

ENGAGING SERVICE

employee and customer experience

Complaint Quantification

Presented by Andrew McMillan

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Which Complaints To Quantify?

**I recently shampooed my pet rabbit with
Body Shop shampoo.**

Its eyes bulged out and turned red.

**If you tested your bloody stuff on animals like everyone
else, this sort of thing wouldn't happen."**

Complaint Analysis

- Weekly/monthly analysis on the nature and origin of complaints
- Analyse in a format that provides easy actionable outcomes and aligns to strategy
- Segment analysis to encourage transparency and accountability



Analysis Segmentation

- Product/service delivered
 - Quality of service
 - Expectation of service
- Process (how easy are you to do business with?)
 - Late delivery
 - Incorrect equipment provided
- Channel (how easy are you to access?)
 - Didn't phone back
 - Couldn't get a response
- Engagement (how did it feel?)
 - Rudeness
 - Not treated as an individual

Cost Analysis Per Segment

- Number of complaints
- Average time spent on each complaint
- Average hourly rate of employee handling complaints

An Example

- 20 complaints a month on a key segment
- Each complaint takes on average 1.5 hours to log, investigate, respond and analyse
- Average hourly salary is £13.80 (£27,271)
- $20 \times 1.5 \times £13.80 = £414.00$ per month for complaint resolution on this one segment
- PLUS compensation or re-work costs

**First To Know....
Best To Deal With**

Escalated Cost Per Category

- 7 complaints per month escalate to a senior manager
- Each complaint takes on average 1 hour to review, discuss and respond
- Average hourly salary is £25.30 (£50,000)
- $7 \times 1 \times £25.30 = £177.10$
- Complaint segment cost £414.00 + £177.10 = £591.10 per month

Further Escalated Cost Per Category

- 2 complaints per month escalate to a Director
- Each complaint takes on average 2 hours to review and respond
- Average hourly salary is £61.00 (£120,000)
- $2 \times 2 \times £61.00 = £244.00$
- Total complaint segment cost £414.00 + £177.10 + £244.00 = £835.10 per month

Annual Costs

- £835.10 per month on one segment
- X12 = £10,021.20 per year
- 20 frequent segments = £200,424.00 annually
- Over ten years £2,004,240.00
- PLUS compensation or re-work costs

**Reputation often arrives on foot
and
leaves on a fast horse!**



NEWS

ROOM
with **WOLF BLITZER**

THE

NEW DEVELOPMENTS

NEW CAMPAIGN TO REPEAL "DON'T ASK, DON'T TELL"

UPDATE Feds outline new food-safety initiatives

THE SITUATION ROOM

LIVE CNN

1:41 PM PT

Dear customer Relations

THE WORLD'S BEST FUNNY COMPLAINT LETTERS

[BEST EVER COMPLAINT LETTERS](#) / [BEST EVER SILLY LETTERS](#) / [BEST EVER REPLIES](#) / [THE EASYJET CHRONICLES](#) /

[IKEA - TALES FROM THE BIG BLUE WAREHOUSE](#)



[COMPLAINT LETTERS](#) /
SEPTEMBER 10, 2016

BRITISH AIRWAYS - THE SUPPOSITORY GNOME

John Wines and his wife Julie planned a holiday of a lifetime – a safari trip to Africa. To make sure that everything went to plan, John booked his flights with the 'World's Favourite Airline'. That, it turned out, was a big mistake....



[COMPLAINT LETTERS, PRODUCT MANUFACTURERS](#) /
SEPTEMBER 4, 2016

TAMPAX TAMPON TANTRUM

Yes, this is a complaint letter about tampons. So "Why is there a cuddly Labrador puppy?" I hear you say. That's Andrex, not Tampax, right? Well, it's not just any old Labrador, it's Marley, and he's in the letter



[COMPLAINT LETTERS, RETAILERS](#) /
APRIL 30, 2016

A NICE LIDL EARNER!

Steve Crowley recently witnessed his local Lidl store fining an elderly pensioner £90 for accidentally contravening their new parking restrictions. Steve thought that was disgraceful. If you agree, sign the petition to bring this odious practice to an end



[COMPLAINT LETTERS, ENERGY COMPANIES, TELECOMS & ISPS](#) /
APRIL 27, 2016

VERIZON: A FISHY CASE OF MISTAKEN IDENTITY

Comedy writer Stephanie Yuhas was less than thrilled when Verizon Mobile sent



[COMPLAINT LETTERS, ENERGY COMPANIES, TELECOMS & ISPS](#) /
APRIL 18, 2016

CALOR: A NASTY CASE OF MORNING GAS

Kevin Borgers had had a busy bank holiday weekend and then a storm kept him awake most of the night. When he

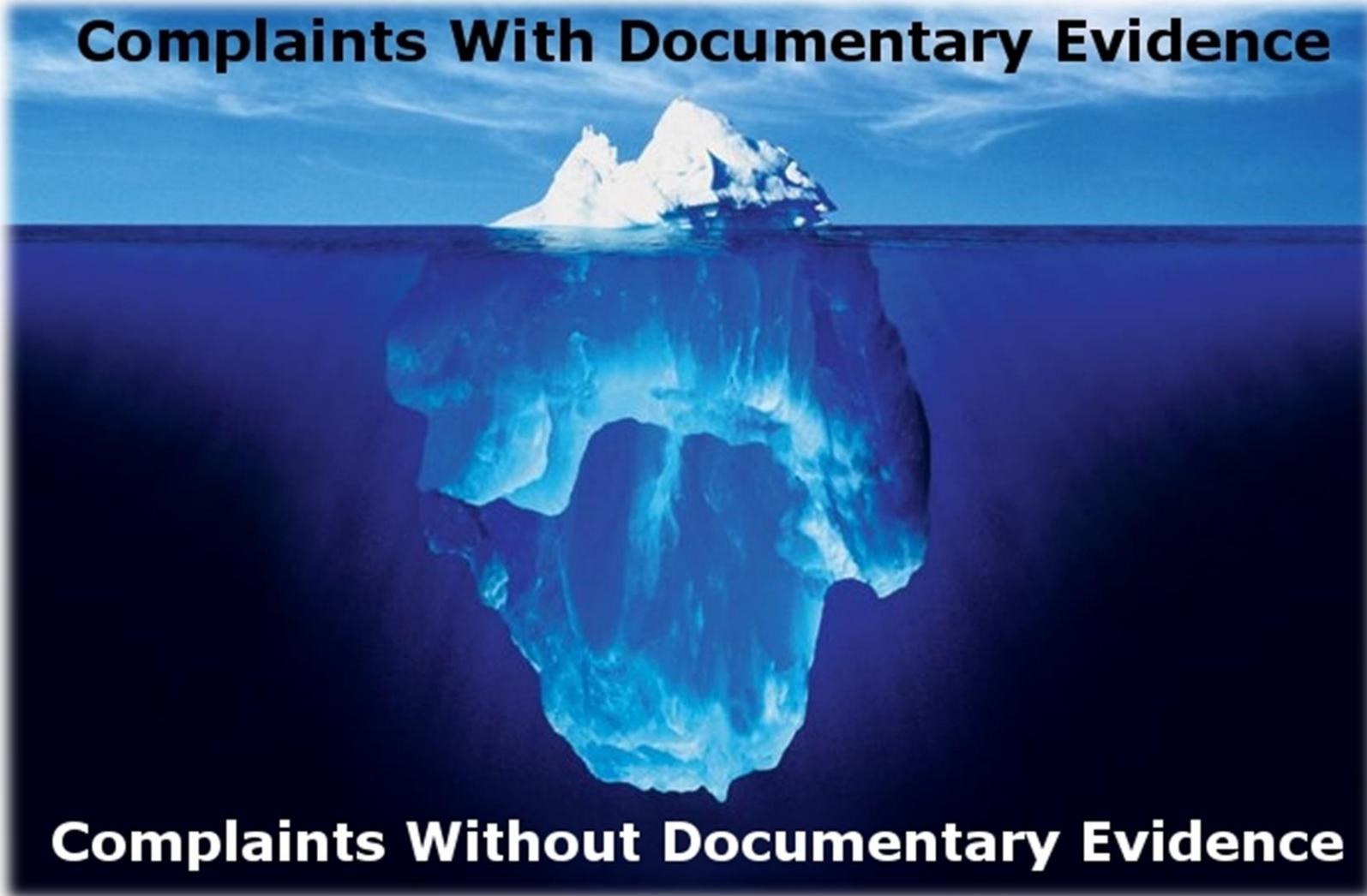


[COMPLAINT LETTERS, PLANES, TRAINS AND AUTOMOBILES](#) /
SEPTEMBER 15, 2015

PUERILE PARKING PROHIBITION IN PORTSMOUTH

We all see plenty of No Parking signs but there weren't any when comedian,

Complaints With Documentary Evidence



Complaints Without Documentary Evidence

Making The Quantification Work

Internal Perception

Problem or Solution?

Internal Perception

Reactive or Proactive?

Complaints Department?

Student Services Department?

Make It Go Away Department?



“I realize working in the Complaints Department can be tough. But it must be a thrill to work with the public on a daily basis.”

Student Feedback Department?

Student Insight Department?

**Student Experience Development
Department?**

Tactical Positioning

- Analyse and quantify the cost of handling complaints
- Analyse and demonstrate the savings you have facilitated by eliminating the source of complaints
- Be perceived as a solution rather than a problem
- Become a 'go to' expert when people need advice and support
- Show the reputational benefit of strong recovery

The problem is never how to get new innovative thoughts into your mind, but how to get the old ones out.



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BREAKING NEWS RYANAIR RESULTS
RYANAIR REPORTS 32% RISE IN HALF-YEAR NET PROFIT

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