Customer Complaints: A Blessing in Disguise
It’s easier for your company to believe that it's delivering a Great Customer Experience … than it is for your customers to believe that they're getting one.

80 percent of the companies in the survey group believed they delivered a "superior experience." But customers in the same survey said only 8 percent of these companies were truly delivering a superior experience.
Every time a Customer complains, it gives us the opportunity to build a Relationship

• At Xerox, this means 50 million touchpoints worldwide each year have to go the way the Customer wants them to go. It means …
  – The voice on the phone – or the face in the office – is helpful and takes ownership to answer the question, resolve the issue, respond to the Customer.
  – The value proposition is strong.
  – The proposal is compelling.
  – The delivery comes on time.
  – The install goes as planned.
  – The service is reliable.
  – The bill is accurate and easy to understand.
  – The promise is kept. The commitment is met. The question is answered. The intention is honoured.
Because We Care

Customer Action Request Enabler
• It gives us the opportunity to track complaints/issues, identify root causes, make business process recommendations, and, most importantly – build Relationships with our Customers

• Through C.A.R.E. and Customer Satisfaction targets, we have created a responsive culture:
  • I understand the Customer issue
  • I take full accountability/ownership
  • I know who to talk to to resolve the issue
  • I loop back with the Customer and ensure resolution is to their satisfaction – if it’s not, I’ll do what I need to do to ensure it is!
• Anyone at Xerox Canada can register a complaint on behalf of the Customer. Our team of Customer Relations Specialists’ sole mandate is to understand the Customers’ issues/requests and find solutions to turn these experiences into positive ones.

• Resolving a Customer’s problem or complaint in a timely manner is one of the most significant contributors to Customer Satisfaction and Loyalty.

  • Customers who are very satisfied with the speed and effectiveness of the complaint resolution are four times more loyal than those who do not complain.*

  * Bain & Company
• Every Complaint has a Root Cause
• Every root cause is analyzed, Customer verbatims are studied
• Business process improvements/process changes are recommended, based on the analysis

### High Level Root Cause Categories

<table>
<thead>
<tr>
<th>A</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Product</td>
</tr>
<tr>
<td>C</td>
<td>People</td>
</tr>
<tr>
<td>D</td>
<td>Policy</td>
</tr>
</tbody>
</table>

### 2nd Level Root Cause Categories

<table>
<thead>
<tr>
<th>2007 - 1st Qtr - DESCRIPTION</th>
<th># OF XCARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>M/C CAPABIL'S NOT AS REQD</td>
<td>44</td>
</tr>
<tr>
<td>PRODUCT QUALITY ISSUE</td>
<td>30</td>
</tr>
<tr>
<td>EQUIPMENT NOT WORKING</td>
<td>23</td>
</tr>
<tr>
<td>SERV REP UNABLE FIX EQUIP</td>
<td>20</td>
</tr>
<tr>
<td>FREQUENT PAPER JAMS</td>
<td>19</td>
</tr>
</tbody>
</table>

**Customer Verbatim:**
Change the machine, we are not satisfied with the machine at all. It is too fussy and complicated for what we need.
Customer registers an XCAR

Employee captures details on electronic XCAR form

Employee e-mails /fax XCAR to Customer Relations Representative (CRR)

CRR inputs details into CARE system and forwards e-mail owner

Owner contacts customer to validate and resolve issue

Customer agrees to proposed resolution

CRR inputs agreement details into CARE system

Detailed agreement sent to CRR via electronic XCAR e-form

CRR inputs resolution action details into CARE system and close XCAR

Detailed resolution action is sent to CRR via electronic XCAR e-form

CARE system automatically sends closure survey to customer

Customer receives, fills out and returns survey to CRR

CRR inputs survey into CARE system

Is the survey response negative?

YES

CRR re-opens XCAR

NO

Report results are shared regularly with Business Groups

NOTE: 1. Resolution expected within 2 business days
Closure expected within 5 business days

XCAR – Xerox Customer Action Request
When an XCAR has **not** been closed within the set targets and the owner is not responding to the red flag message, resolution is achieved as outlined below:

1. **Primary Escalation**
   - 1st day

2. **First Level Escalation**
   - 6th day

3. **Second Level Escalation**
   - 11th day

• It is assumed that should an XCAR be escalated to the Vice President, he/she will guarantee the agreement/closure information within two business days:

- Owner responds to CRR
- CRR sends red flag message indicating aging XCAR
- CRR sends original red flag message to Owner 1
- Owner responds to CRR
- CRR sends original red flag message to Owner 2
- Owner responds to CRR
- CRR sends original red flag message to Owner and VP

- STOP
Customer Relations Centre

2006:

• As a result of a Lean Six Sigma project, the Customer Relations Centre was established.

• This Centre allows our Customers to have a SINGLE POINT OF CONTACT into Xerox Canada, to answer their inquiries.
  – Quantifiable & Measureable Inquiry Management
    ➢ Fielded 6,200 calls
      • 95% of calls are answered within 20 seconds
      • 96% of calls resolved at First Point of Contact
    ➢ 1,600 written inquiries closed within 5 days – 98%
    ➢ 250 complaints(xcar) closed within 15 days – 97%
Customer Relations Centre

2007:  
– Review CRC processes, improve where possible  
  – Xerox @ Your Fingertips  
– Understand our Customers’ pain points – and figure out how to make their Xerox experience superior!
Thank You!

Questions?

trish.lindsay@xerox.com