

ENGAGING SERVICE

employee and customer experience

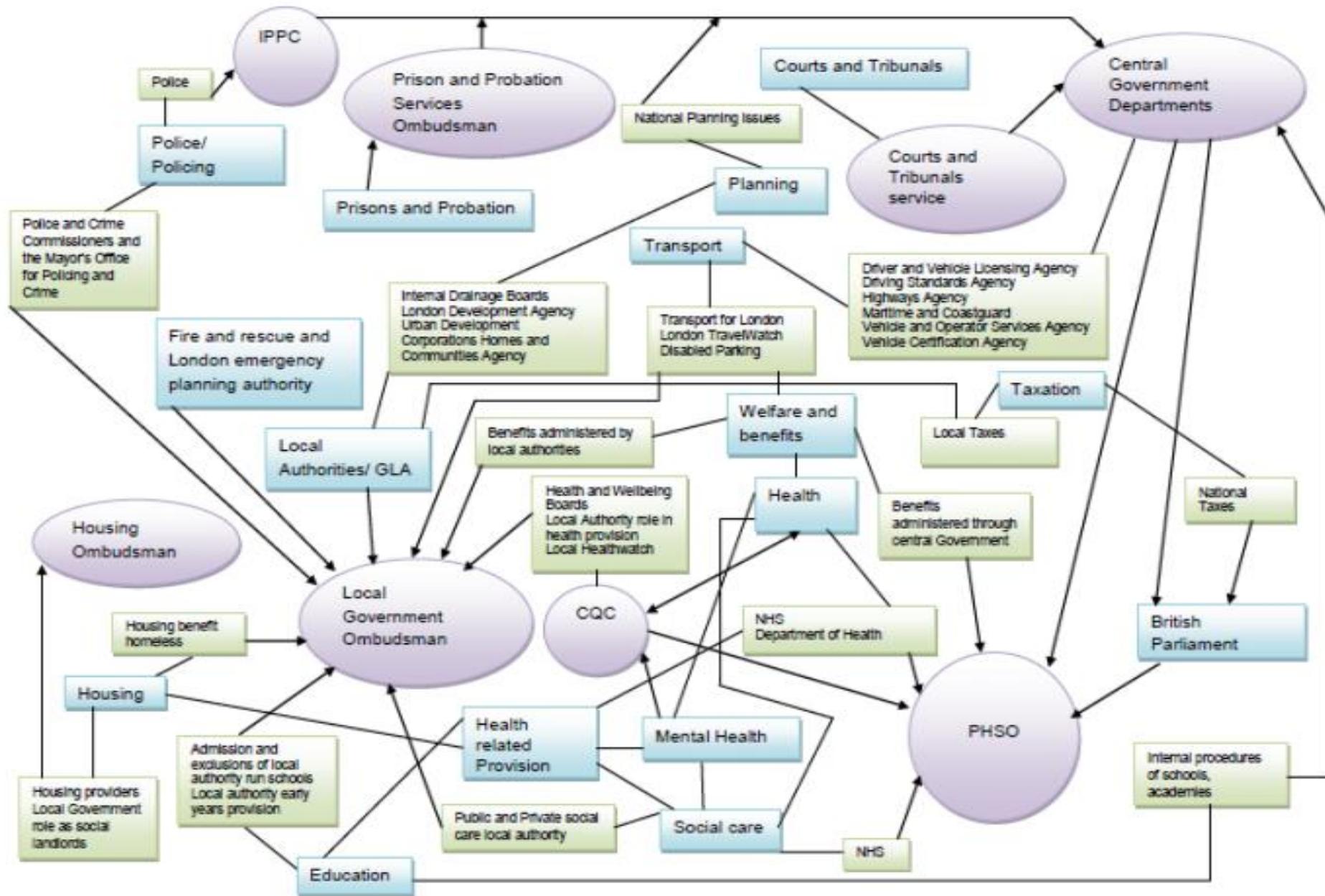
Complaint Quantification

Presented by Andrew McMillan

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What Complaints To Quantify?



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 £13.41 (£26,500)
- $20 \times 1.5 \times £13.41 = £402.30$ 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 £402.30 + £177.10 = £579.40 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 £402.30 + £177.10 + £244.00 = £823.40 per month

Annual Costs

- £823.40 per month on one segment
- X12 = £9880.80 per year
- 20 frequent segments = £197,616.00 annually
- Over ten years £1,976,160.00
- PLUS compensation or re-work costs

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

Making The Quantification Work

Internal Perception

Problem or Solution?

Internal Perception

Reactive or Proactive?

Complaints Department?

Customer Service Department?

Make It Go Away Department?

Customer Feedback Department?

Customer Insight Department?

Customer 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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