

Creating Customer Centric Organizations



Shopper's Stop Ltd.

"We have been working very closely with CSMM for the last 4 years and have established a very good matrix that allows us to link customer and employee satisfaction to associate performance score cards. This in turn ensures that the organization is able to balance the needs of its different stake holders optimally"

Vijay Kashyap

Customer Care Associate & Vice President
Human Resources, Shopper's Stop Ltd.

Indian Hotels (Taj Group)

"Accessibility and creativity are key to any customer satisfaction measurement program. Both these characteristics demonstrated by the CSMM team over the past 5 years have helped the Taj Group immensely in our customer satisfaction measurement program."

Rustom Vesavevala

Director, Quality, Indian Hotels (Taj Group)

Airtel (Bharti Group)

"Thank You!! You have made a great difference to us. We value your support in helping us in our endeavour to provide our customers with a Great Customer Experience"

Sonia Kochhar

DGM, Customer Service Delivery, Bharti Cellular

Index

About Us

- * CSMM

CSMM Philosophy

- * Our Philosophy
- * Performance Measurement Framework (PmF)

Customer Practice

- * Customer Relationship Assessment (CRA™)
- * Channel Commitment
- * Supplier Relationship Report (SRR™)
- * Lost Customer Assessment (LCA™)
- * Customer Transaction Assessment (CTA™)
- * Reputation Stakeholder Assessment (RSA™)
- * Financial Impact Modeling (FIM™)

People Practice

- * Tao of Commitment™
- * Employee Attrition Analysis
- * Deployment Workshops
- * Building People Capabilities for Customer Centricity

Audits & Experience

- * Conformance Audits

Our Experience Sectors

About Us

CSMM is an independent, specialist unit of IMRB International and an exclusive member of the Walker Information Global Network (WIGN) in the Indian subcontinent, providing solutions to companies for measuring and managing their key stakeholders.

As the exclusive member of the Walker Information Global Network (WIGN) in South Asia (Sri Lanka, Bangladesh, Pakistan and Nepal), CSMM uses the proprietary tools developed by Walker Information, the recognized pioneers in Stakeholder Measurement and Management with over 35 years experience. The network offers the world's most thoroughly tested and proven system and also provides appropriate benchmarks through the WIGN Normative Database™.

As a specialist unit of IMRB International (India's oldest and largest customized research agency) CSMM leverages IMRB's infrastructural strengths with presence in 130 towns in India, 11 countries and 28 cities globally. It operates out of 5 full service offices, five specialist units & 15 field offices in India and handles approximately 4 million interviews annually.

Working with over 100 clients from diverse sectors, CSMM provides strategic information services to enhance customer loyalty amongst both end customers and trade channel customers as well as help build employee commitment. CSMM has experience with over 1000 programs across stakeholder groups and is a market leader in the stakeholder measurement space.

CSMM offers a team of highly trained and experienced consultants with multi-disciplinary backgrounds. Our consultants have experience in conducting multi-country and regional programs for leading multinational companies, across various sectors.

CSMM is a pioneer in non-contact form of data collection (telephonic and web) and has its own 200 seater call centre operating from Delhi and Bangalore which together handle 80000 telephonic interviews per month.



Walker Information

Established in 1939, Walker Information Global Network (WIGN) is the pioneer & worldwide leader in customer satisfaction and loyalty management.

Walker has over 65 years of experience of which 35 years have been exclusively dedicated to stakeholder research. It employs over 400 experienced researchers and has a combined experience base of over 400 years. Walker Information is present in 75 countries through 20 research partners. Through this network, WIGN provides access to its proprietary Normative Database across a wide spectrum of industries.

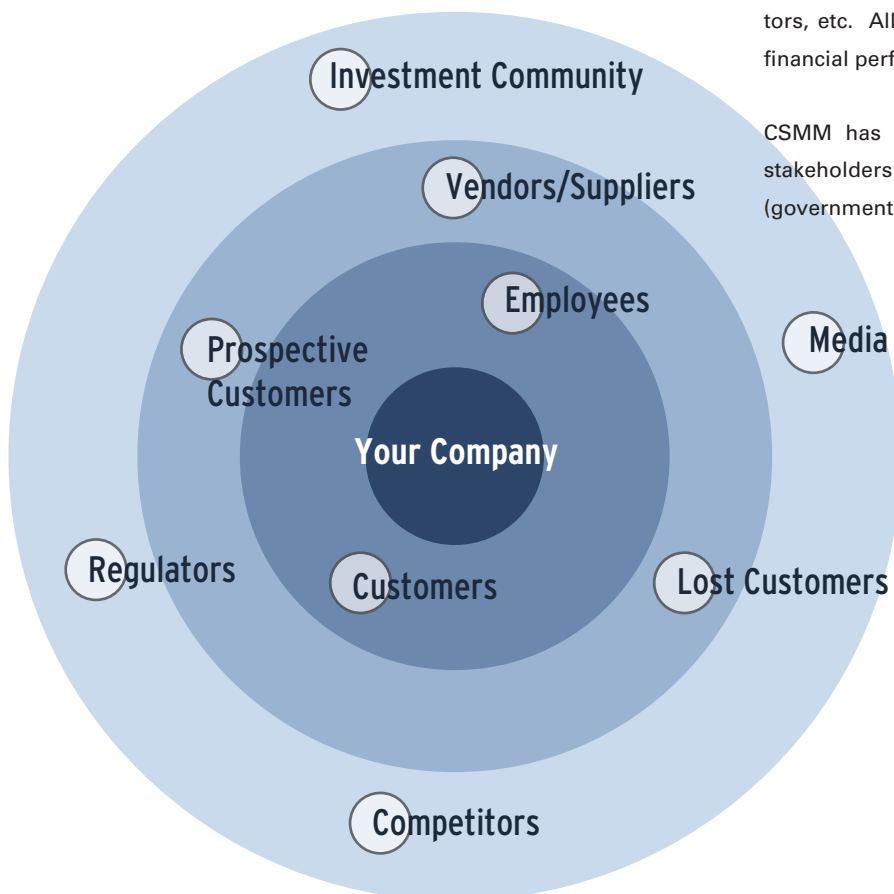
CSMM Philosophy

Our Philosophy

Stakeholders are entities that can affect your company either directly or indirectly. Stakeholder loyalty is derived from the combined effect of customer loyalty, employee commitment & other stakeholder relationships.

The performance of the company in the market place is the result of the combined efforts and inter-relationships between the various stakeholders. Stakeholders like the vendors and employees and the company culture, processes, standards, etc, are enablers that impact perceptions and behaviors of external stakeholders like end customers, channel members and others such as the media, government, prospective customers, regulators, etc. All of these together play a role in the business and financial performance of a company.

CSMM has different tools and techniques to manage direct stakeholders (internal and external) and indirect stakeholders (government, media, investors, etc.)



CSMM Philosophy

Our Philosophy

CSMM studies consistently show that two broad themes have a very high impact on driving customer loyalty: **Brand and People.**

The brand promise needs to be delivered consistently across all touch points and for this people across the organization need to be aligned to the essence of the brand. Central to delivering customer delight is the human capital of an organization.

CSMM believes in engaging with clients in building customer-centric organizations through enhancing capabilities and competencies within the organizations and thereby aligning the entire organization to deliver customer delight. Therefore, CSMM has evolved two broad practices as areas for focus: The “Customer” and “People”.

Customer Practice

The “customer” practice addresses relationships with all direct and indirect customers such as end customer, vendor, channel member, other stakeholders such as media, government, investment community, etc. Specialized tools and techniques are available to understand the quality of these relationships and aspects that drive them. But loyalty amongst these stakeholders is driven by the people of an organization who formulate processes and norms for service delivery and execute them.

People Practice

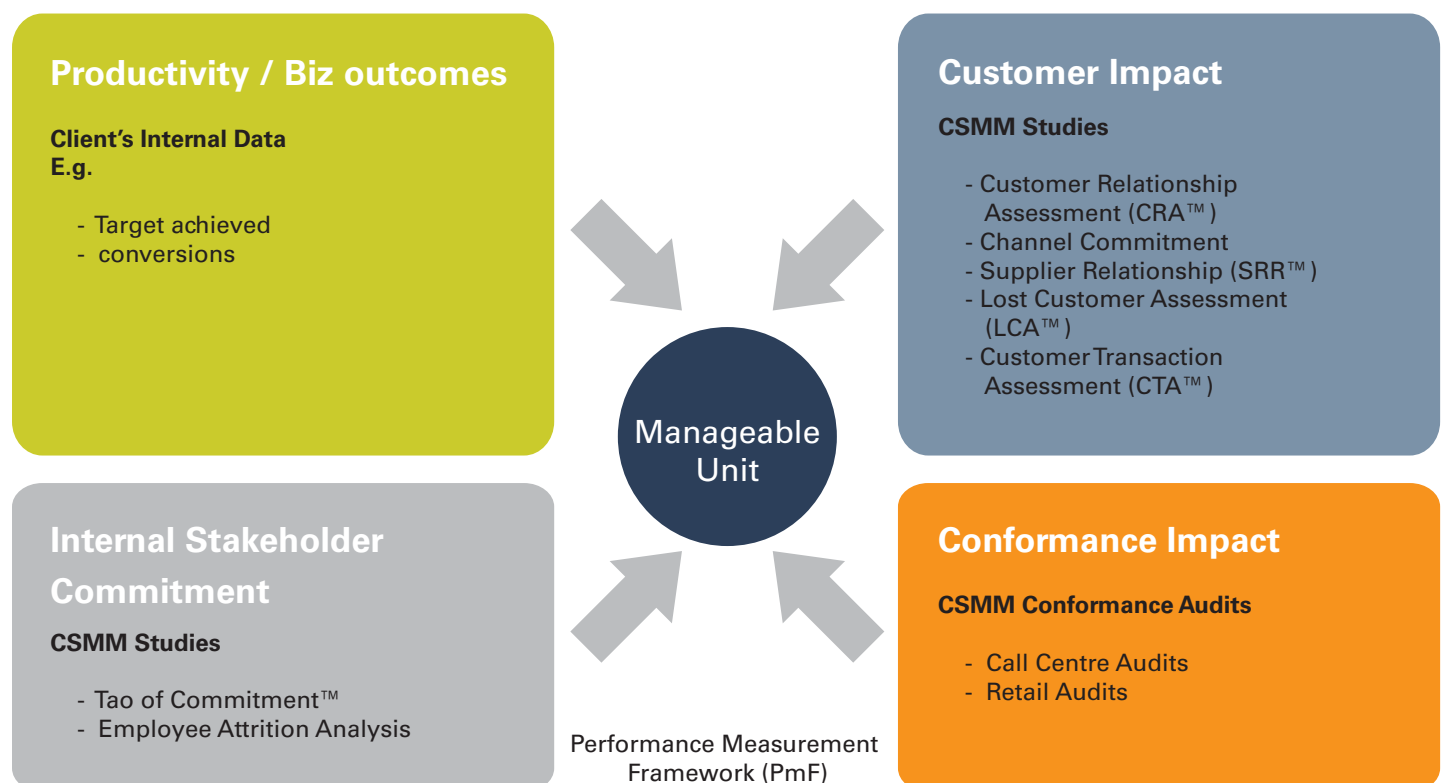
Given their importance to the business success of an organization, CSMM has evolved a separate unit which is focused in understanding the quality of relationships that employees have with their organizations, how committed they are and how “capable” they are to deliver high quality customer experience through products and services. CSMM has tools and techniques to measure employee commitment at workplace and has also tied up with an international expert to build “people capabilities” in customer centricity.

CSMM Philosophy

Performance Measurement Framework (PmF)

CSMM takes a holistic look at relationships. The company must manage its internal stakeholders such as employees, channel members and vendors in order to engender customer loyalty; this in turn results in business performance and market share. However, customer loyalty cannot be managed unless.....

- * Everyone in the system is made accountable for improvement in scores. Accountability is percolated down to the lowest manageable unit.
- * Employee commitment is looked at in sync with customer loyalty
- * Minimum standard of service is met across all units and touch-points
- * All the above is linked to financial and business performance



Customer Practice

Research Tools

Customer Relationship Assessment (CRA™)

CSMM's Customer Relationship Assessment Program is a holistic assessment of the relationship companies have with their customers. CSMM-Walker model predicts loyalty which is defined as "commitment" or degree of positive engagement with the company and behavioral loyalty. An engaged customer is more likely to be an advocate of the company and continue availing of its products and services.

Channel Commitment

Channel is the face of the company and is as important as employees in achieving your business goals. Channels project your brand to the rest of the world. CSMM's model for trade satisfaction identifies expectations channel members have from the companies whose products and services they sell. Our work has helped some leading names in these sectors in defining their trade strategies.

Supplier Relationship Report (SRR™)

Companies need their suppliers to be "partners" and work with the company to jointly achieve business goals. Without the support and tacit participation of suppliers, companies cannot initiate or execute any initiative in the products and services they offer. CSMM's Vendor or Supplier Relationship program predicts vendor loyalty towards the company and identifies the experiences and perceptions which impact their loyalty.

Lost Customer Assessment (LCA™)

The LCA™ approaches your lost customers to learn from them. It evaluates their profitability. It looks at the customer profile, market dynamics, and external forces to determine why customers leave. This information helps you add value to your long-term relationships with current customers, and provides actionable solutions to your customer retention problems.

Customer Transaction Assessment (CTA™)

The CTA™ is designed to measure actual customer experiences (perceptions of your performance) on specific transactions. Transactions are "moments of truth" that shape customer's perceptions of organizational performance. Interactions with customers can be measured and analyzed to improve customer experience and increase their loyalty to you and your products and services.

Reputation Stakeholder Assessment (RSA™)

Companies with strong reputations deliver higher than industry-average profits and stock performance, and have increased employee support, productivity, sales, and customer loyalty. A strong corporate reputation can increase the financial risk investors are willing to take, or even lower the level of return they demand. RSA™ looks at your company's reputation from the perspective of the people and groups who matter the most to you: your stakeholders.

Financial Impact Modeling (FIM™)

In order to assist our clients (particularly senior managers/executives) in creating greater focus and attention on the business and financial implications of their customer relationships, Walker Information has developed a methodology to estimate (in rupees) the effect on customer retention revenue resulting from various business "what-if" scenarios. FIM™ helps companies to assess what's the financial payoff or impact of their efforts to increase customer commitment.

People Practice

Research Tools

Tao of Commitment™

Committed employees, by definition are those employees who are highly motivated, productive and feel that the organization brings the best out of them as individuals as well as professionals. For organizations to build a loyal and committed employee base, they need to have certain conditions in place at their workplace. These conditions are managed by three distinct entities: the top management/leadership, the HR Manager and HR practices, and the immediate supervisor. The Tao of Commitment is a tool that captures employee experiences and expectations from all these three entities and provides a clear roadmap for all three to action in their respective roles.

Employee Attrition Analysis

Former employees can provide valuable feedback to an organization, which is willing to listen. A well designed and executed lost employee strategy will identify the root causes of employee attrition. It can help frame intervention and assist proactively in eliminating the causes of low satisfaction. The program attempts to understand root causes leading to attrition, identifies profiles of employees most likely to attrite and tracks current employees on identified causes to help preemptive action.

Deployment Workshops

Measuring customer loyalty and employee loyalty is not enough. Organizations can succeed only if genuine steps are taken to convert this feedback into “sustainable” actions. CSMM goes beyond measuring stakeholder loyalty and assists organizations through the process of implementation by facilitating workshops with line managers. These workshops help managers decode customer feedback, link them back to their internal processes, identify internal roadblocks in processes delivery, refine process norms and finally come up with a detailed, time-bound implementation plan complete with accountabilities.

Building People Capabilities for Customer Centricity

Some of the road blocks that organizations face in implementing findings of a survey are lack of company vision, lack of will power to make necessary changes, lack of coordination among internal stakeholders and departments, lack of accountability, lack of communication and a host of other issues.

CSMM goes one step beyond deployment workshops and offers organizations tools and methodologies to overcome some of the roadblocks identified above. People in companies often need to undergo a complete mindset change in order to become customer centric. Customer centricity is not restricted to the customer touching employees only, but has to be a common thread across the company and at all levels. Everyone in the organization has to speak a common language - that of customer delight.

CSMM has tied up with international experts to bring to organizations specialized tools and techniques to help people in the organization develop the “capabilities” required to become customer centric. These are not mere one-off training programs but long term engagements with clients for “sustainable” change in customer related behavior over time.

Audits & Experience

Conformance Audits

There is an inherently large variety in the touch points that deliver the essence of any brand. Thus managing brand delivery in the service sector is a complicated and difficult mission. We believe that in order for the touch points to deliver consistent quality they need to be armed with information on how they are performing and the gaps that need to be closed.

CSMM measures conformance to the company's norms at various touch points such as call centres, retail outlets, bank branches.

Our Experience Sectors

- * Trade / Channel Satisfaction
- * Hospitality
- * Telecommunications
- * IT
- * Airlines
- * Banking and Finance
- * Mutual Funds
- * Retail
- * Logistics
- * Petroleum
- * FMCG
- * Paints
- * Pharma
- * Automotive
- * Engineering / Infrastructure
- * PSU
- * Power

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