Making it Easy
What the Research Says
2014-07-29

Paul Dalglish
Serco Canada Inc.
Who is Serco?

- Private Sector Delivery of Public Services
- Deliver all Driver Examinations in Ontario
- 130,000 Employees in about 50 different countries
- 60,000 are providing services directly to public
- 600 million customer transactions per year
- Ranked #4 in Customer Service Management by Everest Group
“In general, would you say the customer service experiences you have with companies usually misses your expectations?”

Accenture Survey:
• In 2013, 51% switched companies due to poor service
• Up 10% from previous year
Rising Expectations

Reasons companies give for investing in Customer Service improvements

- **Changing Customer Expectations**: 70%
- **Competition**: 60%
- **Customers Demanding More**: 30%
89% of companies said strategy was to exceed customer expectations

84% of customers said expectations not met

“Our research shows that exceeding their expectations during service interactions ... makes customers only marginally more loyal than simply meeting their needs.”

“A large-scale study of contact-center and self-service interactions, however, finds that what customers really want (but rarely get) is just a satisfactory solution to their service issue.”
Easy to do Business With

HOW CUSTOMER SERVICE PERFORMANCE AFFECTS LOYALTY

AVERAGE LOYALTY SCORE

7.0

5.25

3.5

1.75

0  BELOW  MEETS  EXCEEDS
EXPECTATIONS  EXPECTATIONS  EXPECTATIONS
Easy to do Business With

- Top 5 Loyalty-eroding drivers
  1. Re-explaining an issue
  2. Switching from web to phone
  3. Moderate or High personal effort
  4. Being transferred
  5. Repeated calls to resolve issue

- 42% said repeating information was biggest frustration

- Customer 4x more likely to be disloyal after any customer service experience

- Buy for product, value and brand → leave for poor service
Customer Effort Score – The New Metric (HBR)

- CSAT – Customer Satisfaction – “How satisfied....”
- NPS – Net Promoter Score – “Would you recommend....”
- CES – Customer Effort Score – “How much effort did you personally have to put forth to handle your request?”

Predictive Power for Future Spend
Easy to do Business With

Ameriprise Financial
• 66% said “valuing my time” is the most important thing
• Soft Skills Less Important → Not sincere? Wastes time?
Proactive Customer Service
Proactive Customer Service

- 22% of calls result from downstream issues from first call
- Anticipate downstream issues

16% cost savings

5% Cost Saving
25% of Web Traffic
Self-Serve Disappointment

91% of survey respondents said they would use an online knowledge base if it were available and tailored to their needs.

40% of customers contact a call center after they have looked for answers to their question via self-service.

57% of callers to call centre went to website first
Self-Serve Disappointment

Simple Inquiry
What’s my balance?
Where is my shipment?

Complex Inquiry
I want to return a product.
I need product assistance.

Difficult Inquiry
I have a complaint.
I have a charge to dispute.

<table>
<thead>
<tr>
<th>Method</th>
<th>Simple Inquiry</th>
<th>Complex Inquiry</th>
<th>Difficult Inquiry</th>
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<tbody>
<tr>
<td>Live Agent</td>
<td>16%</td>
<td>38%</td>
<td>46%</td>
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<td>Face-to-face</td>
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Connecting with your Customers: Make it Easy and Get it Right!

July 29, 2014
Claudio De Rose
Director, Partnerships and Business Development Branch
Customers increasingly expect the same kind of service from government they get from businesses in their day to day lives...They want the same speed and convenience they get when they shop and bank online. And increasingly, they want to use their smartphones and tablets, instead of their desktops, to access information and services.

- **Personalized service offerings**
  (e.g., Senior mail-in renewals)

- **Better meet customer expectations**
  (e.g., 90% of S2I customers are very satisfied with the service they received)

- **Optimized user experience**
  (e.g., Single window access)

- **Integrated service experience**
  (e.g., Service bundling – integrated address change online, in-person joint driver’s licence/health card renewal)
About ServiceOntario

Established network, extensive reach

300+ In-person centres

40+ Services online

75+ Info on Programs by phone

Connecting citizens and businesses to a broad range of government services

80+ services across 10 lines of business

- Specializing in registrations, certifications and licences
- Deliver information and services on behalf of Ontario government and inter-jurisdictional partners
- Private sector partners help deliver some services

47M Customer Interactions = Transactions + Information delivered through three main channels

- In-Person: 26M (55%)
- Phone: 3.8M (8%)
- Online: 17M (37%)
Services to Individuals

- Integrated Address Change
- Online Service Guarantees: 99.9% Achievement rate
- Mobile Products - Service Location Finder & TGLN Organ Donor Registration
- Outdoors Cards
- Health Cards
- Land Registry Services: 99% registrations online
- Driver & Vehicle Services: 6 online services available 136k renewals online since Aug.2013
- Vital events: birth, marriage, death: 96% birth registrations online
Through BizPal businesses can access a customized list of provincial, federal and municipal permits and licences needed to start or grow their business. This federal initiative now includes 130 municipalities across Ontario, covering 80% of the population.
By working with MTO, ServiceOntario provides driver and vehicle products on behalf of the Ontario Government.

**Identity Documents**
- Driver’s Licence
- Enhanced Driver’s Licence
- Accessible Parking Permit
- Driver’s Record
- Ontario Photo Card

**Vehicles**
- Vehicle Registration (Plate/Permit)
- Licence Plate Sticker
- Personalized Licence Plates
- Used Vehicle Information Package (UVIP)
- Vehicle Records
Going Mobile

Web Modernization

Mobile Government Services

Enable a Modern, Mobile Workforce

@twitтер

Facebook

YouTube

BiQu Fu Hi, I am a resident in Alberta. And I will move to Ontario for studying 2 years, after that I will back to AB. I have driving license, license plate and register vehicle from AB. Is that ok for me to driving my register vehicle from AB in Ontario for 2 years. If it is not, Would like to tell me what I should do.

(wall post) 05-Jun-2014 06:32 PM

1 likes, 1 comments

ServiceOntario Good morning and thanks for reaching out. Because you will be living in Ontario for 2 years you should be transferring your licence and vehicle registration to Ontario. I have included the links to easily access the required information. Good luck with your studies. Exchanging your licence: http://www.ontario.ca/driving-and-roads/exchange-foreign-drivers-licence


(comment) 06-Jun-2014 10:38 AM
Open Data In Action: *RerouteMe*

- Created by Ontario-based company, web application provides commuting suggestions for faster travel
- Application uses Ministry of Transportation data to provide route suggestions for cars, bikes, public transit and walking
OUR PRIORITIES

1. Customer Satisfaction
2. Cost Efficiency
3. Program Integrity

OUR RESULTS

82% of our customers are very satisfied with our service

99.9% success rate in meeting nine online service guarantees
2013: launched **driver’s licence renewals online a first in Canada**; almost 100,000 online renewals completed in first nine months

2010: created **one-window access for business** online and by phone, new **1-888 Business Info Line** replaced 160+ separate numbers, making it easier for businesses to get information on programs and services from all levels of government

2009: Focused on **integrating in-person delivery**: brought high volume services (health cards and driver & vehicle services) under one roof at nearly 300 in-person centres across the province

2007: added **six more online service guarantees** covering electronic master business licences, death and marriage certificates

2006: introduced **the 4-in-1 Newborn Bundle**, helping parents to apply for a birth certificate, SIN, and federal and provincial child benefits in **one transaction** online

2005: introduced the **first money-back guarantee in North America** on a government service, ensuring delivery of birth certificates ordered online within 15 days
Moving Forward

CUSTOMER EXPECTATIONS

• Stay agile and innovate to meet future customer needs and expectations
• Create seamless, integrated services (e.g. one view of customer)

EFFICIENCY

• Achieve quicker and more cost effective service by streamlining, automating and shifting customers to lower cost online channel
• Leverage existing ServiceOntario infrastructure and investments to achieve economies of scale

CHANGING DEMOGRAPHICS

• Adapt service delivery to meet the needs of a rapidly aging population and uneven population growth (rural vs. urban, regional variances)

COLLABORATION

• Foster a “whole of government” approach to further reduce duplication of resources across ministries and levels of government
• Work together to address common big problems
Contact

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Providing the Kind of Good Customer Service That Can Get You a # 1 Rating

July 27, 2014
BMV Registrar, Mike Rankin
Ohio Bureau of Motor Vehicles ("BMV")
John Born, Ohio Public Safety Director
BMV Registrar, Mike Rankin
1. BEING PICKED #1 IN CUSTOMER SATISFACTION NEVER HAPPENS BY ACCIDENT

The Washington Post
This week’s best state in America? Ohio, for its Bureau of Motor Vehicle
By Reid Wilson, Published: May 16, 2014

Reid Wilson is the author of Read In, The Post’s new morning tip sheet on politics.

We all know the dread that comes with an expiring driver’s license. It may be about the passage of time or our advancing age. But mostly it’s because we have to go to the DMV — purgatory in government form.

Except, that is, if you live in Ohio. More than 97 percent of customers at the Buckeye State’s Bureau of Motor Vehicles said they were satisfied with their experiences, according to a recent survey conducted for the state. That’s largely because Ohioans don’t have to go to the BMV too often. They can renew license plates, schedule driving tests and change their addresses online, all services for which residents of many other states have to show up in person.

Even when they do go to the BMV, Ohioans don’t have to spend much time there. The average Ohio resident waits just under 15 minutes to receive service at any of the agency’s 204 locations around the state. Compare that with nearly 54 minutes in California, according to another survey conducted by DMV.com, a group that monitors driving statistics and state licensing policies.

In a separate DMV.com survey, Ohio also ranked high in customer satisfaction because of its low fees for registering vehicles and renewing licenses. According to data maintained by the Federal Highway Administration, the state charges $21.50 to register a typical vehicle; the average vehicle costs more than $50 to register in Texas and a whopping $100.75 in Oklahoma.

Maybe it’s a Midwestern thing. Illinois residents rated their motor-vehicle agency the second-best in the nation. Indiana ranked third in overall customer satisfaction.

What makes for a satisfied customer? Staying open, says Jordan Perch, a blogger with DMV.com who put together the survey. “Customers in states who reported higher satisfaction with office location and hours were more likely to report higher overall satisfaction with the DMV,” Perch wrote in an e-mail.

Oregon ranked last among 36 states plus the District of Columbia. (Too few residents in smaller states such as Alaska and North Dakota responded to make a representative sample size.) D.C. ranked 14th, behind Virginia (9th) but ahead of Maryland (22nd).

But no one beats Ohio’s smooth ride.
• **2.** Just because you're very busy; maybe under resourced and doing more with less, doesn't mean good customer service has to suffer.

• BMV Customer Satisfaction Ratings: 97.83 percent customer satisfaction rating based on 21,641 responses to a 7 question survey.

• 8,998,814 licensed drivers and identification card holders in the state of Ohio.

• 2,267,997 driver licenses were issued.

• 308,933 identification cards were issued.

• 1,774,402 abstract driver record reports were processed.

• 115,105 six-point warning letters were generated.

• 12,010 12-point suspension letters were generated.

• 1,353,645 calls answered by BMV telephone centers.

• 534,856 BMV and court suspensions includes license cancellations.

• 244,762 motorcycle endorsements issued, renewed or added to a driver license.

• $24,375,169 was collected for driver license reinstatement fees by BMV reinstatement offices throughout the state, serving 414,698 customers.

• $4,323,006 was collected for driver license reinstatement fees by mail, serving 27,823 customers.

• $5,063,457 was collected for driver license reinstatement fees through the online process, serving 26,892 customers.
4. Customers want friendly, competent, accurate and timely customer service— not creative mission statements or catchy platitudes of what you claim to be.

BEING #1

IS NOT ROCKET SCIENCE
5. Getting to #1 takes practice.

The Ohio BMV is the overall #1 ranked BMV in the nation according to a recent survey done by DMV.com – a privately owned firm not affiliated with any government agency.
6. What matters most to customers.

Overall Customer Satisfaction

- Online Service
- Telephone Service
- In-Person Customer service
  - Accessibility
  - Wait times
- Cost of Service
- Overall Performance
7. What Makes Ohio #1?

Under Public Safety Director, John Born, and the Ohio BMV senior staff, the focus is to solidify in place those good business practices that help make a safer Ohio and for good customer service.
8. What Makes Ohio # 1-Part 2?

It is not what we say or what we do, it is **HOW** we say it and **HOW** we do it that makes Ohio # 1 in customer service.
9. BMV does not only stand for Bureau of Motor Vehicles

In Ohio, BMV also stands for:

B – Better Customer Service
M – Making a Difference
V – Valuing our Customers
10. What Makes Ohio #1 - Part 3?

Better Customer Service
11. Who is the face of the Ohio BMV?

**DEPUTY REGISTRARS (LICENSE AGENCIES)**

The 190 plus Deputy Registrars, who are private vendors under contract with the Ohio BMV, received a customer satisfaction rating of 97.83% from survey responses from over 21,600 Ohio BMV customers.

Agencies were rated on:

- Promptness
- Efficiency
- Courtesy
- Appearance
- Location
- Parking
- Cleanliness
12. What are the core services and products the DRs provide?

**The 190 plus Deputy Registrars**

- Process vehicle registrations
- Process driver licenses
- Process state ID’s
- Register new voters
13. Giving customers easier access and control of their transaction choices.

In addition

January 1, 2012 HB 114 was implemented.

Customers are able to pay Driver License Reinstatement Fees at their local Deputy Registrar’s Office.
14. Automated voice activated answer ques may be OK for getting simple answers, however most customers still want and value getting a live person to assist them.

**BMV Telecommunications**

66 expert Customer Service Representatives respond to over 1.5 million incoming calls from the general public, courts, law enforcement and insurance companies.
15. Complex problems generally cannot be answered by an automated voice answering system.

**BMV Telecommunications**

- Serves as the CDL help desk, providing assistance to other states regarding blocks and discrepancies in the National Driver Registry.
- Schedules driver license exam appointments for 4 counties.
16. As I’ve taken customer calls with our operators, I hear operators who calmly and accurately help customers who are consistently grateful for their help.

**BMV Operators Provide Vital Information**

**Driver Licenses**
- ID cards
- Registration Blocks
- Suspensions and Reinstatement Requirements
- Real time updates
17. With 45 ways to lose your license in Ohio, most non-dangerous drivers want to get valid.

7 BMV Regional Reinstatement Offices
(52 Expert Customer Service Representatives)

- Assist over 400,000 customers annually with driver license reinstatement services.
- Collect over $24,000,000 in reinstatement fees.
- Evaluate, authenticate and process almost 600,000 BMV related documents annually.
  - Average wait time less than 8 minutes
- Provide educational training seminars for courts, judges, law enforcement.
18. Allowing customers choices in how to access BMV services that make it easier to do business is important to customers.

**BMV Online Services**

Allow drivers to conduct transactions online in lieu of visiting a BMV location.
19. Make it easy and reasonably quick to complete transactions online.

Online services Include:

• Change of Address
• Commercial Driver License Self-Certification
• License plate renewal
• View reinstatement requirements if your driving privileges are suspended
• View an unofficial copy of your driving record
• Pay a driver license reinstatement fee
• Schedule a driving test Online
• Vehicle title inquiry
20. What Makes Ohio # 1-Part 4?

Making a Difference
21. Engaging customers in their communities and space builds customer appreciation.

BMV Regional Reinstatement Offices

Partnerships within the communities are among the most powerful workforces that help make community engagement programs successful.
22. Proactively engaging customers is worth the investment of time by helping get customers to where they would like to be.

The BMV is known for issuing & renewing drivers licenses and vehicle registrations and conducting driving tests. However, what is not commonly known is the number of extremely successful outreach programs the Ohio BMV partners with throughout the state to make it easier for Ohioans to maintain and/or seek employment requiring a valid driver license.

During 2013 the BMV participated in 109 community engagement and training events educating and serving thousands of customers around the state and across state lines.
23. We’re about getting our customers to a better place by creating real confidence and hope.

BMV Regional Reinstatement Offices

Ohio Department of Rehabilitations and Corrections (ODRC) / BMV Partnership

• Annually, over 8,000 inmates housed at ODRC facilities are provided driver license reinstatement requirements prior to release in order to ease them back into society and to help reduce recidivism.

• Over 3,000 ex-offenders are provided driver license reinstatement requirements at over 60 community re-entry events annually.
24. Customers don’t want to live in the shadows.

**SB 337 – Collateral Sanctions**

Putting Ohioans back on the Road

The Collateral Sanctions Bill, signed by Governor John Kasich, was implemented September 28, 2012. The focus of this bill was to reduce non-driving suspensions, streamline the reinstatement process and to assist non-dangerous drivers regain their driving privileges.
25. From 7.15.13 to 7.15.14, over 24,000 Ohioans are now driving with insurance and with valid driver licenses!

**SB 337 – Collateral Sanctions**

The implementation of ground-breaking law changes that help non-dangerous Ohio drivers with non-driving offense suspensions regain driving privileges and return to work. The most notable change was the implementation of the BMV fee installment plan.
26. Making it easy to get valid.

SB 337 – Collateral Sanctions

BMV Fee Installment Plan
Implementation Date
July 15, 2013
27. Provide your customers with an easy to follow path to success,

**SB 337 – Collateral Sanctions**

**BMV Fee Installment Plan**

Drivers who have met all BMV requirements, with the exception of paying reinstatement fees, may show proof of insurance and set up a payment plan for paying reinstatement fees where fees are $150 or more.
26. Make it happen and they will come.

*SB 337 – Collateral Sanctions*

*BMV Fee Installment Plan*

As of June 1\textsuperscript{st}, over 22,000 Ohioans have applied for the BMV fee installment plan and now have a "VALID" driver's license. Statistics show almost 45\% of these Ohioans have not had a license for a very long time, if ever. Theses are Ohioans who, due to necessity, may have previously driven on a suspended license and without insurance.
27. What Makes Ohio # 1 – Part 5?

Valuing Our Customers
28. Going the extra mile and promptly correcting mistake or errors smoothes off most customer rough edges

The customer oriented BMV staff, Deputy Registrars (license agencies) and their employees are well known for going the extra mile to assist Ohio BMV customers.
29. Fail to listen and act on customer feedback is a sure way to fail.

At the Ohio BMV, we endeavor to treat everyone the way we would like to be treated. The invaluable feedback we receive from our customers, staff, vendors and others help to make us the overall #1 ranked BMV in the nation.
30. Good customer service requires all to be forward leaning, listening, proactive and not afraid to take calculated risks in trying new processes that add value.

The Ohio BMV continues to lay the groundwork for further service improvements next year in order to remain #1.
John Kasich @JohnKasich

No one likes going to the BMV, but I'm proud our very own Ohio BMV was rated #1 for customer satisfaction. #OhioWorks dmv.com/blog/best-wors...
“Thank You”
for the invitation to attend today
and providing me the opportunity
to share some of the initiatives we
are doing in Ohio to be #1 in
Customer Service.