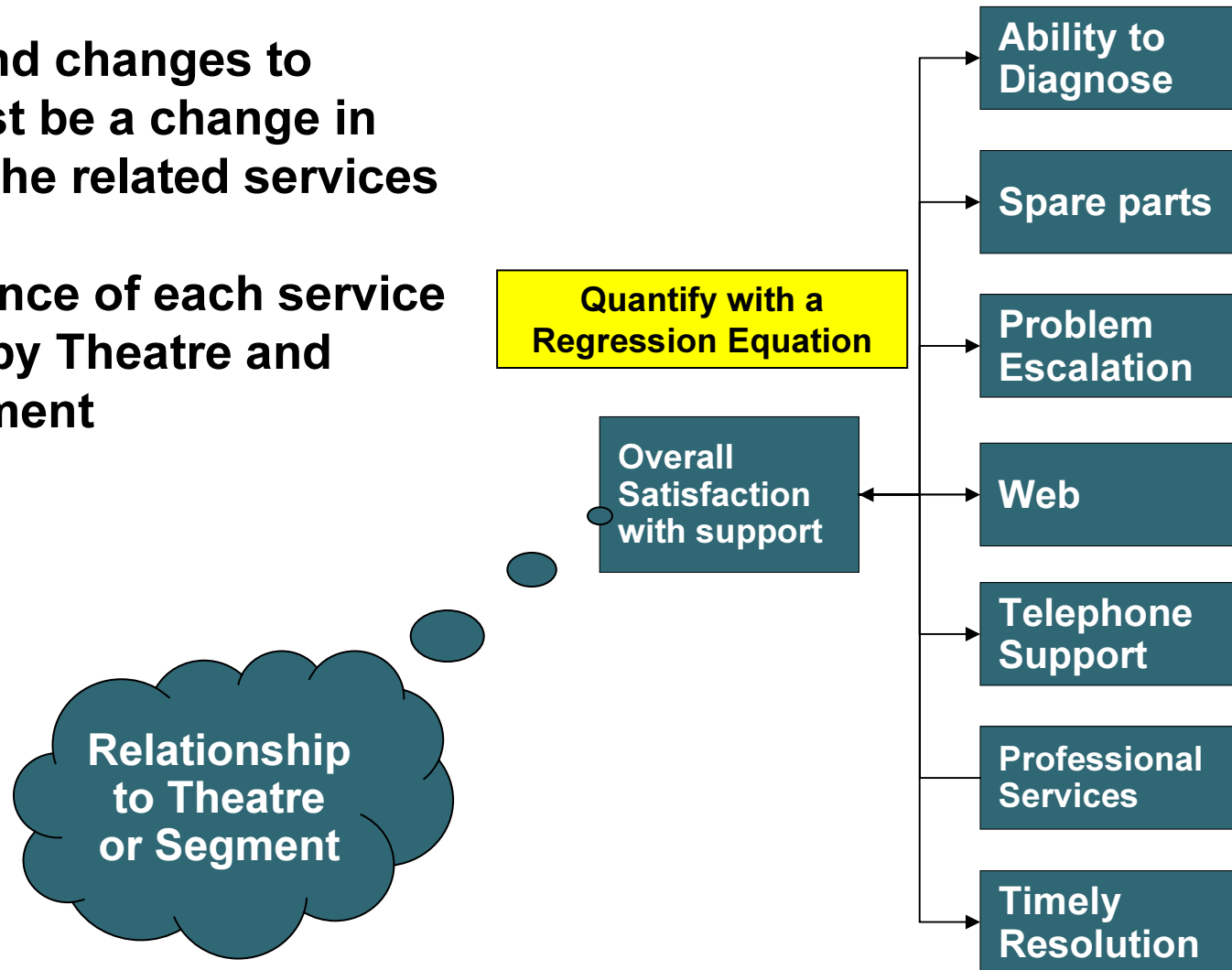
Methods for Listening to Our Customers

- **Global Satisfaction Survey**
Annual company-wide survey
- **Transactional Surveys**
Feedback on lifecycle of service requests
- **Focus Groups**
Customer & Partner Advisory Boards
- **Executive Briefings**
Lessons learned from customer visits
- **Web Interactions**
Feedback from online transactions
- **Call Center Interactions**
Satisfaction with Tech-Support engineers
- **Theatre/Field Intelligence**
Feedback from the Sales & Service field personnel working with customers

Relationship Between Individual Service Delivery Points & Overall Customer Satisfaction

For positive trend changes to occur there must be a change in one or more of the related services

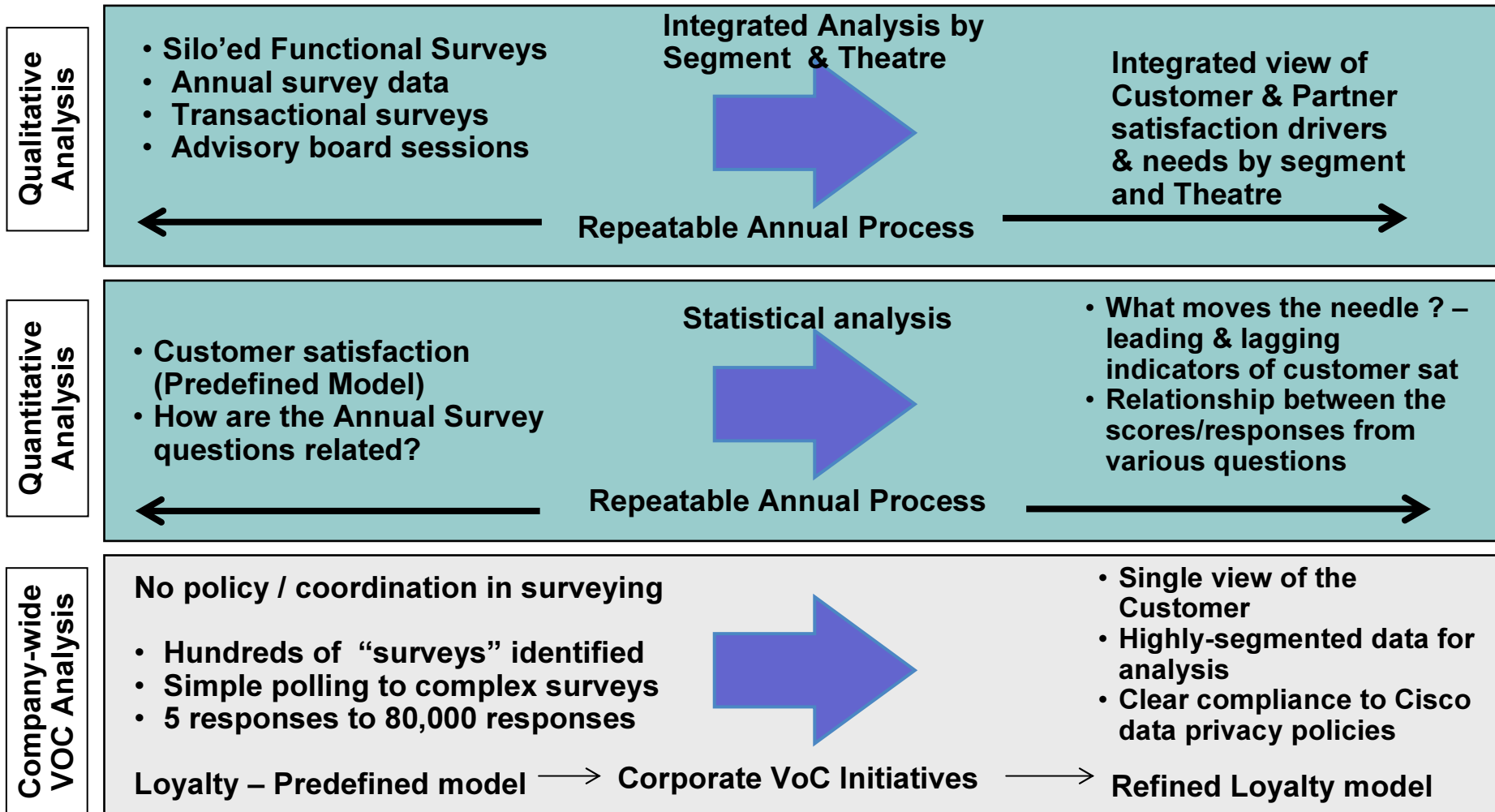
The importance of each service area varies by Theatre and Market Segment



Triple Track Process To Understand Customer Experience: From *Discrete Verbatim* to Customer Experience *Insight*

Today

End-state vision



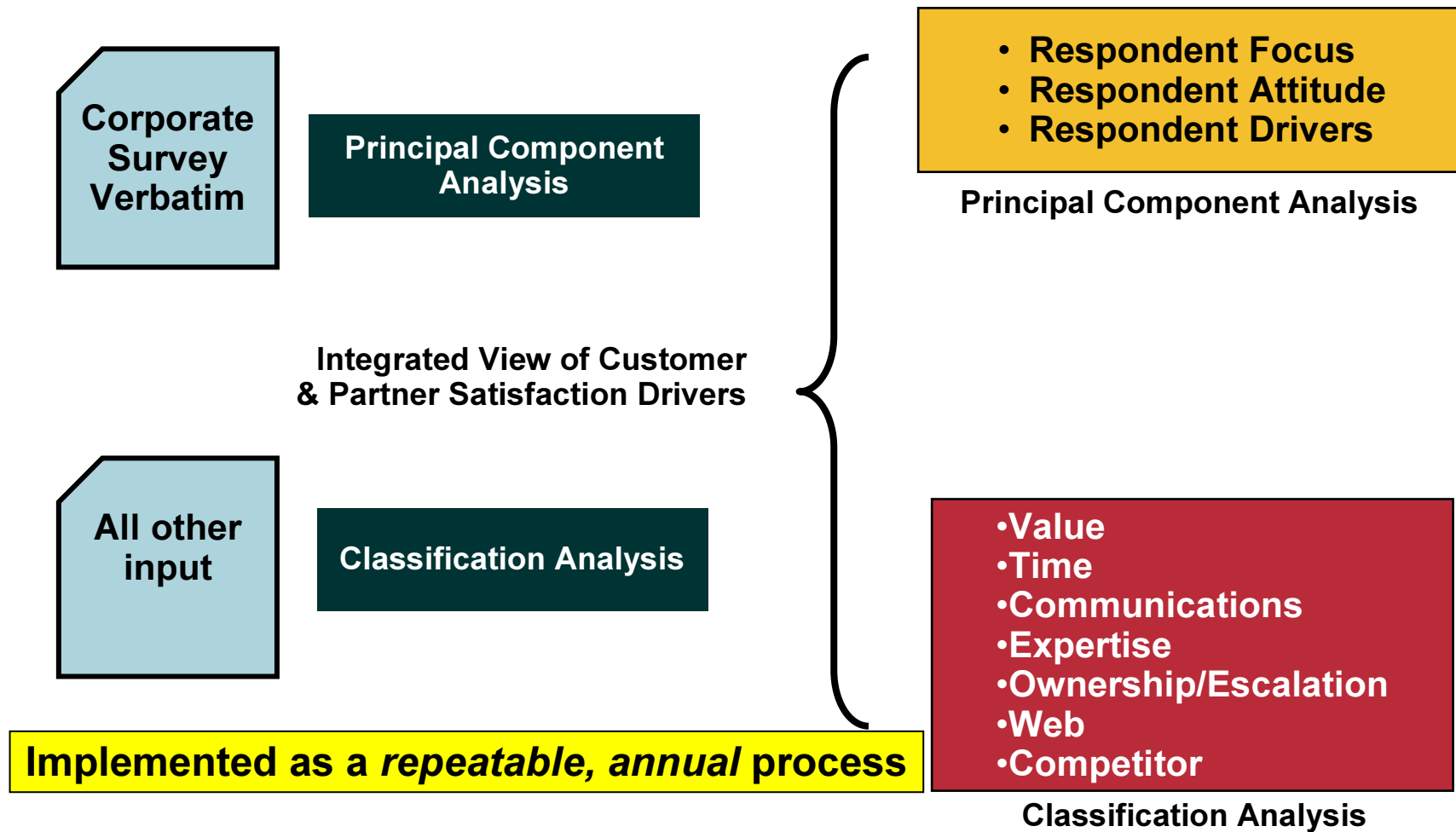
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Verbatim Analysis Approach



Verbatim Analysis Categories Aligned to Customer's "Critical To Quality" (CTQ) Attributes

1. Time related

- (a) Response Time
- (b) Resolution Time

2. Process related

- (a) People / Relationship/ Skills/ Interaction
- (b) Transactional process (e.g. Cisco processes as it affects customer experience)

3. Quality related

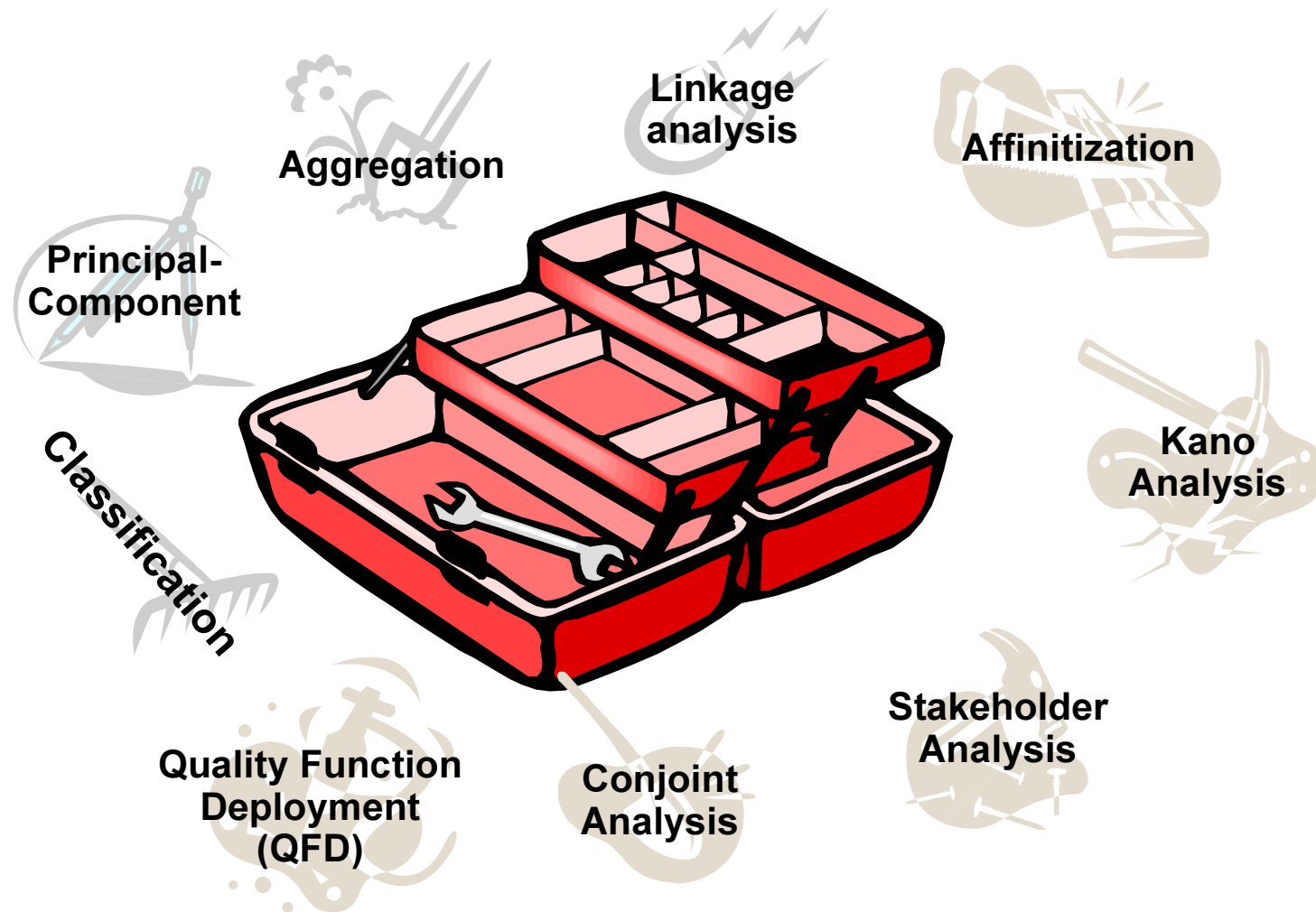
- (a) Quality of the resolution
- (b) Quality of the tools, websites, etc.

4. Value related

- (a) Price
- (b) Value
- (c) Cost

5. Communications

The Analysis Toolbox



- **The Integrated VOC aggregation and analysis is**
 - **Identify customer & partner top satisfaction drivers**
 - **Present in Theatre and Market Segment views**
 - **Align with improvement actions currently underway**
 - **Key to identifying gaps between customer expectation and delivery**

The Linkage Model



- The ideal situation for analyzing and integrating data from multiple streams would involve common data points for which all relevant measures are available.
- Unfortunately, the ideal situation almost never exists, especially at a single point-in-time.
- As a result, linkage typically is a matter of approximating the business model by “piecing things together.”

Six Sigma - Affinitization

- **The affinity diagram, (aka KJ method), wasn't originally intended for quality management.**
 - It has become one of the most widely used of the Japanese management and planning tools.**
 - Developed to discover meaningful groups of ideas**
- **Used to refine a brainstorm into something that makes sense and can be dealt with more easily.**
 - It is recommended to use the affinity diagram when:**
 - **Facts or thoughts are uncertain and need to be organized**
 - **Preexisting ideas or paradigms need to be overcome**
 - **Ideas need to be clarified**
 - **Unity within a team needs to be created.**

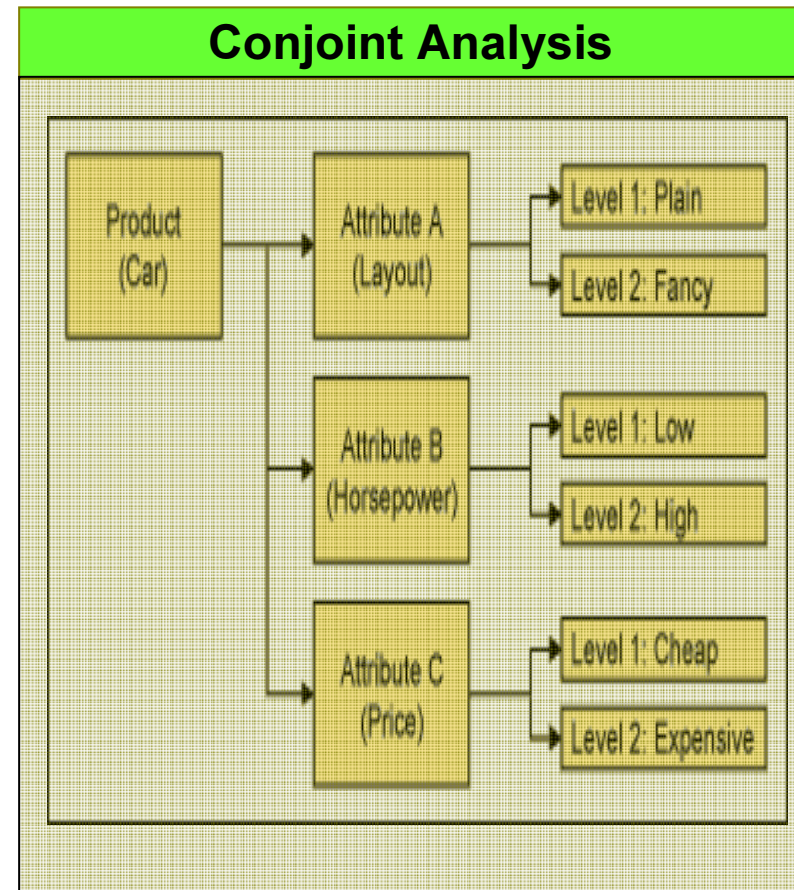
Source:  Six Sigma®

Six Sigma - Conjoint Analysis

3

Conjoint Analysis: Actionable Customer Segmenting

- Starts with a bundle of various attributes.
- Customers evaluate each attribute separately.
- Must understand the importance customers place on features and design



Source: 

Six Sigma - Kano Analysis

Four types of customer needs

Reactions to product characteristics / attributes:

1. 'Surprise & Delight'

What makes your product stand out

2. 'More is Better'

The marketing factor: "20% more X than the leading competitor"

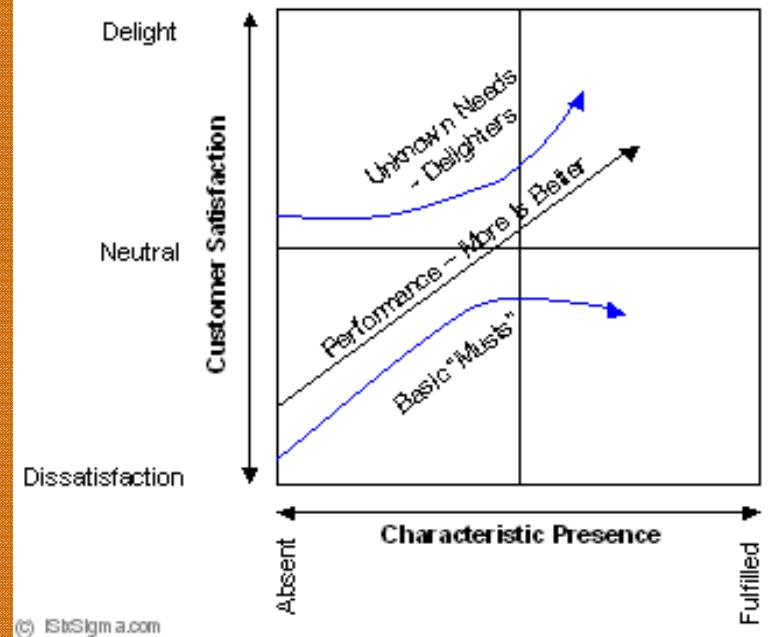
3. 'Must Be'

Required to sell the product

4. 'Dis-satisfiers'

What makes your product unattractive, i.e. look, feel, smell, etc.

Kano Analysis



- Kano analysis is used to classify and prioritize customer needs.
- Customer needs vary by type, importance, and even geography.
- The results can be used to prioritize your effort in satisfying all customers

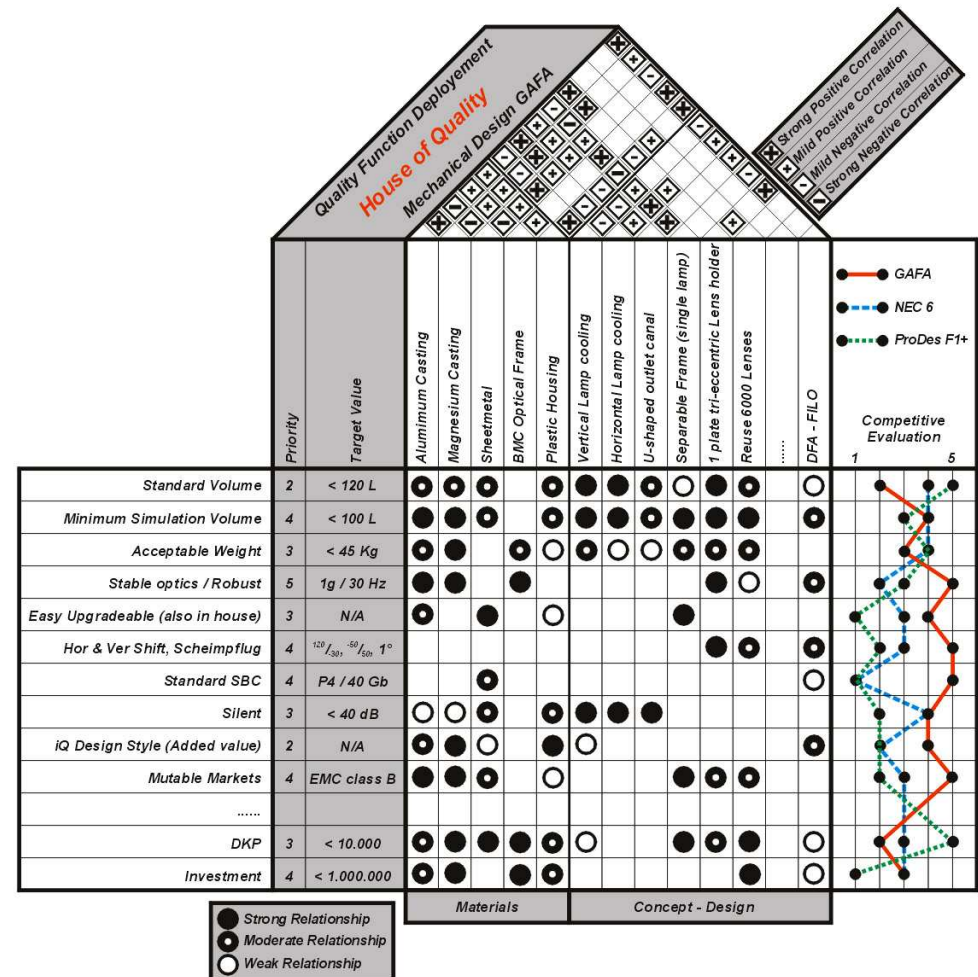
Source: Six Sigma

Six Sigma - Quality Function Deployment (QFD)

5

The QFD "House of Quality" evolves from:

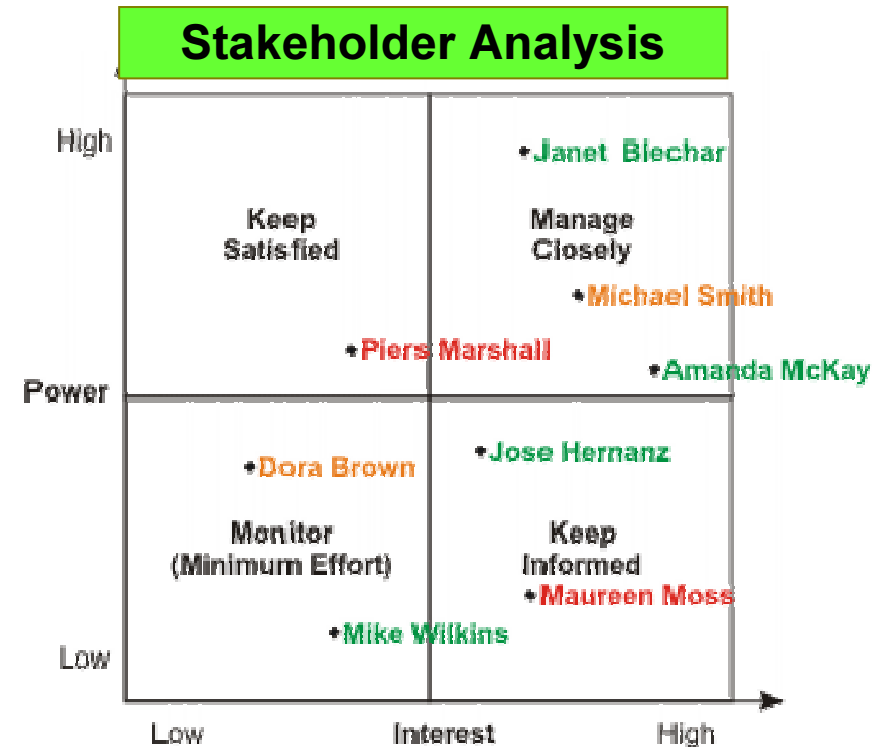
- Business Priorities
- Technical Priorities
- Customer Preferences
- The factor of these inputs represent baseline & target values
- Establish objective metrics to measure improvements.



Source: vanVoxdale 

Six Sigma - Stakeholder Analysis

- **Stakeholder Analysis is a tool used to identify and enlist support from stakeholders.**
 - Visual means of identifying stakeholder support
 - Develop an action plan for your project.



Source: mindtools.com

The Output

SAMPLE OUTPUT

	Segment-1	Segment-2	Segment-3
Theatre-1	<ol style="list-style-type: none"> 1. Phone Support 2. COMMS 3. TIME 4. VALUE 5. WEB 	<ol style="list-style-type: none"> 1. Phone Support 2. TIME 3. VALUE 4. WEB 5. COMMS 	<ol style="list-style-type: none"> 1. Phone Support 2. COMMS 3. VALUE 4. WEB 5. (TIME, COMPETITORS, WARRANTY, Tools)
Theatre-2	<ol style="list-style-type: none"> 1. Phone Support 2. TIME 3. COMPETITORS 4. TOOLS 5. WEB 	<ol style="list-style-type: none"> 1. Phone Support 2. TIME 3. (COMPETITORS, VALUE, WARRANTY) 4. RMA, 5. TOOLS 	<ol style="list-style-type: none"> 1. Phone Support 2. WEB 3. TOOLS 4. RMA *
Theatre-3	<ol style="list-style-type: none"> 1. Phone Support 2. Value 3. TOOLS 	<ol style="list-style-type: none"> 1. Phone Support 2. (VALUE, TOOLS) 3. (RMA, WARRANTY) 	<ol style="list-style-type: none"> 1. Phone Support 2. WEB 3. (RMA, Tools)
Theatre-4	<ol style="list-style-type: none"> 1. Phone Support 2. WEB 3. TOOLS 	<ol style="list-style-type: none"> 1. Phone Support 2. VALUE 3. TOOLS 4. RMA, WEB 	<ol style="list-style-type: none"> 1. Phone Support 2. WEB 3. TOOLS

* VOC=Voice Of the Customer; RMA= Return Materials Authorization; Comms=Communications.

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Aligning Organizational Actions to Top Customer Drivers

SAMPLE OUTPUT

Prioritized List Of Customers & Partners Top CTQs Aligned With Identified Organizational actions for improvement

Prioritized list of CTQ's *	Identified improvement Actions
1. Technical Support: Quality & Process	Improve Consistency
2. Communications	Improve Customer Messaging
3. Escalation & Call Routing	Improve Knowledge Transfer
4. System Tools & Web Resources	Improve Online Tools
5. Entitlement, Parts Management, RMA issues	Improve Inter-departmental processes
6. Competitive Value & Marketing + Field Communications	Simplify Service Offerings

* CTQ=Critical To Quality for customers

Each Top Level CTQ was analyzed into individual root cause details for actionable purposes

CTQ#1 Details: Telephone Support

SAMPLE OUTPUT

Out of 13 individual details identified

- 6 had actions addressing them
- 7 were gaps
- 2 issues needed further drill-down to determine actions needed

Quality & Skills	Competency & Consistency across Centers	Initiatives-1,2
Quality & Skills	Soft Skills	Initiative-2
Quality & Skills	Real Experience	N/A
Quality & Skills	Broaden and strengthen Engineers Technical knowledge	N/A
Quality & Skills	Improved trouble-shooting & diagnostics skills; Establish trust	N/A
Quality & Skills	For solving Integrated solution problems, increase competency level in trouble-shooting & encourage team style problem-solving	N/A
Quality & Skills	New products and solution support critical for L-1, L-2 techs BEFORE Prod Release	N/A
Quality & Skills	Avoid scripted questions/responses	N/A
Process	Integrate problem solving "Knowledgebase" for Techs to share and use when solving customer problems	Initiative-3
Process	Measure & Reward for cust -sat vs. speed of ticket closure	Initiative-2
Process	Timely Response & Resolution times	Initiatives 2,3
Process	Frequent personnel changes	Initiative-4
Process	Service initiation interface with details into actual case notes	N/A

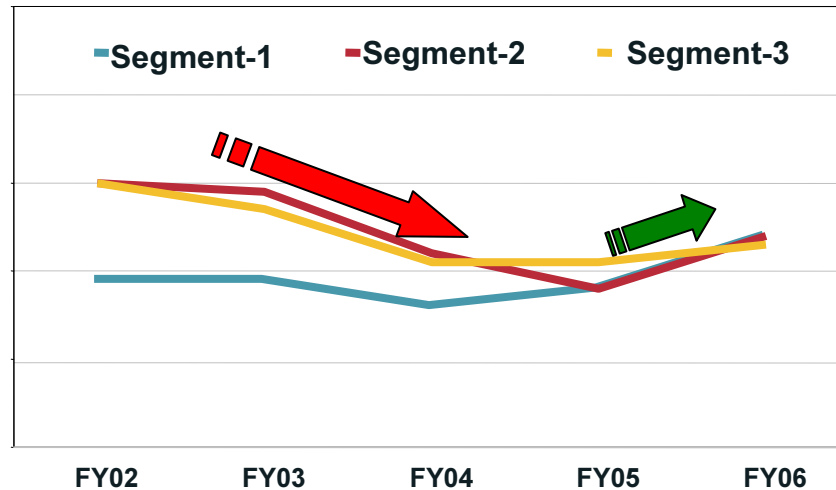
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Measuring Our Success



- **Lessons Learned**

The Results



"..how did you fix out-sourcing?
That problem is gone. 18 months or
two years ago that was very painful"

- Auto Industry customer



- **Early indicators show positive upward trend**
- **Tracking project interdependencies have shown early success**
- **Ongoing communication and Executive support will ensure future success**
- **Investment in program management efforts should yield more complete continual analysis**

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Lessons Learned



Politics of Change

Fighting “The Data is Wrong”

- **Make the Data Real**
 - “Your data isn’t right”
 - “Your data doesn’t match our data”
- **Make the Data Believable**
 - “What does that really mean?”
 - “You didn’t ask the right question”
 - “This data isn’t actionable”



Politics of Change

Providing the Data That is Right

- **Data Must Be**
 - 1) **Compelling**
 - 2) **Backed up by “trusted” data**
 - 3) **Available in the right place, at the right time, to the right audience**
- **Making a logical connection between customer data and operational reality**
 - **Slice the data a variety of ways to cover all demographics**
 - **No matter how you slice it – the direction is clear**
- **Takes the emotions out of decision making**
- **Trusted insider to back up the data and message**



Lesson Learned about Data Access Easy Access to Customer Feedback

Theatre: Asia Pacific | **Area:** | **Operation:** | **Region:** | **Country:** AFGHANISTAN, ALBANIA, ALGERIA, AMERICAN SAMOA, ANDORRA, ANGOLA

Select Companies: | **Role:** CxO (CEO, CFO, CIO, etc.), Executive (VP, EVP, SVP, etc.), Director, Manager, Staff member (Engineering/Operations) | **Source:** Primary, Secondary - No PAL, Secondary - PAL | **Market Segment: (Rules)** Service Provider (All Sizes), 20 or fewer, 21 - 250, 251 - 500, 501 - 750 | **Vertical Marke** Education - Private/Pu, Energy/Utilities, Financial Services, Government, Health Care



The Cached Report below was generated: 04/20/2006 01:31 AM EDT

Q#	Question Short Text	Customers WITH Cisco Support Contract					No Support	Total Mean FY06	Replies Actual FY06
		FY03	FY04	FY05	FY06 Goal	FY06	FY06		
Q34	Overall satisfaction with PSTS	4.01	4.22	4.21	4.22	4.22	4.06	4.24	27427
Q35_A	Ability to diagnose	4.19	4.12	4.14	4.16	4.16	4.03	4.17	25112
Q35_D	Effectiveness of Escalation	4.25	4.17	4.11	4.12	4.12	4.00	4.13	24704
Q35_E	Effectiveness of Post-Sales Telephone Support	4.20	4.15	4.15	4.18	4.18	4.01	4.18	24510
Q35_I	Satisfaction with Advanced Services you receive from Cisco	4.27	4.27	4.27	4.27	4.27	4.14	4.27	1905
Q35_J	Timely Resolution	4.15	4.15	4.15	4.15	4.15	4.00	4.15	1530
Q35_L	Timely Delivery of Spares	4.28	4.22	4.22	4.33	4.33	4.04	4.31	24340
Q35_M	Effectiveness of Cisco's Technical Support web site	4.10	4.05	4.05	4.07	4.07	3.97	4.03	23312
Q311	Satisfaction with Value of PSTS					4.24	4.03	4.22	20728

■ = Low Watermark ■ = High Watermark

Sample Data

Summary

Lessons Learned

- **Keys to success**
 - Executive sponsorship**
 - A good project plan**
 - Cross-organizational teamwork to drive analysis effort**
 - Stakeholder commitment**
 - Meaningful metrics**
- **Communicate consistently and often**
- **Clear link:**
 - Survey parallels service request lifecycle**
- **Easy access to customer feedback**



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