

Benefits to the Bottom Line and Beyond

Case Study: Wolters Kluwer



Starting Out With Net Promoter®

The Wolters Kluwer parent company had been using Net Promoter since 2007. But in mid-2011, Wolters Kluwer Asia Pacific made a significant departure from the organization's standard practices. Rather than use Net Promoter as a tool to provide insights into customer engagement once or twice a year, Wolters Kluwer Asia Pacific implemented daily transactional Net Promoter surveys in an effort to bring the Voice of the Customer back into the organization and drive measurable customer-focused change.

The team responsible for implementing the surveys recommended the company look for an external partner with the right tools and expertise to implement the program. The company wanted a partner with significant expertise in customer engagement and Net Promoter Score® and Genroe – CustomerGauge's partner in Australia met the criteria.



"One of the best things of my day is hearing people's genuine surprise when they realize that someone's phoning them back to say that not only have we heard you, but we're doing something to improve your experience."

Janine Scott
Regional Manager, Key Business
Initiatives, Wolters Kluwer Asia Pacific

Survey Rollout: Challenges and Specifics

In collaboration with Genroe and CustomerGauge, Wolters Kluwer Asia Pacific began to roll out transactional surveys across a number of its Asia Pacific markets, including Australia, India, Malaysia, New Zealand and Singapore, in July 2011. The rollout was accompanied by an extensive communications and corporate video campaign to drive engagement, which has delivered greater awareness of NPS® and CustomerGauge throughout the company.

Wolters Kluwer Asia Pacific surveys not only customers who make a purchase, but also customers using its products. As 3,000 people access Wolter Kluwer's data in some form on a daily basis, this translates into a significant volume of raw transactional survey responses every day.

The approach had two benefits: First, the volume of surveys sent out daily is a huge increase from the occasional surveys Wolters Kluwer Asia Pacific had previously implemented, offering a considerably greater scope for gathering feedback.

Second, following the implementation of transactional surveys, Wolters Kluwer experienced a 3% increase in its response rate compared to earlier surveys.

Though the company does not release specific figures, its response rate is in line with comparable B2B Net Promoter surveys.

In order to close the loop and ensure that its data was put to good use, Wolters Kluwer Asia Pacific built a CRM system compatible with its version of Salesforce. However, this presented a challenge in that any actions captured by CustomerGauge needed to be captured by Salesforce.

In order to make this possible, CustomerGauge adapted its system to ensure alerts, scores and comments triggered in Salesforce are recorded there rather than the regular CustomerGauge platform. This enables Wolters Kluwer to ensure its internal workflow can be carefully monitored and follow-up actions to customers consistently completed.



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The Impact of NPS

With a data set that spans more than one complete year, Wolters Kluwer Asia Pacific has identified a number of advantages to utilizing transactional Net Promoter surveys.

Here is a brief overview of the key findings:

Feedback on Isolated Issues

Customer feedback can be divided into two categories: The first category comprises isolated issues that may be solved within a matter of days. In this case, using Net Promoter has provided the means to quickly and efficiently identify customers who have been left underwhelmed by a specific interaction to take immediate action to remedy it.

Russell Evans, CEO, Wolters Kluwer Asia Pacific comments: "I saw a key new client voicing frustration, so I called them up and asked what was troubling them. He explained, and we solved it within about two days. He called me back, and said 'You've got a customer for life.'"

Feedback on System Issues

The second category is comprised of systemic issues that need to be assessed, improved on and measured in the medium term. Armed with this knowledge, Wolters Kluwer Asia Pacific is incrementally isolating the root causes of the issues that its customers are raising at specific points, and improving on them over a period of time.

Reaching Out to Detractors is a Surprisingly Positive Experience

While it may be assumed that reaching out to unhappy customers is a challenging task, Wolters Kluwer Asia Pacific has found that in reality this is a positive experience. Rather than using it as an opportunity to only voice dissatisfaction, customers are grateful to be contacted and have an opportunity to discuss how experiences may be improved.



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Russell Evans
CEO, Wolters Kluwer Asia Pacific

Net Promoter Increases Employee Engagement


Seeing directly what customers are saying about them on the company intranet, employees know their work makes a positive difference to other people as well as improves their product.

Jessica Hobson, Director of Marketing and Product Management comments: “Employees can see it and they can pick up the phone and talk to the customer, and employee engagement is going up because of that. It’s making people’s lives a bit more meaningful because they are seeing directly from these customer comments and scores that ‘hey, we make a difference.’”

Scores Have Become Less Important

There has been an evolution in attitudes toward scores across the organization. “We were originally very focused on our scores,” said Craig Scowen, Market Development Manager. “But now it has come to a point where scores are something we tend to underplay, because we want to nurture an environment where people are focused on delighting customers, rather being concerned if scores rise or fall by a couple of points.”

Up to this point, Wolters Kluwer’s scores have stayed relatively steady, but now the company has a full year of data it can identify cycles and prepare for periods where it has to meet certain expectations.



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Jessica Hobson, Director of Marketing and Product Management

The Future

Collecting survey responses is the starting point for uncovering insights with any kind of survey, and Wolters Kluwer Asia Pacific has been considering different approaches to increase responses. Rather than focus on response rates, in the future the organization aims to capture and measure more customer interactions across different channels and thus increase the volume of responses.

Conclusion

Craig Scowen summed up progress: “We have moved beyond claiming to be a customer-centric organization—now we have the evidence to back it up.”

Prior to implementing transactional surveys, the most common way Wolters Kluwer Asia Pacific discovered that a customer was unhappy was if they took their

business elsewhere. As a deliberate, measured method of finding out what its customers are actually saying, transactional Net Promoter surveys have helped Wolters Kluwer Asia Pacific replace emotion with fact, and provided an effective system to improve service and product offerings for new and existing customers alike. In the process, this has helped people such as Janine and her customers and colleagues experience a little more positivity in their day.



“We have moved beyond claiming to be a customer-centric organization - now we have the evidence to back it up.”

Craig Scowen
Market Development Manager

Contact Information

CustomerGauge

CustomerGauge is a software-as-a-service platform that improves customer experience using the industry-standard Net Promoter System®. The system helps companies automatically measure and analyze feedback in real-time, act to reduce churn through close-loop tools and grow their bottom line.

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Wolter Kluwer

A publisher that focuses on legal, accounting, and healthcare sectors, it first implemented Transactional Net Promoter Surveys in mid-2011. A year on, Net Promoter is transforming the way the company does business, and having a positive impact on employee interactions, customer satisfaction, and product development.

Website