



Performance Excellence Program (PEP) Category 3 - Customer Focus

Customer focus in the Baldrige Performance Excellence Program (PEP) is about reorganizing the services we provide around the customer's needs and wants. By creating processes that are geared to better serve the customer, we can adapt more easily to trends and provide more value in our services. This is not a short-term process. This is a long-term practice intended to fully develop meaningful, life-long relationships with customers.

Items in BLUE are current areas of focus in the department

Overarching Customer Focus Areas:

- *How do we engage customers for building long-term relationships?*
- *How do we listen to the voice of the customer?*
- *How do we build relationships with customers?*
- *How do we use customer information to improve and to identify opportunities for innovation?*

Voice of the Customer:

- How do we obtain information from customers?
- *How do we listen to customers to gain information on their satisfaction, dis-satisfaction, and engagement?*
- *How do we interact with and observe customers to obtain actionable information?*
- How do we use social media and web-based technologies to listen to our customers?
- What types of data do we use to assure customer satisfaction? For example, survey data, focus group findings, blog comments, complaint data, etc.?
- How do we seek immediate and actionable feedback from customers on the quality of our services, support, and transactions?
- *How do we determine customer satisfaction and dissatisfaction?*
- *How do we determine customer engagement?*
- How do our measurements capture actionable information to use in exceeding customer's expectations?
- Are our voice-of-the-customer processes proactive and continuously innovative so we capture anticipated requirements, expectations, and desires?
- *What is our follow-up strategy on customer questions, responses to issues, and addressing dissatisfaction in customer service? Do we identify root causes of customer dissatisfaction? How do we remedy to systematically avoid future dissatisfaction?*

Customer Engagement:

- How do we engage customers and seek to build relationships with them?
- How do we listen to customers to gain information on their satisfaction, dis-satisfaction, and engagement?
- How do we know our service offerings are meeting their needs?
- How do we determine when we need a new service offering?
- How do we create opportunities to expand relationships with customers?
- How do we enable customers to seek information and support?
- How do we enable customers to give feedback on our services?
- *How does our management of complaints enable us to recover customer confidence?*
- *How do we ensure that customer complaints are resolved promptly and effectively?*