

# Customer Engagement Strategy

2016/17 - 2017/18

## Our Strategy

At Guinness we know that our customers know what it is like to receive our services better than anyone. Our Customer Engagement Strategy is designed to harness that valuable resource to help us achieve our Destination 2018 targets, and deliver our Customer Experience Strategy. We have a much better chance of increasing our customer satisfaction scores to 85%+ if we enlist the help and support of customers, living in every tenure or type of Guinness home. Our Customer Engagement Strategy demonstrates our modern, mature approach to working with customers, as you would expect from a customer service organisation. We work with customers as equals. Our employees, Executive Team and the Guinness Board champion our desire to listen to the voice of our customers, and to put them first. Our Customer Engagement Strategy is designed to inspire, guide, and inform on what we do, how we do it and how we're measuring our success.

## Strategic Aims

The aims of our Customer Engagement Strategy are to:

- Really understand our customers' values, needs, expectations and frustrations so we can improve our services and increase customers' satisfaction.
- Offer an array of opportunities for our customers, in all their wonderful variety, to get involved and help us to be brilliant at the basics and to provide amazing service to every customer, every time.
- Use our customers' experiences to gain insight into customers' pain points and eradicate these forever.
- Make it easy for customers to use our services, by using an outside-in approach to service design.
- Test and try our services with customers as we design them.

Our Customer Engagement Strategy consists of four strands:

- Customer Insight
- Engaging with Customers
- Test & Try
- Check & Control

# Customer Insight

## Quantitative Data

We obtain a wealth of data from the 1000 customer satisfaction surveys we carry out each month. To make sure we get the very best value from our investment, we will review and refresh our approach to satisfaction surveying regularly.

Segmentation data offers fantastic potential for us to get to know our customers better. We have already started tailoring our services to meet the needs of specific customer groups. We will cross reference segmentation data with other data sets to enrich our understanding of our customers, and make us truly responsive to their needs and expectations.

Complaints and compliments offer robust no nonsense feedback on our services. By using complaints data and customer journey mapping we can really dig down and find the root cause of our service failures. Then by targeting the things that are adversely impacting our customers the most, we can make sure that our service changes have maximum impact.

## Qualitative Research

Last spring we used qualitative research data to inform the development of our Guinness Service Style. This demonstrated how perception data adds a new perspective, depth, and emotional intensity to our knowledge of our customers' views about Guinness. We recognise how valuable this is, so we are integrating it into our customer insight data.

Customer journey mapping shows us how we impact on our customers' lives and feelings. We will use real case studies to engender greater empathy among operational teams and generic journey maps to support process reviews.

## Engaging with Customers

We involve customers in the design of new services and do this through a variety of ways including conjoint analysis, co-creation with employees, co-procurement and more traditional customer focus groups.

Conjoint analysis enables us to understand customers' preferences in a more sophisticated way by asking them to make value judgments. We can then ascertain which aspects of a service are of most importance to them, and which they are less bothered about. This helps us to design in the elements of a service which have a higher customer priority.

Co-creation sessions bring employees and customers together to design services as one. This ensures we have a good balance of customer input and an offer which is both practical and affordable for us to deliver. We have received excellent feedback from both customers and employees who have attended our co-creation workshops.

Co-procurement is about customers scoring tender bids and having a material impact on business decisions. Customers have most recently done this with the procurement of our online booking tool.

We also value more traditional methods of customer research and engagement. Customer focus groups are an excellent way of obtaining qualitative feedback and a real feel for what it is like to be a Guinness customer.

## Test and Try

We want our customers to be at the forefront of our innovations, working with us to see what will work, before we implement change across Guinness.

### **Digital Access**

Customers have helped us test our new repairs diagnostic tool to make sure it is intuitive, making it really easy for customers to report a repair, and enabling our contractors to get it right first time.

Customers on our Virtual Reading Panel help us by reviewing documentation, including communications to customers. Recently we reviewed and revised our letters to customers receiving home improvements. This was really successful so we plan to continue using this group when we revise our customer communications.

We use WhatsApp as a way of gathering feedback, and holding a conversation with, smaller groups of customers about a specific piece of work. For example, the refurbishment of a play area. This is a contact method which is easy and convenient and particularly appreciated by younger audiences with little time.

Digital communication offers great efficiencies for us and easy access to services for our customers. We will make greater use of the opportunities offered by webinars, and social media, like Facebook and Twitter.

Texting is a fantastically cost effective tool for customer engagement. It enables a light touch approach to gaining instant feedback on our services. This can also be used to aid service recovery and therefore something we will be doing increasingly in coming months.

### **Mystery Shopping**

We know our customers have unique insight into our services. We want to harness this experience by training a group of customers to be mystery shoppers. Once trained, when they use our services, for example, when they report a repair, we will ask them to record how it went, and feed back to us.

## Check and Control

There are opportunities for customers to scrutinise our performance and influence our planning and policy making processes.

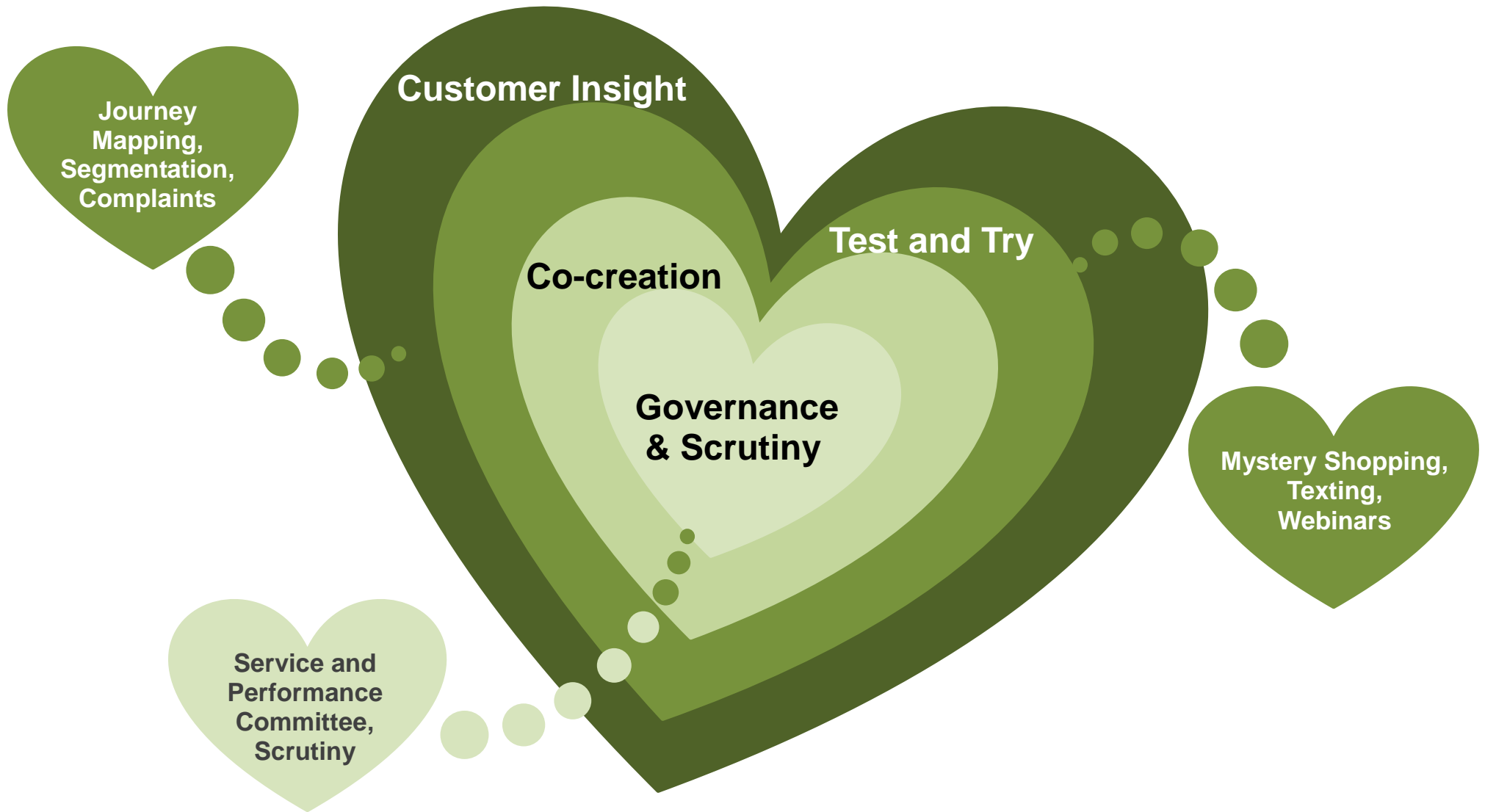
### **Governance**

We conducted a survey in the summer 2016 to ask customers what aspects of governance most interested them, and how they wanted to influence Guinness. Customer feedback is invaluable for informing our decisions, and customers have told us they want to receive meaningful performance data, so that is what we do.

### **Service and Performance Committee**

We have positions for two customers on our Service and Performance Committee. In the autumn of 2016 we reinvigorated our Committee by recruiting some new members. Every customer had the chance to apply. Selected candidates were invited to a briefing and discussion day. Then, interviews were conducted by the Chair of the Board, our Chief Executive and our Executive Director of Customer Services to decide who would join the Committee.

# Engaging with Customers



# Measures of Success

## What

- In line with our Destination 2018 objective we want 85%+ of our customers to be satisfied with the services we provide .
- Our employees will have an improved understanding of our customer's experience. We will know this has been achieved when our employee customer service survey demonstrates our employees truly understand the Guinness Service Style and have translated this into their roles, behaviours and activities.
- Co-creation enables customers to influence the design of services restructured as part of the Fast Forward programme. We will show demonstrable connections between customer insight and engagement and redesigned services from co-creation events.

## Where

We will offer a wide range of ways for our customers to get involved. This recognises the size and geographical spread of our customers across the country and will include:

- Different ways to work with us virtually reflecting our new omni-channel strategy.
- Phone surveys and text messaging to provide easy and real time feedback.
- Personal contact to gain customer insight and gather customer feedback when we are out and about on our estates.
- Meet up with customers face-to-face in our offices and in their homes, when that is most appropriate.

## When

- Our Customer Engagement Strategy sets out our objectives from January 2017 to March 2018.
- Our strategic objectives will be delivered by 2018.