

Turning feedback into winning tactics

Stuart Perkins

“Physical health is never just about our body. It’s our mind, feelings and ambitions. When something holds it back, it’s our whole life on hold.

We’re here to change that, to use technology to take the limits off living, and help other medical professionals do the same.

So that farmworkers, rugby players, grandmas and their grandkids stare down fear, see that anything’s possible, then go on stronger. Inspired by a simple promise. Two words that bring together all we do...

Life Unlimited.”

Smith+Nephew at a glance

100

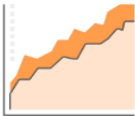
Smith & Nephew is a diversified advanced medical technology business that **supports healthcare professionals** in more than 100 countries to improve the quality of life for their patients



FTSE100

A constituent of the **UK's FTSE100**, our shares are traded in London and New York

\$4.8bn



Annual sales in 2017 were **\$4.8 billion**

Shares



S&N has paid a **dividend to shareholders** on its ordinary shares every year since 1937

15,000



We have more than **15,000 employees** around the world

Mission of GBS at Smith+Nephew

GBS brings together and integrates shared service centres and the management of outsourced vendors to create efficient, adaptable end-to-end processes including Procurement, IT, Finance & Accounting, HR etc.”



Efficiency – Lower the G&A of the Company through more efficient operation of services



Effectiveness – Enable the Company to focus on innovation, operations, sales and marketing because the services supporting our employees meet their needs



Experience – Deliver a superior customer experience to employees and customers

Underpinning everything we do is an ongoing effort to listen to feedback and continuously improve

GBS Delivery Network



Americas Regional Centre
San Jose – Costa Rica
Headcount - 100



EMEA Regional Centre
Wroclaw – Poland
Headcount - 240

Global Tx Centre
Pune – India
Headcount - 250

A-P Regional Centre
KL – Malaysia
Headcount - 50

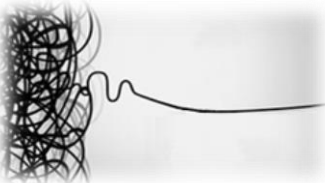
GBS Strategy



grow a customer focussed service portfolio



create a service delivery model



simplify and continuously improve end to end services



implement a global service infrastructure



BUILD GBS capability

Service Management – Shift Left Strategy

Shift Left Strategy: Increase Productivity & Reduce Cost of Support

Eliminate contact

Strategy: Problem & Knowledge Management

Automate

Strategy: Self-service portals & tools

Low Cost Channel / Access

Chat Strategy: Agents handle 3-5 users per session

Right-Sourced Agents

Strategy: Labor arbitrage & service levels

Onsite Support

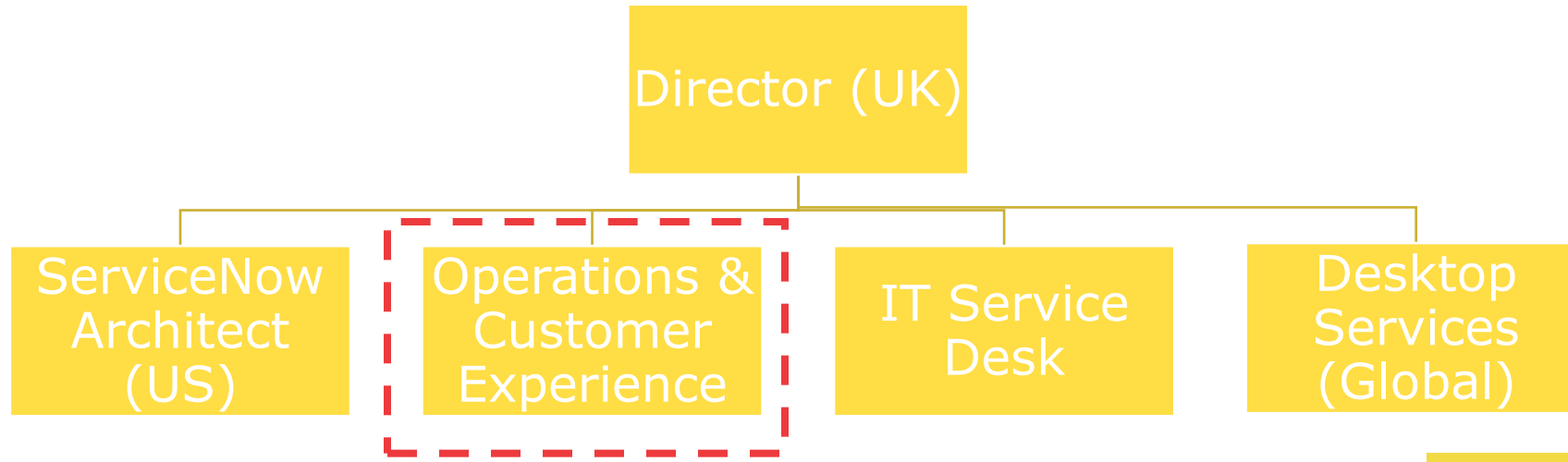
Strategy: Reduce need, improve accessibility & multi-purpose

servicenow

Leverage capability of platform to implement Shift Left strategy

- Expansion of Knowledge Management Database
- GBS Portal / Service Catalogue Alignment / Personas
- ServiceNow Cross-Functional Chat Capability

GBS Service Management



Operations and Customer Experience

- “The pantomime horse”
- Design Customer Experience
- Drive customers towards preferred contact channels (ie the online portal)
- Needs from the back-end drive the experience of the front end



The GBS Portal

Smith+Nephew
Global Business Services

Favorites 2 My Tickets 4 My Approvals 30 English Stuart Perkins

Home IT HR Procurement Travel & Expense MDM US Sales Support Knowledge Base

How can I get Office 2016?

[Click here for more information](#)

Search

[Guest WiFi Details](#) [Procurement Policy](#) [Mobile Email](#) [New Equipment](#) [Creating Job Req](#)

Outage [NETWORK DEVICE] - 2019-12-03 08:03:06

- Order Something**
- Software & Business Applications Support**
Learncentre, Workday, SAP, AXAPTA, Word, Excel etc.
- Computer Hardware & Telephony Support**
Computer, Printer, Telephony including Mobile
- Travel & Expense**
Corporate Travel Card, Processing Expenses, Concur

Service Catalogue

- All Services available through GBS for customers
- Derived from Master Catalogue (ie not all services are customer facing)
- Displayed through top menu structure
- Available via menu at the top
- Landing page per service
- Knowledge Articles

Smith+Nephew Global Business Services

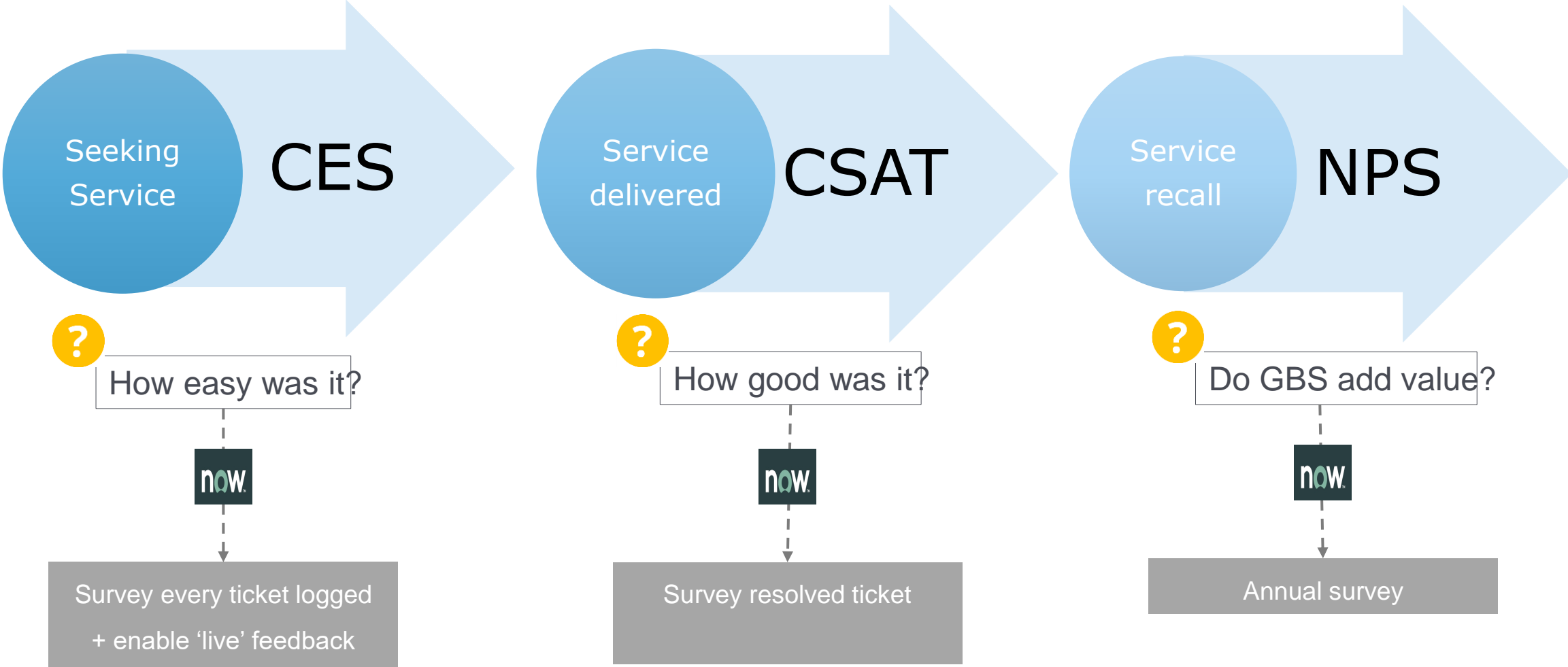
The screenshot shows a web interface for the Service Catalogue. At the top, there is a navigation bar with a home icon and menu items for IT, HR, Procurement, Travel & Expense, and MDM. Below this is a 'SERVICES' section with a list of categories and sub-items. The 'Computers and Accessories' category is highlighted in orange. The sub-items listed are Computer/Laptop, Monitor/Screen, IT Accessories, Printers, and Other. The 'CAD / AXAPTA' category is partially visible at the bottom.

| SERVICES | |
|----------------------------------|-------------------|
| Account Administration | > Computer/Laptop |
| Computers and Accessories | > Monitor/Screen |
| S&N Business Applications | > IT Accessories |
| Desktop Software | > Printers |
| Telephony | > Other |
| Mobile Devices | > |
| CAD / AXAPTA | > |

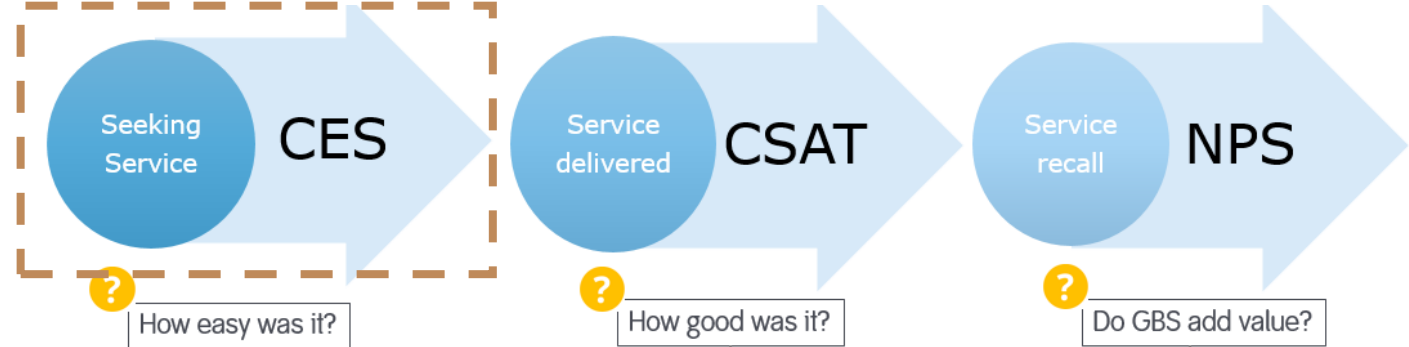
Collecting Feedback



CX Feedback model



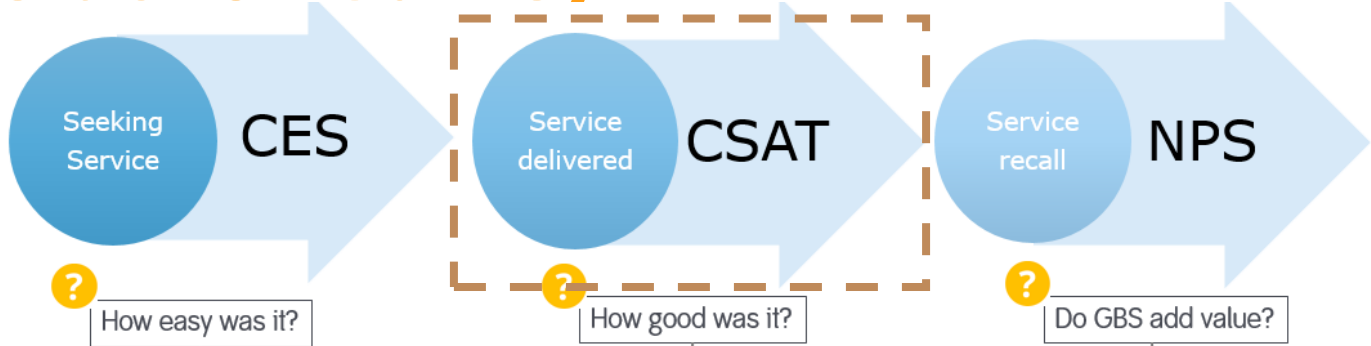
Customer Effort Score



A screenshot of a success message. At the top is a green circle with a white checkmark. Below it, the text reads "Success" and "Your request has been created." Underneath, the "Request ID: INC0568110" is displayed. A button labeled "Rate your Experience" is present, with the subtext "It takes less than a minute". At the bottom, there are two buttons: "Close" and "Back to Home".

A screenshot of a feedback form titled "INC0568110 How easy was that?". The form includes an introductory message: "* We want to make it really easy to request the help you need. Let us know how we did." Below this is a rating scale from 1 to 5 stars, with the first star selected. The scale is labeled "Rating (1=Poor 2=Not So Good 3=OK 4=Good 5=Excellent)". A thank-you message follows: "Thank you. Help us understand what you found difficult about logging a ticket. Please click on the category that caused you problems". There is a list of categories with checkboxes: "Hard to find how to log my case", "Didn't understand what the form needed me to do", "Couldn't fill in the whole form", "Computer performance Speed", and "Other". At the bottom, there is a text input field and a note: "* Please enter your feedback in the box below and then press 'Submit Feedback'".

Customer Satisfaction Survey



*Please rate your experience here and provide your feedback. It will take less than a minute.

Experience Scale [1 - Very Poor | 2 - Poor | 3 - Ok | 4 - Good | 5 - Excellent]

1 2 3 4 5

*Help us to understand more on what is not working.

Please select a category and tell us how we can improve.

- Time taken to resolve your request
- Knowledge of our support staff
- Guidance/ advice given
- Professionalism of our support staff
- Other

Please provide more details in the text box below.



*Please rate your experience here and provide your feedback. It will take less than a minute.

Experience Scale [1 - Very Poor | 2 - Poor | 3 - Ok | 4 - Good | 5 - Excellent]

1 2 3 4 5

If you have a suggestion on how we can improve and achieve 5 stars, we'd love to hear it!

Please provide more details in the text box below.



*Please rate your experience here and provide your feedback. It will take less than a minute.

Experience Scale [1 - Very Poor | 2 - Poor | 3 - Ok | 4 - Good | 5 - Excellent]

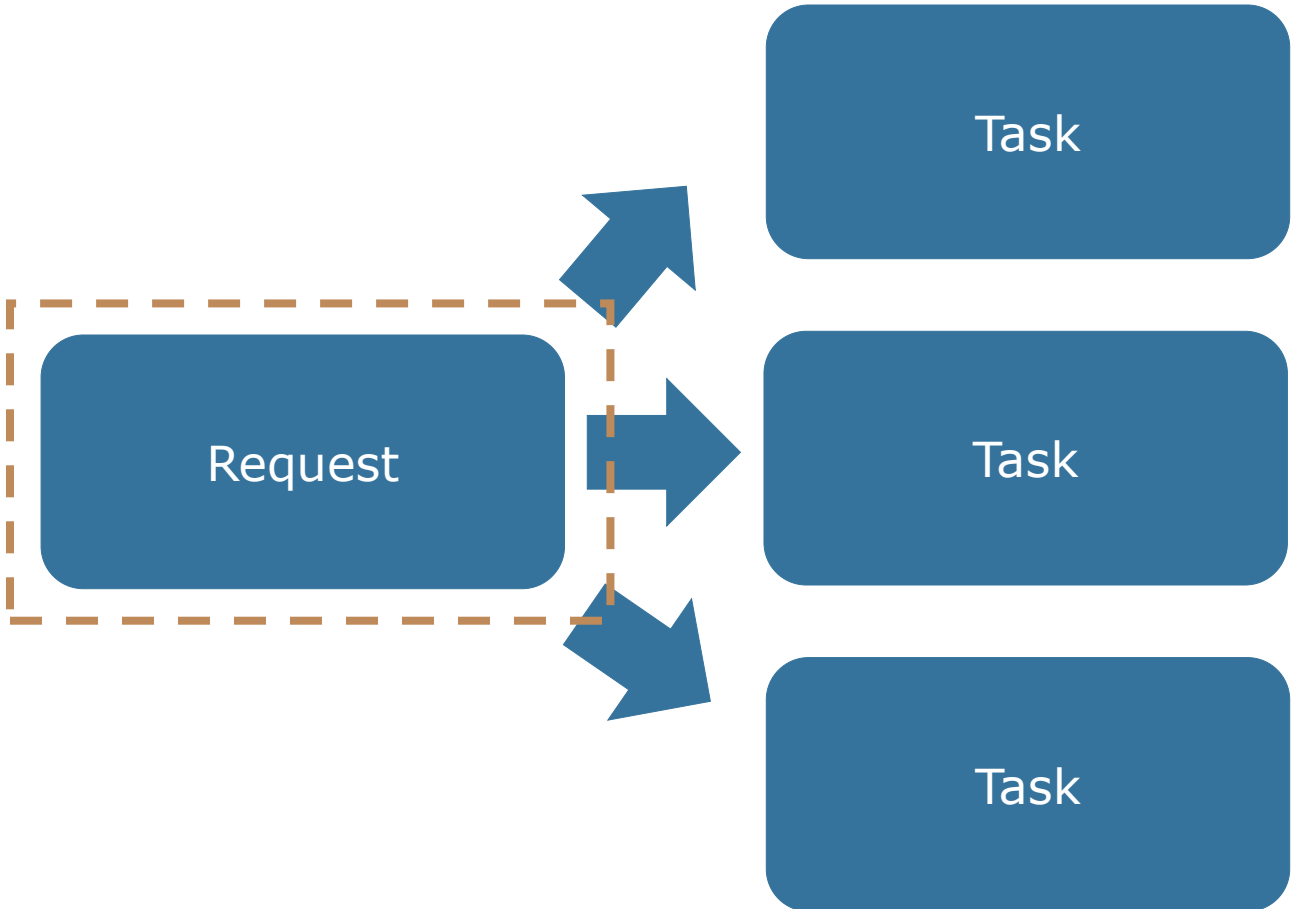
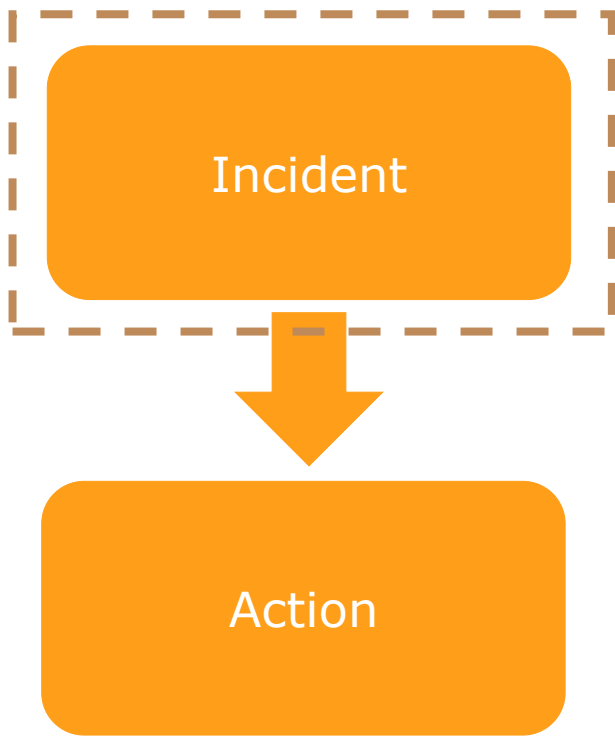
1 2 3 4 5

Please provide more details so we can recognize the person/team involved and/or understand what is working well.

Customer Satisfaction



- Taken After ticket is closed (not resolved)
- Service based



Feedback method



Customer journey → Rating selection → Commentary



How easy was it?



Report a problem
Categorised response + free text

Improvement Suggestion
Free text survey



How good was it?



Compliment
Free text survey

The Ombudsman service

- Advertised port of call for customer complaints
 - An Individual, not a shared mailbox
 - One named individual per business area
 - Ombudsman should have good knowledge and contacts
-
- Personable, honest approach
 - Will push back
-
- Contacts reported at GBS board level
 - Actions related summarised



Knowledge Feedback

- Knowledge Feedback is a KPI for GBS
- Feedback delivered straight to knowledge owner
- Key point in Continuous Improvement
- Content vs. Journey
- Invitation to log a ticket after leaving negative feedback

Knowledge Feedback

Did this article answer your question?

Yes

No

Sorry to hear that.
Please tell us how we can improve.
Select an improvement category below: *

Not what I was searching for

Needs more information

Instructions/steps are not clear

It's out-of-date

Links are not working

Language is not accurate

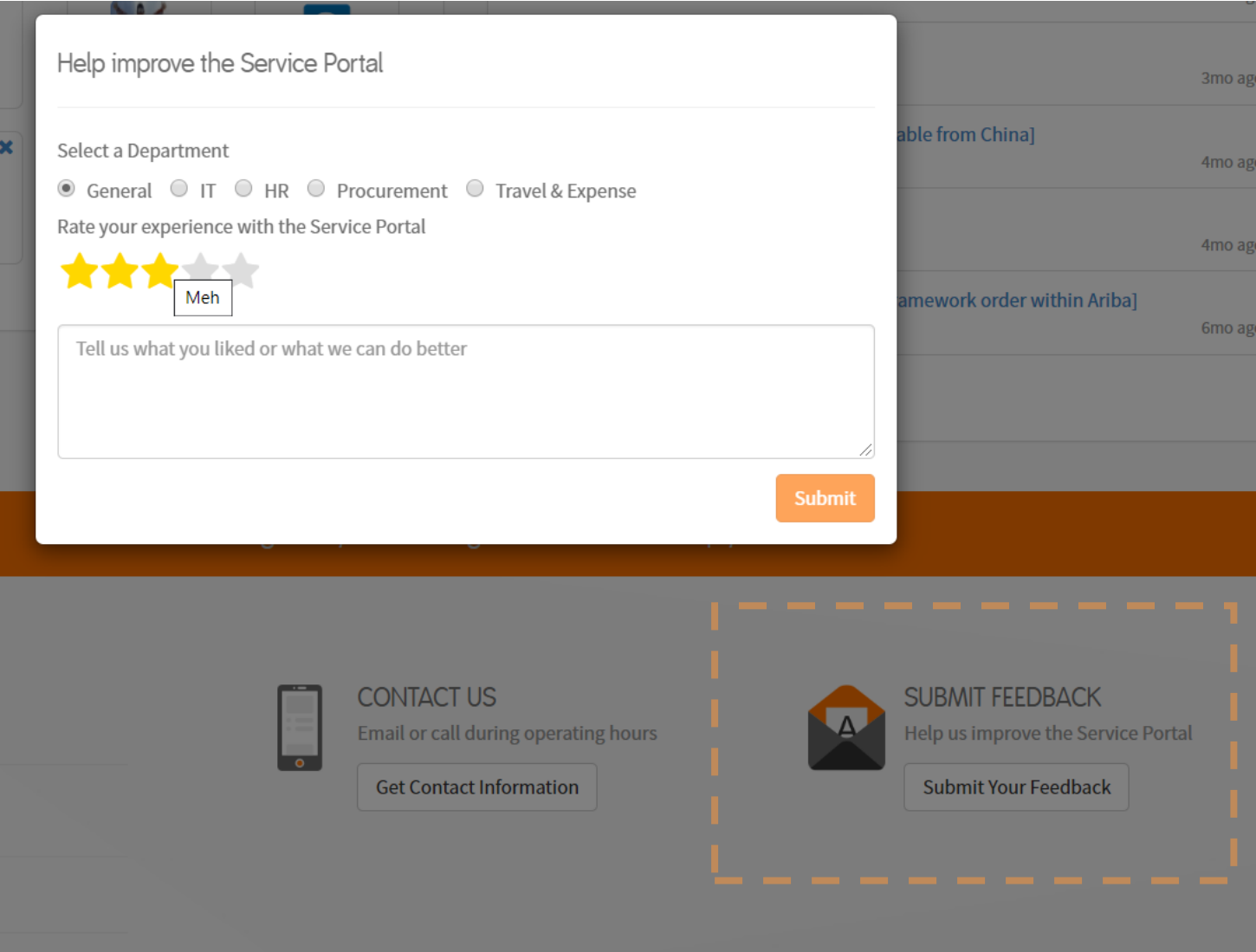
Other

Please select an improvement category.

You can tell us more here... *

Feedback

General Portal Feedback



- Reviewed Weekly
- 5 star rating
- Option to leave comments
- Difficult to evaluate

- Ad-hoc Net Promotor Score

Feedback actions



GBS Portal Development

- Original ServiceNow portal developers
- User experience focused web design
- Boundary pushing – feedback widgets, translations etc

Content and Communications

- Experts in simple communication
- Historic background in IVR systems
- Customer direction and handling
- Customer Journey focused
- Content developers – text-based, graphics
- Notification and communications help

What do we do with our feedback?



Satisfaction Feedback

- Reviewed by Quality Assurance
- Leadership KPI
- Individual response
- Escalations
- Data analysis– which services attract negative feedback?

Experience Feedback

- Weekly review with Service Owners
- Individual response where appropriate
- Drives customer journey analysis

Portal Feedback

- Ad-hoc Net Promoter score
- Escalations
- Drives Customer Journey Analysis

Knowledge Feedback

- Instant feedback delivery
- Feedback sent to Service Owners
- Continuous Improvement cycle
- Leadership KPI

Resolving tickets

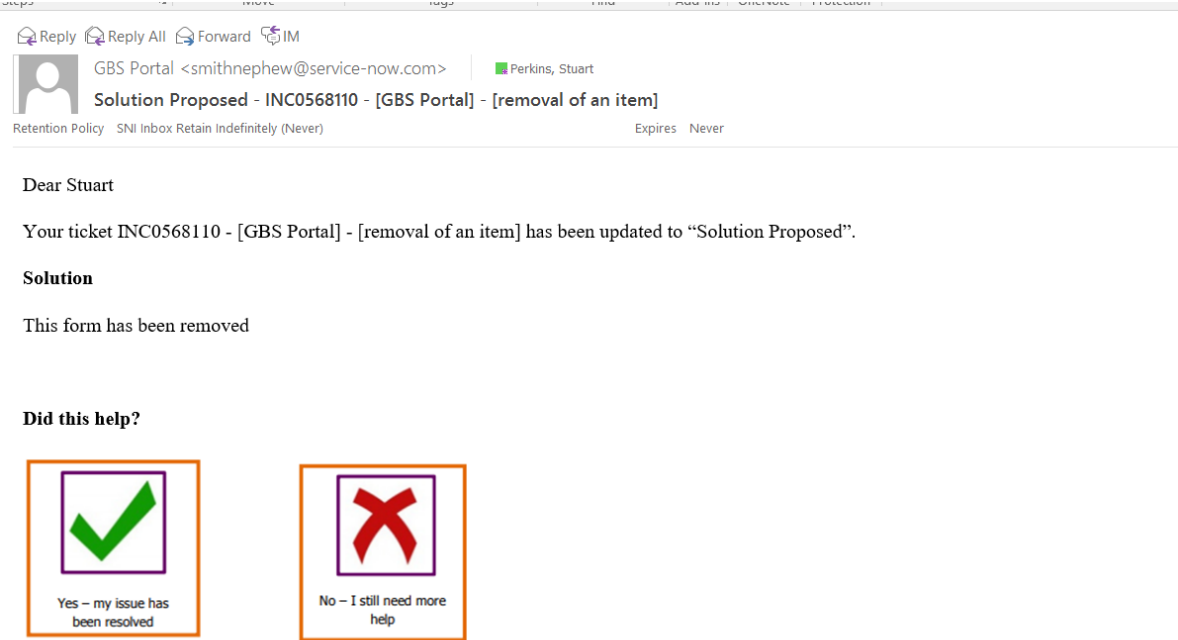
Before - Incident Resolved

- Frustrated customers – “my ticket is not resolved!”
- Confusing notifications
- Asking for feedback before the lifecycle of the ticket is complete
- Reactive feedback assessment led to discovery of incomplete tickets

After - Solution Proposed

- “We have suggested a fix that we think works for you”
- Opportunity for customer to clearly agree or disagree with our fix details
- Feedback collected at the end of the ticket lifecycle
- Immediate attention from resolving teams when the customer is not satisfied with the fix
- No mention of the word “Resolved”

Resolution Notification

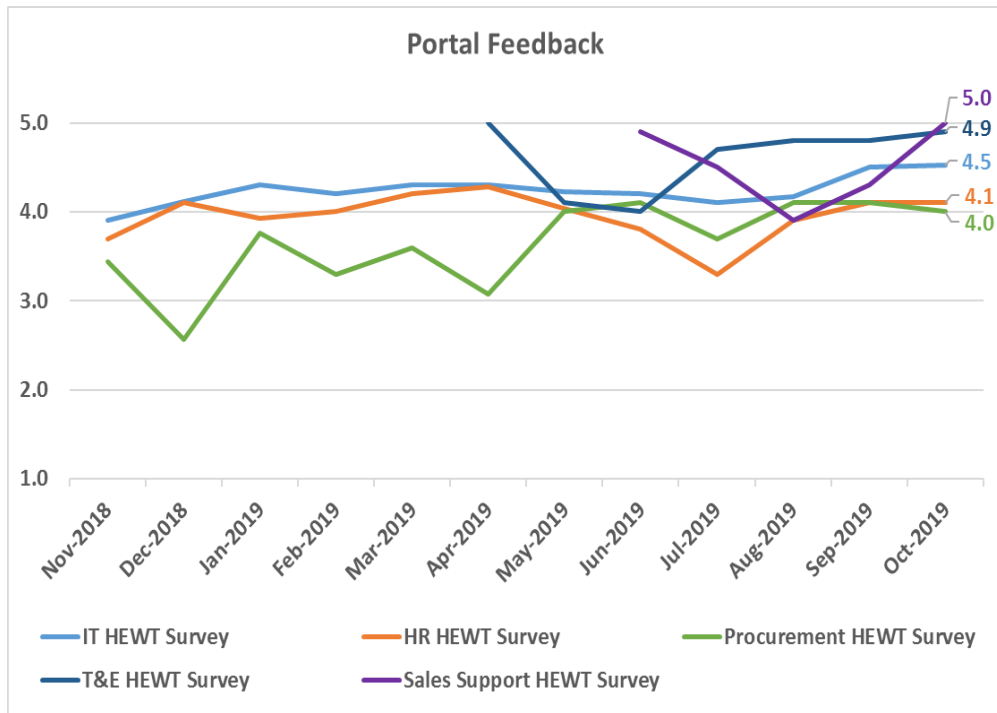
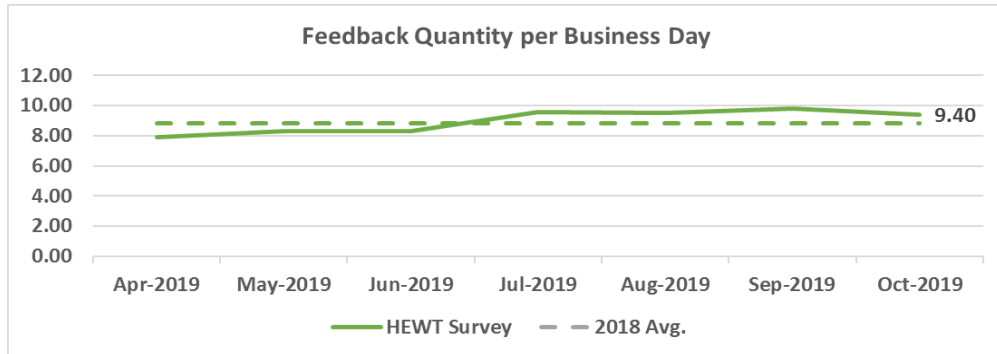


- Removed word "Resolved"
- Stopped resolver teams from chasing
- Automated reminder
- C-Sat survey set at closure point

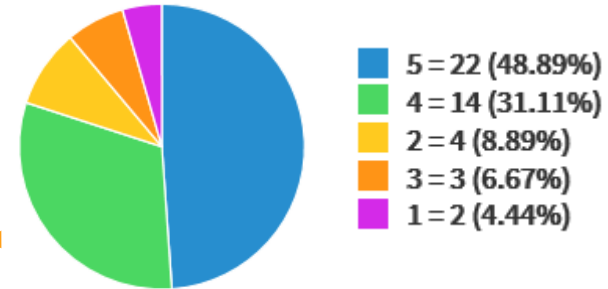
Please note – if you haven't told us you need more help within 7 working days, we'll assume your issue has been resolved and close your ticket.

Ticket History

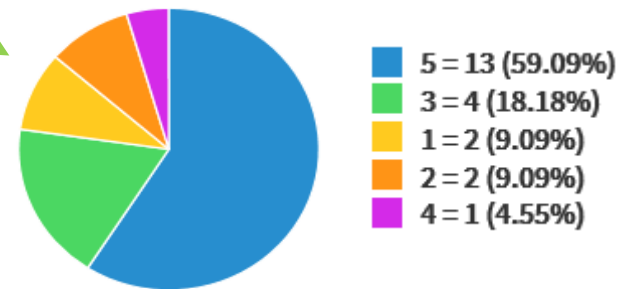
CSAT Metrics – Portal HEWT



HR



Procurement



- UK flu vaccination email communication directed users to the GBS portal homepage only: Clearer directions needed to get to the right form
- Finding the right area is difficult to find – will be improved with launch of new HR Service Catalogue

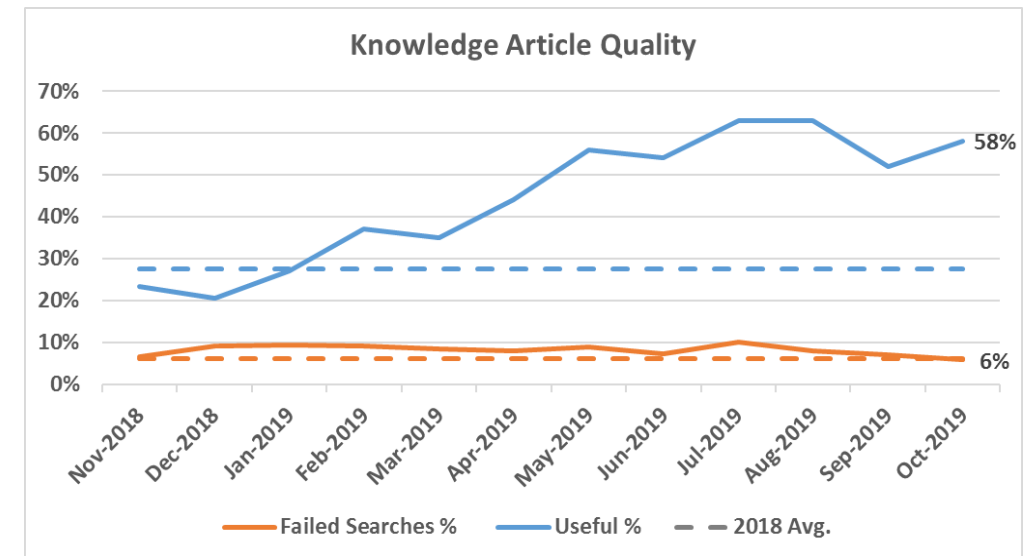
- Limited amount of commentary left by customers
- Guidance not clear on how to request a new supplier
- Having a requestor fill out the SMDR is an additional step

Knowledge Management Metrics - Quality



| Top 10 Views Articles - Oct 19 | No | Views | % of "Negative" (unhelpful article) votes |
|--|-----------|--------------|---|
| Order new computer equipment | 0 | 426 | 0% |
| Guest Wi-fi details | 0 | 372 | 0% |
| Installing Intune | 0 | 368 | 0% |
| Staples Promotional Products / Company Store | 0 | 367 | 0% |
| Who do I Contact for Assistance with Travel or Concur Expense Reporting? | 2 | 351 | 1% |
| Logging In to Concur | 0 | 345 | 0% |
| Zscaler Setup and Authentication | 1 | 283 | 0% |
| 2020 Annual Enrollment Decision Guide | 1 | 268 | 0% |
| Purchase Requisition in Composing Status in Guided Buying (Fix) | 0 | 226 | 0% |
| Ordering Business Cards - US/UK (and Outside) | 1 | 225 | 0% |
| Top 10 Totals | 5 | 3231 | 0.2% |
| GBS Totals | 25 | 12917 | 0.2% |

| Search Results | Sep | Oct |
|-----------------------|------|------|
| Successful searches | 7564 | 7071 |
| Failed Legit searches | 126 | 122 |
| Percent | 3% | 2% |



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