

# Voice of the Customer SURVEY RESULTS

March 2017

At Heritage Bathrooms, striving for customer service excellence is at the heart of our business strategy. We call this commitment The Purple Standard. We measure our Purple Standard performance regularly with pulse surveys, and annually with a national Customer Satisfaction survey, carried out by an independent specialist called The Leadership Factor.

Our latest annual survey took place at the end of 2016. I'd like to personally thank you everyone who took part; your feedback is helping us to shape our customer experience strategy for 2017 and beyond.

In this report, you'll find a summary of the survey results. We also outline our 'Big Three' priorities for improvement for this year, based on your feedback, with the aim of improving your satisfaction with Heritage Bathrooms.

Thank you,

*Gareth Griffiths*

General Manager



We surveyed 167 retailers and consumers

A TOTAL CUSTOMER SATISFACTION INDEX SCORE OF



Consumers ranked us highest for Attitude of Customer Service Staff (8.6), Knowledge of Customer Service Staff (8.3) and Style and Design of Products (8.2).

## OUR TOP SCORES OUT OF 10



Ease of Placing an Order



Speed and reliability of delivery



Product catalogues



Attitude of Customer Service Staff



Product guarantees

## BIGGEST IMPROVEMENTS FROM 2015



Helpfulness of Sales Rep/ Account Manager  
up by 0.7 to 8.6 out of 10



Ease of Contacting Sales Rep/ Account Manager  
up by 0.6 to 8.5 out of 10

These were focus areas for us in 2016 when we took actions including introducing a new call cycle to help improve your satisfaction with your Key Account Manager.

# OUR BIG THREE PRIORITIES FOR IMPROVEMENT IN 2017

Each year, we use the results of the survey to inform our plans for improvement. Here's our Big Three for 2017.

## 1. PRODUCT QUALITY AND RELIABILITY OF PRODUCTS (SCORE OF 7.5/10)

**This is a priority focus for us and we have already:**

- Invested in new and more stringent quality checks for our furniture ranges including colour match checking for all deliveries at the supplier's site and random checks into surface finish and dimensions at HQ
- Invested in new spectrophotometer technology to enable us to more accurately check for colour matching at our HQ, but also at supplier locations
- Re-specified our toilet seat hinges and introduced wooden dowels for a stronger and more durable product
- Created a new process with our customer service team to help us more effectively record and spot any product quality issues. This report is fed through to our Total Quality Management team for further investigation.

You told us that it's the small things that can really make a difference when it comes to quality perception. In response, we have set up a new Quality 'Look and Feel' team. This year, they will be focusing on elements including fitting instructions, packaging, logo placement and some spec changes to improve the quality of smaller items like wastes, cistern fittings and push buttons.

## 2. KNOWLEDGE OF CUSTOMER SERVICE STAFF AND DEALING WITH QUERIES (SCORE 7.9/10)

**To enhance our performance in this area we have:**

- Invested in the appointment of a new dedicated Customer Experience Trainer, responsible for providing a structured training approach for all customer service and order inputting teams
- Revised the induction programme for all new starters, ensuring they are paired with a 'buddy' and that they have a set training plan that covers use of the systems and software, customer interaction and technical product knowledge
- Created a Referral Database of queries that are escalated from our first line call handlers to our expert Technical Coaches. This has helped us to track and record both the queries, and the answers, in one place.

**In 2017, we will:**

- Use the Referral Database to create a new training programme for all call handlers
- Launch a new online training tool called On Tap; this will be used to help all employees improve knowledge and skills. We plan to roll this training out to customers later in the year.

## 3. EFFECTIVENESS OF COMPLAINT HANDLING (6.9/10)

We believe that by implementing the above activity, we will see an improvement in our scores in complaint handling. In addition, we have developed a more effective quality monitoring process where the results are fed back to call handlers and coaching is offered when there is a need for improvement. We are also reviewing the complaint handling process itself to see where we can make improvements to your experience.

### ONGOING CUSTOMER SATISFACTION TRACKING

We are changing the frequency of our Customer Satisfaction Survey from annually to quarterly. This will help us better track our progress against the initiatives outlined above. It will also help us react more quickly to any issues that you feedback to us. The first quarterly survey will happen in the Summer, with two further surveys planned for this year. However, please don't feel that you need to wait until a survey to give us your feedback. If there is anything that you would like to share with us about our products or performance, then please talk to your Key Account Manager or email us at: [purplestandard@heritagebathrooms.com](mailto:purplestandard@heritagebathrooms.com)

Thank you.