

POLICIES AND PROCESSES
IN
HANDLING CUSTOMER COMPLAINTS
an ISO10002-based Review

INDIVIDUAL PARTICIPANT REPORT
Participant # 1234567899

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INTRODUCTION

Complaints handling is an important part of the activities of any customer-facing organisation. Despite quality controls and care in services delivery, negative customer experiences inevitably occur and must then be handled. "Best Practice" complaints handling is more than a vague concept; it is defined and its requirements spelled out in the international standard, ISO10002, published in July 2004 by the International Organization for Standardization, based in Geneva.

A well planned and well executed complaints handling process delivers benefits in at least four areas:

- customer satisfaction and retention;
- organisational learning for product, services and processes improvement;
- improvement to revenue and/or cost structures; and
- enhanced experience for staff and customers

A business diagnostic for self-assessing complaint handling commitment and capabilities against the requirements of the ISO standard has been undertaken by the organisation identified above. There were four main sections in the instrument:

- demographics
- complaints-handling policy and processes
- inputs and investments in complaint handling processes
- outcomes from complaint handling processes.

For reference, the requirements of the standard are summarised below:

Guiding Principles

- visibility: Information about how and where to complain should be well-publicised.
- accessibility: Complainants should find it easy to engage and use the complaints procedure, irrespective of language or disability.
- responsiveness: Prompt acknowledgement should be followed by prompt action, with complainant kept informed of progress.
- objectivity: Any investigation should be open-minded and impartial, complete and equitable.
- charges: There should be no costs to the complainant as their complaint is lodged and handled.
- confidentiality: Personal information about the complainant should be disclosed internally on a need-to-know basis only and never disclosed externally without permission.
- customer-focus: The organisation should welcome customer feedback of all types, with a culture that sees the customer as central.
- accountability: There should be clarity on roles and authority in handling complaints, and staff should be held accountable for their actions and decisions.
- continual improvement: There should be a permanent objective to learn from complaints to improve processes, products and service.

Process Framework

- commitment: Beginning with top management, the organisation should demonstrate a belief in high-quality complaints handling, and resource it accordingly.
- policy: Explicit complaint handling policies should exist, disseminated to staff and available to customers, and be embodied in, and served by, formal procedures.
- responsibility and authority: The processes themselves need a management "owner" accountable for their implementation, quality and periodic review.

Planning and Design

- objectives: Explicit complaint handling objectives should be set and monitored at different levels and functions throughout the organisation.
- activities: Complaints processes and policies should be the result of a coherently designed plan which is developed mindful of best practices in other organisations, is focused on customer satisfaction and aligned with the Quality system.
- resources: Adequate finance, staff, training and materials should be made available to enable and ensure effectiveness of the complaints processes.

Operations

- communication: It is important to ensure complainants understand the process, such as what information they must supply and any time limits for resolution. (Also see visibility and accessibility)
- complaint receipt: Adequate data should be recorded immediately to enable effective investigation and handling, including the remedy sought by the complainant.
- complaint tracking: The status of all current complaints should be recorded and tracked, and made available to complainants upon request.
- complaint acknowledgement: Complainants should receive immediate acknowledgement that their complaint has been received.
- initial assessment: Upon receipt complaints should be assessed for severity, urgency, safety and other matters to determine if fast-track action is required.
- investigation: Sincere information-gathering efforts commensurate with the seriousness of the issue should be made to enable an informed investigation and decision.
- response: Following investigation, the complainant should be offered an appropriate response as soon as possible.
- communication of decisions: All involved individuals, complainants and staff, should be informed of the results of the investigation and action taken.
- closure: Complainants should be involved declaring issues closed and closures recorded. If not satisfied, alternatives and escalation options should be explained.

Process Maintenance and Improvement

- information collection: Clear procedures should exist for classifying, storing and disposing of complaint records, ensuring confidentiality is maintained.
- analysis: Reviews should be conducted of classes of complaints to identify trends and recurring problems, to help identify root causes.
- satisfaction with process: Complainants' satisfaction with the complaints handling process should be periodically reviewed.
- monitoring of process: Observation and review of the whole process, from staff training through to root cause analysis and customer satisfaction should be routine to ensure a continued high level of performance.
- auditing the process: Periodic formal audits should quantify and evaluate aspects of the complaints process and reveal conformity to policy and meeting of objectives.
- management review: Senior management, informed by monitoring and audit activity, should understand the complaints process performance, to identify and remedy deficiencies.
- link to continual improvement: The complaints process itself should be continually improved, and those process should lead to continual product and service improvements.

This document reports the results for your organisation, derived from the answers given to the questionnaire.

INTERPRETING YOUR SCORES

Most of the questionnaire was presented using a 7-point scale where 7 = best practice and 1 = unacceptable practice. Some questions were deliberately presented with reverse-sense wording and in those cases, 1 was best practice (and these questions are numerically converted back to 7=best practice for analysis).

In the table and graphs which follow, a score close to 7 for any element means your organisation has assessed itself to be operating near best practice for that element. A score of 5 could be considered acceptable, but with room for improvement. A score of 4 on any aspect, whilst indicating a bare pass, should be considered only marginally acceptable, if at all. Customer-focussed organisations will typically be unsatisfied with scores of 4. Scores of less than 4 indicate poor focus on, commitment to or prowess in that element, and should be considered unacceptable and non-conforming.

On this basis, an overall index of conformance of 71% (5 out of 7) or higher can be considered "acceptable" and indicative of overall conformance with the Standard.

PART 1. DEMOGRAPHICS

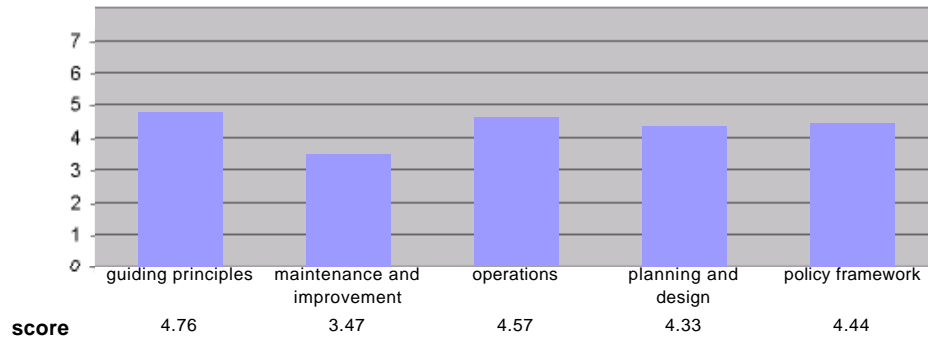
With a head office based in Sydney, AUSTRALIA, your organisation operates in the public sector in the field of Energy Production / Distribution and has about 600 or more full-time-equivalent employees.

PART 2A. PROCESSES AND ISO10002 CONFORMANCE

This section of the questionnaire examined your organisation's complaint handling processes and, based on your questionnaire responses, compared them against the requirements of ISO10002, the international standard. Your organisation's results against the five key dimensions of the standard are as follows:

Dimension	Your Score
Guiding Principles	4.76
Ongoing Maintenance and Improvement	3.47
Operations	4.57
Planning and Design	4.33
Policy Framework	4.44
Average	4.32
Overall Index of Conformance = 62%	

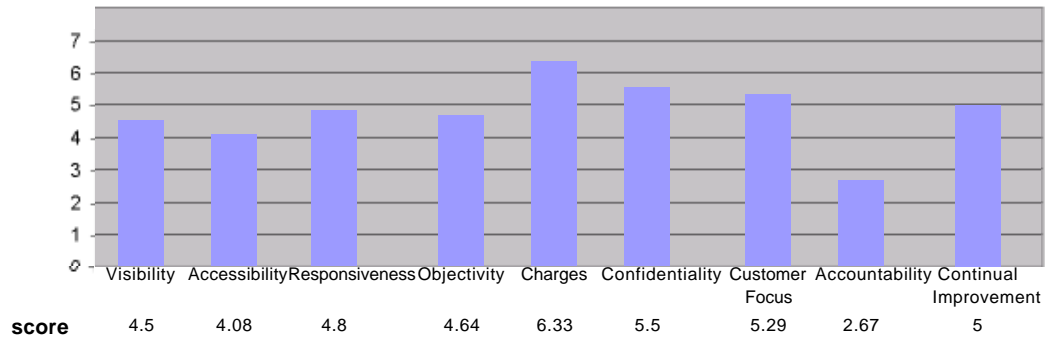
A graphical representation of these data is as follows:



Each of these dimensions is presented in more detail, below.

GUIDING PRINCIPLES

The nine elements of this dimension describe core themes, each pointing to an important matter of principle which sets the scene for operational aspects of the processes. The nine elements are: visibility, accessibility, responsiveness, objectivity, (absence of) charges, confidentiality, customer focus, accountability and continual improvement. Your organisation's results for each of these elements is as follows:



Your average score for Guiding Principles across these 9 elements is 4.76

In achieving an average Guiding Principles score between 4 and 5, your organisation has achieved a barely acceptable level of conformance regarding this dimension, and there remains significant room for improvement.

Visibility: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Accessibility: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

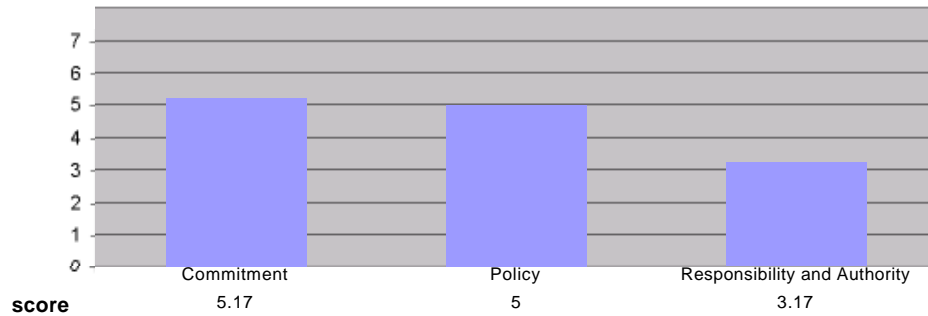
Responsiveness: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Objectivity: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Accountability: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

COMPLAINTS HANDLING (POLICY AND PROCEDURE) FRAMEWORK

This dimension looks at non-operational matters. It is concerned principally with senior-level commitment to the concepts and ideals of high quality complaints handling, the existence of thoughtful policies and clarity about who is responsible for what. It contains three elements: commitment, policy and responsibility and authority. Your organisation's results for each of these elements is as follows:



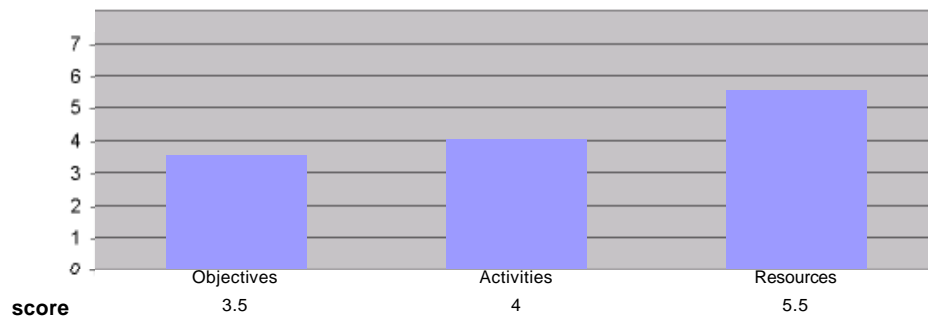
Your average score for Complaints Handling Framework across these 3 elements is 4.44

In achieving an average Complaints Handling Framework score between 4 and 5, your organisation has achieved a barely acceptable level of conformance regarding this dimension, and there remains significant room for improvement.

Responsibility and Authority: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

PLANNING AND DESIGN

This dimension of the Standard requires that complaint processes should not be ad hoc but, rather, be the result of careful thought and structured design which lead to interlocking activity in which information, materials, financial, human and infrastructure resources function harmoniously in pursuit of complaints-handling excellence. It contains three elements: objectives, activities, and resources. Your organisation's results for each of these elements is as follows:



Your average score for Planning & Design across these 3 elements is 4.33

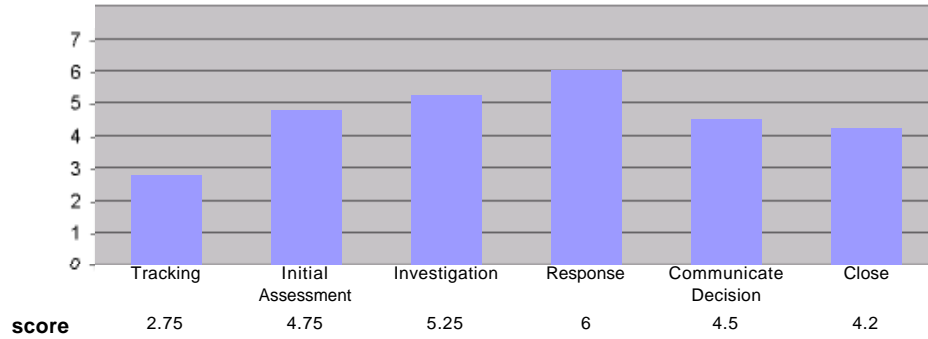
In achieving an average Planning & Design score between 4 and 5, your organisation has achieved a barely acceptable level of conformance regarding this dimension, and there remains significant room for improvement.

Objectives: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

Activities: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

OPERATIONS

This dimension of the standard focuses on process details. There are six elements within Operations: tracking, initial assessment, investigation, response, communicate decision, and closing. Your organisation's results for each of these elements is as follows:



Your average score for Operations across these 6 elements is 4.58

In achieving an average Operations score between 4 and 5, your organisation has achieved a barely acceptable level of conformance regarding this dimension, and there remains significant room for improvement.

Tracking: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

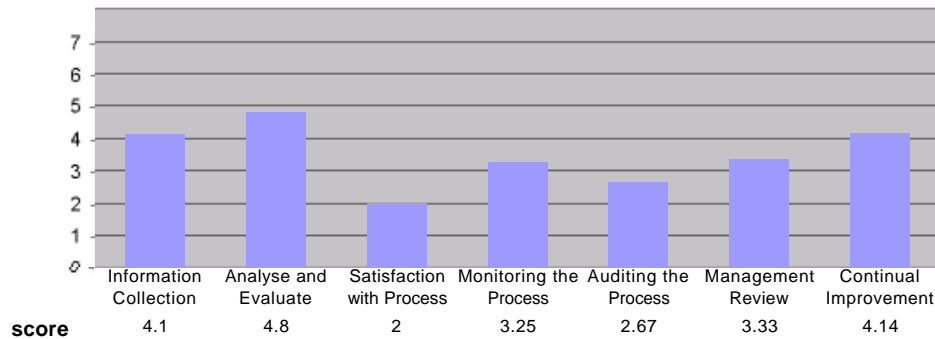
Initial Assessment: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Communicate Decision: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Close: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

MAINTENANCE AND IMPROVEMENT

The core theme of this element is that simply having a complaints process is not enough. The process must remain under scrutiny for performance and adequacy, with management being vigilant to the evolving concepts of best practice, and adjusting their processes accordingly. There are seven elements within ongoing Maintenance and Improvement: information collection, analysis and evaluation, customer process satisfaction, monitoring of processes, audit of processes, management review and continual improvement. Your organisation's results for each of these elements is as follows:



Your average score for Maintenance and Improvement across these 7 elements is 3.47

In achieving an average Maintenance and Improvement score of less than 4, your organisation cannot be considered to have achieved conformance regarding this dimension. There remains very significant room for improvement and management review is warranted.

Information Collection: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Analyse and Evaluate: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

Satisfaction with Process: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

Monitoring the Process: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

Auditing the Process: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

Management Review: A score of less than 4 represents performance on this element which is well short of acceptable. Significant improvement in performance on this aspect is called for and management review is warranted.

Continual Improvement: A score of between 4 and 5 represents performance on this element which is approaching but short of acceptable. Some review of this aspect is warranted.

CRITICAL PROCESS QUESTIONS

The concept underpinning the diagnostic you have undertaken is that your considered answers across a range of questions will be indicative of conformance. A complementary approach is to acknowledge that, whilst all 150 core questions in the instrument serve a purpose reflecting some element of the Standard, they may not all be equally "important". Based on that concept, this section of the report identifies a subset of questions which are critical in themselves and to score poorly on any one of them is indicative of fundamental issues needing to be addressed, irrespective of the overall score which an organisation achieves from the average across many questions.

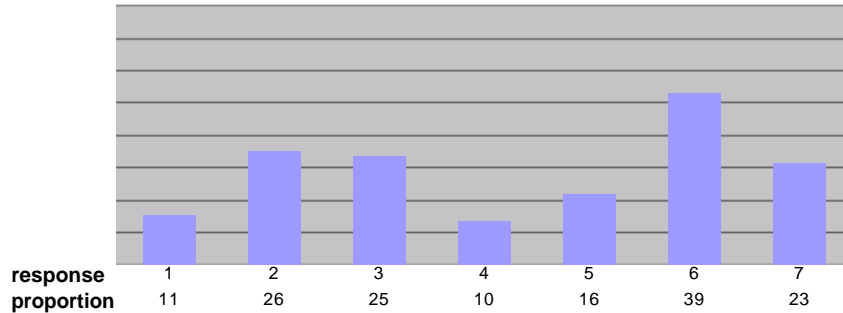
There is always room for debate about which questions should be on a "critical" list. This report uses questions which have been arrived at by consensus in previous studies. These are presented below, together with your score for each:

Question	Your Answer
Our complaints-handling process is easily accessible to all complainants.	5
When investigating complaints, we ensure that there is no bias favouring either the complainant or ourselves.	7
Complaints which are more urgent are processed more rapidly than other complaints.	2
Top management knows that learning from complaints helps us in the continual improvement of our products and services.	6
When communicating our decision on a complaint, we always check to find out whether the complainant is satisfied with our response.	3
Top management has ensured that the complaints handling policy and processes are fully aligned.	6
We treat complaints consistently no matter where the transaction takes place.	3
We only make available personal information about complainants when it is absolutely necessary to deal with the complaint properly.	7
Complainants who reject all our proposed solutions to their complaint are offered alternative forms of resolution (either internal or external to our organisation).	6
By the interest it shows in the results and reports which emerge, top management has demonstrated its strong commitment to complaints handling excellence.	7

Recalling that 4 is barely acceptable and 7 represents best practice, scores of less than 4 on any of these questions indicates the need for remedial focus.

SPREAD OF RESPONSES

Section 2a of the questionnaire comprised 150 process questions drawn from the Standard, all of which were against a 7-point scale. For most questions, scoring 7 represented best-practice level. This section of the report shows how your answers were spread across this scale. In a minority of questions, the sense of the question's wording was reversed so that scoring "1" on those questions represented best practice. In order to present the data, below, those reverse-sense questions have been arithmetically converted to 7=best practice. All questions also had a zero choice, for "don't know" or "not applicable". Your organisation's response spread is as follows:



Interpreting your response spread:

There is no "right" or "wrong" spread of responses, but there are some generalisations which may help you review it.

With all self-assessment processes, there is an opportunity for prowess to be exaggerated. This may happen if the people engaged in the process perceive local pressure for a 'good' result to emerge, or if they fail to open-mindedly be self-critical of policies, procedures and performance. Whatever the cause, exaggeration will reveal itself in a higher number of 7s and 6s than may be warranted.

A critical look at the number of 7s and 6s in your organisation's response spread, coupled with your knowledge of the organisation's operations and general level of excellence, should give some hint about the accuracy and honesty of the responses. An organisation genuinely operating at world's best practice in complaints handling will, by definition, have a preponderance of 7s in their results. Others aspiring to best practice and close to achieving it will have many 6s and some 7s. The experience drawn from others participating in this and similar diagnostics has been that about 20% of answers rated at 7 is typical of customer-focussed organisations which already have sound complaint handling practices and are aspiring to better, than best practice.

A preponderance of 4s could either reflect reality in your organisation or be indicative of indecision in the panel addressing the questionnaire, which would be of concern. Being the half-way mark between 1 and 7, it indicates that the organisation is neither strong nor weak on the item being assessed. Whilst this may be an entirely accurate reflection of the situation in some matters, the purpose of the questions was to draw out a commitment from the assessment team about whether your organisation is operating on the "better" side of neutral, or the "worse" side. Selecting 4 in too many cases hints that frank and thoughtful answers may have been avoided.

Organisations ought not be alarmed at having some low scoring responses. One of the purposes of undertaking any conformance diagnostic is to reveal areas needing improvement. A number of 3s, a lesser number of 2s and a few 1s are indicative of honest, self-critical answers, a preparedness to acknowledge weakness and a perception of room for improvement. The real challenge posed by low-score sections is to achieve a higher score next time, after remedial attention.

The overwhelming majority of the process questions of Section 2a can apply to all organisations, irrespective of industry, sector or size. A significant number of zero (don't know / not applicable) responses may indicate the assessment team has not addressed the questionnaire fastidiously.

Consistency Assessment

Section 2A of the questionnaire contained a small number of duplicate questions, the answers to which have been compared. Ideally, duplicates will elicit the same answer. In any real-world process of filling out questionnaires where there may be time gaps, different levels of discussion and even different personnel involved as the questions were engaged and answered, it is understandable that some variation may appear. The comparison of duplicate responses in your data set indicates a high level of consistency in responses.

PART 2B. PROCESS DETAIL

The questionnaire examined operational details of your organisation's complaint handling processes. Much of the content of Section 2b's questions was drawn from the appendices of the Standard. The data gathered in those questions is most helpful for comparisons in the context of a group report but also assists individual organisations identify existing practices and what aspects they may presently be omitting.

This section of your individual report re-presents the data you entered.

What is recorded

When we record complaints we log the following information:

- unique identifier code for each complaint
- identity of complainant
- contact details of complainant
- name of person receiving complaint
- date/time of reception
- channel through which complaint was received
- narrative description of complaint
- date/time complainant experienced problem
- complaint classification or code
- initial assessment of severity of complaint
- immediate action taken
- information given to complainant
- product/service involved
- organisational unit involved
- territory/region involved
- organisational people involved
- third parties involved
- whether escalation was requested
- whether escalation was offered
- remedies requested by complainant
- remedies offered
- next action required
- date or time for next action

What is measured

Among the metrics we measure are the following:

- number of complaints received per period
- number of complaints received per organisational unit
- number of complaints received per product/service
- number of complaints received per territory/region
- breakdown by complaint classification/code
- complaints inappropriately prioritised
- trends in numbers of complaints submitted
- trends in categories of complaints submitted
- % acknowledged within target standard

- % resolved
- % resolved at first contact
- % resolved within target standard
- % resolved to satisfaction of complainant
- % escalated to various levels
- complaints inappropriately escalated
- complaints referred externally for resolution
- repeat complaints or recurrent problems
- improvements made to customer experience due to complaints
- costs of resolving complaints
- breakdown by remedy offered
- breakdown by remedy accepted by complainant

Dedicated staff

We have a nominated staff member or executive charged with overall direction of the complaints-handling function.

- true (continue to question 2.154)
- false (skip to question 2.155)

Role of dedicated staff

The staff member or executive referred to in the previous question takes responsibility for:

- the effective daily operation of the complaints-handling process
- the recruitment and training of people involved in the process
- the technological support required by the process
- the document support required by the process
- standards-setting regarding the process
- performance reviews of the process
- reporting and analysis with respect to complaints
- regular audits of the alignment of the process with policy
- recommending process improvements to top management

Customer communications

Our communications to customers include the following information:

- Where complaints can be made.
- How complaints can be made.
- Information to be provided by the complainant.
- The process for complaints handling.
- Time limits for stages of the complaints handling process.
- The complainant's options for remedy.
- How the complainant can get feedback on the status of their complaint.

Our communications to the public include the following information:

Methods of promotion

We promote our complaints policy and process in the following ways:

- at points-of-sale or service
- on packaging
- in brochures
- on our website
- at all our places of business
- on guarantee and warranty documentation
- in advertising
- in press releases
- on staff notice boards
- on order/invoice documentation

Remedies

The remedies offered to complainants include the following:

- refund
- replacement
- repair
- re-performance
- substitute
- technical assistance
- information
- referral to an external party or process
- financial assistance
- other assistance
- compensation
- apology
- token or voucher
- goodwill gift
- indication of changes to products, processes, policy or procedures.

What is monitored

We regularly monitor the performance of our complaints handling process against the following criteria:

- whether the complaints handling objectives are being achieved
- our people's perception of top management's commitment
- whether complaints handling responsibilities are appropriately assigned
- whether customer contact people are empowered to resolve complaints immediately
- whether customer contact people have discretionary limits to resolve complaints
- whether specialised people have been appointed to complaints handling roles
- whether a complaints handling policy has been developed
- whether a complaints handling policy has been made easily accessible
- the number of people trained in complaints handling
- the effectiveness of complaints handling training
- the number of suggestions received for improvements to complaints handling

- people's attitude to complaints handling
- frequency of audits of the complaints handling process
- time taken to implement recommendations following review
- time taken to respond to complaints
- the level of complainant satisfaction
- the effectiveness of corrective and preventive actions

What channels are offered

We enable customers to lodge complaints through the following channels:

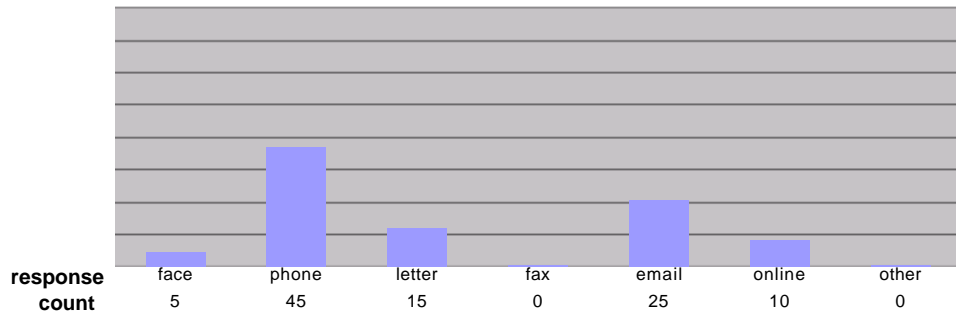
- face-to-face at all of our places of business
- face-to-face at a restricted number of locations
- free phone call to a dedicated complaints number
- free phone call to a general customer service number
- low-cost local call to a dedicated complaints number
- low-cost local call to a general customer service number
- customer-paid call to a dedicated complaints number
- customer-paid call to a general customer service number
- fax to a dedicated complaints number
- fax to a general customer service number
- on a hard copy form or document provided by our organisation
- by writing in person and sending in by surface mail
- by email
- by a specially designed online form

PART 3: INPUTS AND STATISTICS

This section of the questionnaire probed the volume of complaints, the channels for their delivery, anonymity, and their handling cost.

Your organisation receives approximately 2500 complaints. In 98% of these the identity of the complainant is known and the remainder are anonymous.

Your complaints arrive this way:



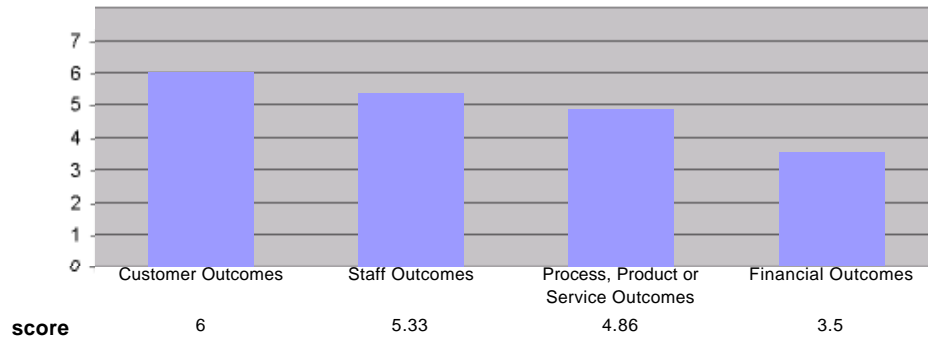
The channel which is showing the fastest usage growth is email.

Your answers indicate about 800 equivalent full time staff days are spent each year on directly engaging and handling complaints from customers. 75% of these are handled without escalation by staff whose estimated average salary is 50000 Australian dollars. The remainder are escalated to staff who are 50% more costly. In addition to direct handling costs, you indicate that about 150 staff days are spent indirectly on complaint-oriented activities such as policy formulation, process reviews and the like. You estimate the salary costs of staff involved in those activities to be approximately 55000 Australian dollars. You estimate ancillary costs of complaint handling, for things such as information systems, office space, training and so on, to be 50000 Australian dollars per annum.

Combining these factors, the total costs of your complaint-handling processes is approximately 284780 Australian dollars. When considering the total number of complaints in a year, this means your organisation's cost per complaint is approximately 114 Australian dollars .

PART 4: OUTCOMES

Outcomes derived from the effort and investment your organisation makes in complaints handling can be categorised into four result areas: customer outcomes, staff outcomes, process/product/service outcomes and financial outcomes. Your organisation's results for each of these elements is as follows:



The average of the combined Outcome indicators is 5

In achieving an average Outcomes score between 5 and 6 your organisation is deriving a high level of benefit from the investment it has made in complaints handling policies and processes.

ACTION AGENDA

This concludes your individual Report. The data and analysis presented herein are drawn from your answers to the questionnaire. They provide an indication of your organisation's commitment to the ideals of quality complaint handling and how closely, or otherwise, your organisation's complaint handling processes meet the requirements of the international standard ISO10002.

Here are some ideas for actions that you can take to improve your organisation's complaints handling competency.

- Review your scores across the entire report, paying particular attention to the ISO 10002 standards for guiding principles, complaints handling framework, planning and design, operations, and maintenance and improvement.
- Establish priorities for action based on identifying low scores that you feel offer opportunities for improvement. Identify which low scores you want to address first, and identify costs of, and benefits from, change. You might find there are some low-cost changes that you can make immediately that will result in significant improvements. Other low scores might only be addressed with investment in people, technology or process.
- Get buy-in. Look for quick wins that will show your people and customers that you are serious about improving your complaints handling competency.
- Set out a plan that details the target scores you want to achieve in the future, and the time frame within which you want to achieve those scores. Measure progress towards the targets.
- Set up complaints quality improvement teams to work on particular issues. For example, one team might work on improving the visibility and accessibility of your complaints handling processes to customers. Another team could work on developing plans for researching customer response to the remedies you offer and their satisfaction with the complaints handling process.
- Benchmark your performance not only against others in your industry, but against others that you feel do a better job.

DISCLAIMER

The analysis and advice contained in this report has been prepared by an automated computer-based process. Methods and algorithms created by Listening Post personnel use the data input by the participant organisation to draw inferences about the complaints handling attitudes, behaviour, prowess and ISO10002 standards-conformance of the participant organisation. Listening Post has prepared those methods and algorithms with due care and with regard to the requirements of the standard as interpreted by Listening Post's subject matter expert personnel. Notwithstanding Listening Post's best endeavours to provide a meaningful and accurate assessment, Listening Post does not warrant that its analysis is without error or omission, nor does it warrant that the opinions expressed in this report about conformance to the requirements of ISO10002, or any other matter, are correct. Listening Post acknowledges that aspects of its algorithms and methods are matters of opinion and that other reasonable and informed observers in possession of the same data as provided by the participant may hold different opinions and arrive at different conclusions. The organisation which is the subject of this report relies upon and uses the content of the report entirely at its own risk and based on its own judgement. To the extent permitted by law Listening Post does not provide any warranty and accepts no responsibility for the use of or reliance upon the material in this report, and accepts no liability for consequential damages arising directly or indirectly from this report and its associated processes.

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Listening Post is a consulting and services firm focussed exclusively on customer feedback processes. It has a range of service offerings to assist organisations successfully implement a customer-focussed, standards-compliant feedback and complaints process and to, thereafter, monitor the performance of those processes in outcome and financial terms. Services available include:

Return-on-investment methodology

- examines and costs existing feedback processes and models financial outcomes from changing those processes.

Software

- a specialised and quick-to-implement system for gathering, routing, managing, escalating and reporting customer feedback and complaints which is process transparent to the customer.

Follow-up

- outsourced, low-cost method for following-up recently closed complaints to canvass complainant satisfaction with outcomes and their opinions about the process.

Best practice consulting and more

- visit www.listeningpost.com.au for further information.

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