

THE VIRTUOUS CIRCLE: MEASURING AND IMPROVING THE STUDENT SERVICE EXPERIENCE

Service Improvement and Innovation in
Universities Conference
Melbourne, October 2015

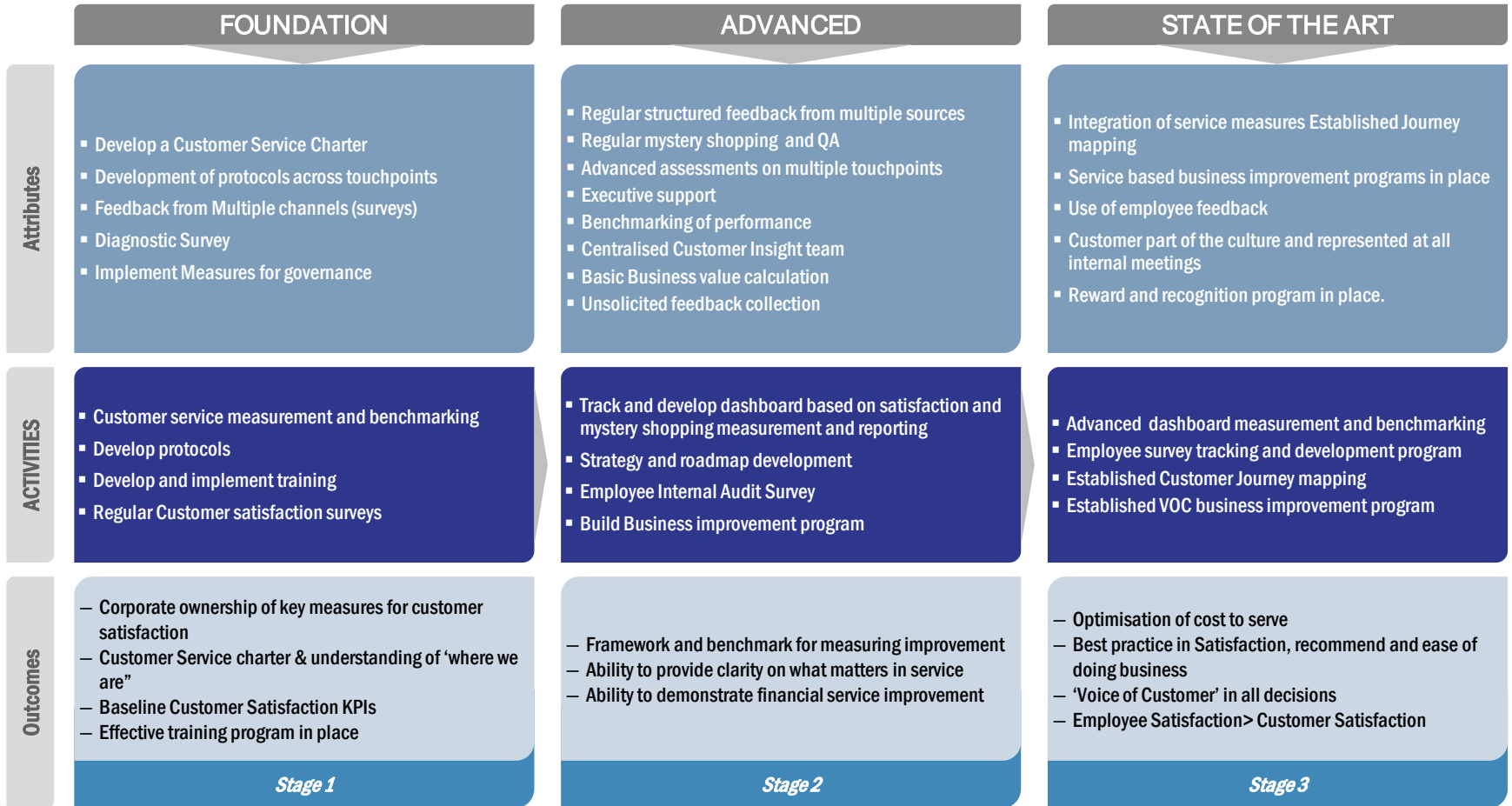


TODAY'S TOPICS

- A framework for building customer centric organisation
- The Victoria University Experience – Teresa Tjia
- The Monash University Experience – Ashley Keleher
- Sector Benchmarking Programs – A successful formula
- For Consideration

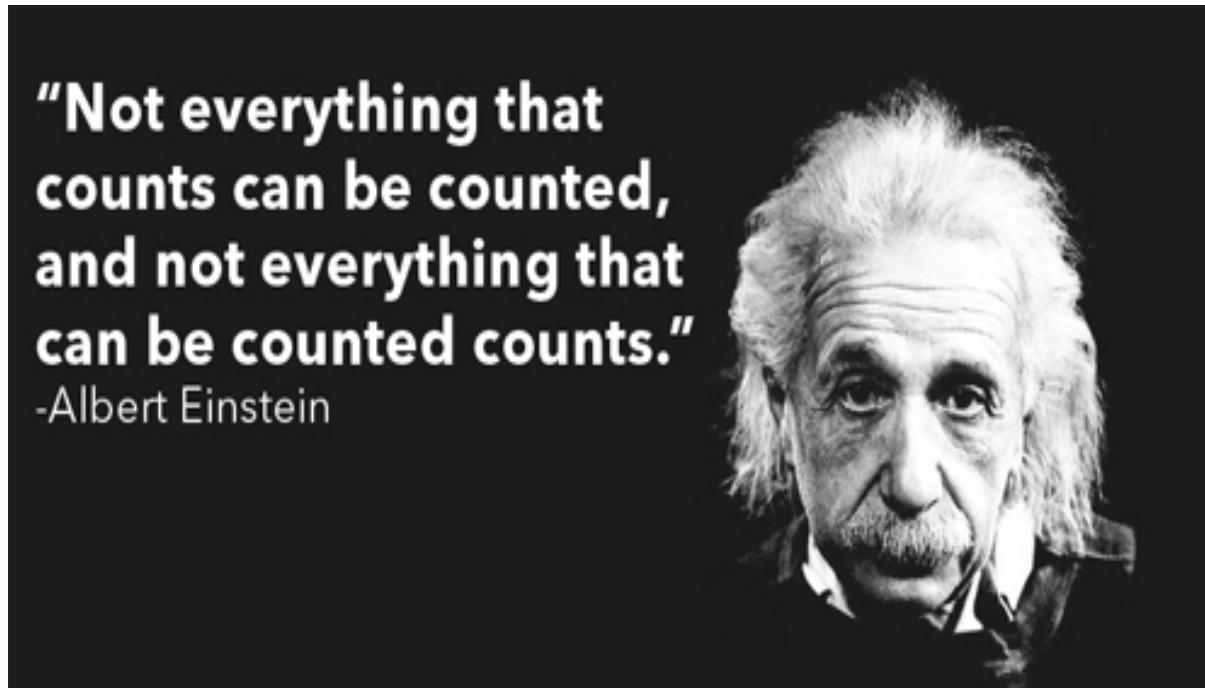
A CUSTOMER CENTRIC ROADMAP

There are three main stages on the journey.....



TODAY'S TOPICS

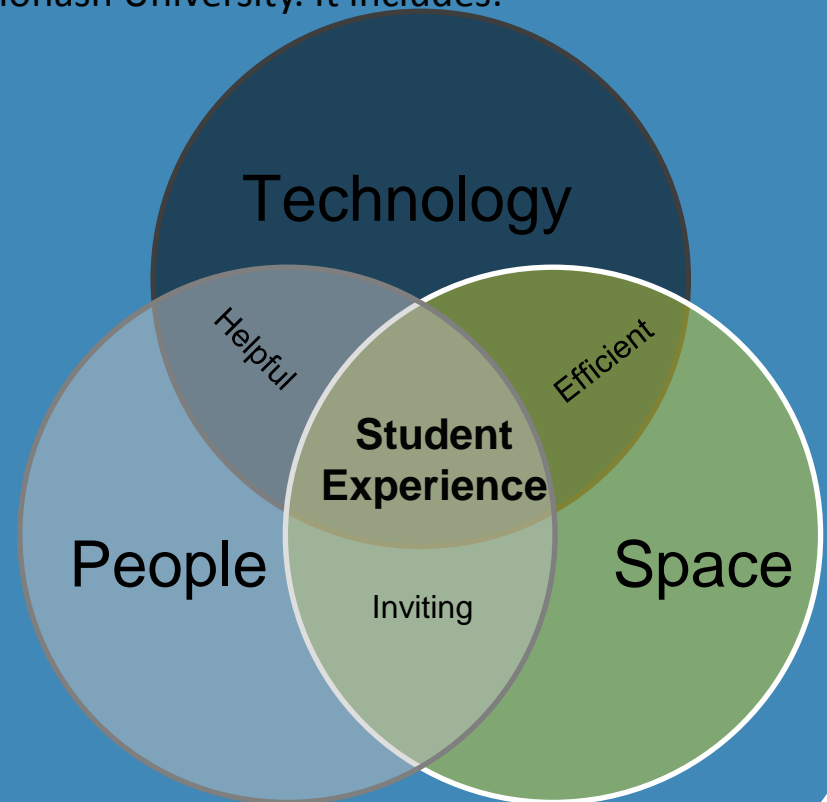
- The Victoria University Experience



Monash Connect

An **innovative multi-channel service concept** designed to make it **quick and easy** for students to move through **administrative processes and access information**, so they can focus on their study or research at Monash University. It includes:

- Multi-channel
 - Enquiries via phone 1800 MONASH or +61 3 9902 6011 outside Australia
 - Enquiries via web & email
 - Searchable FAQs at ask.monash
 - In person consultation at service points
- Integrated CRM system
- Flexible, multi-purpose student space
- Outbound proactive campaigns



Monash Connect: quality assurance



Articulated service excellence framework includes:

1. Service Commitment

- articulated service protocols for phone, Face-to-face and online

2 . Monash Connect Service Excellence team

- dedicated staff to review quality, induct train and coach frontline staff for continuous improvement
- Faculty and central experts checking quality of responses - regular service reviews.

3. Tailored training packages

- Regular training by Tier 2 faculty and central partners
- x 25 online Customer Services and Sales training videos with coach the coach training framework

4 . External independent customer service benchmarking

- Scenarios agreed with faculties
- Service quality benchmarked against G08 competitors and tertiary sector

5. Voice of the Student

- Direct surveying of students who have contacted Monash Connect
- Indirect feedback through categorisation of every enquiry and identify trends



Current Students and service targets

3

Faculties and departments transitioned into the Monash Connect Current student service model in the last 9 months:

- Biomedical Sciences
- Law (UG) Education
- (Placements)

45%

Of all current student enquiries were made Face to Face, and 27% of these were ID card enquiries

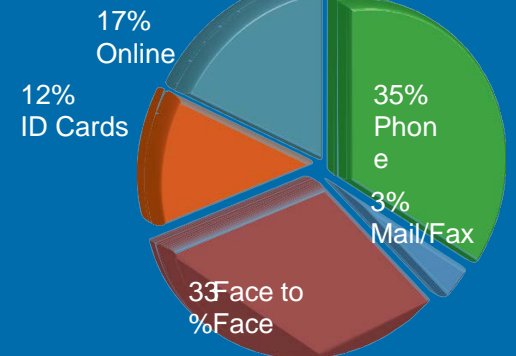
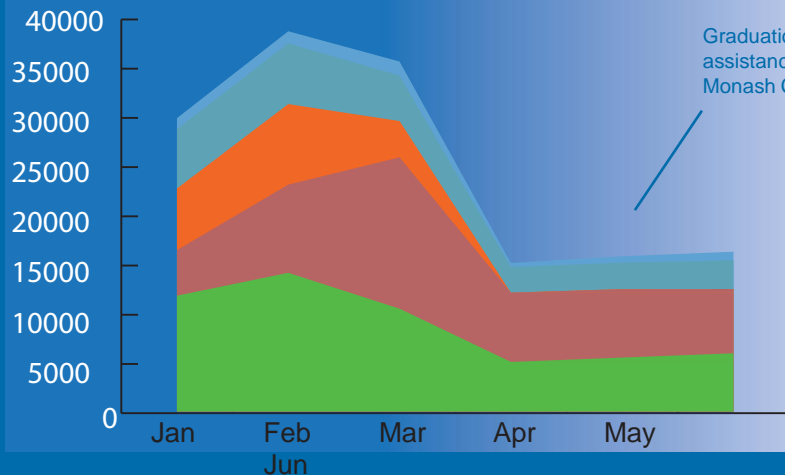
91.4%

Of current students self serviced using ask.monash FAQs, rather than submit an enquiry

TARGET METRICS

Channel	Metric	Result
Phone	% answered under 1 minute	92.95%
Online	Response time under 8 hours	95%
Counter	% Tickets called in under 5 minutes	60.7%*

*SMS feature now released on ticketing machine to minimise impact of slower wait times





Direct (prospective) student feedback: April – May, 2015 – Net Promoter Score

Monash Connect NPS question:

‘How satisfied were you with the response you received to your enquiry?’

- Rate 1 for very dissatisfied and 10 for extremely satisfied.
- All ‘detractors’ (0-6 rating) receive follow up contact within 4-8 hours

NPS comparisons

+63 Apple iPhone 2014 NPS**

+59 Monash Connect average NPS
(April – May 2015)*

+40 Harvard Business School 2014
NPS**

-16 Big 4 Australian Bank Average
2014 NPS***

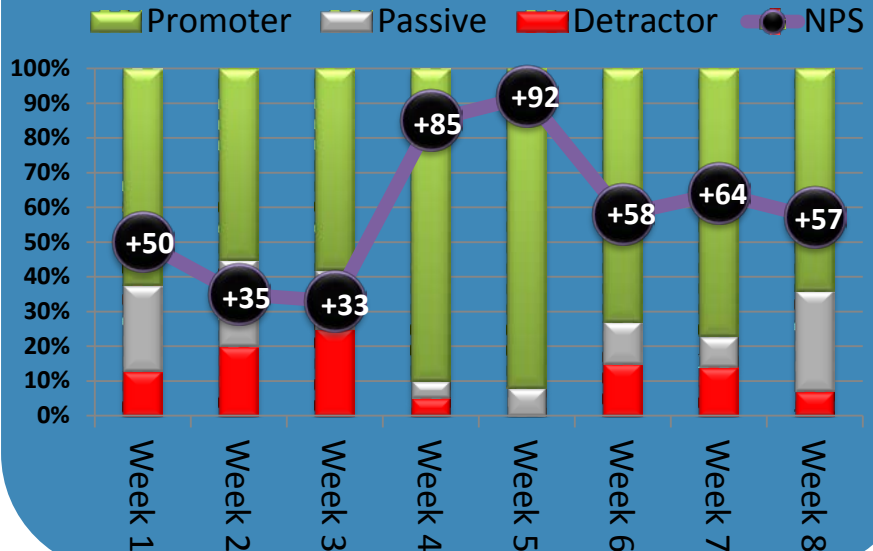
* Noting that this interaction with Monash Connect is only one aspect of the experience they may have with Monash.

** <http://www.npsbenchmarks.com>

*** <http://prwire.com.au/pr/48374>

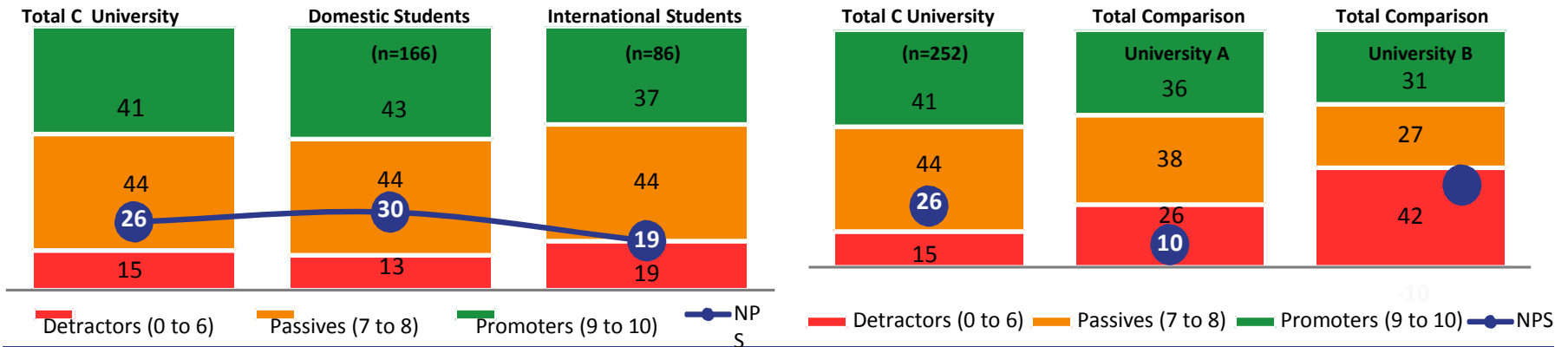
Monash Connect NPS scores

(n = 145 survey responses April - May)

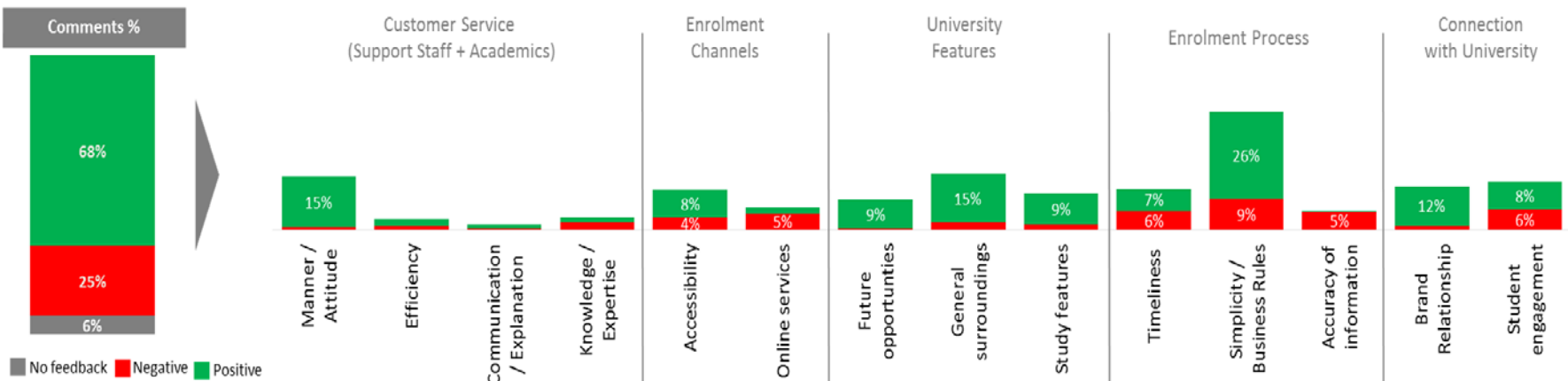


Student Advocacy – Enrolment

..... university achieved a positive NPS, which was substantially better than both Comparison Universities. The majority of comments were positive, mostly due to the simplicity of the enrolment process and surroundings of the University itself. A quarter of students provided negative feedback, mainly due to unclear or difficult enrolment processes and low engagement with the University.



NPS Score Reasons – Positive and Negative Drivers

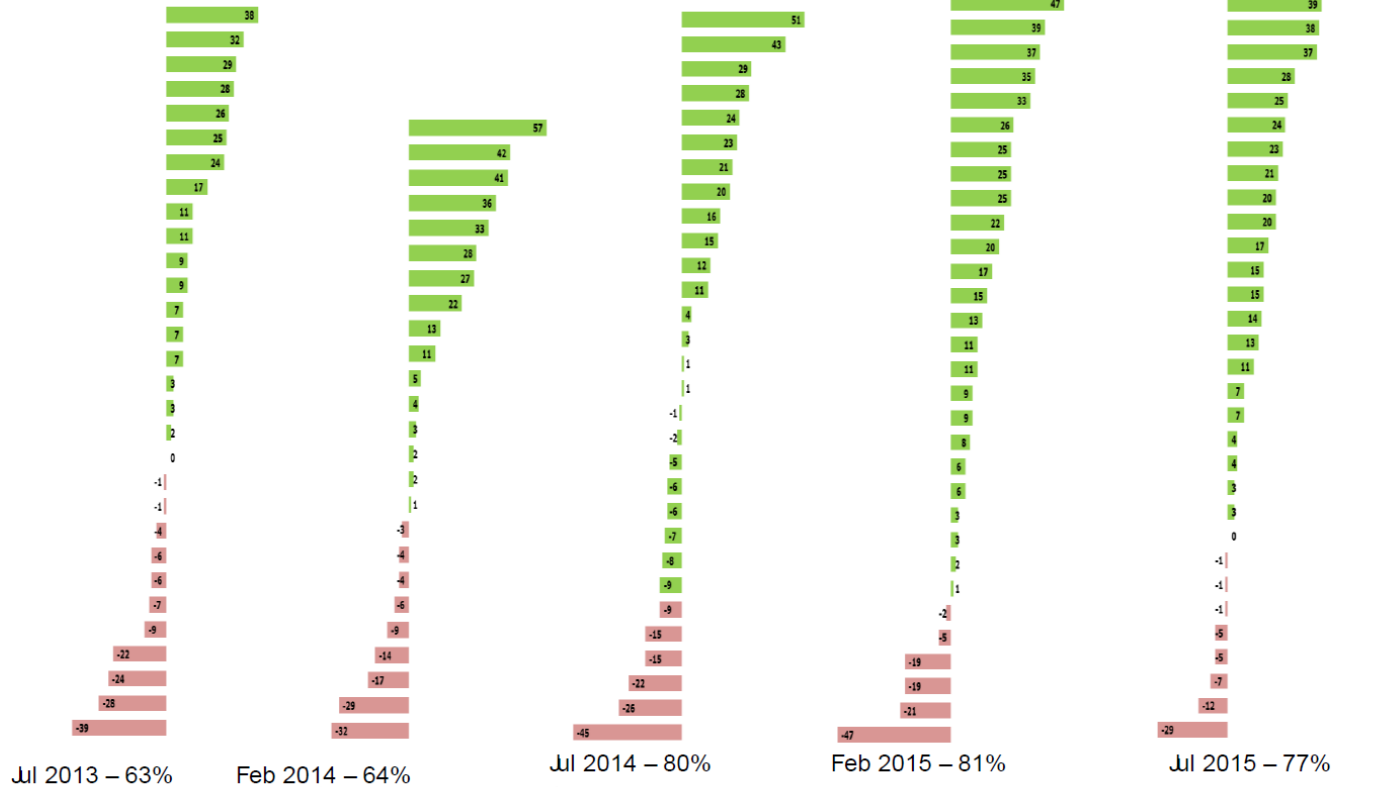


SUCCESSFUL BENCHMARKING PROGRAMS - EXAMPLES

- Superannuation - 35 superfunds
Continuous rise in NPS across all. Going for 7 years with move in big data.
- Local Government – 13 Councils involved in international ‘value’ based measurement program.
- Water – Consistent measurement program for 40 water retailers with intention of Government incentives.

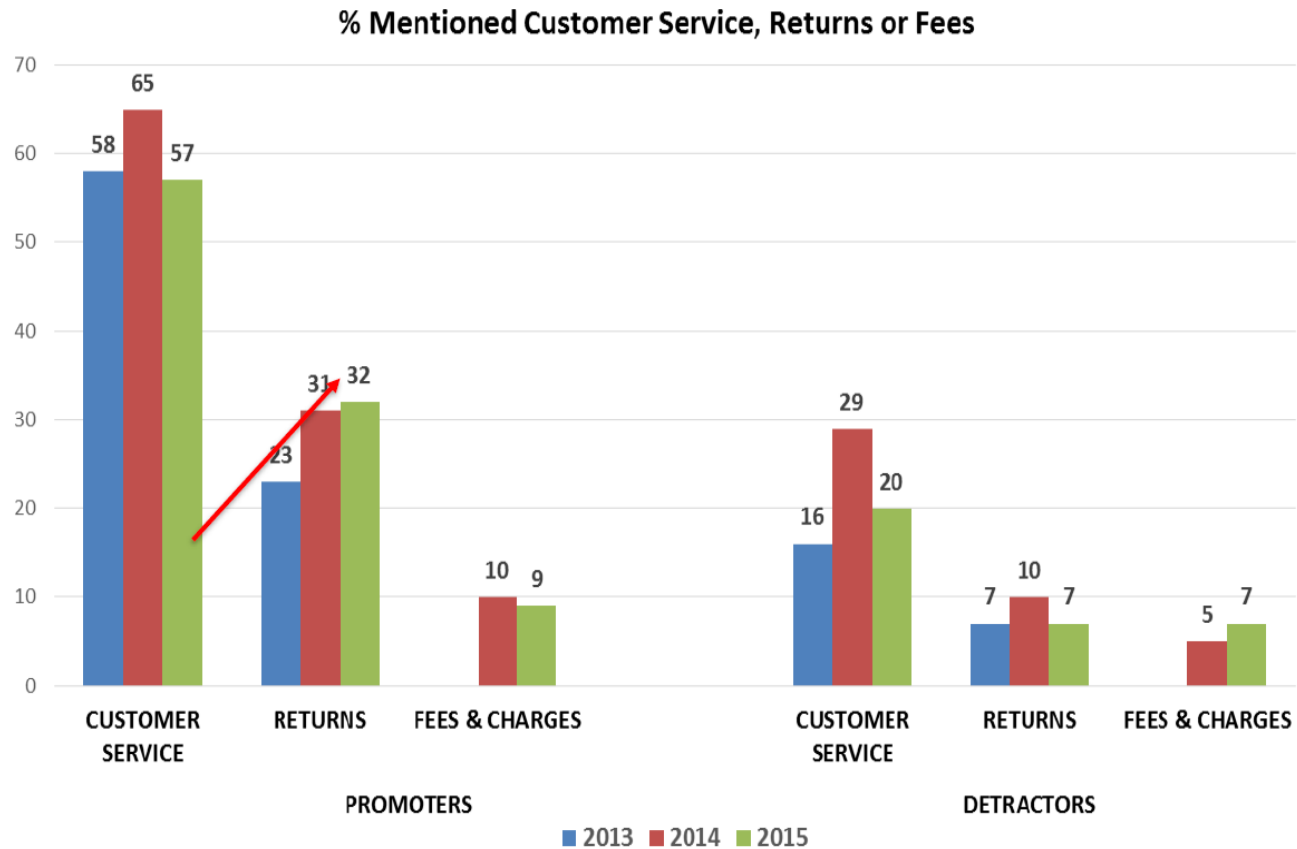
SUCCESSFUL BENCHMARKING PROGRAMS

63% Positive Scores in 2013, 80% in 2015



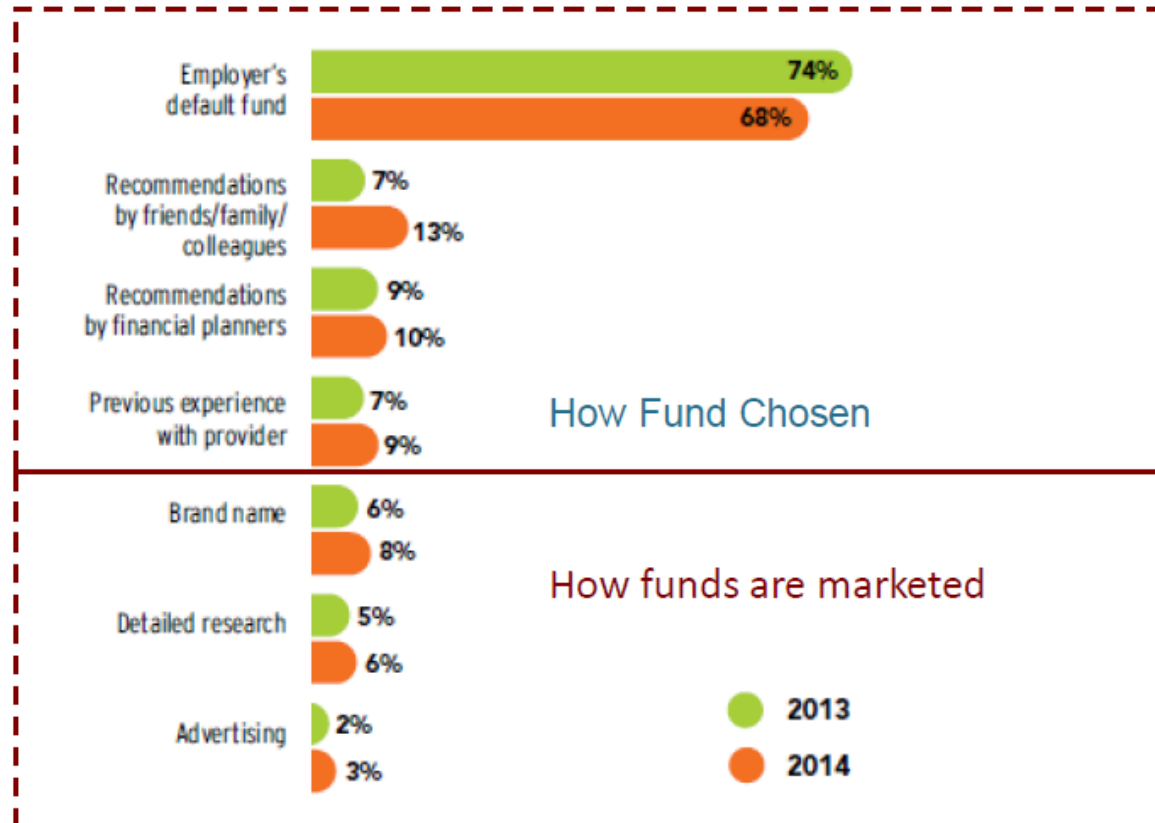
SUCCESSFUL BENCHMARKING PROGRAMS

Customer Service Still Top Theme for Likelihood to Recommend



SUCCESSFUL BENCHMARKING PROGRAMS

.... So they just follow the path of least resistance or listen to friends and colleagues



Sources: FSC/ING Direct Superannuation Sentiment Index 2014

FOR CONSIDERATION

- Importance of acting on what we know and especially what we measure – for individual, team and organisational improvement
- We are trialling a more comprehensive and integrated set of measures beyond mystery shopping and satisfaction ie NPS and SCEI
- We suggest it is worthwhile for higher education organisations to consider and adopt a sector set of measures or benchmarks eg NPS or CSEI. This is similar to other 'service sectors' or 'utilities' eg superannuation or water.



DISCUSSION

THANK YOU!

