



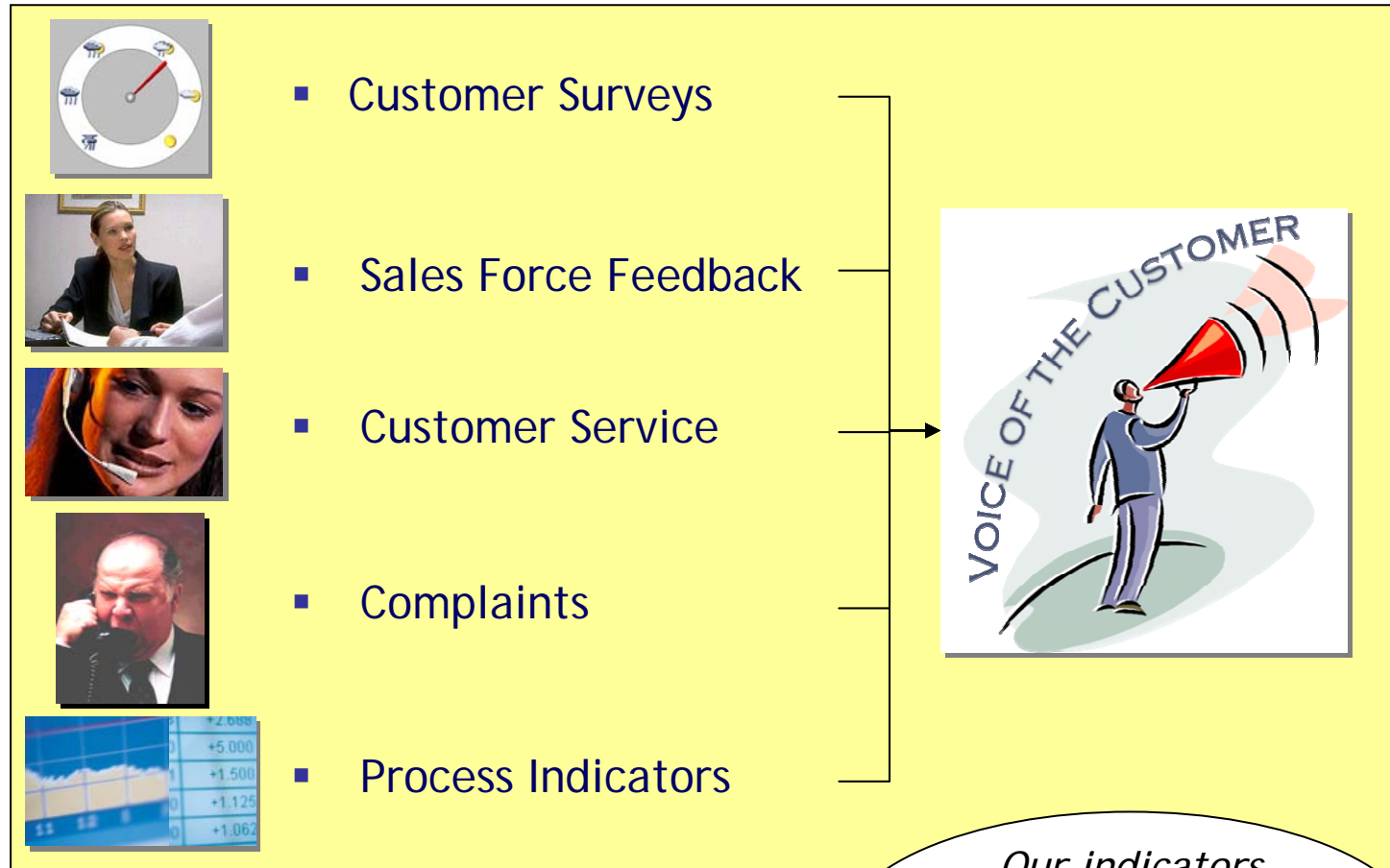
Voice of the Customer
Institute

Action Planning Principles

A Step-by-Step Approach to Building
Effective Action Plans that Create Value
to Customers

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Voice of the Customer Data Collection



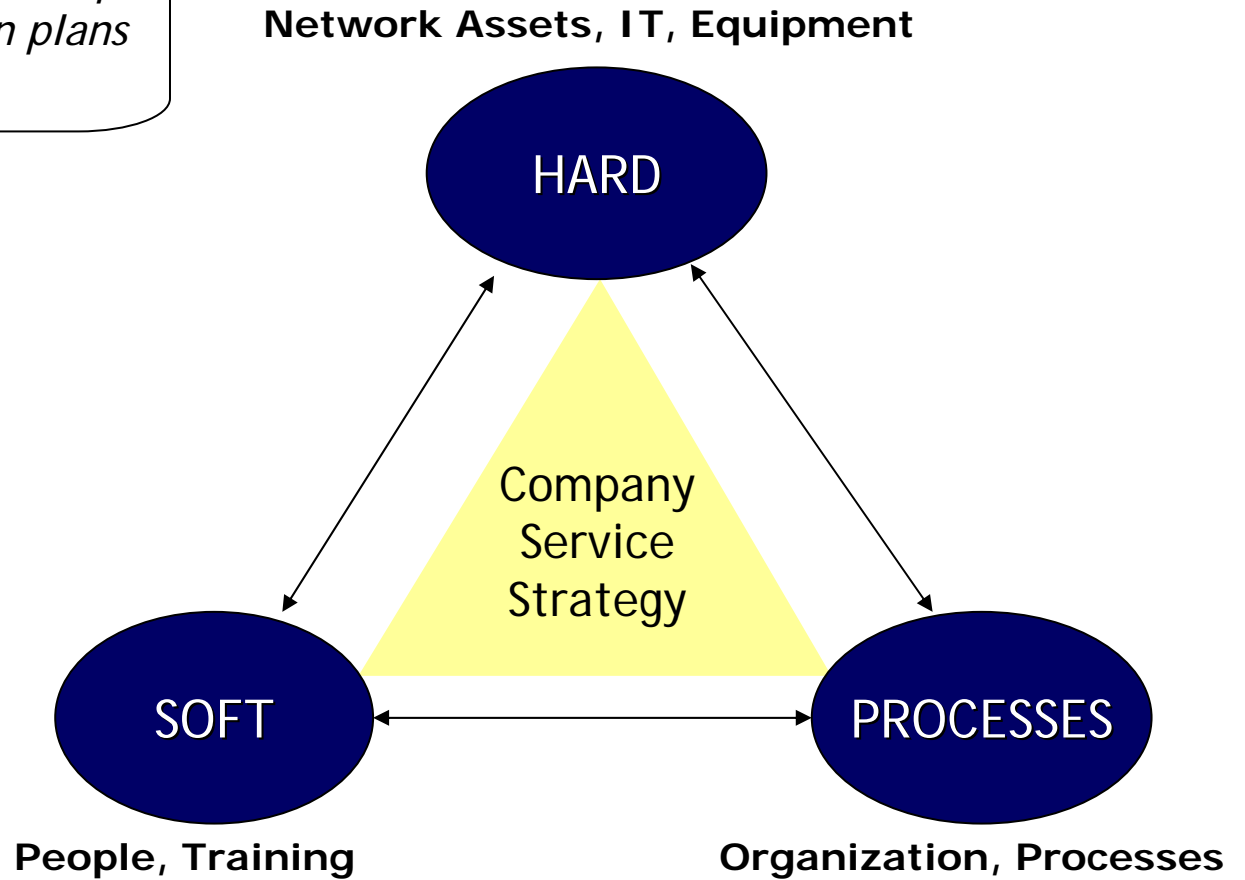
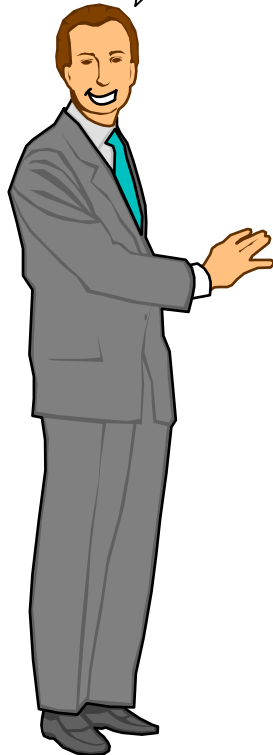
*Drive Action Planning?
But where to start from?*

Our indicators consistently show increasing customer dissatisfaction!



Company Service Strategy Concept

A simple model to help us segment action plans categories



Action Planning Strategy



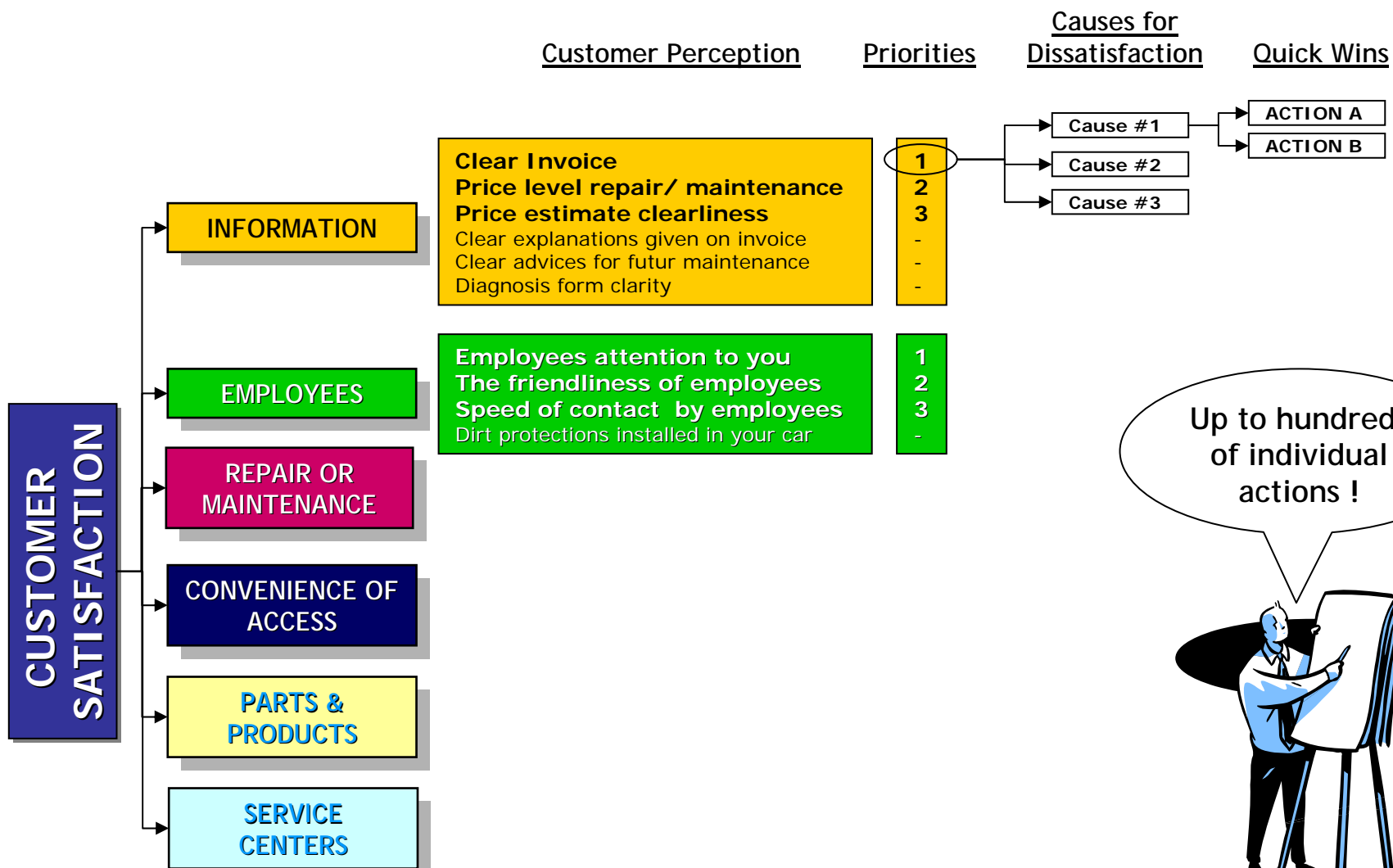
→ Strategy Step #1

- Action plans based on « Quick Wins »
- Focus on Process and Soft issues

→ Strategy Step #2

- Action plans that require investments analysis and decisions
- Focus on Hard issues

Strategy Step #1: Identify Quick Wins



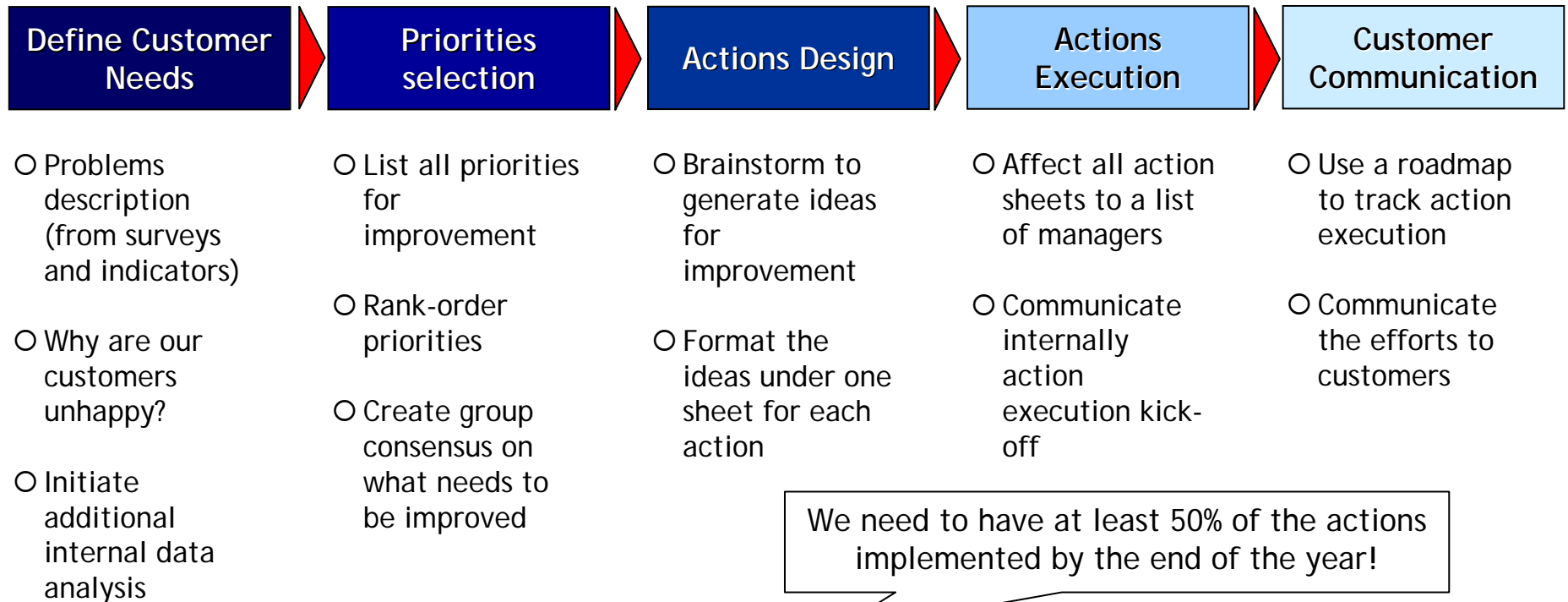
Strategy Step #2: Identify Actions Plans that Require Investments

| Major Competitive Weaknesses | Gap With Competition | Priority Ranking | Our Understanding of Customer Needs | Action Plan Description | Action Plan Champion | Completion Date |
|----------------------------------|----------------------|------------------|-------------------------------------|-------------------------|----------------------|-----------------|
| Product Range Offer 6,5 / 10 | 0,5 | 3 | | | | |
| Waiting Room 6,9 / 10 | 1,1 | 1 | | | | |
| Convenient Locations 7,5 / 10 | 0,9 | 2 | | | | |

We need to focus our money on the action plan that will create the greatest customer value and ROI to the company



Quick Wins Action Planning Design Roadmap



We need to have at least 50% of the actions implemented by the end of the year!



Quick Win Presentation Format

ACTION #125

- **Action Description**
 - *Explain to center managers how to present the invoice in details to customers*

- **Action Objective**
 - *Train center personnel using the same tools and technical language*
 - *Arise the customer attention on the invoice key elements*
 - *Increase customer perception of center personnel professionalism*

- **Implementation Details**
 - *Build a training kit for center personnel (3 page document)*
 - *Plan center visits with regional managers*

- **Action Owner**
 - *Regional managers*
 - *Operations Director*



Track Quick Wins Implementation Effectiveness

| | Germany | France | UK | Spain | Italy | Sweden | Norway | Portugal | Benelux |
|-----------|---------|--------|----|-------|-------|--------|--------|----------|---------|
| Action 1 | ☹️ | 😊 | 🙂 | ☹️ | 🙂 | ☹️ | ☹️ | 😊 | 🙂 |
| Action 2 | ☹️ | 😊 | 🙂 | 🙂 | 😊 | 🙂 | ☹️ | 😊 | 🙂 |
| Action 3 | 🙂 | ☹️ | 😊 | 🙂 | 😊 | 🙂 | 🙂 | 😊 | 🙂 |
| Action 4 | 😊 | 🙂 | 😊 | 🙂 | ☹️ | 🙂 | 🙂 | 😊 | 🙂 |
| Action 5 | 😊 | 🙂 | ☹️ | 🙂 | 🙂 | 😊 | 😊 | 🙂 | ☹️ |
| Action 6 | ☹️ | 😊 | 🙂 | 😊 | 😊 | 🙂 | ☹️ | 😊 | 🙂 |
| Action 7 | 🙂 | ☹️ | 🙂 | 🙂 | 😊 | 🙂 | 🙂 | 😊 | 🙂 |
| Action 8 | 😊 | 🙂 | 😊 | 🙂 | ☹️ | 🙂 | 😊 | ☹️ | 🙂 |
| Action 9 | 😊 | 🙂 | 😊 | 🙂 | 🙂 | 😊 | 😊 | 🙂 | 😊 |
| Action 10 | 🙂 | ☹️ | 🙂 | ☹️ | 😊 | 🙂 | 😊 | 🙂 | ☹️ |
| Action 11 | 😊 | 🙂 | 😊 | 🙂 | 😊 | 🙂 | ☹️ | 😊 | 🙂 |
| Action 12 | 😊 | 🙂 | ☹️ | 🙂 | 😊 | 🙂 | 😊 | 🙂 | ☹️ |
| Action 13 | ☹️ | 😊 | ☹️ | 🙂 | ☹️ | 😊 | ☹️ | 😊 | 🙂 |
| Action 14 | 🙂 | 😊 | 🙂 | 😊 | 🙂 | 😊 | 🙂 | 😊 | 🙂 |

Track Transverse Action Plans

| DOMAINE | Critère | Score | Customer Needs Definition | Action Plan | Who | When | Status |
|------------------|----------------------|-------|--|--|------------------------------|---------|---------------|
| Customer Welcome | Waiting Room Confort | 6,9 | Non smoking section | Identify centers where waiting room can be segmented in to parts Evaluate cost with architects and buidling company | Marketing + Asset management | June | Not initiated |
| | | | Communication connection capabilities | Evaluate internet access with telecom vendors | Marketing + Operations | March | On-Going |
| | Center Location | 7,5 | Improve driving indications | Audit centers poorly indicated Evaluate the cost to install signs | Marketing + Asset management | June | Not initiated |
| | | | Improve company communication in directories | Audit company presence in directories Evaluate local yellow page communication budget | Marketing + Operations | January | Implemented |

Action Plan Design and Execution Roadmap

| | Month 1 | | | | | Month 2 | | | | Month 3 | | | | | Month 4 | | | | Month 5 | | | | Month 6 | | | | | |
|-------------------------------|---------|---|---|---|---|---------|---|---|---|---------|----|----|----|----|---------|----|----|----|---------|----|----|----|---------|----|----|----|----|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | |
| 1 - Result Presentation | █ | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 - Actions Selection | | █ | █ | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 - Action Design Workshop 1 | | | | | | █ | | | | | | | | | | | | | | | | | | | | | | |
| 4 - Action Design Workshop 2 | | | | | | | | █ | | | | | | | | | | | | | | | | | | | | |
| 5 - Action plans finalisation | | | | | | | | | █ | █ | | | | | | | | | | | | | | | | | | |
| 6 - Action Plan endorsement | | | | | | | | | | | █ | | | | | | | | | | | | | | | | | |
| 7 - Action Plan Kick-Off | | | | | | | | | | | | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | █ | | |
| 8 - Performance Review | | | | | | | | | | | | | | | | | | | | | | | | | | | █ | █ |



Budget

| Project Steps | Comment | Quantity | Unit Price | Total |
|-------------------------------|---|----------|------------|----------------|
| 1 - Result Presentation | usually one presentation session to Steering Committee - Half-Day meeting | 1 | 950 € | 950 € |
| 2 - Actions Selection | via a conference call with country manager | 1 | 250 € | 250 € |
| 3 - Action Design Workshop 1 | kick-off meeting to design action plans - full day meeting | 1 | 1 250 € | 1 250 € |
| 4 - Action Design Workshop 2 | a second meeting is often needed when the number of actions is important | 0 | 1 250 € | 0 € |
| 5 - Action plans finalisation | via conference calls with the local champion to consolidate all action plans | 2 | 250 € | 500 € |
| 6 - Action Plan endorsement | a half-day meeting between the local managing director and Steering Committee. The MD validates and endorses the accepted actions | 1 | 450 € | 450 € |
| 7 - Action Plan Kick-Off | an official meeting with the action plan owners to initiate the action plans and provide a vision for review | 1 | 450 € | 450 € |
| 8 - Performance Review | a half-day meeting to review action performance in light of new customer satisfaction indicators | 1 | 950 € | 950 € |
| TOTAL | | | | 4 800 € |