

# Service Desk Institute

## Continual Service Improvement Journeys

### “Managing Customer Complaints”

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# Personal Background

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- Worked for SaaS company for 17 years
  - 11 years as the Operations & Support Manager
- “ITIL Expert” service management qualification
- Presentation + article published on LinkedIn based on the final 18 months
  - Service Desk: Do ISO 10002 & Balanced Scorecards Work?
  - <https://lnkd.in/eN2KA8J>
- Freelance focus: AIM & pre-AIM companies.



# Why have a Complaints Process?

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- Box-ticking exercise
  - ISO10002
  - SDI Best Practice Standard
  
- Real benefits, if you listen
  - Free advice telling your company where it needs to improve
  - Protect your company's reputation
  - Improve your company's "Net Promoter Score"



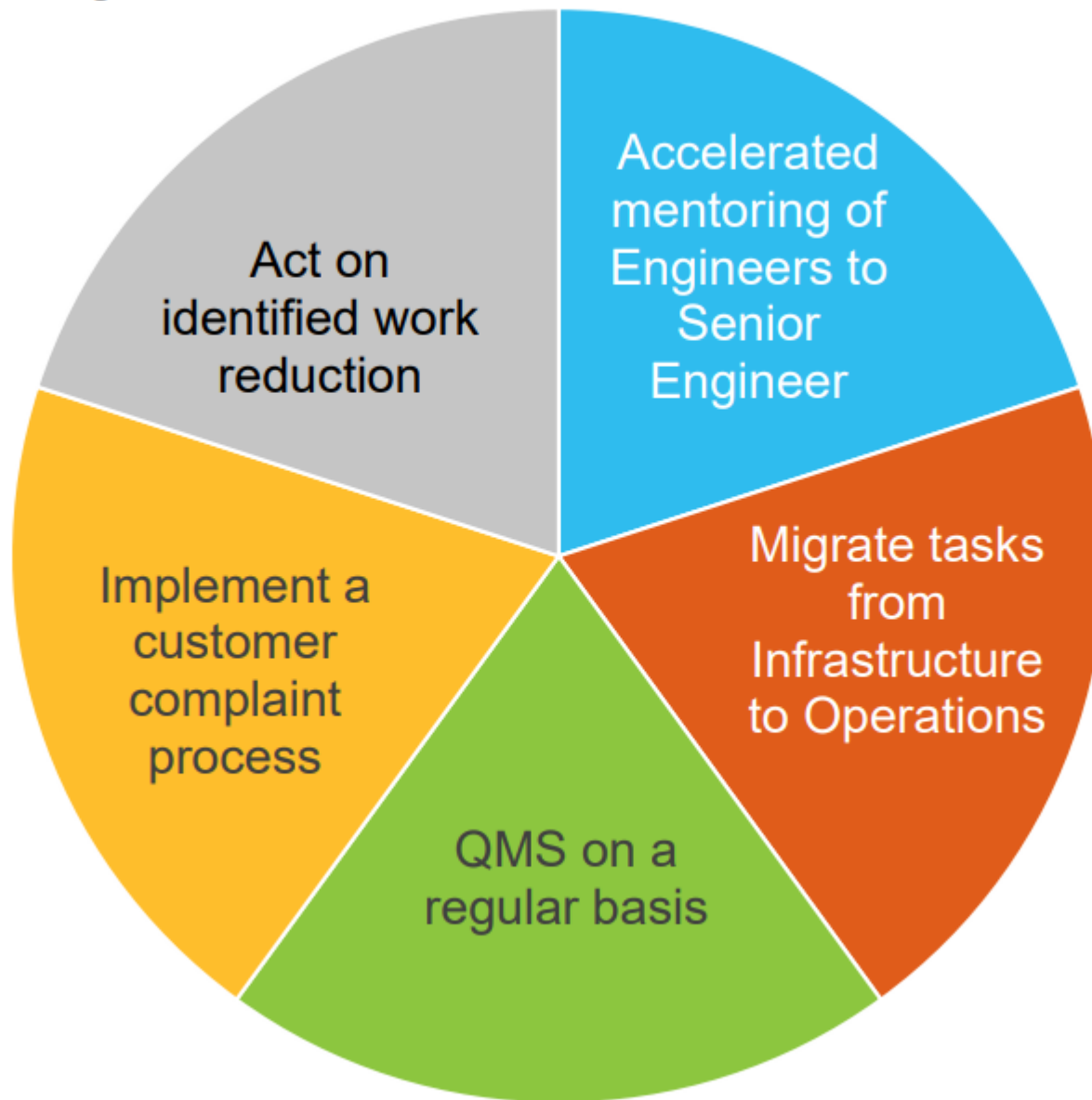
# Introducing ISO10002 as a Trojan Horse

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- ... and what has it got to do with the Service Desk
- The title is **“Quality management - Customer satisfaction - Guidelines for complaints handling in organizations”**
- Complaints should be reported to the Service Desk for recording & control.
  - Even those starting as ‘their Chairman phoned our Chairman’
  - Should identify core process or incident at heart of complaint
  - Service Desk staff are generally more experienced at problem reviews than other parts of the organisation.



# Annual Projects



# Implementation

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- Examples in ISO10002 document all related to the supply of goods
  - Shipping notes and invoices to mentioned complaints procedure
- As an SaaS company, majority of ongoing interactions through Service Desk
  - No physical goods to ship
- Automated yes-no customer satisfaction survey already in place
- Easy to modify survey to add extra response option & modify Service Desk to accept the new option
- Already automated to flag responses that were not “yes–satisfied”



# Metrics & Analysis

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- 3 complaints in year following the implementation of this process
  - from 2,500 customer support and service requests
  
- Executive management thought this was too low
  - The logic: Support team must be giving too good a service ...
  - spending too much time providing that excellent service ...
  - ... and time is money



# Analysis of the Complaints

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1. All three were from the same customer
2. Average investigation time was 10½ hours each
  - Investigations done by senior managers
  - If invoiceable time, would have been about £1,750 each
3. None of the complaints were valid.



# Action Plan

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- Contract modification to allow back-charging for false complaints.
- Stop vexatious complaints from being a time-waste
- Separation of duties
  - Support carries out investigation
  - Business Relationship Manager reports to customer



# Assessment of the Process









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- Complaints process was easy to adopt
  - Pre-existing customer satisfaction survey was crucial
- Only external cost: €125 to buy a copy of ISO standard
  - SDI document “Best Practice Standard” is free to download
  - ISO10002 is not certifiable / accreditable standard in the same way as ISO9001 and ISO14001



# Global Best Practice Standard for Service Desk

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- “Managing the Customer Experience” is ‘Concept 7’ in the SDI standard (V8)
- 7.1  The customer experience program feeds into continual improvement activities and has delivered recognized business value.
- 7.2  The output data is contextualized as input to business intelligence.
- 7.3  Implementing initiatives generated by analytics has resulted in tangible service improvements, enhancements to the customer experience and support the co-creation of value.
- 7.4  Feedback is linked to continual improvement initiatives and has delivered recognized improvements.
- 7.5  There is a strategic business led partnership between the service desk and the relationship management practice that drives service strategy and continual improvement activities that deliver business value.
- 7.6  Structured experimentation of customer journeys and experiences occur with key stakeholders. Feedback is fed into continual improvement activities.
- 7.7  A high proportion of the end user community are clear and demonstrable customer advocates of the service desk. The advocates promote the value of the service desk and work with the organization to add value to the overall service.
- 7.8  Service design incorporates ongoing continual improvement activities in the running and support of the service, which utilizes automation and digital solutions where possible for optimization and efficiency.

# Conclusion

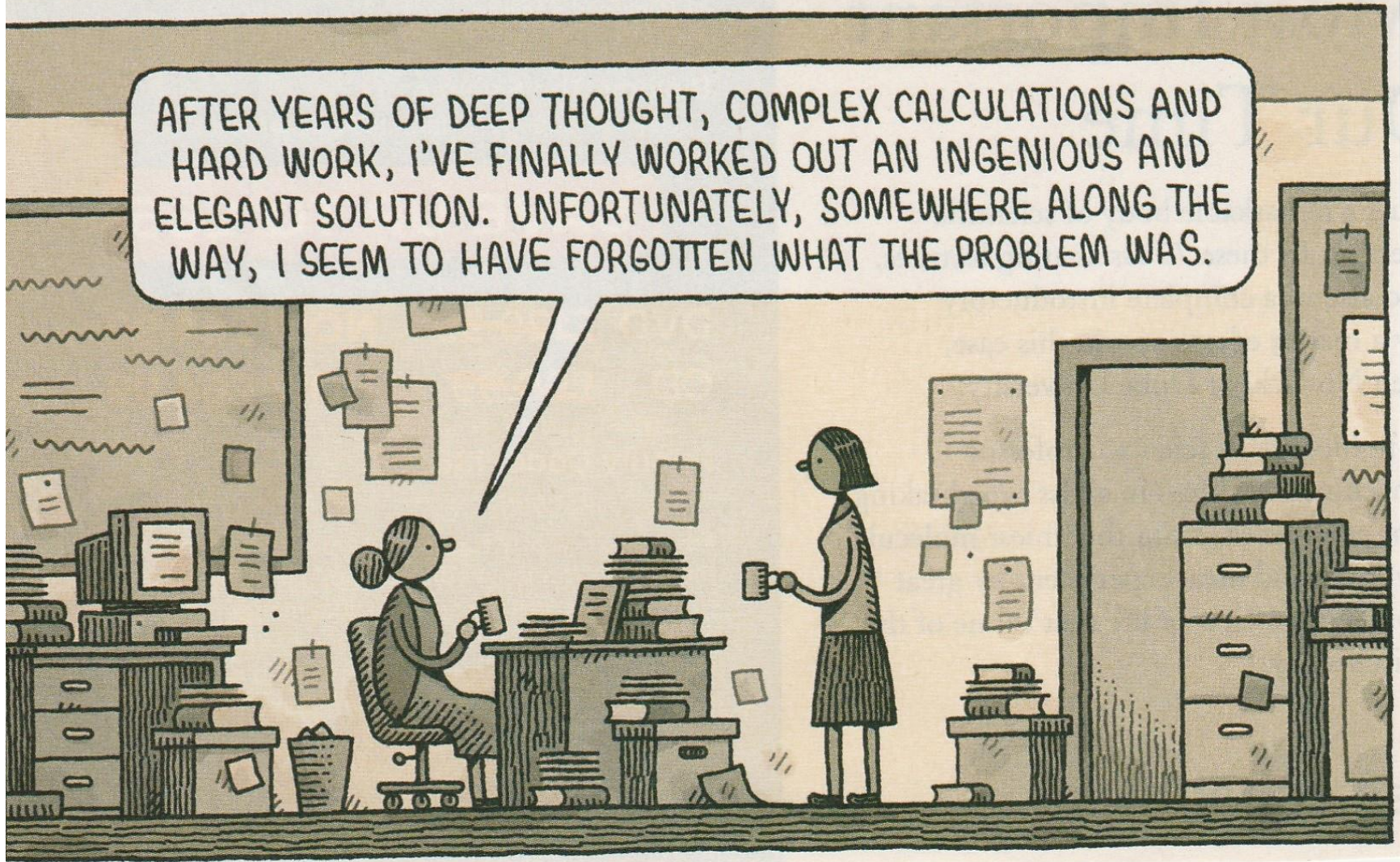
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1. Have a plan, processes and documentation
2. Learn from our experiences
3. Expect to adapt some more





AFTER YEARS OF DEEP THOUGHT, COMPLEX CALCULATIONS AND HARD WORK, I'VE FINALLY WORKED OUT AN INGENIOUS AND ELEGANT SOLUTION. UNFORTUNATELY, SOMEWHERE ALONG THE WAY, I SEEM TO HAVE FORGOTTEN WHAT THE PROBLEM WAS.



**Thank You**

