From customer feedback to Customer Experience improvement

Internship Report

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1. KEYWORDS

Customer feedback, customer experience, data analysis, customer satisfaction, NPS , sustainability, marketing, B2B customer, agile methodologgies, customer feedback, RFM analysis, Response Rate, Open rate, click-through rate, verbatim analysis, loyalties, bulletins, newsletters, announcements, gogreen, customer-centric.

2. ABSTRACT

Customer feedback is very important to improve the process of the company. It is necessary to gather all the information to know what the customer wants and what the company needs, therefore DHL Supply Chain's survey needs to be analyzed with all the information provided by the customer to ensure that the company is doing everything possible to improve the experience and validate that they could become loyal customers who recommend the service.

3. INTRODUCTION

Today it is common to talk about the CX customer experience and how companies design touchpoints to interact and create value with the customer. One of the challenges is to design tools to assess the customer's perception of their experience, in a way that creates value for both parties.

Several industries are implementing surveys to measure the satisfaction with the customers, some of the basis the gauge the customer experience in metrics like CSAT to measure the overall satisfaction, CES to gauge the customer effort score or NPS which is the Net Promoter Score.

Surveys help the companies to grow and to create a conversation with customers and make them feel listened to, however, if actions are not taken from their feedback, they will not be happy with the service and they will think that completing the questionnaire is a waste of time.

On another hand, some companies initially created processes to evaluate

their services and improve them according to customer feedback, however later they focused more on the metrics that they could extract from them, than on the fact of establishing a conversation with the customer and analyzing their perception. Therefore, metrics such as a high NPS or a representative Response Rate became into the most important factor, because those will position them as predominant within the industry but at the end of the day, they forget the service-oriented mindset.

It is important that companies nowadays find a way to create a service-dominant logic where the voice of the customer will have listened, to and be captured to create value, in this way both producers and clients can co-create together, and the customer will be at least happy to be part of the solution (Vargo and Lusch, 2004).

4. OBJECTIVES

- To understand better the customer needs will be necessary to find an easy way to analyze all the data with the customer feedback during the next 4 quarters.
- According to the survey outputs, analyze how valuable is B2B customer feedback to improve internal processes and provide a better experience.
- Analyze how sustainability processes can impact when the customer makes a purchase decision

Internship Description

The company selected for the internship and the research was DHL Supply Chain, from the Deutsche Post group. This division was founded to provide outsourcing of logistics operations to companies, in order to support them with the knowledge, technology, and trajectory that the company has and thus allow B2B clients to focus on the nature of their business the headquarters is

in Bonn, Germany, and it counts with more than 140.000 employees worldwide.

The Logistics industry is changing fast and companies should adapt their processes to new technologies and methods in order to respond to the market needs. As the company has been recognized for its excellence in supply chain processes it desired to open a new business model to teach other companies how to do the successful delivery of their own processes.

It was developed to offer B2B customers, solutions in all the supply chain processes, offering the following services:

- LLP: Lead Logistics Partner, which supports customers to improve the administrative processes like planning, provider selection, operations, and if the customer has a special requirement if an administrative area they can ask to the provider if there is a customized solution available.

- Service Logistics: It operates in 140 countries with the objective to place orders worldwide and on time.

- Ecommerce: To answer to the current market need to become the business more digital, DHL helps the companies to develop their distribution objectives, focusing on omnichannel strategies, so it supports all the strategy creation, delivery, and post-service done through online channels.

- Packaging: it can become a key factor in business, in the sense that it will protect the goods produced, there is currently a need in the market to make packaging more ecological and reusable, this service offered by DHL focuses on studying the needs of the industry and offer customers added value in the packaging of their finished products.

- ENF: European Fulfillment Network, it is focusing on small businesses to provide them with a network of 30 fulfillment centers, where B2B customers can send the orders to a DHL dispatch and they can be delivered by the company in all markets. It is different from E-Commerce because the objective is to boost the small players in the European market, taking advantage of the DHL network.

I have applied to the CXM Global team in the sales and Marketing area, where the job description was focused on the following activities:

1.   Advancing our CX and working with correspondences with country project directors and divisions.

2.   Supporting the turn of events and upkeep of different execution of the board devices and reports in light of the NPS technique.

3.   Help the Worldwide CXM group through extraordinary specially appointed undertakings and tasks.

4.   Creating data/correspondence material and examination on points like cutthroat investigation, benchmarking, and so forth.

5.   Probability to drive your own work streams and undertakings, contingent upon your desire and abilities.

6.   Join a little and dynamic group with experienced global associates from the business as well as top system talking with profound network information.

The team was composed of 2 people in the global team and me, and the main function is to manage and lead the global strategy with the internal stakeholders worldwide who work directly with sales of the Supply Chain services described above. The objective of the internship was to support the marketing activities with the CXM actors and to create new strategies to make communication easier with them, also to develop activities in Ad Hoc to improve the quality of the customer Experience Analysis and in this way to improve their impression with the company.

I was excited about the project because by understanding the customer needs the companies can engage their customers with the brand through relevant content and at the same time make them partners in the long run.

Following you can find defined the CXM roles worldwide:

- Regional coordinators are the people ahead of the operations of each region APAC, EMEA, LATAM, and NORAM.

- Global Product managers: according to the supply chain offered services

LLP (Lead Logistics Partner), Service Logistics, Ecommerce, Packaging, and EFN (European Fulfillment Network), there is a respective Product owner, who assures that each service will be successfully delivered at the global level and also they have their own specific metrics to evaluate their growth and performance.

- Country coordinators: are the colleagues ahead of the operation of each nation where the company develops business, in total there are 63 coordinators.

- Follow-up owners: are the Account Managers, who pursue all the experience with the customers in order to have satisfied clients who can do in the future an up-selling or a cross-selling.

- B2B Customers: the database includes around 15.000 B2B customers worldwide, of which just around 5.600 are allowed to take the survey.

Main internship functions

1)   Structure the way to work

When I started, the team did not have an organized way to work, because all the team members were new and the work structure was not specified, so the tasks were not well respective assigned and it is a problem because at the end of the day no one will know who is doing which activity, so my first task was to find a better way to work and according to research, I have implemented an Agile methodology named Kanban.

The easiest way, using the current tools of the company, was to adapt the methodology with Microsoft 365, wherein the option "Task to do" you can assign the respective activities to the team member, and him / her will receive a notification to their emails by Power automate, and just when activity will be marked as completed, the person who created the activity also will receive a notification that they activity was successfully finished.

The achievement with this simple way to work was to have more visibility of

the activities of each colleague and if someone is overworked the other ones can help her/him. Therefore at the end of the day no matter who did it but matters that the task was done with quality like well done.

After this, the team noticed my interest in technological tools and teaching, and they assigned me the activity to research new tools to make the processes more efficient.

2) Provide trainings

In order to facilitate the CXM processes, it was important to have a constant training with the internal stakeholders by different media and solve the possible doubts on time, also as the team is big and the colleagues are in different countries it is important to know the local needs and the culture, for example, if it is a country where the second language is English or for example, in Brazil, the most of the Follow-up owners don't speak English so the trainings should be given in Portuguese.

Therefore I was ahead to facilitate the customer onboards when a country coordinator was new in the area, I presented CXM (Customer Experience Management), the tools training, and the community manager in our internal social media, to solve all the possible doubts that the users can post, everything in English, Spanish and Portuguese.

The main tools in the CXM process at DHL Supply Chain are SalesForce and Customer Gauge which will be presented below.

SalesForce

This platform is used to manage the customer relationship with B2B clients, the following activities are carried out by the internal stakeholders in the company:

- Nomination: the process consists of the creation of the profile of the customer in the platform with the professional details which can be useful for the company. In the nomination process, the customers are asked if they want

to share their feedback on the experience with the company and if they say yes they are ticked in the software to receive the survey each quarter.

- Denomination: This process consists in unticking the customer to receive the survey, if a customer is not unchecked in SalesForce, they always will receive the quarterly survey, so it is important to check with the client if she/him will be minded to answer the questionnaire.

There are 4 reasons to denominate a user:

A.   The alternate survey means that the customer does not want to receive a quarterly survey so she/he can decide when they want to receive a survey.

B.   The customer is no longer in the company, in this case, the follow-up owner can nominate the replacement of the customer with this specific account.

C.   Serial non-response, meaning that several quarters of the customer did not answer the survey and this affects the metrics, so it is better to ask her/him and denominate them.

D.   Personal reason, meaning that the client has personal motivations, which does not allow him/ her to fill out the survey in the suggested time, for example, if they do not have time or if the survey is annoying for them. When the cause is a personal reason, it was recommended to the Account Manager to get in touch with the customer just to know their feedback, and also to check if there is something from our side that we can improve in the future.

- Sales and renewals:

Through Sales Force, you can check the frequency, and the quantity of the money spent by the customer, and the date of the last purchase, so with this data it is possible to do an RFM analysis.

Also, it is important to check if the customer is doing a cross-selling or upselling during their journey with the company, because it means that the marketing efforts are being effective.

- Benchmark by industry:

As an added value, a report about a comparison of the customer situation with the industry focusing on the growth that they have with the DHL Supply Chain implemented solutions are sent to the B2B customers each quarter.

With this report, the customers can check the cost savings generated from the efficiency of the services, and they can re-purchase or require new services, so it is important for both sides.

Also, the company is always checking what is the new need in the market for this reason at the beginning of the contract is build a roadmap together with the customer to check the current needs and when the contract will end is showed a new solution extracted from the roadmap and a benchmark analysis to present to the customer how the competitors are going, what are the new trends and so on, it is a crucial step in the sales area.

Customer Gauge

Also to track the customer experience the platform was Customer Gauge, a survey analytics tool, through this all the internal stakeholders can check their own specific accounts and track their experience with the company, the reports frequently generated were:

A.   NPS (Net Promoter Score) progress each quarter.

B.   Response Rate, to know the number of customers who are able to answer the survey in the suggested timeframe. According to CustomerGauge, the maximum response rate of b2b clients that is reached by the companies is 30%. Still, DHL Supply Chain obtains around 56% each quarter which is excellent in comparison with the industry.

The success of the Response rate generated is that B2B is aware and always wants to participate in the processes which are related to the improvement of their businesses, on another hand the Follow-up owners (Account Managers) receive a monetary recognition for the number of customers who answer the

survey worldwide, independent of the result, so they are incentivized to ask to the customers for their responses.

Another report extracted from this topic is the Non-response Report, when a customer does not answer your surveys even if you are pushing for they to do it, it can be for 2 reasons, the first one is that the customer had a really bad experience with the company and do not want to know anything about the brand, and the other one is that the experience was not significant for the customer and he/ she barely remember your brand. In both cases it is necessary to talk with the customer and understand the reasons, maybe the customer will not buy again in the future but it helps us as a company to improve the processes.

C.   Benchmark analysis, which was described before, as the companies are clustered in the database by industry is possible to check the improvements by nature of the business, but this information is internal because of privacy policies but we could check what the trends, the topics and the numbers of the industry in order to create new sales proposals in the future.

3)   Verbatim analysis

The objective of the task was to evaluate the perception of B2B customers regarding the sustainable solutions offered by DHL Supply Chain and analyze if it is a determining factor during the purchase, according to the loyalties from the Customer Experience Survey.

In order to receive a feedback from the customer according to the solutions presented, each quarter is sent to them a survey, with the following 4 topics:

- NPS (Net Promoter Score) valuation, to know how likely a customer will recommend the service. This is the most important metric for the company because represents the loyalty of the customer in the long run, different from the Overall Satisfaction because the second shows the current experience of the customer with the product or service, but the objective of the area is to delight the customers with the services and in this way they can choose the

company as a provider for many years.

- CSAT (Customer Satisfaction), with this driver is possible to measure how is the experience of the customer now, but sometimes customers don't know the difference between NPS and CSAT and they rate both with the same score, during the last year was presented the idea to avoid this question just in order to avoid confusions, but it was determined that both metrics are important to know the experience in the short and in the long run.

- Secondary drivers, with these indicators you want to measure the satisfaction of users with respect to other important areas during the service, below you can find the indicators:

Innovation and Insights

- Sustainable Solutions

- Contracting Process

- Continuous Improvement

On time and budget

- Finding the right contact

- Effective Communication

- Effective relationships

- Engaged senior management

- Exchanging information (IT)

Fit of offered solution

- Health and Safety

- Invoicing accuracy and timeliness

- Quality of the sales team

- Supply chain expertise

- Supply Chain Development Updates

- Service Quality (SLA achievement)

Strategic common agenda

- Timely issue resolution

- Trained/ Motivated Employees

- Engaging/ Partnership

- Operational Performance

- Buying/ Implementing Services

- Understanding business needs

- Open comments, I think that this is the most important part of the survey because it is the voice of the customer, sometimes companies sub estimate these kind of questions but this information can be translated into useful insights, like ideas, improvements, and topics that can be interesting for the customer or new services we can offer to them, also in their comments is possible to find the solutions to the presented issues, i.e. From this anonymous comment:

"Collaboration over the last year on our renewal was very good. I look forward to the next year on upgrading the cost model to a higher governable and sustainable commercial model."

It is possible to infer that the customer is looking for a commercial model greener, so in the next meeting with the customer, we can show her some best practices of green solutions presented in other countries, and check the drivers related to the reduction of cost and emissions, in order to do a cross-selling or an upselling of the service.

As it was mentioned before the supplier of the survey analysis is CustomerGauge, and they have delivered and processed more than 5.000 surveys worldwide each quarter, this provider was present since 2016, however, the Customer Experience program is getting mature, and to

respond to the market needs it is necessary to implement new features, as a machine learning which identifies the sentiment of each part of the comments, also a way to analyze a huge quantity of data in a short time, etc. For this reason, the provider was changed in 2022 and the new supplier is Medallia Inc. Which offers all the customized services according to the company's needs.

Therefore for the last 2 quarters of 2021, some areas like GoGreen and Ecommerce, required from CXM an analysis capturing the insights of the customers related to these areas, and in this way, they can measure their services and extract information from the market needs.

As the provider did not offer the sentiment analysis feature, I was in charge of these analyses, so I have created the following two processes in order to analyze the data:

A.   Classification by loyalties: I download all the current data each quarter and I have created a dictionary with the representative words of both areas, then I filtered the information according to the terms and I classify the customers according to the NPS.

B.   Classification by secondary drivers: I have selected the comments from the customers who have chosen as a Secondary driver according to the desired topics that they want to analyze according to the company needs, for example, Sustainability or E-commerce and then I filtered the most relevant comments according to the dictionary created.

Note: Both analyses were added in a separate sheet in Microsoft Excel to our colleagues in other areas and then they shared it with their stakeholders.

Most of the requirements received were about sustainability because companies want to base their internal objectives on the reduction of emissions and as described above the supply chain process can create more emissions than the enterprise's processes itself.

In this way, the companies can develop a competitive advantage if they know the processes of their stakeholders and they can align those with the corporate objectives, transforming the supplier into a partner of your

business, which can help you to create value.

4) Content management

I managed the email marketing and the campaign performance, like bulletins, newsletters, and announcements, based on the loyalty of our B2B customers. The software used by the company was Episerver, which was user-friendly, and following the specific paths or the templates used in the past, you can create content for a large list of users.

- **Bulletins:**

During the survey month, it was sent once a week, and were presented all the current metrics, like NPS, Response Rate, and CSAT, a short wrap-up of how was going the survey and the top 3 of the countries which highest Response Rate, highest NPS and the lowest Response Rate, so it challenged the country coordinators to do a follow up with their respective customers in order to not be in the last places of the rating.

- **Newsletters:**

It was sent once a month and it included all the global news of the area, the monthly calendar with the activities, and the last results of each country.

- **Announcements:**

These emails were just sent with special activities or important information for external and internal stakeholders.

(Please check the Bulletins attached in the annexes)

5) User creation

All the employees from DHL Supply Chain were habilitated to have access to Customer Gauge ad check the metrics of the B2B customer, the only requirement was to complete the e-learning training on MyTalent World, a self-training site from the company where the employees can select the optional corporative topics by free and they can be certified.

In this order the list of the employees who had completed the training was downloaded each Monday and Wednesday, then I created the profiles in Customer Gauge, then I download the new list of active users, and I had to do a cross-check comparing if the new users were created with the information details in a right way and then the list was sent to all the stakeholders.

Once a month, I downloaded the deactivated users and I did some cross-checks to know if it was an issue with the password or if it was not related with it, I sent the list to the country coordinators to check if they wanted to activate the users.

6)   Ad Hoc activities in the survey process

According to the description above, the survey was executed each quarter, and depending on the flow of each quarter the activities were divided into the team, according to the following tasks:

- Nomination checks:

The objective of this activity was to generate a solid database from the customers which will be allowed to receive the survey, in fact, the total send out of surveys will be the base of the performance metrics, for example, if we send the survey to someone who is not working anymore in this specific company, this person will not answer the survey and this will affect the marketing efforts in terms of metrics.

In this case, the company was really important to have a clean database of the respondents, in terms that, the Follow-up owner has to communicate to the customer that they will receive a survey and they need to receive the affirmative answer from the customer indicating that they want to be part of the survey process. The follow-up owners were motivated to give the exact numbers of customers who will answer the survey because the final result will affect their individual performance, based on the company metrics.

- Denomination analysis:

As described above, for the company it was important to have a clean database because it was the initial material to forecast the numbers and in the end, the total number of sendouts will impact all the metrics like Response Rate, Open Rate, Click-through Rate, etc.

For this reason, it is also important to denominate the customers from the database, it means to exclude the customers which do not want to take the survey this quarter, according to the reasons quoted before.

The process consists in that each Follow up owner shares a list with the Country Coordinator, with the customers which will not be included in the sample, and the Country Coordinator will mark on SalesForce that the customer was denominated for the specific quarter with the related cause.

The denomination process is opened one week until the survey was sent in order to send to the Survey provider a sample of the total customers who will receive the survey and in this sense with the possibility to do a test with the CXM team before the survey will be sent.

- CSI overlaps:

CSI (Customer Solutions & Innovations), is an area of DHL that focuses on studying and developing new innovations and trends to deliver accurate and efficient solutions to the customers.

This area manages its own survey just for top customers, which generates a specific amount of revenue worldwide and also which meet certain standards, like the number of stores worldwide, the number of employees, etc. For example Adidas, Apple, Pfizer, and others.

For these top customers, they elaborate a customized survey where they can extract valuable information about the current needs of the market in terms of innovation, and with this information, they can do an upselling or cross-selling of the services.

But in order to avoid the survey fatigue, it was not allowed to send to the customer 2 different surveys in the same period because it can create a damage to the brand identity and it is possible to lose the customer in terms

of sales, so CSI (Customer Solutions & Innovations) has the priority because their survey was more specialized and can create more sales in the future. In this case, if a customer was flagged on SalesForce as part of the CSI sample, he or she should be denominated from the CXM survey during this period.

However the CSI area does not communicate that they flagged a customer suitable for taking their survey, so each quarter was necessary to download the report on SalesForce to know which customers cannot be part of our sample, and then I did a crosscheck to know who of them should be excluded from the CXM survey sample and I sent it to the Country coordinators.

If the Country coordinator wants to receive the feedback of the specific customer, in this case, that the customer be part of both surveys, it was necessary for the approval of the customer, meaning that the Follow-up owner needs to ask to the customer for their approval to receive both surveys and if the customer has a positive answer we can add them to our sample.

7) Analysis of sustainability processes

Nowadays it is common to hear terms such as sustainability, green technologies, biosecurity, corporate social responsibility, and zero emissions, but what has led companies to address their efforts to seek more environmentally friendly solutions?

It was only in 1987 that business sustainability began to be talked about, in the report from Brundtland when the term was related to social problems and economic growth. Those were enhanced to the big corporations, and other events were relevant to start this conversation, for example, the customer preferences for green products instead of the traditional in the 90s, the certifications and metrics proposed among the industries, the desire to improve the reputation in some companies such as the beauty enterprises, and also the NGOs played a strategic role and the companies did some partnerships to improve the supply chain practices (1).

As time passes and people become more aware of climate change and all the environmental risks, companies have developed new technologies to mitigate the impact on the environment that they are creating and in turn satisfy the needs of the client.

Currently, the number of gas emissions generated worldwide, consist 24,2 percent by industries, and supply chain processes contribute 80 percent, in fact, according to a study carried out by Mckinsey, the activities that are part of the supply chain usually generate more damage to the environment than the company's operations. These statistics have prompted supply chain companies to create more green solutions and create a positive impact on society (2).

One of the world's leading Supply Chain companies, DHL has a mission for 2050, to reduce to zero the number of emissions related to the logistics processes, and in this way offer a competitive advantage to the B2B customers, which at the same time will be more green in their daily activities.

The objective of these initiatives for B2B customers is also to show the cost reduction and the benefits that will make them more attractive, to their customers in this way DHL delivers reports and benchmarks on a periodic timeline to identify and monitor the carbon footprint. The corporate responsibility initiatives range from women-led fleets in Brazil to green aviation freight, which produces 2 percent of the global carbon emissions, in this way more and more ideas are being added to create a sustainable impact in the supply chain.

Also with the GoGreen initiatives, the company wants to make the logistic operations more sustainable, as well the company is considered a socially responsible business and expects that the suppliers will provide environmental solutions.

The following roadmap was created according to the vision of 2050 to accelerate the sustainable business from 2021 to 2030 following the paths since 2003 when was written the first Environmental report, and one of the more ambitious objectives was to electrify 60 percent of the last mile vehicles by 2030 the company has acquired 22 aircraft Boeing 777 Fs which are more efficient and friendly with the environment.

Graphic 1:

Clean operations for climate protection:

1.   Leader in sustainable aviation: Fossil fuels have the largest carbon footprint, which is why DHL wants to increase the sustainable aviation fuel (SAF) blend to more than 30 percent by 2030.

2.   Carbon neutral buildings: Buildings have a high carbon footprint, so DHL has agreed to design 100 percent of their new buildings to be carbon neutral

3.   Green product portfolio: As always DHL is engaged with the environment and wants to offer green alternatives for 100 percent of all core products & solutions

4.   Green last-mile & line-haul: Due to some locations being difficult to access, last-mile deliveries are one of the most challenging aspects of logistical systems. DHL wants to electrify 60 percent of the last mile as well as increase the use of sustainable fuels in line haul to more than 30 percent by 2030 (1)

Great company to work for all:

1.   Attract and retain the best talent

2.   Safety first culture

3.   Diversity and inclusion

4.   Respect human rights

Highly trusted company

1.   Compliance management

2.   Effective ESG governance

3.   Robust supplier management

According to the roadmap, the company is supporting the Sustainable Development Goals, focusing on the following 6 categories:

Ensuring an inclusive environment and the equity of education and work participation for people with disabilities, for example in Spain the company did an agreement with Special Development Centers to include in their annual hiring around 10 percent of people with disabilities.

The group is creating numerous campaigns and programs to inspire women, such as "Women at DHL Global Forwarding", where the colleagues are trained and supported to be promoted into leadership opportunities in the company and in this way empower them. At the time 20 percent of women are taking leadership positions but the number is increasing.

8 GOOD JOBS AND ECONOMIC GROWTH
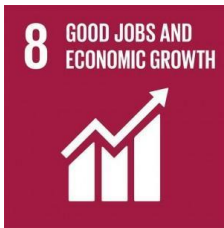
Taking logistics as a fertile land where many businesses can be grown, DHL is creating constantly new job offers, independently of religion, race, or gender, promoting in this way, not just the development of the business as is the core of a logistics company but also promoting careers, at the moment the group have 550.000 employees.

11 SUSTAINABLE CITIES AND COMMUNITIES

Deutsche Post DHL Group wants to minimize air pollution by reaching 70 percent of the last mile clean solutions by 2025, one current project is the use us bicycles and e-bikes to deliver postal mail in Germany.

13 CLIMATE ACTION

Developing and optimizing processes to mitigate climate change, for   example, the reduction of carbon emissions through greener solutions with the freights.

17 PARTNERSHIPS FOR THE GOALS

As a logistics company is important to male strategic partnerships which contribute to the company and the society's goals, in fact, the group has partnerships with the UN, and during the pandemic COVID 19, they worked together with United Nations Development Programme, and UN's Office for the Coordination of Humanitarian Affairs to help the affected people.

8) New provider assessment

As described before, the CXM process was maturing over time, and the external provider CustomerGauge, was not offering the features to meet the market expectations, in this order, the company decided to study the better offers in the market about survey analysis software, and if this new player will meet the expectations.

In August of 2021, we started to look for information about what are the main players in the market, and the plan was to select the better offers and contact the providers, to start negotiations for the Global scope, and launch the first survey of 2022 with the new supplier.

My main task with this activity was to support the selection, test their solutions, and train the stakeholders on the usage of the new tool.

In the following steps, I will focus on the most challenging activities and those which were more time-consuming because they required a methodology and tangible results.

5. METHODOLOGY AND IMPLEMENTED SOLUTIONS

a. Data analysis

For the survey analysis was taken 10.518 answers from the past 3 quarters were sent in June, September, and December.

	Q2	Q3	Q4
Detractor	287	267	328
Passive	1233	1172	1091
Promoter	2025	2081	2033
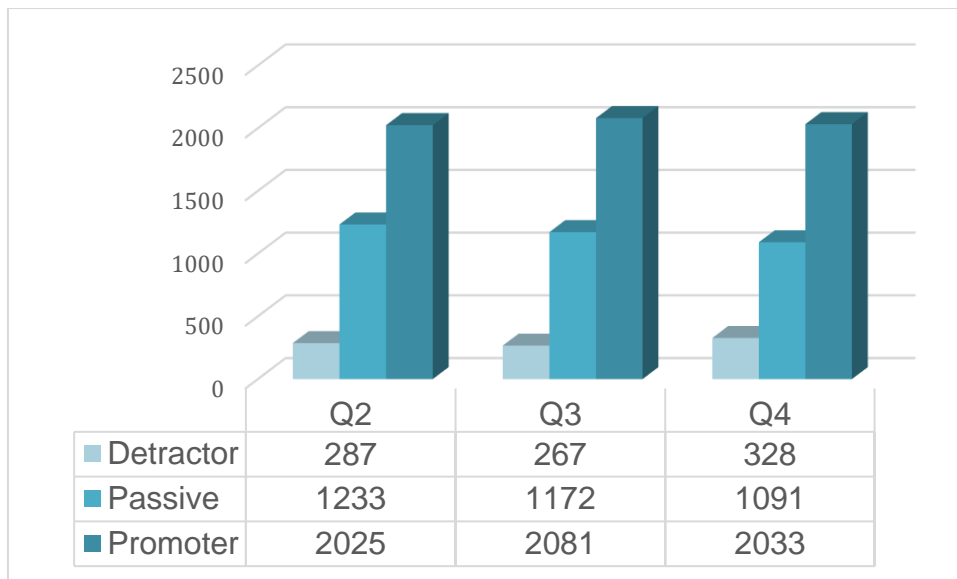
It is possible to infer that the service is perceived differently among the different customers of the same account, for example in AstraZeneca Corp or ASML during the Quarter 2, the different users rated the experience with diverse scores, meaning that the value perceived was different for each one of them. It could be interesting how are being handled the relations with the customer inside the companies, in order to know what are the pain points for some individuals and take the best scores as an example of how could be a successful service for the customers.

Starting from the promoters (customers who rated the NPS from 9 to 10) it is possible to see that most of the accounts are big and recognized companies, meaning that these are very important customers for the business reputation. A lot of these accounts have been with DHL for many years and now are loyal customers of the company. It could be interesting to check how are the processes of the treatment and follow-up of these accounts, in order to establish a best practice process to improve the loyalty of the Passives (customers who rated the NPS from 7 to 8).

The passives in my opinion are silent players in the surveys and some companies do not take them into account because they think that our customers are satisfied with the service, however, these customers are not loyal, meaning that if there are some pain points which are causing that their experience is not the best, they can change of provider easily also because of the fact that there is not perceived value and they are sensitive to the price.

The quantity of detractors has been increasing during the 3 quarters,

Talking about the recovery paradox, if a customer had a bad experience in the past quarters but a successful solution is implemented, and the customer perceived the effort and the improvement in the process, it is highly probable that they rate the "Likelihood to recommend" with a good score the next quarters. Here is important to recap that it is normal to have diverse issues with an outsource provider service as DHL Supply Chain, and the customer can understand the possible issues, the important part is the solution to implement to recover this customer, how efficient and quick can we solve the issues that the customer had with our service in the past. It will be valuable for the customer side and in most of the cases, they will become loyal customers who recommend the service.

b.   Provider assessment

The methodology used was qualitative, because it needed market research in order to know what are the trends in the survey topic, which are the most successful players which meet the customer expectations, and also we included some interviews in order to know the offer of each supplier.

According to the Gartner Magic Quadrant for Voice of the Customer, we found that the leaders worldwide are Qualtrics and Medallia, especially for their sentiment analysis which has a great accuracy according to the survey results, meaning that they can analyze a huge quantity of data and organize it searching for patterns and it will let us know if the customer is happy or which part of the comment from the survey is demonstrating a satisfaction and which part is representing a dissatisfaction.

Graphic 2:

Figure 1: Magic Quadrant for Voice of the Customer

This is exactly what the company needed because, in one comment, the customer can express different feelings about the company or the service, also it is interesting that both companies offer the option to filter the sentiment analysis by keywords, so it was so similar to the solution that I presented in excel of the dictionaries, but of course more specialized in the sense that we can search a word for example "green solutions" and check if according to the customer feedback, there is a positive or a negative Global perception of this term and the percentage, then it is possible to filter by country or by a company or by industry, and according to this we could analyze how the company can improve in the future with the presented solutions.

- **Testing the solution**

In the final round 3 companies were participating to be the global supplier for the survey analysis, Medallia, Qualtrics, and CustomerGauge, so the next step was to test each tool and get an output of the following parameters:

● Usability

● Level of customization for each country

● Graphics and reports easy to export and understand

● Accuracy of the Machine learning used to extract the feedback from the customers

● Flexibility to adapt the tool to the company needs

For CustomerGauge we had access to all the information but for the other two companies were created test profiles for one month, in order to decide which one will cover the expectations and will adapt better to the current needs.

The next step was to create a test team, to check if it was user-friendly and if it can fit with the local needs, so the team was composed of the 4 Regional coordinators, 3 Product Owners, 8 Country development managers, and we as the Global team.

Each person had an activity required in JIRA, to check the functionalities and report if there was any issue or feedback to be implemented. In the end, all the tests were checked first by the regional coordinator who knows better the local needs, and those were merged and filtered to be delivered to one person in the Global team.

According to the obtained outputs, just 2 players passed to the last round, where in the end some A/B tests were processed and the final decision was taken by the Global vendors' area, which based on a negotiation decided that the supplier will be Medallia.

- **Training of the tool implementation**

In February of 202, we started to prepare some trainings in Spanish, English, German and Portuguese, and merged the information with the new provider.

The focus topics of the trainings were:

● Introduction of the tool
● Reporting
● Follow-up process
● Feedback analysis

In my case, I presented some trainings in Portuguese for 2 weeks, and at the end of the session I created a survey to verify if more trainings were necessary to support the users, we covered the 94% of trained users in the first round. And according to the Survey, we noticed that most of the users are interested in receiving more training in the feedback analysis, for this reason, some trainings were planned for April.

Another change, mentioned in the trainings was that the frequency of the survey will be reduced from 4 times per year to 3 times per year in order to reduce the survey fatigue because a research made by Qualtrics has demonstrated that B2B customers do not like to have so many interactions with providers in the sense that they are more rational and sometimes d not have the time to give a feedback, in the opposite B2C customers are more emotional and the supplier needs to designs some touchpoints to be closer and make the customer feel that they are interested in their feedback.

- **Internal communication tool**

The team saw the need to have a tool where we would have more visibility within the rest of the Supply Chain division and within the business group, especially to show our internal processes and the results of the surveys.

Therefore, I created a landing page on the intranet of the company, powered

by Microsoft 360 where I posted all the information about the Global players in the team, the metrics, the basics of CXM (Customer Experience Management), and some training, then if a stakeholder addressed to us any question related with the processes we can share with them the link and there they can find all the information.

The CXM Sharepoint was successful and the Global players shared their videos with the community, so we decide to create another Sharepoint,t about the new Survey provider Medallia, where our colleagues can find information about the new provider, the trainings about the new tool, and so on.

In this process, I could practice some coding, design, and editing, which was interesting and different from my background.

6. CONCLUSIONS

Nowadays some companies are using surveys to enhance the communication with the customer, but others understand that customer feedback is a backbone of customer-centric companies, which can make your business more successful, therefore the next level is to engage customers with the solution, design through experiences and understand the way how users can create value, meaning that the challenge consists in translating the user expertise into innovative processes.

Of course, implementing processes such as co-creation or co-design to receive the real-time feedback of the customers and design solutions with them is great for companies, but the implementation can be so expensive, and already there is no pattern to follow or a magic formula to adapt the process, so it can be complex in the way that each company has to design a strategy to adapt the process.

And on another hand, the survey process can be more efficient, in terms that are pre-designed questions and the analysis is done by Software, but if the comments of the customers are not taken into account to improve, it will create more frustration for the customers because they can feel that they

wasted their time filling out the survey, and consequently it will create a bad reputation of the company.

Sometimes the accomplishment of KPIs can become more important than attending the customer feedback, in the sense that for reaching a goal and to be recognized or receive incentives from the company, we forget that customers are the reason to be of the enterprises and that there are a lot of new solutions in the market, so the customer can change of supplier easily, what we should guarantee it is the quality of the service.

Therefore between the co-created experiences and the questionnaires, there is an unexplored grey area, and as marketers, we should find better ways to involve the customer in the solutions, make them feel that their feedback is appreciated and that they are important to the company development, in this way we can create loyal customers in the long run.

DHL is one of the most expensive suppliers in the market, and the value proposition consists in to provide a qualified service delivered worldwide, so for this reason the experience of the customer is so important, however when a B2B customer takes the time to give a negative feedback they expect that an action will be implemented, however in the analyzed data, some detractors specified that they added the same comments several times and no action was taken from the supplier. Cases like this cause not just the loss of customers but also a bad reputation for the brand.

Another important fact according to the analyzed data in 2021, is that in the surveys with the worst score (from 0-1) in the field "Likelihood to recommend" the DHL service, the customers were not nominated for the next surveys, meaning that maybe the customers did not want to be part of the next survey, because the solution to their issue was not what they expected, so they were excluded of the sample, or the Account Manager did not invite them to the be part of the survey sample because they did not want to receive another bad score from the customers in this field.

I suggest being careful with these low score detractors because if we can not check the progress of the customer satisfaction throughout the year, and if we are not listening to the customer feedback of the presented solution, this

customer will not do a re-purchase in the future and will not recommend our service.

Currently, if a detractor rated the service from a 0 to 2 there is an actual procedure, and the Account Manager should call the customer within 2 working days, and if the issue is not solved then the regional coordinator should call them to understand better the issue and try to solve it, or at least the customers will feel that they have listened.

However it depends on the Account Manager to escalate the situation, so in most the cases the event is only addressed by the Account Manager, and on another hand, B2B customers sometimes do not have the time to explain the issue several times to different actors, and on the opposite B2C customers, for them is not important to feel that they have listened somehow, they need quick and effective solutions to the current issues. Therefore an efficient way to address the issues of low detractors should be implemented.

From my experience, I can say that having a space for feedback with the client is essential for the development of the relationship between the two parties, and importance should be given to each of the comments that represent the voice of the client, however, it is impossible for Global management analyzed each of the comments from the 3,000 customers who filled out the survey.

For this reason, it is important to have appropriate tools that help us determine customer frustrations. In this sense, the decision to change DHL Supply Chain's survey analysis provider is totally valid. For example, let the client know the dictionaries of words that they can use in their comments, to help the management to have more visibility of what is happening, in this way it will allow the interested person to filter by the words that may be generating a pain to the client, also that the global Product managers have their own dictionaries and focus on the comments of their own products that contain these words, thus unifying the communication and making the inconveniences more visible to have a quick solution.

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