

Midway

Category 3: Are you listening?

MidwayUSA

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Midway Category 3 Overview

3.1 – Voice of the Customer
Customer Listening
Determination of Customer Satisfaction & Engagement


3.2 – Customer Engagement
Product Offerings & Customer Support
Customer Relationships



Midway What is Voice of the Customer?


From the Baldrige Criteria, Voice of the Customer – Page 53 –

Your process for capturing Customer-related information. Voice of the Customer processes are intended to be proactive and continuously innovative to capture stated, unstated and anticipated Customer requirements, expectations and desires....



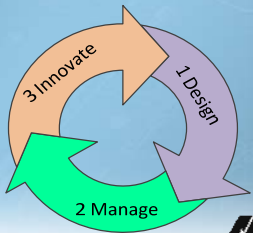

Midway Why is Voice of the Customer important?

- Customers are your most important stakeholders
- Understanding their needs is critical to your success
- Helps focus your priorities on the most important items
- Ensures you remain relevant





Midway How do you build a system to listen and learn from Customers?

- It's a process, so build it like one!
- Design
 - Implement
 - Execute
 - Review
 - Improve
- Manage
- Innovate

Midway Design

- Step 1. Define your Customer
 - Typically this is who your organization is designed to serve. Make sure you include your organization's primary source of revenue.
 - Be careful, your organization could have multiple Customer groups

Midway Design

• Step 2. Determine your Customer Key Requirements

- Ask them what they want – with help
- Ask them to prioritize
- Consider everything as important, even if it seems it isn't



Midway Design

• Step 3. Identify Sources of Customer Listening

- Use multiple methods
- Find out what works best for you
- Nothing is off the table
 - Surveys, Facebook, web chats, phone calls, forums, face to face conversations, comment cards – ANYTHING you can capture and record!



Midway Manage

Step 4. Aggregate, Align & Distribute Information


- Aggregate
 - Gather feedback from all input methods
- Align
 - Associate your comments with CKRs along with the number of comments received.
- Distribute
 - Get the information to the person, area or department who will validate and take action



Midway Example - Summary



Voice of the Customer, week of 2/15/16

Item #	Comments	% of Total	Summary
1. Competitive product pricing	26	5.0%	Prices too high
2. Low cost shipping	113	21.1%	Shipping too high; shipping on backorders not free
3. Product selection	7	1.3%	Specific product requests
4. In stock products	34	6.6%	Too much out of stock
5. Fast shipping and delivery	43	8.2%	Order delivered late; UPS to LGP's handoff causes delays
6. Accurate, instant shipments	20	3.8%	Packaged poorly; rec'd damaged product
7. Midway/USA's support of the 2nd Amendment and shooting sports is	4	0.8%	Outlike NHA
8. Easy to do business with	15	2.9%	Returns issues; shipping restrictions/qty limits
9. Ease of finding what you're looking for using "search"	13	2.5%	Too many results/unable to find; improved sorting
10. Extremely helpful product information	38	7.3%	Inadequate product description; specific issues with product quality/fit
11. If fail, feature rich, user friendly website	73	13.9%	Returns not loading; checkout issues
12. timely and excellent promotions	67	12.8%	Email/DMA reviewed; product out of stock; promo codes not working
Key Process			
	Complaints	% of Total	Actionable Complaints Resolved
CS	97	18.3%	100%
LOD	61	11.6%	100%
ME	182	34.7%	100%
SA	152	28.7%	100%
Priority			
	Complaints	% of Total	
Accountable (can be immediately addressed)	12	2.3%	-
Improvement (specific OPI)	108	20.6%	-
General (broad comment or general OPI)	188	35.3%	-
Total Complaints	312		
Customer Satisfaction			
Total Surveys Completed	13379		
Total Complaints Received	317		
Customer Dissatisfaction	1.93%		





Midway Manage

- Step 5. Take Action!
 - Create action plans to improve high ranking, low scoring, key requirement scores
 - Be sure to keep your Employees and Customers in the loop with your changes! (Deployment)

Midway Manage


- Step 6. Measure and Monitor Results
 - Where did you start?
 - Where are you now?
 - Were your action plans successful?

Midway Measure Results


COMPANY SCORECARD

MEASURE	EQY 2015	YTD ACTUAL	YTD GOAL	YTD % OF GOAL
Customer Satisfaction	93.2%	93.7%	94.0%	99.7%
Competitive Product Pricing	86.5%	86.8%	89.2%	97.3%
Low Cost Shipping	77.0%	78.0%	83.1%	93.9%
In Stock Products	92.8%	92.5%	95.1%	97.3%
Product Selection	91.2%	91.3%	92.9%	98.3%
Fast Shipping and Delivery	93.7%	94.7%	95.6%	99.1%
Accurate, Intact Shipments	95.6%	95.9%	96.1%	99.8%
Midway/USA's Support of the 2nd Amendment and Shooting Sports Industry	97.1%	97.2%	97.0%	100.0%
Extremely Helpful Product Information	94.4%	94.4%	94.9%	99.5%
Ease of Finding What You're Looking for Using "Search"	90.0%	90.2%	92.0%	98.0%
Easy to Do Business with	92.0%	92.7%	93.5%	99.1%
Fast, Feature-Rich, User-Friendly Website	89.3%	89.8%	91.6%	98.0%
Timely & Exciting Promotions	88.5%	87.96%	88.00%	99.95%
Employee Satisfaction & Engagement	83.0%	85.0%	84.0%	100.0%
Supplier & Partner Satisfaction	93.7%	93.7%	92.0%	100.0%
Shareholder Satisfaction	93.2%	99.6%	100.0%	99.6%




Midway Innovate (Performance Improvement System)

- Improvement in the process is part of management
- Game changing breakthroughs you get through learning and thinking about the process – that's innovation!



Midway Summary – 6 Easy Steps

- Define your Customer
- Determine Customer key requirements
- Identify sources of listening & learning
- Aggregate, align & distribute the information
- Take action
- Measure & monitor results





Questions?

Thank you!

Our best wishes to you in your pursuit of performance
excellence!

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