

insights

NOVEMBER 2002 - VOLUME 1, NO. 10 \$12.00 A RESOURCE FOR ACHIEVING INTERNAL SERVICE EXCELLENCE

Dear Shared Services Leader:

This issue of Shared Services Insights discusses the importance of customer satisfaction measurement and how WorkInsights.com, the preeminent web-based measurement source, can help staff leaders measure and improve their organization's effectiveness.

Customer satisfaction measurement is a management practice all too often overlooked, misinterpreted or misdirected, even by sophisticated Shared Services organizations. While there is widespread acceptance of the value in surveying employees about their morale and attitude, there is far less recognition of the importance of measuring employee commitment, and even less awareness of the causal relationship of employee commitment on customer satisfaction. Likewise, few companies fully appreciate the relationship between internal customer satisfaction and service-based costing, what we call the cost to serve.

Today, we hear so many staff leaders talk about being "best in class" in terms of lowest cost per unit. But we at The Amherst Group believe that to be best in class, a company has to achieve the lowest cost per unit combined with the highest customer satisfaction. If another company achieves higher customer satisfaction at the same cost as you, they have a better practice than you do; if they achieve the same level of customer satisfaction as you at a lower cost, they're better than you. And if they can do both of those things, they're getting to be among the best of the best.

WorkInsights.com is a suite of integrated, web-enabled tools proven effective in measuring, evaluating, comparing, managing and improving organizational performance. Subscribers can utilize the internet to securely define, create, analyze and store data from anywhere in the world. Functionally, WorkInsights allows staff leaders to assess and compare performance in service delivery, customer relationship, employee motivation and business contribution management and develop fact-based action plans for attaining desired improvements.



Laurel A. Forst
Editor

INSIDE

■ Guest Interview

Earl K Moore, Manager,
Shared Business Services,
North America and
Europe, at BHP Billiton

...page 2

■ AGL Perspective On...

The importance of
Customer Satisfaction
Measurement

page 6

■ Q&A

We respond to your
questions on surveying
internal customers

page 11

■ WorkInsights.com

How it can serve
your needs

page 11

JOIN US AND THE CONFERENCE BOARD IN SAN DIEGO FOR:

*2002 Shared Services Conferences:
New Approaches to Leveraging -
How to Achieve Major Improvements
During Recessionary Times*

November 12-13
The Coronado Island Marriott
Resort - San Diego

*For questions or additional
information about this and future
conferences, please contact
Laurel Forst at (203) 531-8500 or
laurelforst@ambergstgroup.com*

GUEST INTERVIEW

In conjunction with our special issue on Customer Satisfaction Measurement and WorkInsights.com, we interviewed Earl K Moore, Manager, Shared Business Services, North America and Europe, at BHP Billiton.

BHP Billiton, a WorkInsights.com subscriber, is the world's largest diversified natural resource group with a market value of \$31 billion. Headquartered in Melbourne, Australia, the company has \$19 billion in annual revenues and 48,000 employees worldwide.

BHP Billiton introduced Shared Services company-wide in March, 2000, in conjunction with a move to a global ERP system, and currently has four Shared Services Centers in Houston, TX, Adelaide, South Australia, Santiago, Chile and Johannesburg, South Africa.

Mr. Moore, who has been with BHP Billiton for 20 years, manages 120 employees in the Houston Shared Services Center, the first of the four global Centers to implement Shared Services operating principles. The Center has progressively expanded its customer base over the past two years and now services BHP Billiton operating facilities in Arizona, Texas, New Mexico, London, Trinidad, Algeria, Canada and Chile.

Functions and service areas include: Financial Services (AR, Fixed Asset management, General Ledger, Corporate Reporting, Finance and Accounting Systems Support and Training and Joint Venture Audit), Employee Services (Benefits, Payroll, Recruiting and Staffing, HR Systems Training, Diversity/EEO/ Affirmative Action Plans, Relocation Services, Tax Administration and HRIS), and Supply and Payment Systems (Purchase Order Processing, Vendor Master File Management, Purchasing Card, Logistics and Freight Management, Employee T&E Reimbursement, and Invoice Processing and Payment).

AGL: *Earl, what changes were involved in the Shared Services transformation?*

Moore: *Our beginning was as a group of "corporate type" services - corporate accounting, parts of ben-*

efits administration, etc. As we began to bring in work from our operations, we initially organized around customers. Over time, we moved from a customer-based to a process-based organization. In transforming to a true Shared Services organization, we had to define services, establish service level agreements, move to service-based pricing and implement customer satisfaction measurement.

AGL: *Can you explain what you mean by moving from a customer-based organization?*

Moore: *Business unit customers early on wanted to know who in Shared Services they would be working with, so each business unit had a corresponding group within Shared Services, i.e., a Petroleum Accounting Group, a New Mexico Coal Accounting group, etc. The BU customers were comfortable with the Shared Services group because they typically were the same people who had been a part of the business unit prior to moving to Shared Services. But as Shared Services evolves, the customer's focus shifts away from who is doing the work to the actual work outputs. This, of course, allows for a more efficient way to leverage people*

across multiple customers, which leads to the process-based organizational structure.

AGL: *Not all Shared Services organizations decide to measure internal customer satisfaction. Why did BHP Billiton?*

Moore: *We believe that a focus on customers and customer satisfaction is what essentially separates true Shared Services from Centralized Services, so measuring customer satisfaction became an obvious priority.*

AGL: *What aspects of customer satisfaction measurement did you deem most important?*

Moore: *First, it has to be done consistently so that changes over time are meaningful. Second, since we*

“We believe that a focus on customers and customer satisfaction is what essentially separates true Shared Services from Centralized Services...”

want to be able to make valid comparisons and allocate limited improvement resources across the whole of the center...

AGL: *Earl, can you clarify "the whole of the center?"*

...we determined that customer satisfaction measurement needed to be applied across our entire range of services and customers. Finally, we thought it was critical to capture information at the individual customer level to ensure any improvement actions we designed would meet their requirements.

AGL: *What were you trying to achieve with these efforts?*

Moore: Primarily we want to understand what customers were telling us about service delivery and what actions we could take to improve their satisfaction.

AGL: *Were you measuring customer satisfaction prior to subscribing to WorkInsights.com?*

Moore: We conducted a single survey using our own servers, employing the concepts contained in WorkInsights prior to signing on. We asked fundamentally the same questions but were hosted by WorkInsights beginning with our second customer survey. We considered continuing to do customer satisfaction and employee commitment measurement ourselves but felt there was an inherent advantage in being able to tell our customers that the surveys were confidential and hosted by a third party. That consideration

outweighed any cost disparity involved. We knew from customer commentary that we would get better feedback if they felt their input would be confidential

AGL: *Did you utilize the WorkInsights training sessions?*

Moore: We didn't attend any formal training sessions, but we worked closely with an Amherst Group associate who came in and sat right next to our people, helped us interpret the data, create reports, do analysis and reach conclusions. We learned a great deal from Amherst and were able to do the analysis ourselves the second year. The people in our Santiago Shared Services Center just had a formal WorkInsights session however.

AGL: *How many surveys are you doing?*

Moore: We survey most customers. Where there is a large group, for example, everyone receiving a paycheck, we take a statistical sampling. That's an area where WorkInsights helps us by determining what sample size we need and how to target it to make it statistically valid.

AGL: *You mentioned the importance of understanding what your customers are telling you; Does using WorkInsights help?*

Moore: Yes because it's vital to

ask the right questions to allow the customers to give you meaningful feedback. The WINC methodology generates the data needed to identify the specific actions required to satisfy your customers.

I've heard a lot of managers talk about their scores, saying they are "4.2 on a 5-point scale," or some such. Well, that's fine, but how are you going to make it better? What are you going to do with your survey data? Most have no idea of how to make it better without a tool like WorkInsights. Without that insight, what you have are what Leland Forst calls "happiness surveys."

I think a score is virtually meaningless if you don't have the ability to improve your customer satisfaction. Using WorkInsights presses customers to give you the feedback you need to make improvements.

AGL: *You said it's vital to ask the right questions?*

Moore: Yes, and that starts with clearly defining your services in terms the customer recognizes.

Customers recognize outcomes, not activities. Most people have a tough time defining services accurately because they don't think in terms of outcomes. That's true of both providers and customers because they

"The WINC methodology generates the data needed to identify the specific actions required to satisfy your customers."

have been inculcated by "how it's done" versus what is actually produced. You have to turn that around and get providers to think in terms of what it is they are producing or delivering, which is what the customer recognizes and cares about. Traditionally, companies have been more concerned about how they do things as opposed to what they produce.

Want an example? How many things do you produce whether anybody really needs them or not? Shared Services helps us look at that, and surveying forces us to ask our customers what their requirements are, as defined by them, so we can see if what we are delivering matches what they need. The methodology in WorkInsights helps evaluate your customer feedback so you can go to work improving your product, and do a better job of satisfying your customers.

AGL: *Are you able to segment the data?*

Moore: We categorize customer feedback as either "Payer" or "User" data because each of these groups have inherently different value drivers. We are also able to design our surveys to collect demographic data for detailed analysis by business group, business unit, location, and, in the case of user data, their role.

AGL: *What metrics do you employ?*

Moore: We define our improvements by capturing customer feedback against several metrics. One, how important is the service? Two, how satisfied are you with the service? Three, what quality-attribute most needs improvement?

We use a 7-point scale to rate the importance and satisfaction of each service. For example, regarding importance, we ask, "How important is this service to the successful performance of my job, department or function?" Importance responses range from 1 (not important) to 7 (essential).

Regarding satisfaction, we might say "This service consistently meets my department or function needs." Responses go from 1 (strongly disagree) to 7 (strongly agree).

Finally, for each service, we ask, which quality attribute is most in need of improvement? Options include:

- **Accessibility:** Providers are readily available, easy to reach and have a back-up in their absence
- **Reliability:** Providers are dependable, deliver what they promise and notify me of any changes
- **Responsiveness:** Providers are quick to respond to my requests, are flexible, willing to help, and anticipate my needs.
- **Skills, Knowledge & Experience:** Providers have the necessary knowledge and skills, understand my requirements, and instill confidence and trust.
- **Suitability for Use:** Service design features, systems and materials are clear, concise, professional and meet my needs
- **Cost/Value:** Service cost is appropriate and represents a fair value

With these three data points for each survey, we have what we need to identify and prioritize our action plans for improvement.

AGL: *What were the results of your most recent survey?*

Moore: We sent 533 survey invitations covering 35 service areas or services, each survey targeted to include only the specific services received by that customer. We received 152 responses.

Our objectives for the survey were to measure the current (1) level of customer satisfaction with the Houston Shared Services Center (SSCH) services; (2) the customer perceptions regarding their relationships with SSCH; and (3) the SSCH provider perceptions of customer satisfaction and the customers' relationships with Shared Business Services.

Our end goals were to (1) further identify and define areas where improvement was or was not required and develop action plans accordingly; (2) use the survey data to help establish performance goals and tar-

gets over the ensuing twelve months; and (3) incorporate the survey results into SSCH customer-awareness and service training.

We then analyzed the survey data to determine if there were customer-satisfaction issues, whether services met customer satisfaction targets, which were the highest improvement priorities for services not meeting satisfaction targets, and what improvement actions were needed to achieve customer satisfaction targets.

AGL: *Could you elaborate a bit on that?*

Moore: Sure. In assessing whether a customer satisfaction issue existed, we looked at the performance gap between the target (importance) and the actual satisfaction scores for each service, defined as:

Average Satisfaction Score - Average Importance Score = The Gap.

Assuming differences of -0.5 on a 7-point scale were not significant, we rated service performance as (1) Meeting target (gap of -0.5 to +0.5); (2) Falling short of target and needing improvement (gap of <-0.5); and (3) Exceeding target or over-performing (gap of >0.5).

Services that met target were removed for the balance of the analysis; services not meeting satisfaction targets were prioritized for improvement based on the size of the gap relative to the overall average importance/satisfac-

tion target score. Once done, the final step was to determine the improvement actions required to close the performance gaps.

AGL: *How often do you conduct the surveys?*

Moore: We do a formal survey annually in December. We will be doing our third survey using WorkInsights this year. We are also considering pulse surveys to measure customer satisfaction immediately after a service is delivered. A big advantage in using the technology The Amherst Group put into WorkInsights is accumulating multiple years of data using a consistent methodology because it allows you to accurately measure your performance improvement. The data becomes more meaningful as you go along, and the more surveys you do, the better sense you have of whether the actions you take are actually paying off. You can see the attributes change.

AGL: *Any advice or suggestions for companies looking into customer satisfaction measurement?*

Moore: I've had some experience working with other companies doing customer satisfaction and/or employee commitment measurement, basically on a 1-5 scale. When I first heard from The Amherst Group about WorkInsights.com and their survey methodology, it was like a light switched on because I saw

there was something tangible and important we could do with survey data versus simply having information that was nice to know. My advice is to make sure you get something out of customer satisfaction measurement other than a good or bad feeling. The ability to do that is built into WorkInsights methodology, and

“Average Satisfaction Score - Average Importance Score = The Gap.”

Amherst people are totally driven to getting actionable results. Most companies don't and they really need to think

hard about whether their survey data is actionable. I think it's the same as with any other process measurement or key performance indicators; Why measure something if it doesn't tell you what to do to improve?

I've done some presentations on our experiences doing customer surveys, and it's really great to see the light go on in other people as well. They tell me they never really thought about customer satisfaction measurement in this way, the same thing I said when I first spoke to The Amherst Group. I believe the WorkInsights methodology is the best way to do customer surveying and satisfaction measurement because it gives you something you can really use.

AGL: *Any final thoughts, Earl?*

Moore: It's key to get support for customer satisfaction surveys from operations management. If they tell their people that customer satisfaction measurement

is important because it will allow Shared Services to improve the services they deliver, it's much more meaningful to customers than Shared Services saying the same thing.

You also need to put something in it for the customers to get them to complete surveys. We use gift certificate drawings for early respondents as well as an overall drawing from completed surveys. It's

critical to get response rates to surveys which are statistically valid.

Finally, surveys are only a starting point; nothing beats getting out and talking to customers. The WorkInsights data gives you the agenda for the discussion which results in a focused dialogue on how to improve your service delivery.

AGL: Thanks for talking to us today, Earl.

OUR PERSPECTIVE ON...

WHY SHOULD YOUR COMPANY DO CUSTOMER SERVICE MEASUREMENT?

While the importance of regularly measuring internal customer satisfaction is recognized among successful enterprises, there remain many companies that have not yet embraced the concept, primarily those that have not adopted the management practices associated with running leveraged service delivery as a business. Then too, not everyone grasps the importance of treating users as internal customers, a prerequisite to understanding the inherent value of customer satisfaction measurement. A company committed to the concept of internal customers usually holds a similar commitment to customer satisfaction measurement.

Surveying satisfaction levels among internal customers provides a quantitative baseline for comparing results over defined time periods and enables fact-based improvement action decision-making. Customer

Satisfaction Measurement is the cornerstone of Customer Relationship Management and essential for becoming the "supplier of choice" and integrated business partner.

THE WORKINSIGHTS.COM APPROACH TO CUSTOMER SATISFACTION MEASUREMENT

One of the fundamental value propositions for implementing Shared Services is to leverage the critical but non-core services of a company's business units such that they receive the same attention and focus as do core services. Within Shared Services, these non-critical services can receive a higher level of attention and the same discipline a business unit might apply to its Manufacturing, Sales and Marketing or R&D. The services and their delivery improve, and the leverage realized by bringing them together helps reduce the delivery costs and increase productivity, service and accuracy.

The value proposition of WorkInsights is parallel to that of Shared Services. Customer satisfaction measurement is not a core service for Shared Services organizations. It is not a service for which they are under contract as a provider to deliver so it is not core, but rather ancillary, to service delivery. Therein rests the parallel logic. Customer satisfaction measurement should logically be transferred to an entity where it is core to service delivery and where it can be leveraged, just as non-core services moved from the business units to Shared Services became core to its service delivery. It's the value proposition of taking something non-core from Shared Services and moving it into WorkInsights, based on the same rationale that impelled companies to move accounts payable from the business units into Shared Services.

Another reason for moving activities out from the business units is because they tend to contain an element of high-touch. For example, in a functional environ-

ment, it is not uncommon for an employee, upon learning of an impending business trip, to run down to whoever cuts checks and get a travel advance. Multiply this occurrence by hundreds or thousands of times each year in a single company. Recognizing that this was an unacceptably expensive and high touch-process they could no longer afford, many companies moved to more low-touch or self-service process, employing specialized systems or technology such as SAP or Peoplesoft®.

This evolution towards lower-touch, self-service standardization has a customer satisfaction measurement parallel as well. WorkInsights leverages the internet, enabling technology to reduce customer satisfaction measurement to a low-touch activity. WorkInsights is pre-constructed with the underlying methodology already in place, so you do not have to be a customer satisfaction measurement expert. All you need to do is log onto WorkInsights.com, align the service designations with your own and let the program do the rest. It quickly uploads and downloads data, and sends it out, alleviating the need for paper surveys and the accompanying administrative quagmire. Preprogrammed analytical capabilities within WorkInsights alleviate concerns as to how to interpret survey data. A comprehensive set of built-in reports help you understand what actions are indicated by the customer satisfaction feedback, so accurate analyses can be completed and reports issued. It simplifies the entire customer satisfaction measurement process, keeps costs minimal and avoids distractions in service delivery efforts.

We believe customer satisfaction measurement or most any other type of data collection is a low-value activity. The potential for high-value added activity occurs after the information is collected, i.e., assessing what the data means, what analyses is needed, what needs to be done differently to improve action planning, continuous improvement, and moving the enterprise forward. In customer satisfaction measurement data collection, people frequently get

bogged down because they are uncertain as to what data to collect, how to get it and what to do with it once they have it. WorkInsights enables data collection and reporting so that a company can spend more time on higher-value activities, such as data analysis and improvement action planning. In addition, WorkInsights creates a database for comparative information, one that is more meaningful and actionable than when companies attempt to gather data independently.

When a company does customer satisfaction measurement as a non-core activity, data collection fails to harness the same level of expertise as an entity for which customer satisfaction measurement is a core

“It simplifies the entire customer satisfaction measurement process, keeps costs minimal and avoids distractions in service delivery efforts.”

process. When customer satisfaction measurement is an activity versus a core service offering, less data is collected, its quality is inferior and it is not integrated with service-based costing nor employee commitment. If the data doesn't provide the information needed to do to action planning and performance improvement, why bother gathering it in the first place? Similarly, if we continue to look at

data as stand-alone and in stove-pipe, silo fashion, we are likely to miss the causal relationships and nuances that can lead to step change versus incremental improvements.

WorkInsights provides subscribers with a set of integrated tools to measure, evaluate, manage and improve organizational performance. Just as important, the methodology in WorkInsights represents the combined 80-client engagement experience and 12-year consulting acumen of The Amherst Group Limited, the foremost authority on Shared Services. For the first time, Shared Services organizations can apply the same self-service practices themselves that they advocate to their business units by efficiently gathering relevant data and benchmark results without incurring huge consulting fees or creating internal embedded costs that are passed on to their customers.

From the broad array of WorkInsights.com capabilities, subscribers choose the tools, survey population and frequency, analyses and report formats they require. A secure home page is created for instrument and data storage, year-over-year measurement and comparative data access. Because WorkInsights.com is menu driven, subscribers have the option of (1) doing all their own work, from data collection to analysis, using the tools and automated reporting; (2) receiving "fee-for-service" support on an as requested basis, or (3) engaging The Amherst Group as partners in assisting them throughout the entire assessment, from instrument selection through final report delivery. This flexibility is an important advantage offered by WorkInsights.com. and it applies to virtually any company, whether it employs Shared Services or not.

WORKINSIGHTS VERSUS OTHER WEB-BASED TOOLS

Most of what is available for customer satisfaction measurement are generic surveying tools, some with satisfaction measurement instruments pasted on. These generic surveys are obviously not tailored specifically for internal service applications, so users have to decipher everything out for themselves, including what kinds of questions to ask, how to ask them and how to structure the survey for maximum response. Starting out with one of these blank slate surveys is like reinventing the wheel, customer satisfaction measurement-wise, particularly if you lack experience in survey design. Even if you ultimately work your way through the design and distribution pitfalls and delays, you are unlikely to garner the quality or the depth of data, nor have comparative data needed to do action planning.

WorkInsights is tailored exclusively for internal services and has the all the necessary methodology built in. As a user, you don't have to know anything about customer satisfaction or surveying in order to get it right the first time. While WorkInsights methodology is prescriptive, it retains the flexibility for customization to individual needs, and can be used with

equal success by Shared Services, centralized, decentralized, functional, SBA or any type of service delivery organization.

For example, one of the generic services in the WorkInsights database is Payroll Processing. Different companies may assign their own designations for this service, such as *paychecks*, *paychecks and paystubs delivery*, *payroll processing* or some other reference. But because each company has indicated that generically, the designation they have chosen maps back to the WorkInsights' master service and activity architecture, they each can secure a listing of the results of other subscribing companies against that generic designation, no matter how it is labeled by others. This can prove invaluable in benchmarking by avoiding the "apples-to-apples" conundrum.

WorkInsights not only enables subscribers to analyze various data elements individually, it also provides the functionality to analyze the inter-relationships between the data elements. It is this integrated analytical framework that differentiates WorkInsights from all others and gives it its competitive

advantage. Most other web-based tools fail to provide the functionality for customer relationship assessment, service-based costing, benchmarking and employee commitment. Think of this in terms of the difficulty Shared Services encounters in leveraging service delivery if it only offers payroll check processing without also having T&E processing, A/P invoice processing, and so on.

Large companies are especially impressed with the global capabilities of WorkInsights, which allows an enterprise with multiple locations, business units, subsidiaries, etc., to access and analyze the same customer satisfaction, cost and employee commitment database, whether through a Shared Services organization or other service provider delivery approach.

WorkInsights survey instruments have already been translated into seven different languages, and efforts are underway to make WorkInsights website

“WorkInsights is tailored exclusively for internal services and has the all the necessary methodology built in.”

available in at least five other languages.

WorkInsights includes a unique value-added feature; as a subscriber, you can benchmark your results with other subscribers in the areas of customer satisfaction, employee commitment and service-based costing. This benefit alone separates WorkInsights from other surveying tools, web-based or otherwise.

Yet another singular advantage of WorkInsights, particularly when compared to in-house surveying tools, is that your customers are more likely to respond and buy into an objective, third-party survey. But because WorkInsights allows you to tailor the surveys to your own

unique requirements and terminology (via WorkInsights construction methodology), your customers have internal ownership of their responses.

We've seen some interesting surveys done by corporate in-house personnel, typically by Market Research departments that while knowledgeable about external (paying) customer surveying, lack specific knowledge of *internal* customer surveying and its subtleties. There's a world of difference.

“...you can benchmark your results with other subscribers in the areas of customer satisfaction, employee commitment and service-based costing.”

For one, companies manufacture products or provide services; their external customer interactions are grounded in those products or services, not in the delivery of internal services to their own employees. Then too, external customers typically have direct knowledge of and are more focused on competitor pricing, features and benefits and so, a company's external customer satisfaction focus is usually based on how it is performing against competition. On the other hand, internal service providers often have no direct competition and so meas-

On the whole, executives in Shared Services and other service delivery organizations are either not devoting enough attention or expending too much resource to measure all aspects of their performance areas. They have come to rely too heavily on consultants to do the measurement for them, and each time they engage a consultant, they receive a one-time solution. As such, staff providers are not adequately trained or developed, nor is there any transfer of learning or knowledge. At same time, because much of the consulting industry is suffering from the ongoing economic downturn, consultants are willing to take on any form of work, including work related to low-value activities.

One reason for the creation of WorkInsights is an attempt by The Amherst Group Limited to change the direction of the consultant industry, specifically in the area of measurement, whether it be customer satisfaction, service-based costing, benchmarking or employee commitment. We believe the industry

should migrate from doing low-value work at high rates and refocus on more value-added work and analysis to better benefit clients. Despite our small size, The Amherst Group Limited has assumed the leadership role in this effort, the first step of which is to have WorkInsights separate the low-value work of data collection, tabulating and recording from the higher-value analytic and interpretive work. This is to ensure that internal customers do not view the survey as the Amherst Group or "Consultant Q" study, but rather as their company's own study.

If needed, WorkInsights can then bring someone in for a day or two to challenge service delivery leaders on their interpretation of the data, discuss the action plan they expect to take and help them look at the issues on a more integrated basis, incorporating lessons learned from other clients, versus retaining the stovepipe/silo mentality that many major corporations are locked into.

uring internal customer satisfaction is quite different, requiring a "from scratch" approach regarding which services are most important and how well they are being delivered.

The Amherst Group Limited has spent nearly two decades helping some of the world's largest companies design and implement Shared Services organizations, a fundamental element of which has been interaction with and satisfying the requirements of internal customers. The experience and wisdom accumulated from those years of interacting with internal customers and their particular needs and issues has been embedded in WorkInsights technology. Neophyte and sophisticated users alike can readily access the empiric knowledge base that has been amassed and condensed into WorkInsights.com research-laden methodology. For example, some WorkInsights functionality is quite sophisticated in terms of looking across multiple functional areas and pulling together a survey for all users of like services. But there is equal functionality for a user who just wants to list their HR services, for example, and get out a survey, postponing service segmentation considerations for a later date.

"We have been utilizing WorkInsights methodology to do customer satisfaction measurement and employee commitment measurement for our clients for more than twelve years."

Perhaps the strongest case any company can make for a product is that it successfully employs the product itself. That certainly is the case with The Amherst Group Limited and WorkInsights.com. We have been utilizing WorkInsights methodology to do customer satisfaction measurement and employee commitment measure-

ment for our clients for more than twelve years. The application has been transparent for many clients, who have engaged our expertise to survey their internal customers and get the vital information they need to make major process redesign or continuous improvement decisions. The same

tools we have used and improved for years to provide quality customer satisfaction measurement results for our clients are now available to users to assess their performance in customer relationship, service delivery, employee motivation and business contribution management.

WorkInsights is the preeminent web-based suite of tools that collects, measures, analyzes, reports and benchmarks internal customer satisfaction, employee commitment and service-based cost data quickly, effectively and cost-efficiently.

"As a Shared Services executive at Ontario Hydro and BHP Billiton, I have used a number of both paper-based and computerized tools to measure employee and customer satisfaction, none of which were web-based. All of these survey instruments were more expensive than WorkInsights yet offered far less flexibility for designing surveys.

WorkInsights allows BHP Billiton to accurately measure customer satisfaction and provides better action planning, a requisite for making improvements. It gives the company insights (no pun intended) into customer/employee feedback, as well as a thorough understanding of the actions required to improve satisfaction levels."

Vipin Suri, Shared Services executive and AGL associate

SHARED SERVICES Q&A

Q: *Not everyone we want to survey in our company has access to a computer. Will WorkInsights allow us to integrate paper-based survey results with web-based survey results?*

A: First, some companies have created kiosks or placed computers in public spaces to overcome this problem. But, if these actions still do not reach all employees, paper surveys can be used to supplement the process. After they are completed, they are returned directly to WorkInsights where they are scanned and the results downloaded into the appropriate database

Like other service providers, WorkInsights is designed to allow for all forms of data collection. The one method not yet available is telephone response, which we expect to have available early in 2003. The approach is no different in concept than having the option of placing an order with a retailer at the store, by catalogue or online.

Q: *We do not have a Shared Services support group but we want to measure customer satisfaction and employee commitment. Will WorkInsights.com work effectively for us?*

A: Yes. WorkInsights.com has been designed for leaders of all types of staff/functional-based organizations, whether they have adopted Shared Services or not. Any staff organization leader who is interested in knowing the state of his organization and improving performance can utilize the customer satisfaction, employee commitment and service-based costing modules. That's because the principles on which WorkInsights is based are all about performance improvement and continuing to drive staff and service-based organizations to their highest possible level of performance, whether centralized or decentralized. Whatever approach they are taking, we encourage them to utilize WorkInsights as a vehicle for continuous improvement initiatives.

Q: *Who uses WorkInsights?*

A: Companies and organizations that are users of WorkInsights.com include Dow Corning, Exelon, American Standard, AMP, BHP/Billiton, Business Catalyst, Fireman's Fund, Henkel, Mayo Foundation, Pitney Bowes, PMP, Principal Financial Group, Reliance Industries, SAP, SA Water, ScotiaBank, TPI, Trinity and UTC.



WorkInsights.com

The Amherst Group Limited is pleased to announce the launch of WorkInsights, our new web-based product designed to help leaders of staff organizations deliver innovative, fact-based solutions. WorkInsights will enable you to gather the right information to produce the right results:

- Collect, measure, analyze, and report Internal Customer Satisfaction, Employee Commitment and Service Based Cost data quickly, effectively, and cost-efficiently
- Diagnose problems and make critical improvements in resource allocation and service delivery.
- Transform your organization into a "profit-center" that thinks and performs like a business.

If you are interested in learning more about the many features and benefits of WorkInsights, visit us at www.workinsights.com. You can also schedule a free, hands-on product demonstration with a WorkInsights professional by contacting us at 203-531-8500 or via e-mail at info@workinsights.com.



MANAGEMENT CONSULTANTS

7 RIVERSVILLE ROAD, GREENWICH, CT 06831 TEL: (203)531-8500 FAX: (203) 531-8664
E-MAIL: AMHERST@SHAREDSERVICES.COM WEB: [HTTP://WWW.SHAREDSERVICES.COM](http://WWW.SHAREDSERVICES.COM)