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*“Knowledge is having the right answer...
it was the questions we had wrong”*
- balancing both for Cx supremacy

LivePro Brisbane forum
August 2017

Presented by:
Lyn Trewenack
BBB Advisory



OUTLINE

1. KMS, CMS & DMS
2. Cx and CSat drivers
3. Knowledge or questions?
4. Tools –
 1. Cx journey mapping
 2. Using customer terminology
 3. Diagnostic
5. Pitfalls
6. Increasing ROI
7. Change management

When is a KMS, a CMS or even a DMS?

Getting the definitions right

- Daily work depends on granular snippets of information

- Knowledge has a shelf life

- People don't take the time to document what they know

- Expertise is distributed

DMS is documents only, whereas CMS may contain video, recordings, etc

Comparing CMS to KMS

Step	Characteristic	CMS	KMS
Create	Granularity of Information	Support for publishing pages and sites	Support for publishing small to large articles
	Frequency of updates	Periodic—yearly, quarterly, monthly	Frequent—weekly, daily, hourly
	Number of Contributors	Site developers and content creators	Partial to entire user base including employees, partners and even customers
Manage	Authoring and Review Process	Part of a dedicated process—authoring often the primary or secondary job function	Part of regular job function—authoring is responsibility of the ecosystem
Publish	Publishing Process	Staged process of approvals—often similar to source code—dev/test/production	Authoring, approval and publishing all done in the production environment
	Deployment Target	Serve one or two primary consumption points	Serve many consumption points based on interest

Knowledge Document



Entries

Sponsors

Judges

Awards

Time

When



Prestigious award unfolds at Gallery



Posted on: Monday, 12 June 2017 at 9:46:32 AM

Geraldton Regional Art Gallery will showcase artworks from around the state as the prestigious and much anticipated *Mid West Art Prize* unfolds this Friday.

Visitors will delight in seeing paintings, photographs, textiles, drawings and sculptures from some of the most prominent creatives in Western Australia.

With almost 200 entries, 64 pieces of art have been short listed to be displayed and judged in the various prize categories of the 2017 *Mid West Art Prize*.

City of Greater Geraldton Mayor Shane Van Styn is looking forward to the exhibition's opening night.

"It's going to be an incredible opening night to kick off the prestigious exhibition," he said.

"Since the Gallery put the call out to artists earlier this year, we have been inundated with entries. It is fantastic to have such a great response and will be a hard competition to judge!

"It just goes to show what an exclusive and popular competition the *Mid West Art Prize* is and I'm delighted to see a great selection of works from our local artists.

"A huge thank you to the sponsors of the competition – Bendigo Bank Geraldton, Ian Blayney MLA Member for Geraldton, RedFM and Rio Tinto Midwest – for their generous support."

The *Mid West Art Prize* boasts more than \$30,000 in award money across a number of categories including:

- City of Greater Geraldton Overall Award for Excellence \$20,000
- Rio Tinto Midwest Aboriginal Art Award \$5,000
- RedFM Youth Award \$3,500
- Bendigo Bank Geraldton Mid West Award \$1,500
- Ian Blayney MLA, Member for Geraldton People's Choice Award \$1,500

Judges will arrive in Geraldton one day prior to the award night to undertake a rigorous judging process. Judges include DADA Executive Director David Doyle, Fremantle Arts Centre Curator Dr Ric Spencer and Lawrence Wilson Art Gallery Project Coordinator Lee Kinsella.

The judges will select winners for the Overall Award for Excellence sponsored by the City of Greater Geraldton, the Rio Tinto Aboriginal Art Award, the RedFM Youth Award and the Bendigo Bank Mid West Award.

The People's Choice Award will be determined by the community, with all visitors to the Gallery having the opportunity to vote on their favourite Mid West Art Prize entry. The People's Choice Award will be announced on Monday 31 July at the conclusion of the exhibition.

The exhibition officially opens on Friday 16 June at 6pm and dress code is smart casual. Local musicians Con Moto will provide live music and entertainment on the night.

The *Mid West Art Prize* will be on show at the Gallery from Friday 16 June to Monday 31 July.

For more information about the exhibition, visit the Gallery's website <https://artgallery.cgg.wa.gov.au/>

Knowledge/info?

Granular snippets & a shelf life



MID WEST ART PRIZE 2017

Prestigious award unfolds at Gallery

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Shane Van... is looking forward to the exhibit... evening night to kick off the prestigious exhibit...

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st good to show what an exhibit... the *Mid West Art Prize*... a great... direction of works from our...

"A huge thank you to the... Geraldton, Ian... member for Geraldton, RedFM and Rio Tinto M...

The *Mid West Art Prize* b... across a number of categories including:

- City of Greater Geraldton Award \$10,000
- Rio Tinto Midwest Aboriginal Award \$10,000
- RedFM Youth Award \$3,500
- Bendigo Bank Geraldton Mid West Award \$1,500
- Ian Blayney MLA, Member for Geraldton People's Choice Award \$1,500

Judges will arrive in Geraldton one day prior to the award night. Judges include DADA... Executive Director David... Curator... Gallery Project...

The... will Award for Excellence... Geraldton, the Rio Tinto... and the Bendigo Bank Mid... by the community, with all... to the Gall... People's Choice Award will be announced on...

The... on Friday 16 June at 6pm and dress code is smart... live music... on the night.

The *Mid West Art Prize* will be on show at the Gallery from Friday 16 June to Monday...

For more information about the exhibition, visit the Gallery's website <https://artgallery.cdg...>

Where to park?

Will there be food?

Do I need cash?

Can I bring kids?

What time is tea served?

Is there disabled parking?

Who won?

Entries

Sponsors

Judges

Awards

Time

When

Why need a KMS?

- Daily work depends on granular snippets of information
- Expertise is distributed
- Knowledge has a shelf life
- People don't take the time to document what they know

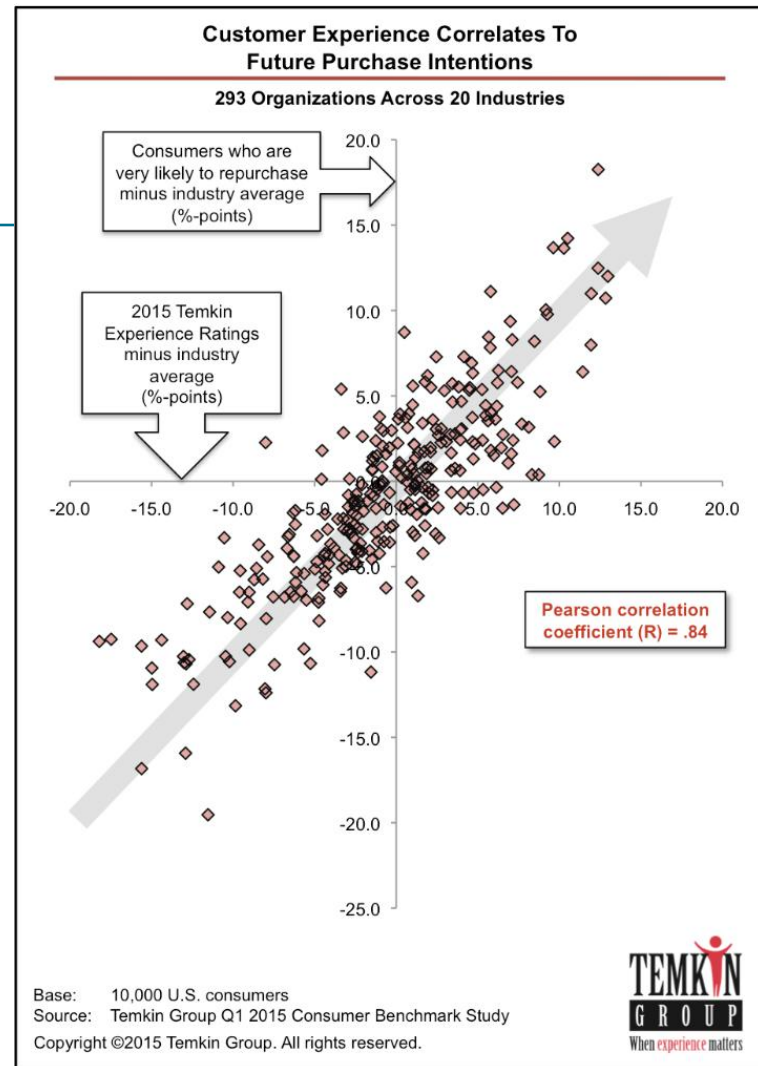
Customer experience (Cx)

Why focus on it?

Strong correlation between customer experience and loyalty factors such as

- repurchasing
- trying new offerings
- forgiving mistakes, and
- recommending the company to friends and colleagues.

Additionally, companies with very good Cx ratings have an average Net Promoter Score that is 24 points higher than the scores of companies with poor Cx.



Cx

Getting it right

#1 driver of Cx is **resolution**

Call Centre Customer Most Important Metrics Ranking...

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CSat

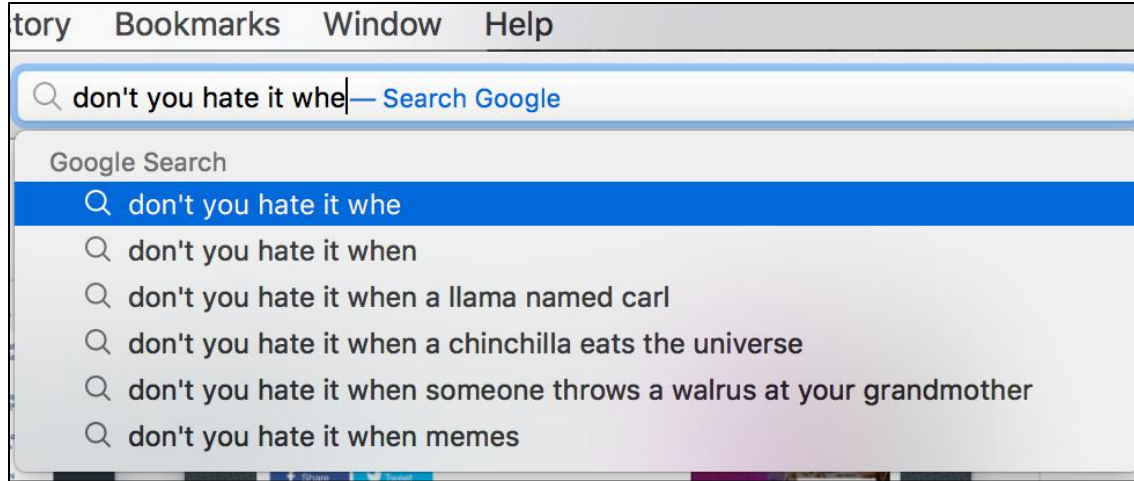
Getting it right too

Top 4 drivers of CSat consistently include:

- **Knowledge**
- Genuinely care
- **Resolution**
- Helpful

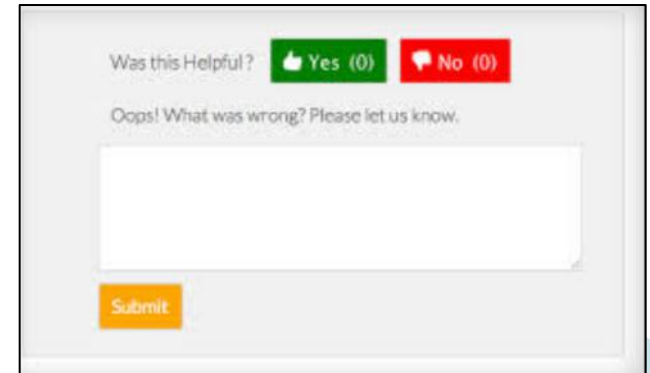
Knowledge or Questions?

Which is King?



When is my
kerbside pick-up
scheduled?

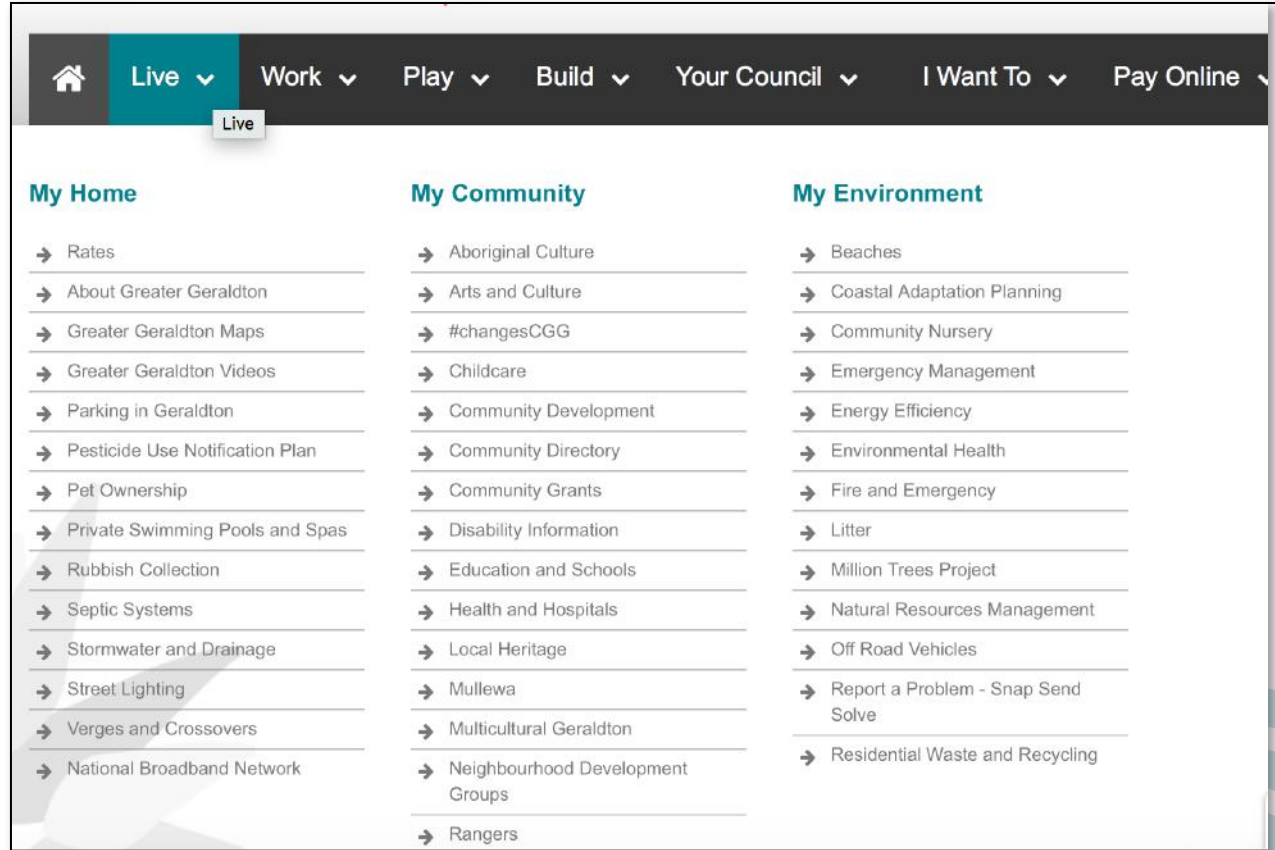
Can I order a skip
bin please?



Use my language, please

Can I order a skip bin please?

When is my kerbside pick-up scheduled?



The screenshot shows a website navigation menu with a dark header and three main content columns. The header includes a home icon, a 'Live' dropdown menu, and other navigation options like 'Work', 'Play', 'Build', 'Your Council', 'I Want To', and 'Pay Online'. The 'Live' dropdown is open, showing a 'Live' button. The three columns are 'My Home', 'My Community', and 'My Environment', each containing a list of services with right-pointing arrows.

My Home	My Community	My Environment
→ Rates	→ Aboriginal Culture	→ Beaches
→ About Greater Geraldton	→ Arts and Culture	→ Coastal Adaptation Planning
→ Greater Geraldton Maps	→ #changesCGG	→ Community Nursery
→ Greater Geraldton Videos	→ Childcare	→ Emergency Management
→ Parking in Geraldton	→ Community Development	→ Energy Efficiency
→ Pesticide Use Notification Plan	→ Community Directory	→ Environmental Health
→ Pet Ownership	→ Community Grants	→ Fire and Emergency
→ Private Swimming Pools and Spas	→ Disability Information	→ Litter
→ Rubbish Collection	→ Education and Schools	→ Million Trees Project
→ Septic Systems	→ Health and Hospitals	→ Natural Resources Management
→ Stormwater and Drainage	→ Local Heritage	→ Off Road Vehicles
→ Street Lighting	→ Mullewa	→ Report a Problem - Snap Send Solve
→ Verges and Crossovers	→ Multicultural Geraldton	→ Residential Waste and Recycling
→ National Broadband Network	→ Neighbourhood Development Groups	
	→ Rangers	

What was my question?

When is my
kerbside pick-up
scheduled?

Can I order a skip
bin please?

Vergeside Skip Bin Program

The City has introduced a Vergeside Skip Bin Program as a replacement for the traditional vergeside collection. The program offers residents with a 3 cubic metre skip bin for seven days allowing the applicant do their annual household clean up.

To apply for this program, print off and fill out the [Vergeside Skip Bin Program Application Form](#)  and return it to the

For more information please contact the City of

A customer experience journey map ...

...is a visual illustration of a customer's activities, interactions, emotions and perceptions to solve a need

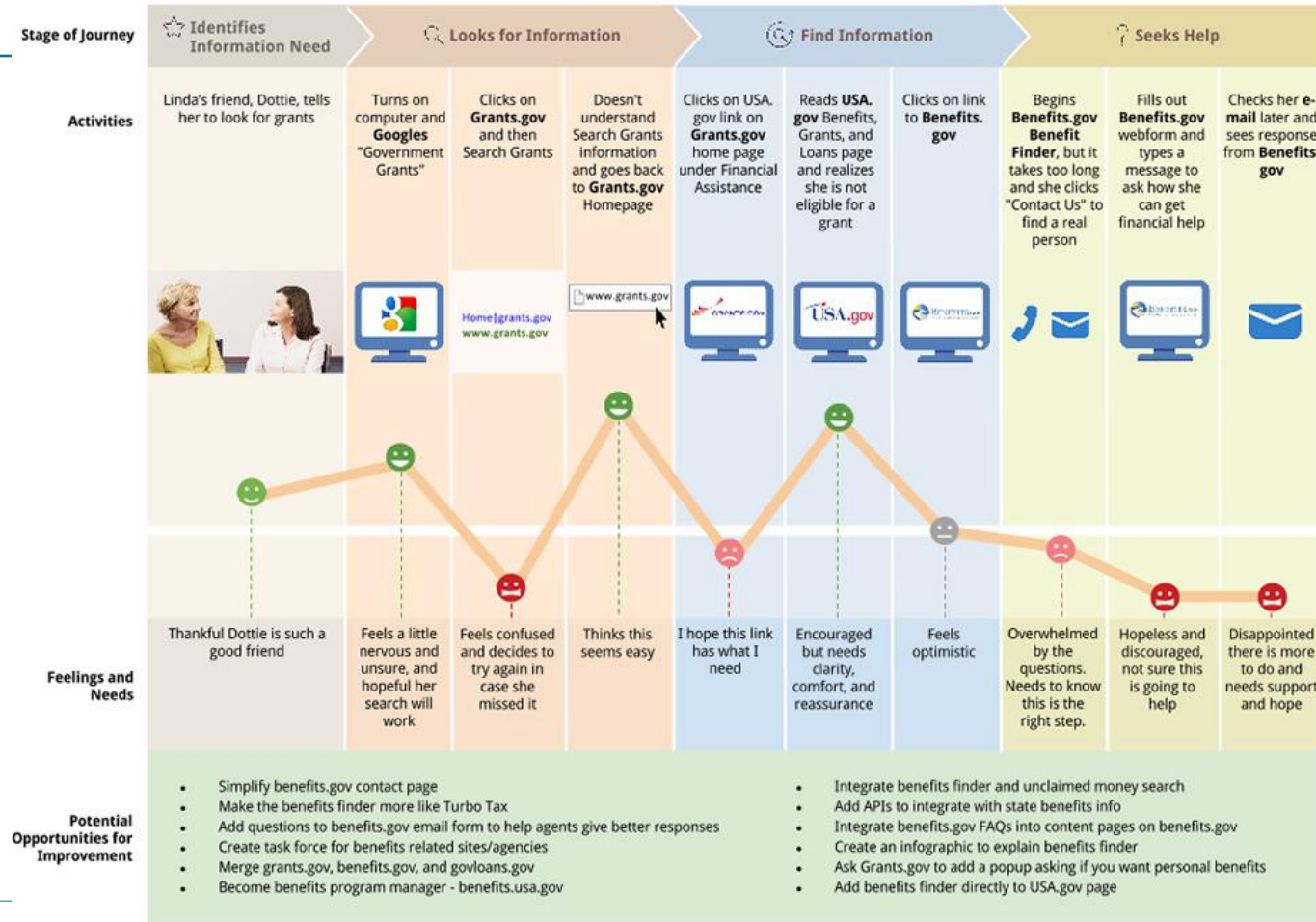
The Silver Chef journey

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Linda's Journey Map

Browse information or learn more on a general topic



Common pitfalls

We know what the customer wants....

What we think the customer is asking, is often wrong...

- We're focused on the process - not the need or catalyst
- We're focused on speed to respond – not on resolving the enquiry
- We listen in order to answer - not listen in order to understand

So what are the questions?

One role of a Diagnostic

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So what are the questions?

The role of a Diagnostic

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What questions do we need knowledge about?

Dogs, cats & event enquiries and admin calls dominate traffic

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What questions need better answers?

Here - better management of claims enquiries impacts x% of demand

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What questions cause Cx pain or are not easy?

Focus on these first

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What questions to spend time on

What % of typical contacts have the potential to be eliminated/automated?

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ROI

Increase in usage does not result from installing a KMS alone

“Currently our FAQs are accessed <2% of times, so with a good KMS, that should increase to >40%”

“We will have answers to the customer questions”

“Our quality will increase by 10% with a good KMS”

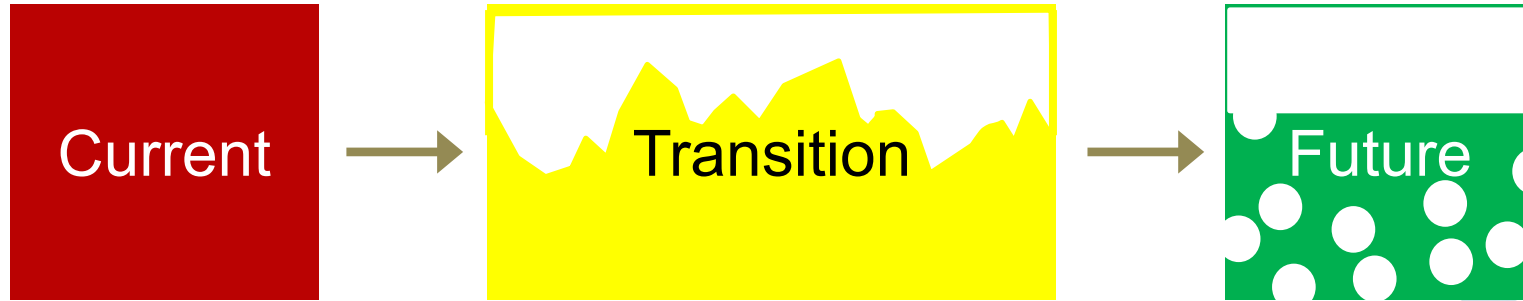
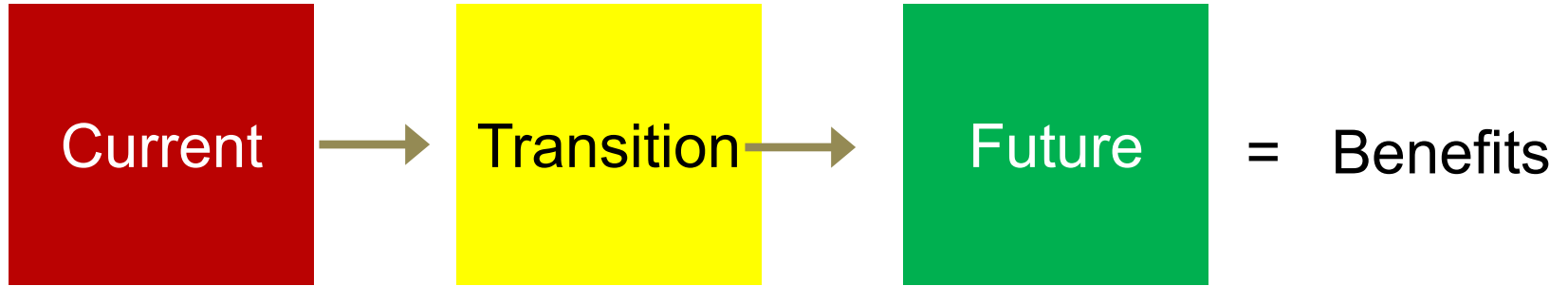
“The accuracy of information to our customers will improve”

“Let’s get the KMS implemented and then we’ll change the processes”

“With a KMS, there will be better consistency in answers by Consultants”

Increasing ROI and the Cx

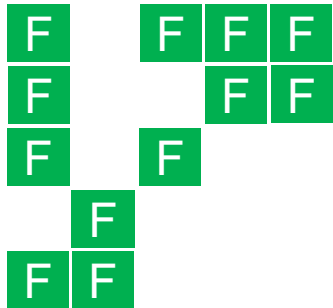
Implementation & change management accelerate and ensure success



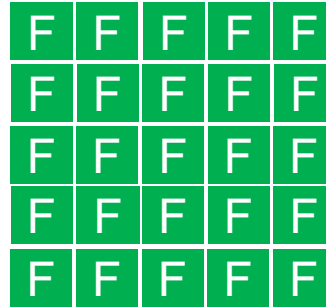
Effective change management is critical

Future states....

*If you do not **support** and **equip** individual transitions, then your future state will look **nothing** like the future state you expected*



instead of



= lower ROI
= less benefit realisation
= unachieved improvement
= not what you expected/hoped for

Change management mistakes

Most common mistakes by executive sponsors....

1. Failed to personally and visibly engage in the project
2. Avoided direct communications with employees
3. Abdicated or delegated his or her role as sponsor
4. Wavered in his or her support
5. Failed to build a coalition of sponsorship with key leaders in the organisation or manage resistance



Assessing sponsor competencies

We know what the customer wants....

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Assessing sponsor competencies

The mud map guides communications and strategies

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Summary

It's not the knowledge – it's the questions that hold the power

1. KMS, CMS or DMS?
2. Consultant knowledge and enquiry resolution = key drivers of Cx and CSat
3. What words and phrases are the customers using?
4. Do Cx journey mapping to understand the customer's catalyst, context and need
5. Conduct a diagnostic to identify the customer's real questions
6. Observe customer behaviour
7. Consultants often have the wrong questions/KPIs/quality expectations-
 - We're focused on the process - not the need or catalyst
 - We're focused on speed to respond – not on resolving the enquiry
 - We listen in order to answer - not listen in order to understand
8. ROI pitfalls
 - “provide a better KMS and it will be used” mentality
 - The ideal time to build better processes and practices – before implementation
9. Change management and sponsor/consultant engagement importance



People | Process | Outcomes

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