



Re-engineering the customer experience

Major County department

Rebecca's level of responsibility

Having sole responsibility for the design and implementation of this program, I worked closely with the department director

Duration of the engagement

3 months

The problem(s) presented

They wanted to re-engineer their customer processes to be more customer-centric.

Steps in solving the problem

We began with how the customer first encounters the organization in person — we'd address phone and online experiences later. They had just remodeled their front area where customers received in-person help from specialists. I was charged with being the voice of the customer.

We looked at everything from what the customer sees stepping off the elevator onto their floor, how s/he is channeled to the receptionist, how the receptionist greets him/her. Then how the receptionist determines the customer's needs and alerts the appropriate specialist. We even standardized how to invite the customer to sit and where to wait.

With input from key staff, I produced scripts and flow charts for the staff's actions depending on the customer's needs. We role played to ensure the processes were clear and efficient, refining them along the way. At my urging, they did a half-day test with real customers to see where there might be hiccups.

We looked at technology enhancements and physical modifications. All key stakeholders were involved with coming up with solutions. I was impressed with not only the Director's involvement and skill at facilitating the group processes, but the team's engagement and positive attitude to ensure the changes would work for the customers and staff.

Results Achieved

The customers like the new procedures and the staff like that they can help the customers more efficiently.

The staff feels they are able to help the customers quicker and more efficiently without sacrificing quality.

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