



Genesis

Building actionable insight into daily life

As one of the UK's leading housing associations, Genesis own or manage around 36,000 homes across London and the east of England. Its stock portfolio includes a range of properties, from temporary housing to rented homes, homes for sale, and supported housing. Genesis builds 1,000 new houses a year and at any given time there are around 100,000 people living in a Genesis home.



The Challenge

A clear strategic goal for Genesis is to improve the level of resident satisfaction. However, when a new customer insight team was assembled, they quickly established that some basic metrics of operational performance were lacking. What's more, the team had a very limited view of how residents viewed the association, or how levels of customer satisfaction compared to other organisations. A customer strategy was urgently needed to make sure residents were receiving improving levels of service.

The Solution

After investigating the contact centre solutions market, the customer insight team decided to engage with Bright to provide an overarching view of the entire customer service operation. This consisted of Bright Index to identify which internal measures would have the biggest impact on customer satisfaction, Bright Navigator to monitor customer opinion of how services were delivered and provide actionable insight, and Bright Employee Engagement to ensure frontline teams felt confident in the strategy to improve resident satisfaction.

The Result

Over the last seven months, as a direct impact of this holistic approach:

- Customer satisfaction with how specific services had been provided has increased by up to 10%
- Performance has improved in more than 80% of customer service measures
- The average time to answer a call has decreased from 100 to 80 seconds
- 10% increase in efficiency in calls per agent per day
- Gaps in training and coaching were identified
- Team members and senior managers alike can more easily discuss customer service performance

“Our Voice of Customer programme enables us to identify customer needs, understand where the blocks or barriers are and how to remove them to offer a better service”

We spoke to
John Pender, Head of Customer Experience
and Daniel Blake, Head of Contact Centre

What was behind the decision to look at benchmarking the contact centre?

John: In the midst of an organisational change programme, we recognised the need to improve service to our residents. We looked at best practice in customer service and realised one of the key points was to have an understanding of the variability of customer experience depending on who they spoke to.

We were interested in setting up a framework so we could introduce subjective measures from both a qualitative and quantitative perspective.

The Bright solution was pitched at enabling individuals to improve their own performance, which was very attractive to us.

Bright helped introduce a distinction between customer satisfaction with Genesis as a whole, compared to satisfaction with individual transactions, giving us a much wider understanding of what drives a customer's view and opinion.

We did not previously have a very good framework for benchmarking performance. With Bright, we not only have a good benchmark, but can also clearly see the link between that and individual employee performance.

Why did you choose Bright?

John: We were beginning from a low starting point based on customer feedback and we needed to work towards a step-change in performance. We wanted access to real-time performance information in a framework that offered personal feedback along with obvious routes to improvement. Bright offered the tools we needed to achieve that step-change.

The ease of use and set up was a huge selling point for us. When we first engaged with Bright, we spoke to a number of other users and they were all really positive about the relationship between them and the individual members of the Bright team. And once we started working with the Bright team, we realised they are very easy to do business with.

The implementation itself was pretty straightforward too. It is a surprisingly simple product – I know a lot of work goes into making it that way! But the beauty is in its simplicity.

“I come from a retail background, having worked at Amazon and Carphone Warehouse, and this is one of the best systems I have ever worked with. It’s so easy to use.”

What benefits have been realised since implementation?

John: We have seen an improvement in customer satisfaction scores across the board. We’ve now halved the gap between us and the national benchmark, which is a huge step forward. We’re definitely seeing quarter on quarter and month on month improvement.

Daniel: All agents now have the Bright Navigator screen permanently open on their desktop and they log into it daily. Every day, staff across the business talk about Bright scores, rather than just thinking in terms of simple call stats. It’s part of the everyday working of the contact centre and part of the culture. It’s helping us celebrate success as well. We recently held a fun day to reward staff for a job well done based on the Bright Index and Navigator results.

The Bright tools enable us to identify customer needs, understand where the blocks or barriers are, and how to remove them to offer a better service. It’s got people talking quality – and we can now quantify that not only with numbers but also with narrative, using the verbatim comments.

We’re even structuring the business around the quality framework Bright has given us. We are

bringing in a quality manager whose role will simply be to manage the quality framework we have built around the Bright solution.

John: Prior to the introduction of Bright Navigator, we simply had a monthly market research survey, which was a blurred mix of overall and post interaction satisfaction. The results tended to sit on a shelf and we did very little with them. By comparison, the reports we get from Bright are very visible and we use them every day. This is because the results contain insights for individuals that we can act upon straight away. The overall satisfaction scores also make the reports appealing at a senior level, and this company-wide intelligence can be cascaded down to frontline teams so they feel engaged in where the organisation is headed.

What has been the impact on frontline teams?

Daniel: It was great to work with team leaders on the key issues that Bright had highlighted. The friendliness of staff has always been first rate, but team leaders were only really dipping into coaching. With Bright Index and Navigator, they can now see the impact of not doing effective coaching reflected in individual agent scores. They can see the bigger picture. Coaching is now a staple part of working here.

Bright has also helped us identify key training areas, and enabled us to have informed conversations with the learning and development team about where the gaps are.

John: The structure of the Bright system (centred around first contact resolution, helpfulness, knowledge, next steps, and ownership) means that everyone in the contact centre is focused on those five things. There is a uniformity of approach, and everyone is focused on what we know matters most to customers. Moving from one desk to another, you would see each team member trying to do the same thing.

Naturally some individuals achieve higher scores than others, but the Bright system allows individuals to discuss and share ideas about how to improve.

Daniel: One of the biggest benefits for me is that it is easy for staff members to see the impact they are having on overall customer service. We are using that in our training and coaching – impressing on individuals how their performance affects what customers think of Genesis as a whole.

Another huge advantage about Bright is how it has helped to educate the rest of Genesis about the contact centre. We now have a common language in which to talk about customer satisfaction that is understood at all levels of the organisation. It’s helped me tremendously when speaking to key stakeholders.

“We now have a common language in which to talk about customer satisfaction that is understood at all levels of the organisation.”

We met with the Bright team recently to discuss the results of the employee engagement piece, which were very promising. I love the way the results complement the customer satisfaction aspects; senior management can now see the link between the engagement of staff and customer satisfaction.

Where will you go from here?

John: We want to push Bright Navigator out to field workers who carry out repairs at Genesis homes. An hour after an operative has visited, we will do a survey with that customer to assess resident satisfaction at every touchpoint. We’re even looking at extending the system to anti-social behaviour case handlers and neighbourhood managers.

If you could offer one piece of advice to a contact centre professional looking for a better way to measure performance, what would it be?

Daniel: Take some time to look at verbatim comments from customers and focus on key areas. Concentrate on what is within your gift and the quick wins. Think about what staff could change today and the bigger, meatier stuff will come later.

John: The best insight you can get from customers is something you can act upon. If implemented correctly, Bright offers the ultimate insight solution because you can enable each individual to act upon feedback they have received. www.genesisha.org.uk

The Bright Product Suite

Bright Index

is Europe’s largest bespoke benchmarking survey. Measuring over 60 operational and quality metrics

Bright Navigator

is an automated satisfaction survey tool. It measures continuously, providing real time insight into what customers think and why

Bright Employee Index

is an employee survey tool measuring engagement, support and development of frontline teams.

For more information call +44 (0)208 296 19 44
or email info@brightindex.co.uk

www.brightindex.co.uk

bright.