

National Manual of Assets and Facilities Management

Volume 5, Chapter 2

Customer Service Procedure



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Customer Service Procedure

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Customer Service Procedure

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1.0 PURPOSE

In terms of customer service provision within modern organizations, it is important that entities understand effective customer service, the internal and external organizational customer key relationships, and the key partnerships that work collaboratively in the overall delivery of the end-to-end customer experience processes.

This document provides best practices for use by facilities managers to effectively provide 'world class' customer service across national Entities. It provides an overview and defines the processes for those individuals responsible for the delivery of customer service within an Entity.

Additionally, this document describes how facilities managers can measure performance, monitor customer satisfaction initiatives in line with Entity values, and strategically manage customer initiatives and performance to deliver world class service excellence.

This document will follow a simple path focusing on the customer service methodologies required within the organization and discuss how these support the overall organization, customer, employees, and contractors in delivering world class customer service across the national infrastructure.

2.0 SCOPE

The scope of this procedure applies to all facilities that are controlled by the NPMO throughout the Kingdom of Saudi Arabia (KSA).

This customer service procedure is applicable to all Entity site-specific senior leadership, facilities managers, employees, contractors, and subcontractor personnel working under the operational control of Expro. It details the customer service procedures and customer strategies for all government Entities and the responsibilities for those undertaking the operational guidelines within the end-to-end customer experience, in order to proudly deliver quality world class, professional, customer excellence across national infrastructure.

The aim of this procedure is as follows:

- Deliver quality world class and professional customer excellence across national infrastructure.
- Ensure that the Entity's customer service delivery practices comply with defined legislation and best practices.
- Discuss the effectiveness of customer service leadership.
- Discuss how employee engagement directly impacts customer satisfaction.
- Discuss how to measure customer feedback.
- Establish an effective customer complaints procedure.
- How technology can support the end-to-end overall customer experience.

3.0 DEFINITIONS

Term	Definition
CRM	Customer Relationship Management
CSAT	Customer Satisfaction
CSR	Customer Service Representative
CSS	Customer Satisfaction Survey
DMAIC	Define, Measure, Analyze, Improve, Control
EPMO	Enterprise Project Management Office
GPS	Global Positioning System
HR	Human Resources
HSE	Health, Safety, & Environment
HSSE	Health, Safety, Security, and Environment



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IDs	Identities
ISO	International Organization for Standardization
IT	Information Technology
KPI	Key Performance Indicator
KSA	Kingdom of Saudi Arabia
NPS	Net promoter Score
O&M	Operations & Maintenance
PDCA	Plan, Do, Check, Act
SAR	Saudi Arabian Railways
SLA	Service Level Agreement
SMART	SMART objectives acronym – Specific, Measurable, Achievable, Realistic, Time bound
US	United States

4.0 REFERENCES

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- International Organization for Standardization (ISO) 9001:2015
- National Manual of Assets and Facility Management Volume 9 – Contracts Management
- National Manual of Assets and Facility Management Volume 15 – Performance Monitoring
- Serco Middle East Recognition Scheme –Managers Guide.
- SAR-004-300-3-015 Rev. No. 00 Saudi Arabian Railways (SAR) Passenger Charter (1 January 2019)

5.0 ROLES AND RESPONSIBILITIES

Primary Roles:

Role	Description
Facility Managers	<ul style="list-style-type: none">• Supporting the overall end-to-end customer vision and values• Effective training delivery of this procedure• Briefing service partners on this procedure• Monitoring customer service performance• Defining and implementing the customer complaints procedures.• Auditing this procedure
Leadership Team	<ul style="list-style-type: none">• Defining national Entity customer service delivery• Supporting overall end-to-end customer vision and values.• Providing visible support, review performance, and approve high-level initiatives and allocate financial resources to meet policy commitments.• Confirming that this procedure meets the government requirements and regulations in the location of the project facility.
Department/contractor site supervisors	<ul style="list-style-type: none">• Supporting the overall end to end customer vision and values.• Assisting communication, implementation, and reporting of initiatives (i.e. performance monitoring on behalf of the leadership team).

Table 1: Roles and Responsibilities



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Supporting Roles:

Role	Description
Communications	Customer communications campaigns, internal and external stakeholders
Finance and commercial	Providing assistance on budgeting and commercial management of any initiatives
Human Resources (HR)	Providing assistance on employee training, on-boarding, inductions, job specifications, recruitment of sustainability specialists
Information Technology (IT)	Supporting initiatives to reduce business travel, data analytics, digital programs with sustainability benefits etc.
Internal customer	Supporting the overall end to end customer vision and values
Legal	Supporting legal matters relating to performance, incidents, and compliance obligations
Projects	Supporting large scale customer projects and initiatives

Table 2: Supporting Roles



6.0 PROCESS

This document will use the following process to illustrate the process of how the organizational customer service vision will be translated within the organization, the internal and external stakeholder relationships, and ultimately how this may impact upon the 'end customer' in the delivery of world class customer service.

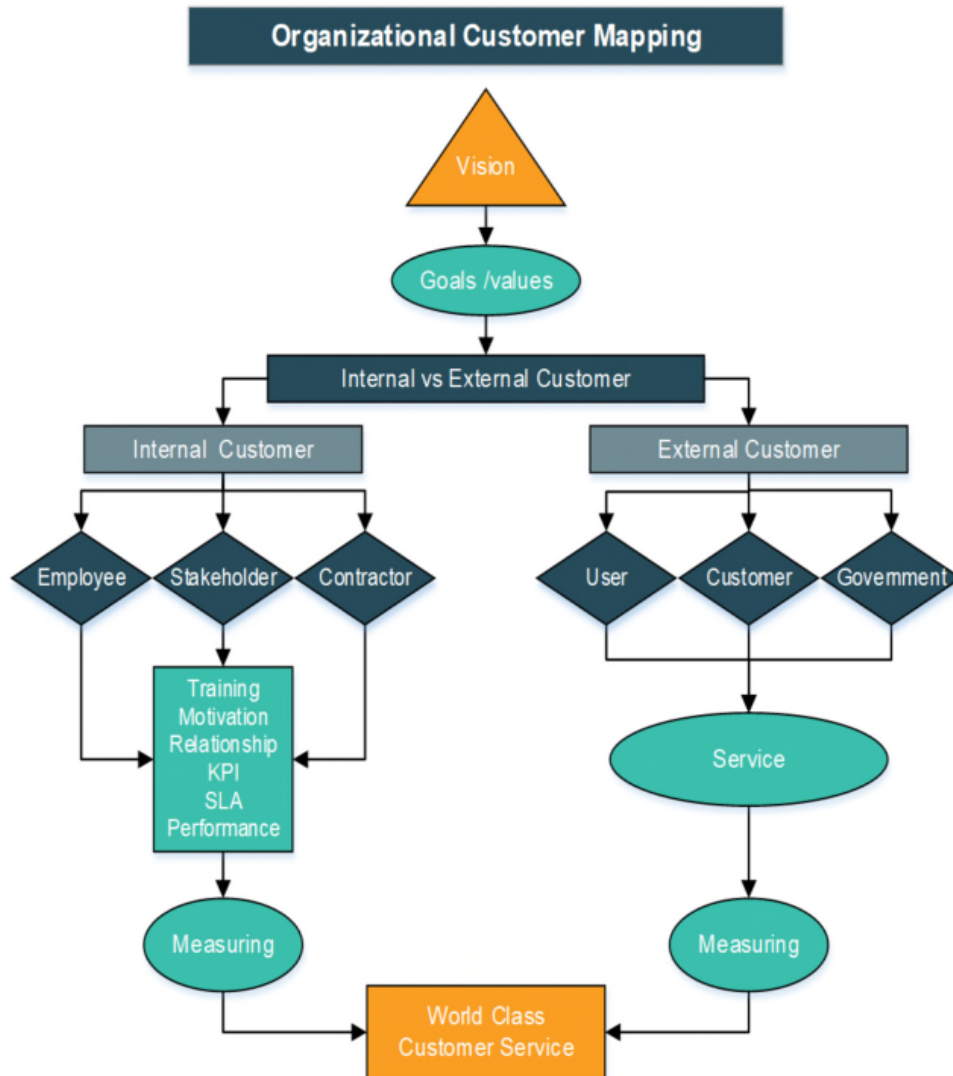


Figure 1: Organizational Customer Mapping

What is a Customer?

A customer is an individual or business that uses another company's goods or services. Customers can be classed as both internal and external. Customers are important because they drive revenues and demand for supply; without them, businesses have nothing to provide or offer. Most public-facing businesses compete with other companies to attract customers or offer a customer specific service.



6.1 The Internal Customer

Within an Entity, it is important that stakeholder and service partner relationships are understood, effective, and productive. Without effective 'internal customer' relationships, the organizational departments will be ineffective in performing their tasks and delivering the organizational key customer vision and values to maximum efficiency, this will ultimately have a direct impact on the end customer. Internal customers are the individuals or departments within organizations who depend on each other for:

- Materials
- Information
- Instruction
- Participation
- Assistance

Examples of these within an Entity could include relationships between contractors, Health, Safety, Security, and Environment (HSSE), HR, and Finance etc. If the departments are not supporting or communicating with each other, this will ultimately create 'blockers'. Leaders within the organization have a responsibility to identify and support the internal customer best practice model.

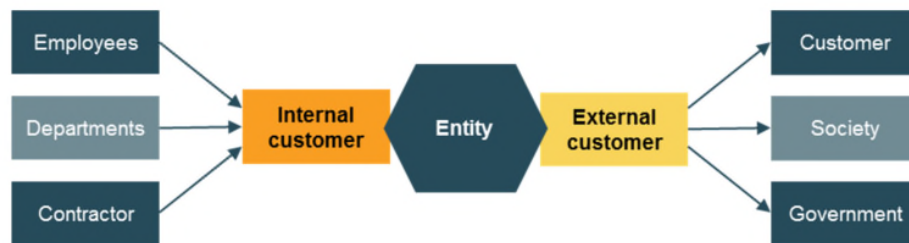


Figure 2: Internal vs External Customers

6.2 The External Customer

An external customer is the user of a product or service who is not always classed as the end customer, but is part of the supply chain process to the end customer.

An example of this could be Entity guidelines on imported agricultural livestock being held in quarantine, or samples being tested by a laboratory, before being released to a farmer (the external customer) for the production of milk or dairy items. The consumer being the final end customer. It is important that communication with external customers is effective and productive as to not negatively impact upon the final end customer – the consumer.

6.3 What is Customer Service?



Figure 3: What is Customer Service

Customer service is the interaction of anticipating, understanding, and delivering customer's needs by providing a consistent level of professional, helpful, high quality customer service, and assistance before, during, and after the customer's requirements are met. This is also referred to as customer satisfaction. This indicates the fulfillment that customers receive from the overall experience that they experience from an organization.

Delivering world class customer service should focus on treating customers well, answering questions, and exceeding their expectations. This approach helps businesses engage both internal and external customers and builds strong relationships. Retain customers and build a loyal customer base.

On average, if a person receives poor customer service, they will share their negative experience with 15 other people, given the growth and popularity of social media, this statistic is likely to increase. It is, therefore, essential that organizations understand the key importance of customer service and ensure that all individuals within the business understand the role that they must undertake within successful customer interactions.

Many organizations place customer service at the heart of their business and incorporate 'the customer' into their key organizational beliefs, values, and vision. It is the responsibility of Facility Managers to ensure that employees within the organization understand that they all have their role in supporting the delivery of world class end to end customer experience.

6.4 Customer Vision

The first step in developing an organizational customer experience strategy is to have a clear customer focused vision that can be communicated to the organizations leadership team, facilities managers, employees, and service contractors. The easiest way to define this is to create a customer vision statement that everyone can work towards, as the guiding customer service principle. This will also enable customers to understand what service they can expect from an organization.

All customer facing employees should understand why a vision statement is important and that the vision will enable them to understand the broader strategic customer focused organizational plan, at times it is easy to lose focus on what we are trying to accomplish, an effective vision statement will enable the organization to re-focus its service delivery teams in what really matters. Within the overall broader strategic customer delivery strategy, the following methodology shall apply:

- **Vision/Mission (Why):** This defines what the organization wants to deliver to the customer and is normally linked to the key business objectives of the organization.



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- **Values (What):** These define the fundamental beliefs upon how an organization, its people, and behaviors are based, this defines the values of how the vision will be delivered.
- **Strategy (How):** This is what the organization must implement to accomplish the organizational vision and values.
- **Targets and Goals (When):** Focus and formulate the desired outcomes of the overall strategy and provide direction, motivation, and overall understanding of what, how, why, and when so that employees know exactly what and how they are expected to be achieved.
- **Implementation & Action (Who):** This refers to the overall implementation, delivery, and review of the overall service and process.



Figure 4: Aligning Customer Experience with the organizational Vision

6.5 Entity Vision Statements

A vision statement can also be referred to within a mission statement, is the organizational road map, indicating what the organization and its employees want to achieve by setting a defined direction for the organizational goals. This can also be reflective within customer oriented products and services. Some organizations will have separate mission and vision statements such as Princess Nourah Bint Abdulrahman University Hospital for example:



Figure 5: Princess Nourah Bint Abdulrahman University (PNU) Hospital



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Our Mission

We are committed to providing the highest standards of care to achieve respect and aspirations of patients in a safe and cure-stimulating environment, while achieving excellence in education and research.

Our Vision

'King Abdullah Bin Abdulaziz University Hospital at PNU shall be a guiding model among local university hospitals in the fields of medical care, training, and research. In addition, to be recognized as a regional reference with global standards for women's health, adolescents' health, and child growth and development by 2030'.

A motivational vision statement will focus employees and enable an organization to realize its strategic objectives. If not already in place, entities should consider developing and publishing their own individual vision statement in order to define their key goals and objectives. Within Expro, we have following vision statement:

"To become a program that is the enabling engine contributing in elevating national infrastructure efficiency, effectiveness, and sustainability to international levels"

6.6 Customer Values

Once an organization has developed its vision, then it can translate how it will achieve this through its organizational values, also known as corporate or core values. These are the fundamental beliefs upon which an organization, its people, and behavior are based. They are also the next step in delivering the overall vision and set out the key behaviors that will enable this. They are the guiding principles that are used to manage internal affairs as well as relationships with customers. They can also be used to benchmark and define organizational performance deliverables such as KPIs.

Understanding the organizational values will enable departments, employees, and contractors to understand what they need to do in order to realize the overall organizational vision, these are behavior based and are linked to performance and the commitment that a department, individual, or contractor will need to demonstrate in order to realize the organizational values. It is important that the organizational values form the basis of all employee training and development initiatives.



Figure 6 Organization Values

6.7 Customer Charter

A customer charter is a written policy that communicates organizational commitment to undertaking service to customers. This is a framework describing the commitment to the customer. The charter should define the organizational vision, goals, and objectives and the commitment to the customer so that the organization, stakeholders, and all employees along with the customer understand what the organizational service levels and commitments are. The following is taken from Users Charter (my.gov.sa) website.

6.7.1 Users Charter (GOV.SA)

Vision

To be the unified government services portal GOV.SA is the preferred channel for users to take advantage of all e-government services and information and evidence provided by various government agencies in KSA.

Strategic Goals

- GOV.SA is the main channel for the latest information about KSA.
- To be the unified channel to benefit from e-government services in the Kingdom.
- The portal applies the latest technologies and adopts the most successful methodologies in the presentation and delivery of e-services for various government agencies.
- To keep pace with the strategic vision of the transformation of e-government transactions.
- To be the unified and reliable source to present everything related to the transformation process of e-government transactions.
- The link between the government agencies and the beneficiaries of the e-government services shall be citizens, residents, and visitors as well as the business sector.

Objectives



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- Monitor and compile e-services of various government agencies to benefit from them around the clock and from anywhere without ignoring the principles of privacy and security
- Diversify the content of the portal and provide a variety of information materials to monitor the latest in the transformation process of e-government transactions.
- Increase the volume of continuous communication with various government agencies to add updates related to e-government services.

Having defined and identified the customer base and provided a link to the customer vision and values and strategic goals must be defined and translated within the context of customer delivery, .

The organizational values form the basis of what it is that an organization needs to deliver and how this is measured, these values are then translated into Key Performance Indicators (KPIs).

6.8 Key Performance Indicators

A KPI is a quantifiable measure used to monitor and assess the success of an organization, contractor or employee in meeting the required customer related performance objectives. KPIs provide a framework that demonstrates how effectively an organization, department, or contractor is performing within their set key objectives. These can be 'standalone' contractor based or linked to the Entity-specific organizational KPIs. These are an effective way of measuring customer related performance across an organization.



Figure 7 Key Performance Indicators

6.9 Improving Customer Service through Effective Performance Management

Performance Management is a process through which an organization consolidates goal setting and measures its performance in terms of metrics. It also allows the company to appraise the performance of its employees and managers, ensuring that their role supports the overall strategic aims of the company. From a customer service perspective, performance management covers the roles and responsibilities of the customer service provider and delivery of customer satisfaction levels.

6.10 SMART Goals

Within the development of KPIs, Specific, Measurable, Attainable, Realistic & Time-based (SMART) methodology can be used in order to set and review specific goals and to understand their impact and effectiveness.

SMART targets provide a clear and simple framework for defining and managing organizational goals and objectives. The SMART acronym prompts the act of clearly considering and defining goals and objectives. This reduces the risk of creating a vague or unclear goal that is unlikely to be achieved.



Figure 8 Smart Goals

For SMART goals to be effective, they must observe the following process. It should also be noted that SMART objectives can be used as a general framework for setting general individual or departmental goals.

SMART objectives should be:

SPECIFIC - Target the specific area for improvement

MEASURABLE - Quantify or suggest the indicator of progress

ATTAINABLE - Specify who will do this

REALISTIC - State what can realistically be achieved

TIME BOUND - Specify when these can be achieved

6.11 Contractor Service Level Agreements (SLAs)

If customer service delivery processes involve contractors, they should have clearly a defined method to support the organization in the delivery of world class customer service. A SLA is an agreement between two or more parties, where one is the customer and the others are the service providers. SLAs are usually formulated in line with KPIs and are the actions of 'how' the KPIs will be achieved. This can be legally binding, formal or informal. For example, internal department relationships or service provider soft/hard services.

The agreement may involve individual organizations or different departments within an individual organization. Agreements or contracts between the service provider and other third parties are referred to as SLAs, this is because the level of service has been set and defined by the principal customer.

It is important to understand that customer focused SLAs should be reasonable and achievable within the client's expectations, the KPI associated shouldn't be used to penalize the contractor if the KPI is unrealistic. It is therefore beneficial to both parties that the SLA agreement is practicable, realistic, and achievable. It is the responsibility of the Facility Manager to ensure that contractors who deliver SLAs as failure will ultimately impact on the overall customer service levels.

6.12 Customer Service Leadership

'Good customer service begins at the top. If your senior people don't get it, even the strongest links further down the line can become compromised'. - Richard Branson, Virgin Group

In order for a customer focused organization to be successful, it is important that everyone from managers to front line employees understand what is important in the delivery of world class customer excellence. In order for customer service to be effective, it must be delivered by effectively trained, engaged, motivated, valued, and inspired individuals with a common aim of delivering the overall vision and values of the



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organization. One of the greatest assets that an organization has its employees, often described as 'human capital'.

If employees feel valued, motivated, and rewarded for their contribution, then this creates a positive sense of wellbeing. In essence - happy, engaged, and motivated employees will deliver great customer service. Ways in which organizations can ensure employees remain motivated, inspired and feeling valued are described below

6.12.1 Team Engagement

Feeling a part of the team and working together creates a sense of wellbeing in the workplace. Team engagement is a workplace best practice behavior that supports and enables all members of an organization to work together and be committed to their organization's goals and values by being motivated to contribute to the overall organizational success. This also enables individuals to achieve an enhanced sense of their own well-being, enabling individuals to feel valued within the organizational team framework. A functional coherent team support each other within the key departmental and organizational objectives ultimately supporting the customer service deliverables. Workplace employee team engagement can be linked to individual behavioral, emotional, and cognitive factors:

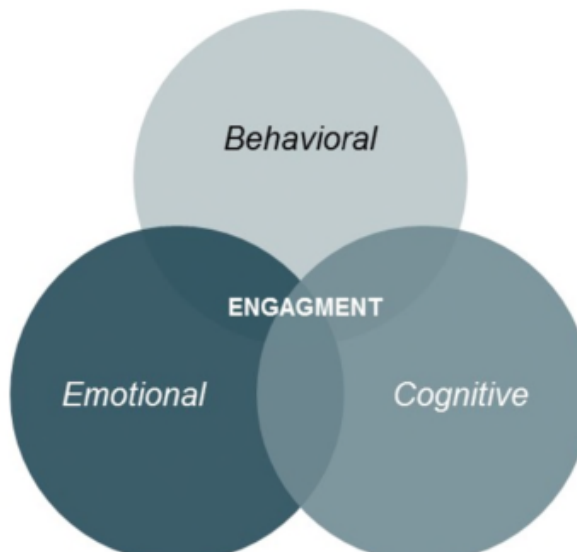


Figure 9 Team Engagement

Cognitive: Engagement refers to employees' beliefs about the company, its leaders, and the workplace culture. The emotional aspect is how employees feel about the company

Emotional culture: It is defined as "the shared affective values, norms, artifacts, and assumptions that govern which emotions people have and express at work and which ones they are better off suppressing

Behavioral: Work culture plays an essential role in influencing employee behavior. An employee needs to feel comfortable within the workplace in order to deliver their best. It is important to encourage employees to work in teams rather than working alone in order to feel supported

Team engagement is directly linked to cognitive, emotional factors and it is important that the team is supported within the model in order to achieve positive team engagement.

6.12.1.1 Improving Customer Service through Employee Recognition

It is widely recognized that highly engaged and motivated employees perform better within organizations. This is also a contributory factor within a successful customer service culture. It is, therefore, important to



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recognize and acknowledge employees who demonstrate and achieve positive behaviors or who demonstrate exceptional organizational customer vision and values.

"Recognizing and rewarding employees for a specific business function such as customer service should be part of every company's corporate culture as well as its performance management program. Using incentives and rewards promotes first-class service and fosters a culture of recognition which leads to employee loyalty. A study by Harvard Business School found that every one percent increase in staff loyalty resulted in a half percent increase in customer loyalty".

6.12.1.2 Why is Recognition Important?

Recognition is the acknowledgement of a contribution, effort, talent, or skill in a way that someone experiences feelings of appreciation. It is a way of communicating to emphasize not only what, but how employees perform their work and how this contributes to a greater purpose and ultimately benefits the customer.

Recognition is also a tool that acts as an encouragement factor to others in order to encourage participation and foster competition within team engagement and customer delivery performance.

Research consistently links positivity in the workplace to employees who are working smarter and are engaged in their organization's success. Recognition is also directly linked to building a more trusting culture, improving communication, and attracting and keeping the best employees.

Recognition does not have to incur any significant financial cost to the organization, 'cost neutral' recognition can take many forms including an acknowledgement note or email, that could support the employee within their end of year performance review, notice boards, company update news brief, or verbal recognition within a meeting or company forum. Often a simple "thank you" will be valued highly by the individual.

The following are the examples of recognition that can be used:

Values Based

Values based awards recognizes an individual who displays behaviors in line with and is a proud ambassador of the individual organizational values. These should be specific examples that demonstrate how the nominee has consistently shown outstanding or extraordinary performance in demonstrating exceptional behaviors in line with the organizational customer values.

Instant Recognition

Instant recognition schemes are designed to enable managers to recognize employees immediately, "in the moment" recognition has a huge impact. Employees feel more valued when incentives and feedback are given instantly rather than only at specific point in time.

Some examples to identify employees for instant recognition awards are set out below:

- Successfully resolved a difficult customer issue.
- Made a positive contribution and supported team members.
- Helped a colleague in time of need.
- A compliment received from a client or customer that is worthy of recognition.
- Proactively taken on additional responsibility.

6.12.2 Employee Satisfaction Surveys

It is important that employees have their opportunity to discuss how they feel about working for an organization or how they feel the organization delivers its customer expectations or products. An employee satisfaction survey is used by an organization to measure the satisfaction, engagement, and understanding



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of a particular group of employees or stakeholders for its services, work environment, culture, or employment.

Gaining employees' feedback on the workplace gives an employee a sense of ownership and responsibility within the overall customer experience. Employee satisfaction surveys also enable employers to measure and understand their employees' attitude, feedback, motivation, and overall satisfaction. This will also give an indication as to the understanding of the organizational objectives and how these are reflected by supervisors and managers.

Engagement surveys are crucial because they give employees a platform for open feedback. It is an opportunity to establish two-way communication and involve employees in the development process by giving them a direct voice to the senior organizational leadership team.

6.12.3 One Team Principles

A team is a group of individuals working together to achieve common organizational goals. Team members must understand how to support one another and ultimately how this will benefit the end customer, and enable all team members to realize their true potential and create an environment that allows everyone to go beyond their limitations and take responsibility in order to deliver world class customer excellence. This principle should be applied to people and organizational departments; this is defined as being 'one team'.

When departments, people, processes, and priorities within an organization conflict with each other on what really matters to its customers, the customer experience satisfaction levels are ultimately impacted upon. One team principles effectively unite teams to deliver a shared value, belief, and understanding of the overall customer experience. When undertaking processes, projects and tasks one team principles help an organization to create a shared aim that creates a strong customer voice.



Figure 10: Deliver World Class Customer Excellence

One team principles help everyone understand what creates value. These principles are also a set of common rules on which different teams formulate solutions to their specific challenges. Enabling this understanding will effectively encourage departments and individuals prioritize and work as one team with both the internal and external customers ultimately enhancing within the overall process.



6.13 Service Partner Relationships

Many organizations depend on external contractors and partners to carry out their service delivery activities, these are referred to as service partners. The decision to use a service partners to deliver services that can be influenced by any number of factors including financial, resource, or geographic circumstances. In some instances, it may be more cost effective to go outside the organization to get a specific task performed. What is important to consider is that the contractor must be fully aligned to the organizational customer vision and values and translate these to their employees through an effective training program.

The decision to contract service partners could also be skills driven, where a partner has certain skills that the organization has yet to develop. Alternatively, the decision may be market driven, where the partner can help drive increased business, accommodate a temporary surge in demand, or help to reduce timescales. It is important that the organization anticipates such eventualities and has robust plans in place. The organization should have a plan and established process for engaging and managing external service delivery partners.

It is important that the service partner relationship is productive in order to realize overall customer organizational objectives and that these are clearly understood by both the service partner and associated employees.

6.13.1 Defining Service Partner Business Objectives

The key business objectives of a service partner delivery model must be clearly defined to ensure that the appropriate partner is selected, and performance managed effectively. Additionally, the business objectives will enable the Entity to establish guidelines for when and how to use service delivery partners.

Service partner relationships must be continuously performance managed. The service partner contract serves as the basis for effectively managing the relationship. Having a consistent process to manage and administer partner contracts will help to ensure that the expectations of the organization and the partner are being met and that the financial and business agreements of the contract are being achieved.

A well-defined service partner model will enable the organization to define service partner requirements, the conditions under which it is appropriate to use service partners, and the steps necessary to identify, select, and to deliver the required services on behalf of the Entity. The model will outline the operating and business principles that define the relationships to which the service partner must deliver. By formulating an effective, defined service partner model in advance, the Entity will be in a position to leverage partners to meet delivery needs and manage the relationships effectively.

The service partner performance must be monitored to ensure that they achieve their agreed KPIs & SLAs. A service partner scorecard is an example of an effective process in order to achieve this. The information within the scorecard will enable the facility manger to understand how the service partner is performing. A well-defined monitor and review process should also be included to support any improvement action plans.



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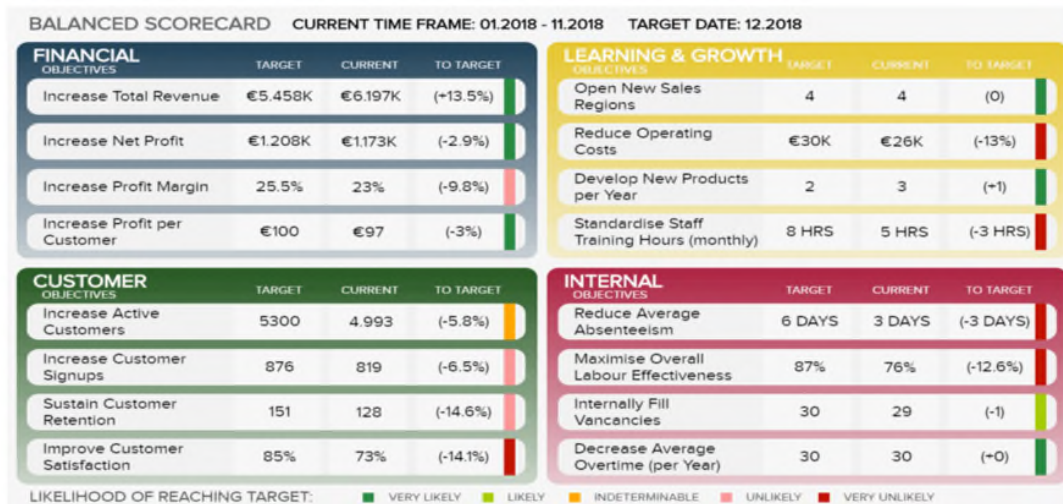


Figure 11: Monitoring Performance

6.14 Measuring Customer Feedback

6.14.1 Understanding External Customers

Understanding that organizations have more direct influence with internal customers as they are internally linked, it is of equal importance understand how the external customer is factored into the overall customer service satisfaction, especially if they are not the end customer. Listening to your customers and continually assessing the service delivery and customer products, understanding what your customers want, and need is critical. It is also important to understand what the 'internal' and, in particular, your 'external customers' are delivering and what their requirements are in order for them to be productive in supplying the end customer.

If your external customer is the final end customer; then what needs to be understood is the overall satisfaction level from the customer service that the customer has experienced and does this need to be improved, also consider what works well. This is also known as customer relationship management.

6.14.1.1 Customer Relationship Management (CRM)

CRM is the combination of practices, strategies, and technologies that organizations use to manage and analyze customer interactions supported by data, throughout the overall end to end customer experience with the aim of improving customer relationships and supporting customer retention. CRM systems are a way to gather customer information across different interactions, or points of contact between the customer and the company, which could include a company's website, call center, live chat, mail, marketing materials, or through social media. CRM systems also enable customer-facing staff to gather detailed information on customers' personal information, previous history, individual preferences, and concerns.



6.14.2 Customer Satisfaction Methodologies

6.14.2.1 Customer Service Metrics

It is important for organizations to develop performance metrics in order to measure, record, and analyze its performance. Organizations use a variety of metrics including first time response, problem resolution time, and customer experience rating. It is important that the information collated is utilized and acted upon by organizations in order to improve overall customer satisfaction levels.

First time response measures the average time it takes for customer service representatives to get in touch with customers, once the customer has made contact regarding a query or problem. This metric provides a way for managers to measure the efficiency of each Customer Service Representative (CSR). This measures how effectively a CSR was able to rectify the problem and the time it took to accomplish. Customers are also asked to rate the overall service experience along with comments or ways to improve the service in the future.

6.14.2.2 Customer Satisfaction Surveys

A customer satisfaction survey is a tool that enables organizations to measure their customer's level of satisfaction within their products or services. A customer satisfaction survey is formulated as a questionnaire that organizations send to customers after they have made a purchase or received a service from the organization. There are various types of questionnaires that organizations use. The following are examples of customer satisfaction surveys that facilities might use in order to improve the customer service that they deliver.

Net Promoter Score (NPS) Survey

A NPS survey measures customer loyalty by asking a single question: How likely is it that you would recommend a product or service to a friend or colleague? Customers are asked to score from 0 (not at all likely) to 10 (extremely likely).

Organizations use NPS to measure customer loyalty and satisfaction and the overall customer experience. NPS is widely used across many industries to measure customer loyalty and satisfaction against competitors. NPS can also be used to identify detractors or customers likely to switch to competitors or provide negative feedback about the organization.

NPS surveys are usually sent to customers via email surveys or text messages. Customers are placed into three categories based on how they answer that question:

- **Detractors.** Customers who respond between 0 and 6 are classed as detractors. Not only are you at risk of losing these customers, but they are also likely to impact the growth of a business through negative word-of-mouth
- **Passives.** Customers who respond between 7 and 8 are classed as passive customers. They are generally satisfied with the service provided but are not entirely impressed. Passives could leave a business for a competitor, but have the opportunity to be impressed further.
- **Promoters.** Customers who respond between 9 and 10 are classed as promoters. These are loyal customers who are likely to grow a business through positive word of mouth referrals.

To calculate the achieved Net Promoter Score, subtract the percentage of Detractors from the percentage of Promoters. For example, if you have 100 survey results and 10 scored between 0 and 6, 20 scored between 7 and 8, and 70 scored between 9 and 10. You would have:

- 10% Detractors
- 20% Passives
- 70% Promoters

70% Promoters – 10% Detractors = 60%. So, your Net Promoter Score would be 60.



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An achieved NPS score can be anywhere from -100 to 100. A positive NPS score is considered as a good score, above 50 is considered as being very good, and above 70 is considered as world class. Applied correctly, NPS can be an effective tool to identify and reward loyal customers as well as identify any unhappy customers enabling the organization to undertake appropriate steps for improvement.

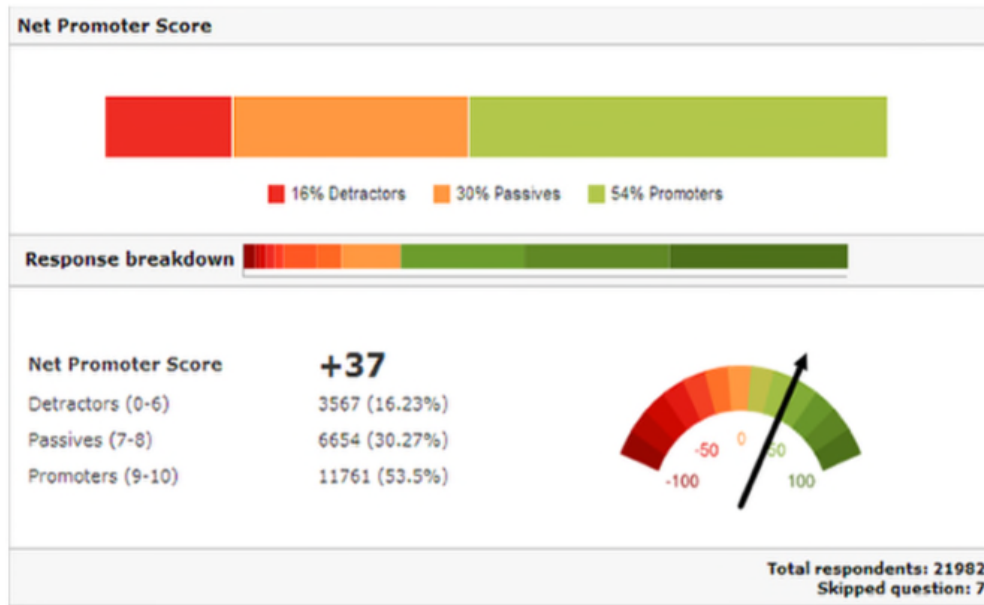


Figure 12: Customer Satisfaction Dashboard

Customers' NPS comments can also be used in order to improve the service that you offer and to understand what you are doing well. This is a powerful tool that can be used by Facility Managers in briefing and training of their staff.



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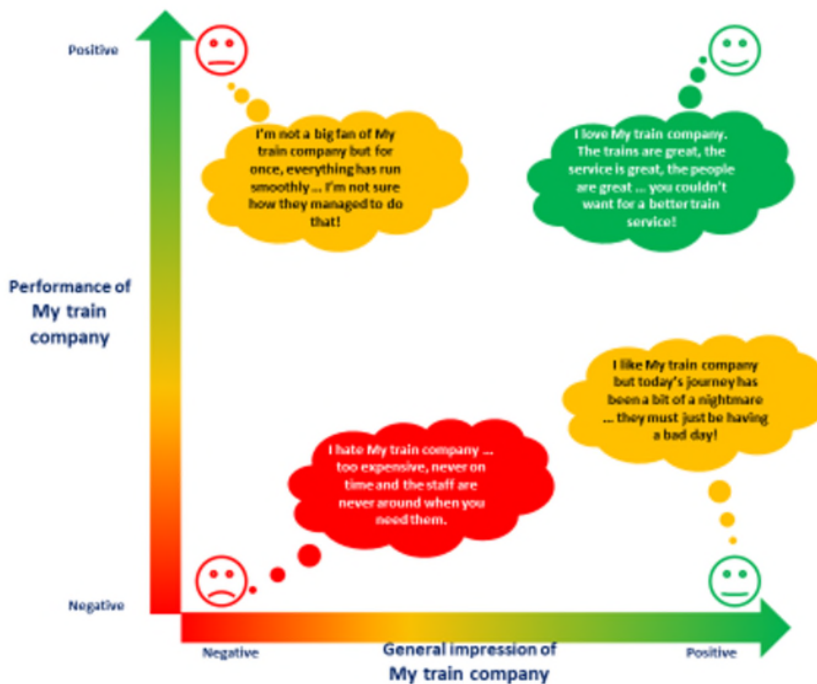


Figure 13: Customer Comments

Customer Satisfaction Survey (CSAT)

CSAT is a term frequently used in marketing and is utilized as a measure of how products and services supplied by a company meet or excel within customer expectation. CSAT scores are formulated by using the number of customers, or percentage of total customers, whose reported experience with an organization, its products, or its services (ratings) exceeds specified satisfaction goals.

A CSAT Survey is used to measure a customer's satisfaction with an organization's products or services. A CSAT surveys consists of variations of the question:

How to rate overall satisfaction with the received products/services?

Customers are then invited to choose from the following 1 to 5 scale:

1. Very unsatisfied
2. Unsatisfied
3. Neutral
4. Satisfied
5. Very satisfied

The customers who choose "Satisfied" or "Very satisfied" are considered satisfied customers. To calculate a CSAT score, take the number of satisfied customers and divide by the total number of survey respondents, then multiply by 100. Therefore, if you have received 100 surveys and 70 of them responded "Satisfied" or "Very satisfied," your CSAT score would be 70%.

$$(70/100 = 0.7) \times 100 = 70\%$$

Organizations use CSAT surveys to measure whether their products and services are meeting customer expectations. CSAT surveys allow organizations to resolve customers service issues and look at how specific products and services are performing overall. For example, if customers consistently rate a product



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as a 1 to 3, it needs to be improved. If customers consistently rate an item as a 4 or 5, it's a strong product or service that is being delivered.

Customer Satisfaction Survey

Tell Us About Your Experience

How satisfied were you with our service today?

Very Satisfied

Is this the first time you have used our service?

No

If you have used our service before, how many times in the past year?

Would you recommend us to a friend?

Yes

Figure 14: Customer Satisfaction Survey



6.14.3 Auditing Customer Satisfaction

Should a facility be included within an audit process customer satisfaction measures and dealing with customer feedback can be included within this process. A quality audit is the process of systematic examination of a quality system carried out by an internal or external quality auditor or an audit team. It is an important part of an organization's quality management system and is a key element in the ISO quality system standard, ISO 9001:2015.

ISO 9001 Customer Satisfaction Explained

The current ISO 9001 guidelines include a clause that is specifically concerned with customer satisfaction. These are requirements that every customer focused business should be aware of, in order to be able to take the corrective actions towards maintaining a positive customer experience.

ISO 9001 Customer Satisfaction guidelines enable organizations to make sure that their products and services reflect the correct quality standards for their customers. These statistics need to be closely monitored, analyzed, reviewed, and documented in order to be able to take corrective action in the event that the guidelines are not being followed.

When involved in the operations of any type of business, it is always important to make that customers receive a positive experience. So, when it comes to the customer satisfaction clause of the ISO 9001 guidelines, the company should pay particular attention to how it can properly satisfy customer expectations.

ISO 9001:2015		ISO 9001:2008		Summary of Changes
9.1.2	Customer Satisfaction	8.2.1	Customer Satisfaction	You should note the additional requirement for organizations to implement a consistent and systematic approach when dealing with customer feedback and that they are obtaining information on customer perception

Table 3: ISO 9001 Changes

6.14.3.1 Types of Audit

An external audit is undertaken by a person from outside of the organization such as a customer or independent third-party, such as a registrar to verify conformance to the applicable requirements.

An internal audit is used to assess compliance, evaluate effectiveness, and identify opportunities for improvement. Internal audits also enable organizations to prepare for external audits.

ISO 9001 is defined as the international standard that specifies requirements for a quality management system (QMS). Organizations use ISO 9001 in order to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements.

Audits are an organizational tool that are used for measuring evidence of processes, to assess how successfully they have been implemented and also for measuring the effectiveness of any defined customer target levels. For the benefit of organizations, quality auditing should not only report non-conformances and corrective actions, but also highlight areas of good practice. This also enables other departments to share information and to amend their working practices, also contributing to the continual improvement process.

Improvement plans should be created by the organization and be defined in line with the overall organization objectives. The Plan Do Check Act (PDCA) process should form the basis of the improvement plan.



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Figure 15: The Plan Do Check Act (PDCA)

Entities may also wish to use the below the Define, Measure, Analyze, Improve, and Control (DMAIC) process will also support the improvement plan.

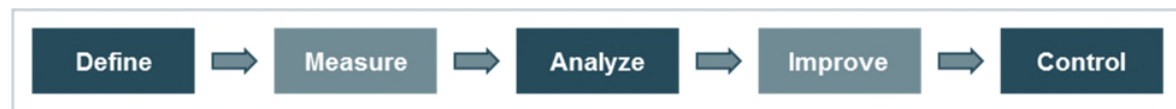


Figure 16: Define, Measure, Analyze, Improve, and Control (DMAIC)

Please refer to the sector specific volumes and your local site specific plans for further information regarding the requirements for your site.

6.15 Customer Complaint Process

What is a customer complaints handling procedure?

A customer complaints handling procedure defines how organizations differentiate between feedback and complaints including monitoring and reporting arrangements, how to use feedback, and complaints to improve services and how to develop teams managing such contacts.

A complaint is an expression of dissatisfaction by a customer or potential customer about service delivery or about a company or sector policy. Any comments that meet this definition should be managed as a complaint.

If available, the Entity customer support team should receive training on how to correctly log a complaint that includes how to separately classify a complaint and feedback. Both customer services and social media teams should be trained to probe further when they receive negative feedback to help determine whether these communications are complaints. Every time a customer logs a complaint, this should be managed respectfully and responded to quickly and positively.

Customers may wish to share feedback and complaints about a service verbally, by email, social media, or by telephone. Feedback should be responded to (where requested) in a constructive, fair, and reasonable manner. This will enable the organization to look at ways that it can improve the service that is delivered to customers. The following diagram explains the process in how customer facing or call center service staff should deal with a customer complaint.



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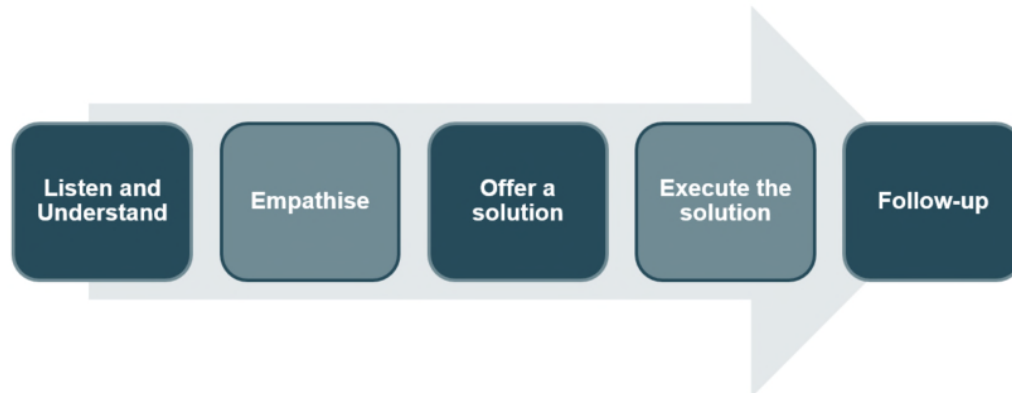


Figure 17: Dealing with customer complaints

Organizations must understand that not everything will always run smoothly and that it is the manner by which issues are responded, that creates goodwill and customer loyalty. Feedback also helps organizations to improve its overall customer experience. A complaints handling procedure is one way that can help in making a difference to the overall end-to-end customer experience.

Complaints handling procedures should be:

- Easily accessible, well publicized, and easy to use.
- Ensure efficient handling of a complaint and provide a response within publicized targets.
- Ensure full and fair investigations.
- Reflect the Entity's customer charter promises.
- Respect people's desire for confidentiality.
- Provide feedback to the organizational management team so that improvements can be made.

The Entity should respond to customers who complain through using several means; in person, by telephone, email, or social media. In exceptional cases, it may be appropriate to respond through the press and media. An example of a corrective process for customer complaints is contained within Attachment 1.

6.16 Technology

Given the popularity of mobile technology and social media, some Entities have successfully used technology in order to develop and support customer interaction and real time feedback. Entities should determine which technology can most effectively serve their customers, if this will be of benefit. This includes the development of new tools to assist both specific customer groups and the general public. It is worth considering that with the advance of social media and app based technology many customer service activities will become more predominantly web based.

It is recommended that organizations keep up to date with the latest software. This will improve efficiency, save on cost, and will ensure they are at the fore-front of delivering excellent customer service.

Some successful web based examples used within KSA are:

E-Service Standards

The online service can be defined on the GOV.SA portal as follows: "It is an interactive, operational, or integrative service provided by a government Entity to individual beneficiaries, whether citizens, residents, or visitors, in addition to the business sector and other government entities. To the service provider, while the GOV.SA portal provides information about it and a direct link to obtain it."

The following are successful examples of customer based apps that are available within KSA for citizens:



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Absher

Absher is a smartphone application which allows citizens of and residents in KSA to use a variety of governmental services. Amongst several other services including, employment services, Hajj permits, and passport info. Electronic crimes can be reported also. The application provides 160 services for residents of KSA including making appointments, renewing passports, residents' cards, identities (IDs), driver's licenses, and other services.

The app can be downloaded from the Google Play Store and Apple App Store and is provided by the Saudi Interior Ministry.

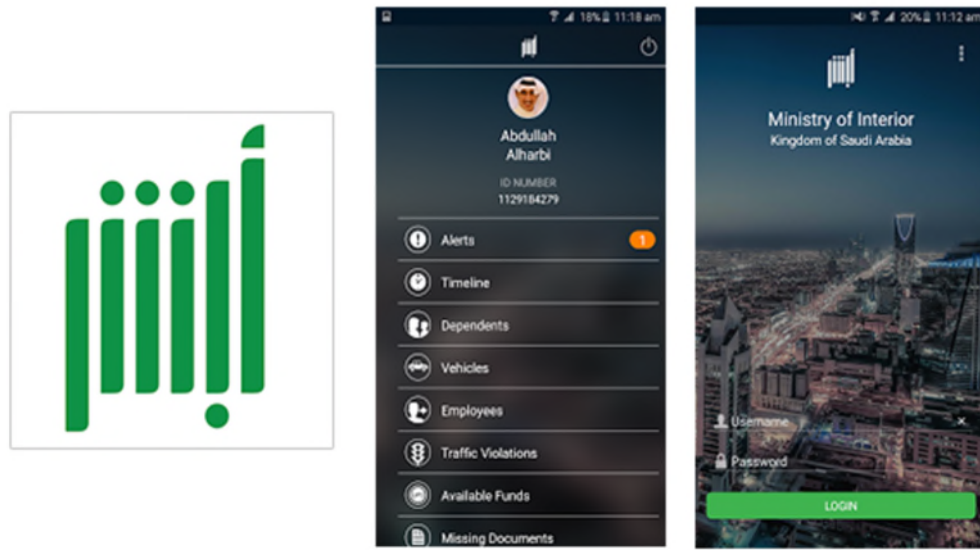


Figure 18: Absher Application

Through this app, users are enabled to access all major MOI functions mobile communications devices.

Kollona Amn App

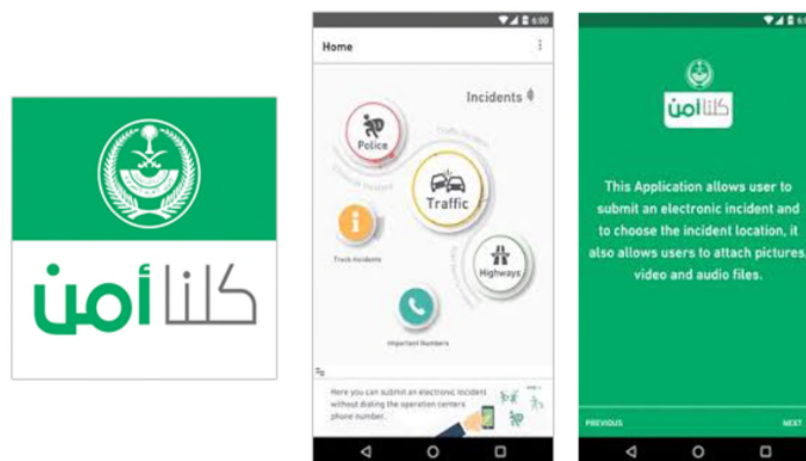


Figure 19: Kollona Amn Application



Ministry of Health

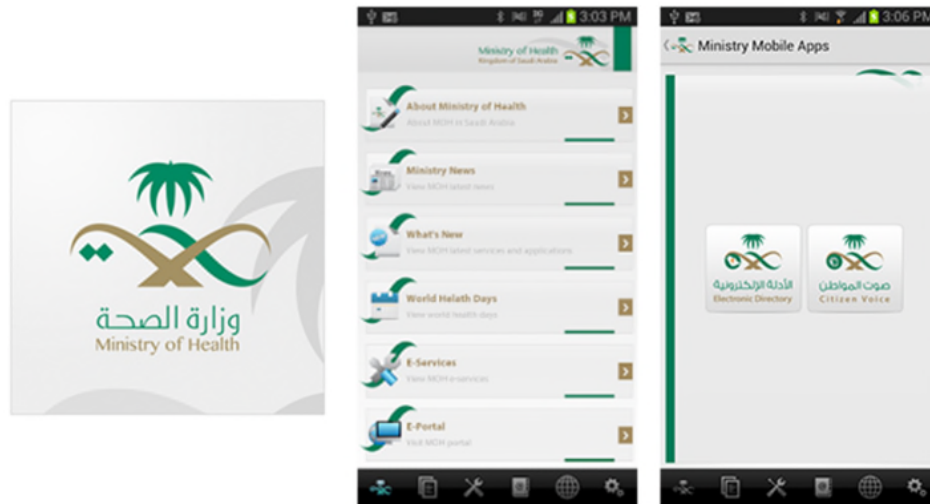


Figure 20: Ministry of Health Application

The Ministry of Health runs many applications; this one in particular is an amalgamation of all its different types of app into one. Through the app, users will be allowed to make a complaint regarding any health practice, will be reminded of vaccinations, and receive updates on the latest news pertaining to health standards in the Kingdom.

Global Positioning System (GPS) Tracking

GPS is a radio navigation system that allows users to determine their exact location 24 hours a day, anywhere in the world. GPS tracking also enables organizations to monitor their assets.

A comprehensive tracking system is capable of doing more than identifying real time locations, it also can provide metrics such as vehicle speed, driver behavior, and progress towards job completion. For the most part, these features can help organizations to monitor its people and operations and support integral operational decisions. Route optimization, maintenance needs, and even asset availability and utilization. GPS can also support organizations with asset security and monitoring.

Mobile technology such as the Saudi Post app also use GPS. The app resembles the main interface for national addresses in KSA. You can use GPS to track and register your address. Customers can also find out the closest Saudi post office to them.

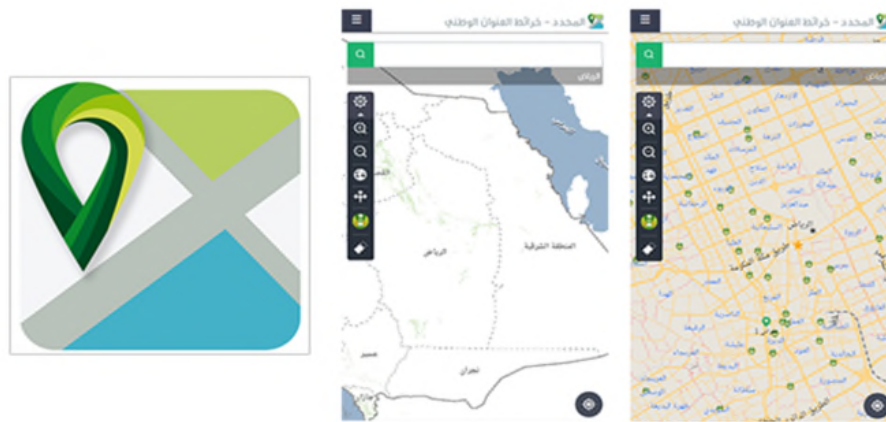


Figure 21: GPS Tracking

7.0 ATTACHMENTS

1. Attachment 1 – Example Customer Complaints Process



Customer Service Procedure

Attachment 1 – Example Customer Complaints Process

