

CUSTOMER EXPERIENCE FRAMEWORK



What is the CX Framework?

The framework consists of four pillars which support and drive excellent customer experiences - Clarity, Capability, Culture and Confidence.

We will benchmark the pillars and act on opportunities identified to create the strategic objectives and action plans.

THIS FRAMEWORK WILL BE DEPLOYED AT MULTIPLE LEVELS ACROSS COUNCIL

1 Firstly we will create a whole of council customer experience vision, strategy and action plan

2 We then deploy it at a detailed level and provide a lens to focus on each unique service and experience

THE FRAMEWORK WILL ACHIEVE THREE OBJECTIVES



Establish a measurable benchmark of quality and maturity within each service and experience



Identify areas for continuous improvement and surface opportunities for innovation



Guide reporting, planning and inform targets based on the identified areas for improvement

HOW WILL WE ACHIEVE THESE OBJECTIVES?

This will be achieved by applying the framework to each service we offer. The team delivering that service will then use the CX Framework to identify changes and actions to improve the customer experience.

The CX Strategy presented alongside this framework outlines the objectives and action items we have prioritised. This will establish our CX Platform and the success measurements we will hold ourselves accountable to.

The CX Maturity Model, CX Principles, CX Outcome Drivers and other tools supporting this framework, guide this process and establish the benchmarking and evaluation. The output of this process has been an input into the prioritisation of actions within the CX Strategy.



We have a clear vision of who our customer is and what they need – now and into the future.

Our success and progress will be proven by confidence through the data, evidence and metrics we measure.



With the right people, skills, processes, tools and ways of working - we can deliver excellent experiences.

This will be delivered through a team of people who share a set of attitudes, values, mindsets and behaviours that put the customer at the heart.



We have a clear vision of what excellent customer experience looks like at every level of Councils' services and within each customer interaction.

Clarity is driven by knowing who your customer is and what value they need. From this knowledge base, and with an eye to future trends - we create a target state vision.

A clear vision enables us to prioritise decisions and strategic outcomes. It helps us communicate to stakeholders and provides a focus point for measuring progress or highlighting a necessary change in direction. It not only helps us decide which customer experiences to focus on it also helps us know what not to do.

Critically it helps us validate if we are really helping out customers and the community.

Excellent customer experience is delivered by a determined focus on the customer and what we are here to help them with. Clarity of vision empowers teams to make decisions, initiate changes and create services that are aligned around quality of Customer Experience.

ATTRIBUTES THAT ESTABLISH CLARITY

- **Specific Value** - Know what is valuable to your customer and be specific about how you intend to deliver that value.
- **Current State** – Be clear about how we currently meet the need and the opportunities for improvement.
- **Horizon** – Consider what is coming that impacts our customers and how will we adapt and respond.
- **Story** - Make the vision tangible and easily understood by your colleagues and customers. Tell it as a story and bring it to life.



TOOLS TO HELP

- Customer Matrix
- Customer Value Index
- CX Principles and Drivers
- Customer "Future Stories"
- Customer Research

QUESTIONS TO CONSIDER

- Are you clear about who you are helping and what is important to them?
- Are you clear about how you will help them?
- Are you clear about what skills, technology and tools you will need to help them?
- Are you clear when you communicate what this vision is?
- Are you clear about what good looks like?



CAPABILITY

We have the right people, skills, tools, technology, processes and ways of working to deliver excellent experiences.

Now that we are clear on who our customer is and what is valuable we need to be clear about how we will deliver this value. We need to establish the skills, the technology, the systems and the tools to empower the people charged with delivering to our customers.

Great customer experience is delivered through the application of two core capabilities.

- **Sense** - Our ability to sense customer needs and desires.
- **Respond** - Our ability to respond to that information, prioritise improvements and act swiftly.

By amplifying and embedding these capabilities within Singleton Council we will ensure every experience a customer has will focus on their needs and will be open for continuous improvement. Further, our capability to sense unmet customer needs will in turn help Council innovate around new services or develop new touch-points.

ATTRIBUTES THAT ESTABLISH CAPABILITY

- **Empower teams** with the ability to hear from their customers regularly.
- Ensure **feedback** is from a broad group of customers.
- Understand which systems, processes and technology **impacts the customer** on their journey.
- **Map the various steps of the journey**, how they connect and ensure there are no gaps.
- **Work with customers** whilst creating solutions to ensure we remove our biases.
- **Utilise customer data**, identified customer value and customer impact when prioritising work.

QUESTIONS TO CONSIDER

- What customer insights are informing your direction?
- How frequently are you hearing from your customers?
- What has informed the prioritisation of your work?



TOOLS TO HELP

- Customer Journey Mapping
- Capability Matrix
- Technology Roadmap
- System View
- Customer Experience Tools and Methodologies



CULTURE

We care about the attitudes, behaviors, actions and values that drive great experiences and we celebrate them in our workplace.

Excellent experiences are delivered by a team of people who share a set of values, mindsets, attitudes and behaviours which put being “human” at the heart. Through culture, customer experience becomes real. All the vision in the world, the right technology and right skills is not going to deliver great Customer Experience on its own. It comes down to the people who deliver the experience.

It’s about how we make decisions, how we work with each other, how we focus on the customer and how we greet them when they walk in the door. It’s our tone of voice, it’s the way we listen, it’s making them the hero of the story.

The Culture pillar establishes the guardrails by which we are clear about how we will work together. Through a customer centric culture we move beyond protecting self interest and working in silos. We focus on the common good, leveraging others strengths and building a shared vision.

ATTRIBUTES THAT ESTABLISH CULTURE

- **Shared commitment** to a common goal that is articulated clearly and in a tangible way.
- **Collaboration** is valued and embedded in our ways of working - even when the going gets tough.
- We prioritise **building relationships** instead of completing “transactions”.
- We approach work with an **improvement mindset** instead of a fixed view.
- The best in people is brought out by **showing care** instead of taking control.
- We **empower people** to make decisions who are closest to the customer.
- We put the **customer needs first** when interacting with them and work hard to find a way to deliver on them.



TOOLS TO HELP

- Employee engagement dashboards
- CX Champions for advocacy
- Cultural Health Monitors
- Experience management skills

QUESTIONS TO CONSIDER

- Are team members calling out customer pain points?
- Are people protecting their patch or focused on a shared goal?
- Are teams empowered to make decisions and real change?
- Are people leading with an open mind and a “I can help” attitude?
- What are our customers saying about our approach to serving them?



CONFIDENCE

Our success and progress will be proven by confidence in the data, evidence and metrics we capture, analysed and reported on.

Building on our clarity of vision we will describe “what success looks like” - in metrics. We will define the data and evidence that we can analyse when we are successfully delivering value to customers.

For each service, interaction and experience we create we will be clear about how we will measure quality. We will capture data about customer satisfaction and effort. We will measure internal processes and errors. This data will in turn provide confidence that the changes we are making are delivering better customer outcomes.

Every employee will know how they impact customers, and they will understand which success metrics they contribute towards. These will be meaningful to customers and employees. We aim to capture data frequently and improve our speed of analysis and reporting.

ATTRIBUTES THAT ESTABLISH CONFIDENCE

- **Quantitative Data** - We capture measurable data to ensure we are informed by evidence generated by each interaction and through internal quality metrics.
- **Qualitative Data** - What are people thinking and saying that helps us understand why they act the way they do or why one outcome is preferred over another.
- **Experimentation** - We experiment with different ideas to swiftly evaluate options and support action with real world evidence.
- **Dashboards** – We create dashboards that highlight customer value and align metrics that help us focus on the experience our customer have.

QUESTIONS TO CONSIDER

- How will you measure customer value?
- What evidence supports your opinion?
- What have customers said about the service you are looking at?
- What have you tested that you can learn from?



TOOLS TO HELP

- Data Matrix
- Success Dashboards
- Customer Satisfaction research
- Touchpoint feedback
- Self reported customer data
- Customer Observation
- System and Process Measures

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