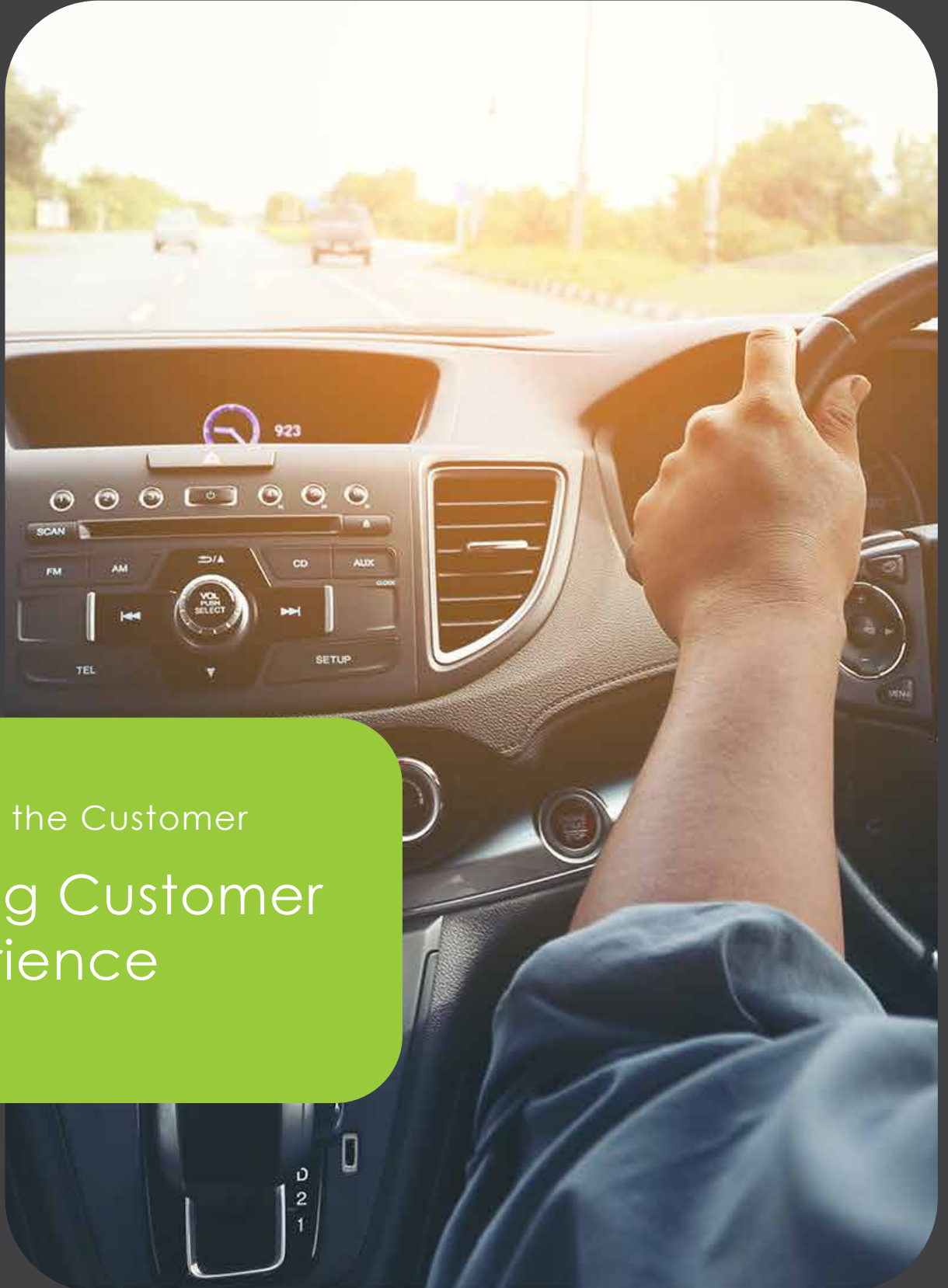


SMOKE



Voice of the Customer

Driving Customer
Experience

Executive Summary

As a leading automotive brand, our client knows that loyalty to a vehicle brand requires an emotional connection.

In the competitive automotive industry, how customers feel about a particular brand can often outweigh more logical considerations when making a purchase, and our customer sought to grow this emotional connection through great customer experience.

Key to the success of the programme was enabling dealerships to be able to recover from service failures, improving their Intention to Return (ITR) scores across the board.

Through a partnership with Smoke CI, the automotive brand was able to identify the causes of dissatisfaction and implement changes in a way that directly improved customer satisfaction. This in turn, has helped achieve sales numbers within the top 5 of all brands across South Africa.

Continuing on their Customer Experience journey, we continue to assist this customer in delighting their drivers, identifying journey points that require focus and listening to the Voice of the Customer.



“ Love between a man and his car can only be understood by those who have felt it.

The Challenge



The automotive industry is one where an emotional connection with a customer is arguably the strongest asset a brand can have. The purchase and maintenance of a vehicle is a high-value transaction, and so needs an industry that not only competes on utility and price but more importantly on Customer Experience.

As one of the earliest brands to manufacture locally, our client enjoys a strong following and services 43 sub-Saharan countries. Despite this, increasing competition, evolving customer demands and alignment to global OEM requirements means that the brand needs to intimately understand its customers to stay ahead.

Being part of a worldwide brand means that dealerships and service centres are measured (and penalised) for poor customer experience as part of a global strategy to drive excellence, and yet, despite this strategy local operations are sometimes hindered by delayed measurement, tight sampling and limited relevant information for local management.

Two key touch points (sales and service) within a vehicle buyers journey have the most significant impact on satisfaction. Our client sought a solution that not only gathers feedback as near to the transactions as possible but also allows for service recovery and insight into the root causes of dissatisfaction. Exactly the solution that Smoke CI delivered.

The Solution



Deep dive CSAT, NPS and ITR feedback to understand the relationship between loyalty and dealer



Reducing the time-lapse between interaction and feedback requests.

In partnership with our client, we identified that a real-time feedback mechanism was required after each sale and service transaction to allow for service recovery sooner rather than later.

To do so, Smoke CI implemented a process whereby customers receive an SMS within 48 hours of a transaction to elicit feedback. The nearness of the feedback to the transaction meant that feedback could be reliably actioned with the actual experience. Should poor feedback have been received the dealership in question had the opportunity to recover before the OEM conducted measurement.

The survey was designed to measure three key metrics: Customer Satisfaction (CSAT), Net Promoter Score (NPS) and Intention to Return (ITR). Far more than just a mechanism to avoid penalty, the real-time feedback enabled the brand to recover from service failures rapidly. The ability to respond, coupled with the data on points of failure gathered during service recovery, led to both an increase in customer satisfaction and the ability to implement process improvements where needed.

Measurement also uncovered a difference between a customer's assessment of a single experience against their affinity to the brand itself. Often customers who indicate a low ITR for a particular dealership still score the brand highly, meaning that despite a single poor experience at a dealership, brand loyalty continues. This created the understanding within the highly competitive dealership network that loyalty to the OEM brand did not secure repeat business within their branch. The knowledge drove to the adoption of an ethos of customer-centricity at a dealership level. Once satisfaction and repeat business started to improve in any particular dealership, the sum of the individual efforts added up to a significantly improved customer experience across the board.

Life is a highway

Throughout our partnership, Smoke CI has built a Voice of the Customer solution that is wholly suited to both the automotive industry and our client.

The ability to gather real-time feedback allowed for service recovery on a dealership level, allowing each dealer to take ownership of how customers were treated within their facility. This drove accountability for the Customer experience in a way that the global solution never did as employees throughout the organisation were activated towards achieving a positive outcome instead of simply avoiding penalty.

The analysis of root causes of escalations allowed the organisation to identify that communication and turn-around times during service interactions where areas resulting in the highest customer dissatisfaction.

The organisation prioritised changes and new processes within the servicing touch point to great success. Over time processes, systems and people have all become more customer-centric.

Smoke CI has partnered with the automotive brand to understand the process at each step across their customer's journey and has created a bespoke VOC solution that caters to the specific needs of their industry. As the automotive brand continues its experience journey, Eyeris and Smoke CI continue to provide the tools, data and insight needed to help ensure the brand remains amongst the most-loved among customers.



Multiple touchpoint VOC



Real-time feedback



Automated escalation



Data-driven decisions

Winning Ways

Eyeris's Survey Solution offers real-time customer feedback across multiple touch points for immediate service recovery and data-driven decisions aimed at superior customer experience.