



Customer Experience Audit

Measuring and improving empathy



Situation

Walsall Housing Group (whg) had implemented major changes to their Customer Contact Centre with a move to a new head office, extended opening hours and a major restructure which resulted in significant numbers of new staff being recruited to the team. Following initial training and a couple of months of operational service, whg commissioned an Mpathy Plus Customer Experience Audit (CEA) to measure how their customers really felt after engaging with them on the telephone. In contrast to traditional performance indicators, the CEA utilises 47 points of analysis covering the processing of the call and the empathy shown towards customers. It is a validated measure that has been used by many of the leading customer service organisations in the UK.

Action

- ▲ Completed a Customer Experience Audit for telephone calls
- ▲ Achieved a satisfactory (neutral) score of 6.13 for empathy and 8.46 for processing
- ▲ Utilised detailed insight to identify development opportunities
- ▲ Designed training plan to improve call handling and empathy
- ▲ Implemented training for all advisors in call composition, personalisation and managing the call
- ▲ Provided additional training in Coaching and Mentoring for Team Leaders
- ▲ Completed a second CEA a year later

Result

- ▲ An empathy score of 7.01 (the highest ever recorded score)
- ▲ An improvement of 0.88 points on the empathy scale
- ▲ Increased return on capital of 14.4%*
- ▲ 37% increase in customer being the prime focus
- ▲ 39% increase in customers feeling like an individual person, a friend or a very special person
- ▲ Customers feel more welcome throughout the call
- ▲ Interactions are memorable for a positive reason
- ▲ Wrap ups are sincere, honest and personalised
- ▲ Overall service is regarded as more professional and is trusted by customers
- ▲ More efficient and effective interaction with customers.

** Academic Journal - Customer experience and profitability: An application of the empathy rating index (ERIC) in UK call centres validated by Oxford Brookes University identified that a 1 point increase on the empathy score represented a 16.4% increase in ROCE*