

CustomerDelight™ Drives Performance

Business Issue

US Home Systems (USHS), a leading provider of home improvement services, was quickly expanding through acquisition. However, new acquisitions did not always share the same customer service orientation that brought USHS its original success. The desire was to implement a system that would foster a consistently exceptional focus on customer delight throughout its widely-dispersed organization.

The goals were to improve process performance, improve customer satisfaction and make sure they were meeting the standards of their most important business partner, Home Depot.

Solution

4ROI assisted USHS in implementing a custom online CustomerDelight™ Survey system that targets the key factors that impact customer satisfaction in their business, quickly alerts the organization to customer experiences in the field and allows timely response to problems as well as rewarding outstanding performance.

The system includes two major components: The Customer Delight Survey system and Red Flag/Gold Flag Reporting

The Customer Delight Survey system keeps USHS informed about each step of the customer interaction in time to act, if necessary. The surveys are administered over the internet and measure each stage from first contact to post-installation follow-up, as well as overall customer satisfaction and intent to purchase. Surveys are distributed to customers whose installation is completed.

Red flag reports indicate below par performance, and include specific information about the interaction such as the client name, location, responsible management and individuals that had the customer interface. A red flag automatically produces a report that is sent to the manager for coaching and follow-up. Gold flag reports indicate outstanding performance. High customer delight scores result in recognition as well as a bonus for the participating installers. In addition to the detailed Red flag and Gold star reports, USHS has internet access to a variety of other report accessible by business group, region, branch and other criteria for broader development and strategic planning purposes.

Outcomes

The Customer Delight system met the goal of intensifying focus on process improvement and providing consistently high quality home remodeling services to the customer as USHS expanded. It provided an early warning system when the customer interface was not going well, so quick action could be taken to rectify it. In addition, it supported the direction and coaching needed to build a highly customer-focused workforce; thus maintaining and increasing customer satisfaction and enhancing business results.

4ROI Success Story

In just one year, from May '06 to May '07, customer satisfaction with their installation increased by over 8%. Furthermore, customer satisfaction with post-installation follow-up increased by 21%.

According to USHS:

“It let us gather the low-hanging fruit on improvement and process changes needed... It also helped us document outstanding customer service so we could provide recognition for high performers.” – Ray Gollaher

Over time usage of the system has grown to additional business units. More importantly, motivated by the Customer Delight system, the percentage of Gold Star performers during this time period has increased by a dramatic 26%.

Needless to say, the improvements in service are reflected in overall customer satisfaction with USHS. During the same time period, overall customer satisfaction with their home remodeling experience increased by a substantial 10%.

“The survey helped us identify bad behavior quickly enough to rectify it and convert it into positive behavior and increase customer satisfaction.”

Even more exciting is that the percentage of customers who would recommend or reuse USHS remodelers increased by nearly 20%!

Their focus on delighting their customers is directly related to USHS' growth as a major nationwide service provider for one of its most important business partners, Home Depot. Used on an ongoing basis the Customer Delight system provides feedback that allows USHS to identify what practices are working and quickly address practices that are not.