creaholic

CUSTOMER CENTRICITY SCORE

A strategic KPI for customer centricity.

Why we made CCScore

creaholic

We did not know how we could become more customer centric
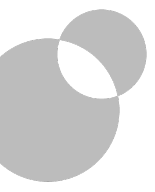
Many companies are trying to become more customer centric. It is easy to understand why but a little less easy to understand how to achieve this. When we developed the Customer Centricity Score at a large company, we were exactly at that point. We already had done a few things and now wanted to know whether we were on the right track and what was missing.

Customer centricity was thought of as a front-stage job

Customer centricity was viewed as the job of the employees with direct customer contact (front-stage). But as in a concert, it is not only the musicians who run the show. The overall customer experience is the result of all employees, front- and backstage.

creaholic

Available tools lacked the breadth and depth we required

We needed a tool that was able to measure the maturity of customer centricity in the whole company – and not only in parts of it such as the touch points. At that time, there was no tool that could provide this.
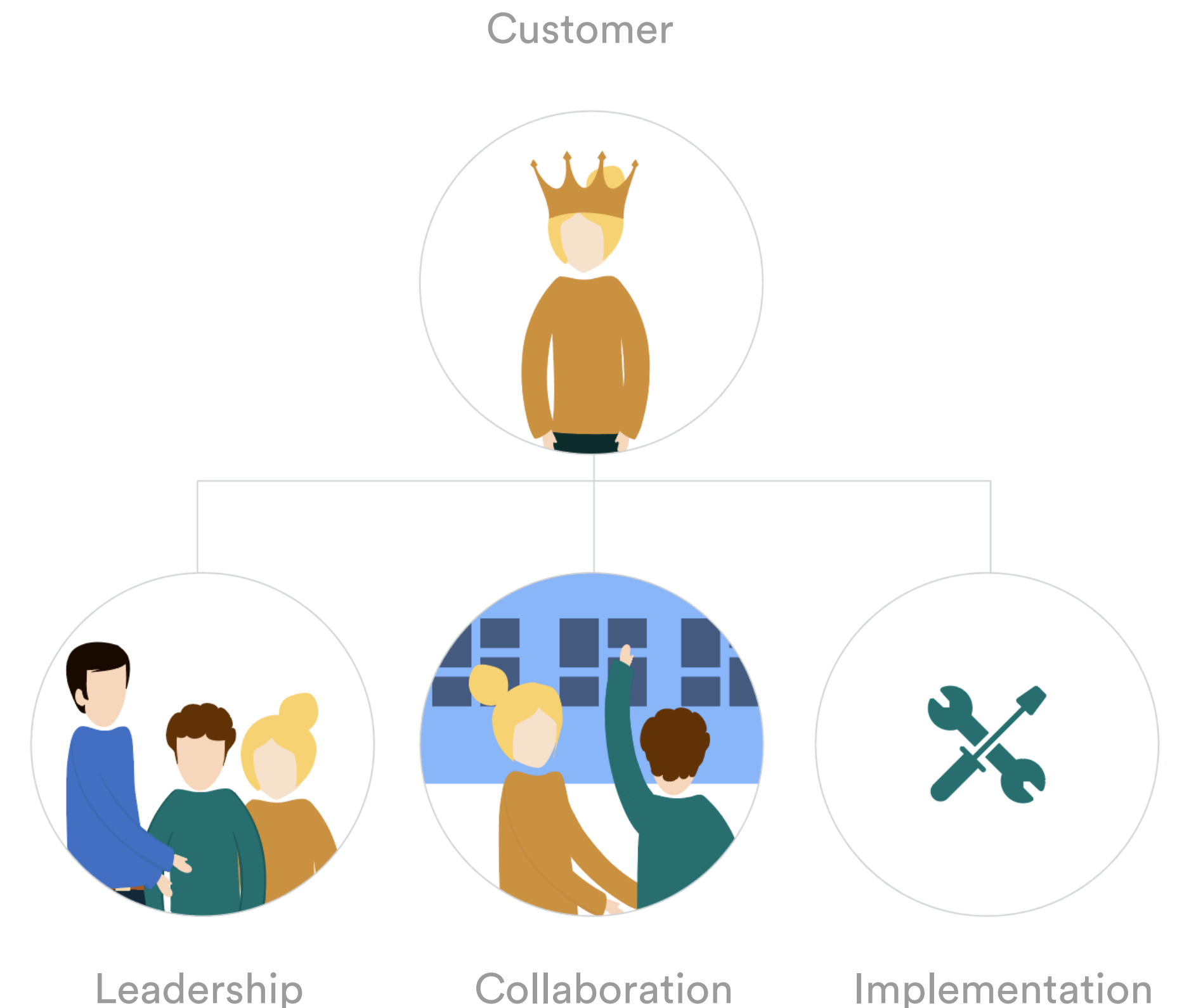
So we built CCScore to measure Customer Centricity holistically

The CCScore is a strategic KPI that helps you understand how customer centric your company is and what the key factors are that define a customer centric organisation.

The CCScore is an employee survey that measures customer centricity on three dimensions: Leadership, Collaboration and Implementation – both quantitatively and qualitatively. It is composed of 15 questions.

Lucerne University of
Applied Sciences and Arts

HOCHSCHULE
LUZERN

Customer

Leadership   Collaboration   Implementation

creaholic

How does CCScore work?

Start here

1

Measure customer centricity

Send CCScore survey to employees and calculate scores.

ACME

2

Learn from results

Identify strengths and weaknesses together with key stakeholders at the company.

CUSTOMER CENTRICITY SCORE

One year later

3

Implement improvements

Define improvement measures and plan implementation with top management.

CCScore results overview

Score
6

Promoters | 34% | 38% | 28% | Critics

Customer Centricity Score

Leadership	34%	40%	26%	7
	Promoters		Critics	

Collaboration	41%	40%	19%	18
	Promoters		Critics	

Implementation	29%	35%	36%	-7
	Promoters		Critics	

Prioritisation	46%	33%	21%	25
	Promoters		Critics	

Tolerance	31%	48%	21%	10
	Promoters		Critics	

Customer insight	20%	55%	25%	-5
	Promoters		Critics	

Commitment	40%	30%	30%	6
	Promoters		Critics	

Persistence	20%	52%	28%	-8
	Promoters		Critics	

Experience design	45%	35%	20%	25
	Promoters		Critics	

Enabling	20%	46%	34%	-14
	Promoters		Critics	

Learning culture	38%	39%	23%	17
	Promoters		Critics	

Customer integration	15%	40%	45%	-20
	Promoters		Critics	

Openness	28%	43%	29%	-1
	Promoters		Critics	

Cross-functional collaboration	60%	25%	15%	45
	Promoters		Critics	

Personal responsiveness	32%	42%	26%	6
	Promoters		Critics	

Incentives	35%	47%	18%	17
	Promoters		Critics	

Touchpoint interaction	52%	25%	23%	28
	Promoters		Critics	

Systems, processes & information	20%	45%	35%	-15
	Promoters		Critics	

creaholic

Results per business unit (or other variables)

	Company n=2'345	Sales and Marketing n=346	Operations n=127	Product Management n=79	Customer Support n=743	IT n=192	Human Ressources n=64	Communications n=127	Legal n=86
CUSTOMER ORIENTATION	12	32	23	23	56	-15	12	41	-30
LEADERSHIP	7	29	19	28	65	-16	24	37	-23
Prioritisation	25	41	19	43	86	12	25	64	-33
Commitment	6	19	29	50	57	0	40	55	-33
Enabling	-14	19	35	10	50	-23	20	36	-17
Openness	-1	26	53	13	57	-19	19	9	33
Incentives	17	42	-40	21	77	-50	14	22	-67
COLLABORATION	18	31	32	30	57	0	16	58	-3
Tolerance	10	26	41	27	64	-8	13	64	0
Persistence	-8	19	24	14	57	-4	-6	45	-17
Learning culture	17	26	29	-4	14	-17	43	45	0
Cross-functional collaboration	45	42	47	68	93	38	50	64	83
Touchpoint interaction	28	44	19	43	57	-8	-21	73	-83
IMPLEMENTATION	-7	35	19	11	45	-29	-3	29	-63
Customer insight	-5	22	20	13	36	-65	-20	20	-100
Experience design	25	85	44	61	79	56	44	55	-83
Customer integration	-20	-14	-14	-28	33	-62	-55	0	-40
Personal responsiveness	6	50	27	0	58	-24	31	33	-25
Systems, processes & info.	-15	30	20	7	21	-48	-13	36	-67

The true value lies in the comments

While scores are very important to get a first understanding of the results, participants' comments to each question provide valuable information about the reasons behind their ratings. They are also the basis for developing meaningful improvement measures.
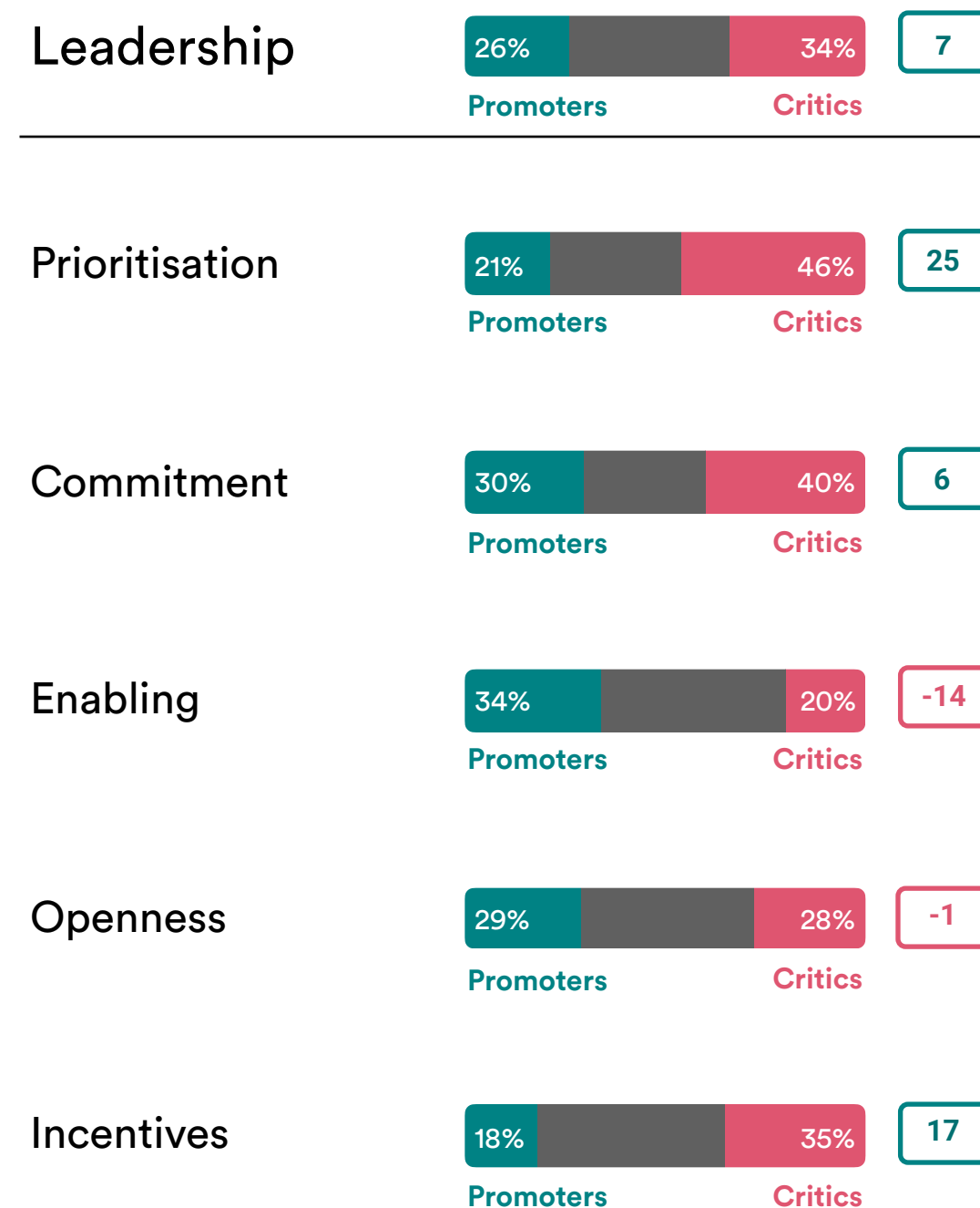
What I like

What I wish

creaholic

Detailed analysis Leadership

There is a major deficit in the leadership dimension. In the perception of employees, customer orientation does not seem to be really put into practice by management at present.

Dimension	Promoters	Critics	Score
Leadership	26%	34%	7
Prioritisation	21%	46%	25
Commitment	30%	40%	6
Enabling	34%	20%	-14
Openness	29%	28%	-1
Incentives	18%	35%	17

Key insights

- There appears to be a **lack of communication between HQ and the subsidiaries**, especially with regards to **lessons learnt** - lack of information and slow responses keep some teams from working with the customer in focus

- There seems to be some **competition amongst departments and subsidiaries**, which is also causing inefficiencies in communication and general team spirit

- For the employees it seems to still be **unclear what value the company is bringing to the customer.** This is seemingly leading to misalignment with regards to the company's overall goal

- Employees with **no direct customer contact** seem to still be **unaware of their impact and role towards the customer**

- It seems as though employees **often work with colleagues that have customer contact,** however, due to the above-mentioned points, the end-customer is often neglected

- Employees state that customer issues are dealt with reactively instead of proactively, meaning that they are **not searching for the root cause of the problem**

- Although colleagues do foster an open error culture, some still feel that **mistakes are punished**

Example comments

"Headquarter can't hear customer wish. We need regular meeting between headquarter and subsidiary. Not just sales meeting but also technical meeting like lesson learnt."

"Konsequentere Umsetzung von Prozessen. Höhere Akzeptanz für geänderte Prozesse."

"I appreciate the open and frank discussions on troublesome issues, so that we are all in agreement as to the direction or method of our responses."

"Der Kundenmehrwert ist nicht allen Abteilungen bewusst und könnte mit Workshops gefördert und sensibilisiert werden."

"Aktuell werden Fehler bei anderen Abteilungen gesucht anstatt miteinander Lösungen zu suchen. Dieses Verhalten steigerte sich in den letzten 5 Jahren enorm."

"Yes, I think this is something that **COMPANY** does very well [touchpoint interaction]. I like that management and relevant people from HQ come across to meet our customers as well - I think this gives a our customers a feeling that they are important to us."

Industry benchmark Switzerland 2017

Source: Intervista & University of Lucerne University of Applied Sciences and Arts. Customer Centricity in Swiss Industries. Currently unpublished.

Representative sample of employees of Swiss companies. n=3'835

Industry	Value
	−100 ... +100
Consulting, personal services	38
Real estate, facility management	28
Advertising, communication, marketing, PR	25
Culture (art, literature, theater, music, cinema)	25
IT	22
Agriculture, horticulture, forestry, fisheries	22
Education, teaching	21
Telecommunication	21
Gastronomy, tourism	19
Textile, garment and leather production	19
Law	18
Healthcare	17
Retail, wholesale, repairs	17
Insurance	14
Non-profit enterprises, social services, church	14
Construction, architecture	14
E-Commerce	13
Paper, printing	12
Security, military	12
Food production or processing, tobacco	12
Post, logistics, freight transport	10
(Mechanical) Engineering, metal processing, vehicle construction	8
Electrical engineering, electronics, watches	8
Media, publishing	5
Banking, finance, trust	4
Passenger transport, mobility	3
Sport	2
Chemistry, pharmaceuticals	0
Energy industry, utilities	0
Public administration, politics	−1
Science	−7

creaholic

Main benefits

CUSTOMER CENTRICITY SCORE

42 **Customer centricity quantified**
Measure a fuzzy topic like customer centricity quantitatively and reliably.
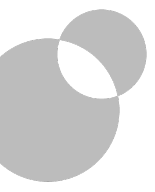
Holistic assessment
Identify clear areas of strength and opportunities to improve customer centricity in the entire company.

A strategic KPI
Track the progress on your way toward a more customer centric organisation.

creaholic

FAQ

How often should you measure the CCScore?
We recommend to measure the CCScore once a year, to tracking improvement measures.

Why should the whole organisation participate in the CCScore?
Whether with or without direct customer contact; everyone contributes their share to the customer experience. Customer centricity comes from within and has an effect on the outside.

What about employees that have only internal customers?
With the CCScore we always focus on the end client, the one buying the products or services. Even employees that do not have customer contact have an impact on the end customer experience.

How many employees should participate in the CCScore?
For an initial measurement we recommend sending the survey to the entire company; this allows to break down the results with many variables and getting a broader picture. However, above 5'000 employees, a sample can be made.

What is the difference between the CCScore and your employee survey?
CCScore is a strategic instrument that reflects precisely aspects of customer centricity. Employees are asked to assess their work situation and not their personal satisfaction at work. There are therefore no redundancies between the two.

Are the results anonymous?
We only return anonymised data to the client, using randomised IDs.

How does CCScore compare to NPS?
The NPS mirrors the perception of our external customers. The CCScore measures the internal ability to work in a customer-centric way. Our results indicate that there is a positive correlation between the CCS and the NPS.

What kind of software do you use? Could we use our internal survey tool?
We use Surveymonkey for the survey set-up and mail chimp for sending out the e-mails. The data is stored in European servers and data transfer happens with our encrypted service Seafile.
However, if this option does not suit your data protection regulations, we are flexible to set-up the survey in your internal tool; this works perfectly fine as well.

creaholic

How to get started

Creaholic sends out a personalised offer for a CCScore project

Kick-off meeting to review roles and responsibilities as well as timeline

Client prepares participant data file + internal communication