

# CUSTOMER CENTRICITY: ENHANCING CUSTOMER EXPERIENCE!

DHL ECOMMERCE UK



# CONTINUOUS IMPROVEMENT AT DHL ECOMMERCE UK

At DHL Group, First Choice is our programme of Continuous Improvement and through this we strive to be the First Choice of our Customers in every market.

We deliver our Continuous Improvement Culture through our First Choice cycle of **See it – Sort it – Fix it** which puts the customer at the centre.

- 1 SEE IT:**  
capturing the 'voice of the customer' and making it visible on all levels
- 2 SORT IT:**  
reviewing customer experience and drive improvements
- 3 FIX IT:**  
executing improvements to our customer experience: Excellence. Simply Delivered.



Our Customer Centric Culture is the way we Think, Feel and Act towards our customers – it's the way we do business and take care of all customers, putting our customers first in everything we do.

It brings our Net Promoter Approach and First Choice (Continuous Improvement) together by actively gathering and listening to customer feedback and using the First Choice tools to drive improvement in those areas most important to our customers.

By leveraging customer feedback and quality measurements, we identify and drive opportunities for improvements. This enhanced focus on customer experience and quality across all functions and at every level of the organisation results in incremental improvements and changes by everybody, everyday, everywhere.

## SEE IT



Our Net Promoter Approach is a continuous measurement of customer loyalty and customer experience through measures such as the Net Promoter Score and Customer Satisfaction. We do this to:

- Build an insanely customer centric culture that creates loyal customers of DHL who experience excellent service driving sustainable business growth
- Identify opportunities to enhance the customer experience by listening to our customers– the voice of the customer is king!

Examples of our Voice of the Customer channels include:

### **RECIPIENT FEEDBACK - FEEFO**

We partner with Feefo for recipient feedback. Every month, we send on average 160,000 to 170,000 survey requests following a successful POD and receive around 11,000 responses a month in return. The survey consists of an NPS question, CSAT question and specific delivery and CS questions.

All surveys where a customer leaves verbatim feedback receive a personal reply from one of the NPA advisors and an escalation route is in place if an unresolved issue is highlighted.

### **RECIPIENT 2ND LINE CALLS**

Within the Feefo survey we ask if a customer would be willing for a DHL representative to contact them to find out more about their feedback. We prioritise and are committed to contacting 100% of our detractors (NPS score of 0-6) who have requested a callback.

The 2nd line call approach is a unique process adopted by DHL to get to the heart of issue and make sure our customers have a voice to drive our improvement activity.

During these calls, customers have expressed their appreciation for receiving the calls, being listened to, and knowing that we are actively improving off the back of the feedback received.

### **GXPERS**

gXperts (Google Reviews) is a public platform, where anybody can provide feedback on their experience with one of the DHL eCommerce UK depots or across our ServicePoint network. The reviews are rated on a 5-star scale, allowing us to see where is performing well in the eyes of the public, as well as areas we need to improve upon. Every review received is responded to with a personalised response.

### **SHIPPER SURVEY - FORSTA**

Twice yearly we reach out to our shippers to gather feedback and insight with a formal survey process. We ask shippers to rate our offering across a number of metrics to review ourselves against our customer promise: Excellence Simply Delivered. We look for appropriate improvement actions in those areas most important to our shippers based on the feedback they provide.

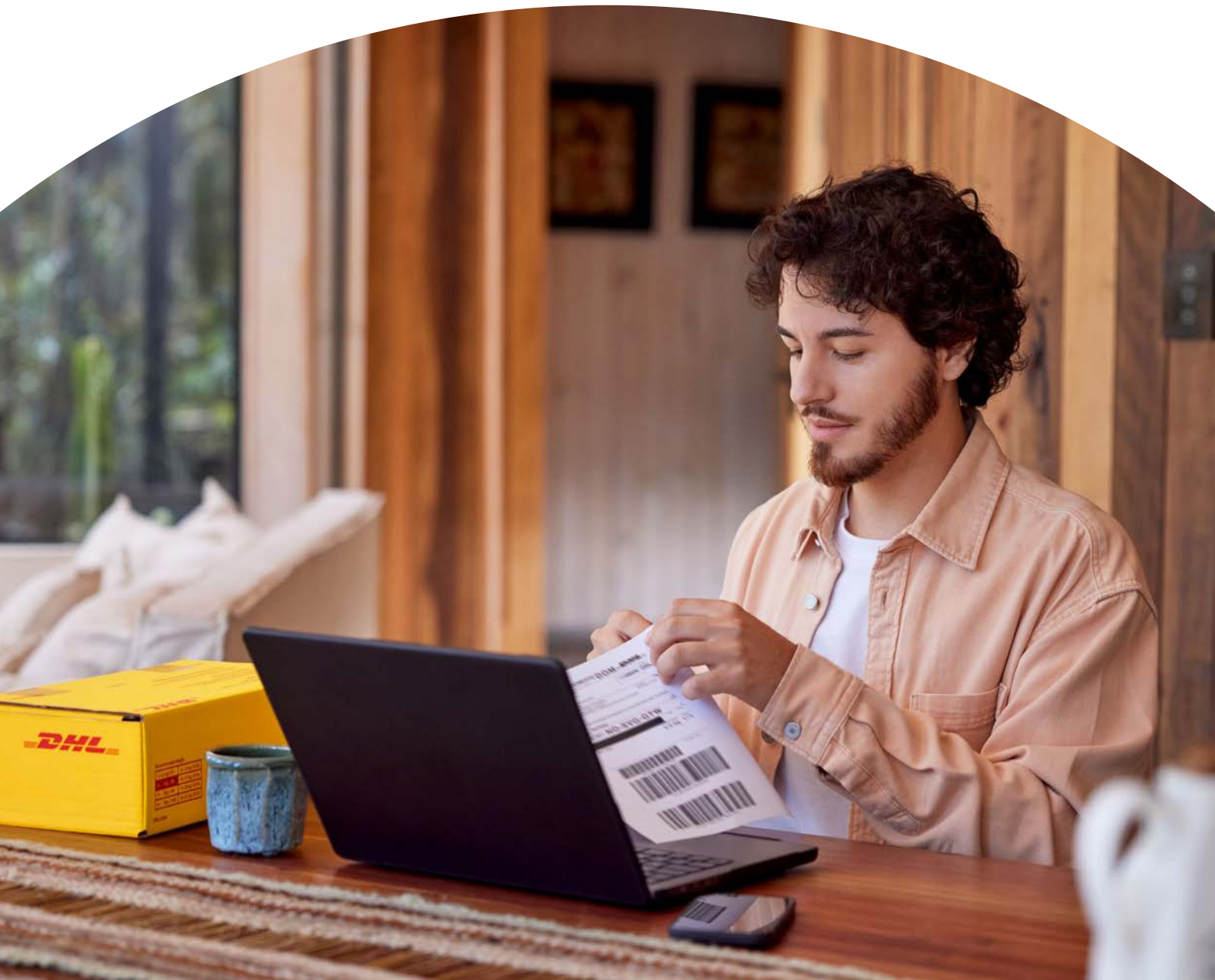
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## **SORT IT = CUSTOMER CENTRIC CULTURE**

The Customer Centric Culture brings the voice of the customer to the heart of decision-making.

All customer feedback data is reviewed by a cross-functional senior leadership team to identify, prioritise, and collaborate on key activities in order to address the customer concern and improve the customer experience in that area. Through this structured data-driven approach, activities are continuously monitored to identify the value of the improvement activities in our key KPIs.

Another key factor within “Sort-it” is making sure our customer feedback is shared and visible to those who are able to act on it. For example all Feefo reviews are shared with our depots on a national, regional, depot and driver level and to our Customer Service function by Contact channel. This allows the teams with the most influence over the feedback to have visibility and drive improvement activity as a result.



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# FIX - IT = BY USING OUR FIRST CHOICE TOOLS

First Choice is the way we do continuous improvement at DHL Group; the key focus is getting it Right First Time. First Choice is for everybody, every day, everywhere... a little bit better.

Through applying the tools, we can all make small improvements in our processes and activities to improve the customer experience, improve quality, reduce costs and ensure a safe working environment. Built on principles, methodologies and tools from Lean, Six Sigma and Change Management.

### KEY TOOLS OF FIRST CHOICE:

- Performance Dialogue Boards
- Gemba walks
- PRS (IMPACT)
- 5S
- PDCA
- TIMWOODS
- DMAIC (CI Project methodology)
- Process Mapping (swimlane / spaghetti)
- Time and Motion studies
- SigmaXL (Data analytics)

### A FOCUS ON GEMBA

GEMBA Walks are a key tool that we use to identify opportunities and improvements from our voice of the customer feedback. A GEMBA walk can be used to review how a process is currently performing and working and optimise its productivity, efficiency and accuracy. We do this though going to the real place (where the process happens), observing the real thing (the process in action) and collaborating with the real people (those who do the process).

### OPERATIONAL GEMBA

GEMBA walks are carried out by all of our depots on a monthly basis, where they focus on a key customer opportunity. Best practice identified within a depot is shared across the network for utilisation.

### CUSTOMER GEMBA

Collaborative GEMBA's are completed between First Choice, Sales, Operations and a customer to improve a specific customer issue and drive performance improvements. These are available on request and can be completed at a customer location and/or DHL location as required.

### QUALITY DRIVEN APPROACH

All of this activity is underpinned by a Quality Management Approach, which is accredited to ISO9001 standard, validated through internal audit mechanisms and built on Standard Operating Procedures (SOPs).

