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## customer service process review

The client manufactures and supports Point of Sale (POS) equipment used by fast food and other restaurants. TCA was hired to assess the quality of the client's service and support operations and to recommend improvements.

### vision

In addition to reviewing customer support operations and systems, TCA also identified and reviewed key "touch points" among the client, franchisees, company owned restaurants, and the company's main corporate customers.

Our assessment approach was to analyze these "touch points" as well as the business processes that influence the customer's perceptions of the service and support.

TCA's project approach:

- Identified and reviewed the business, technical, and operational aspects of each business process impacting customer service
  - Built a high-level process model of relevant company business processes and their impact upon customer service
  - Applied the model to identify internal and external relationships impacting the customer perceptions of the company's service
    - ✓ Relationships with large and small customers
    - ✓ Relationships with major franchise operations
    - ✓ Pre-sale, sale, and post-sale contacts with the client's engineering, manufacturing, billing, sales, distribution, call center, and field service operations
- Assessed key customer experiences and perceptions
  - Reviewed existing customer satisfaction data and related customer service metrics
  - Interviewed key customer groups and franchisee groups
  - Reviewed call center, field service, and repair operations
  - Classified all project findings describing franchisee and customer perceptions of the company service
- Developed recommendations for improving customer service
  - Assessed the performance of business processes influencing customer service and customer satisfaction
  - Developed and presented recommendations to management
  - Presented findings to key customer groups

### results

Key project findings:

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- Franchise structure changes were directly impacting the number and type of customers, post sale customer support, and field-based services
- The company was being continually pressured to improve field service while at the same time reducing the price points for these services
- Point of Sale technology changes were impacting older product lines as well as driving prices down for product lines incorporating new technology
- The company's overall management of the customer relationship process was not uniform, centralized or consistent
  - There were numerous instances of failures in customer communication
  - A number of customer dissatisfaction issues were tied to systems and processes not controlled by the field service operations
- Field service delivery was more complex than necessary
  - Complexity in the pricing model for post sale service contributed to customer dissatisfaction
  - Errors in billing and invoicing were expensive to correct causing negative impact on the company's image and fiscal performance

## value

The project was completed on schedule, within budget, and included an analysis of options for improvements in customer relationship management that addressed processes, technology, management, and pricing.

Key recommendations:

- Establish Single Point of Contact
- Simplify Field Service Processes and Procedures
- Fix Service Invoicing
- Simplify Service Offerings
- Provide Customer Self-Service Options
- Improve Service Marketing

The recommendations served as the basis for a corporate action plan to improve customer service. Results were reported both to the company's management and to the company's key customer groups.