

Engaging Employees in Customer Experience

Lessons from Beyond the Utility World

Eryc Eyl

Lead Analyst, Customer Experience,
E Source

Roger Pugsley

Director, Customer Service
Excellence, Oxford Properties Group



E Source

Your guides



Eryc Eyl

Lead Analyst, Customer Experience, E Source

303-345-9129

eryc_eyl@esource.com



Roger Pugsley

Director, Customer Service Excellence, Oxford Properties Group

416-868-3661

rpugsley@oxfordproperties.com

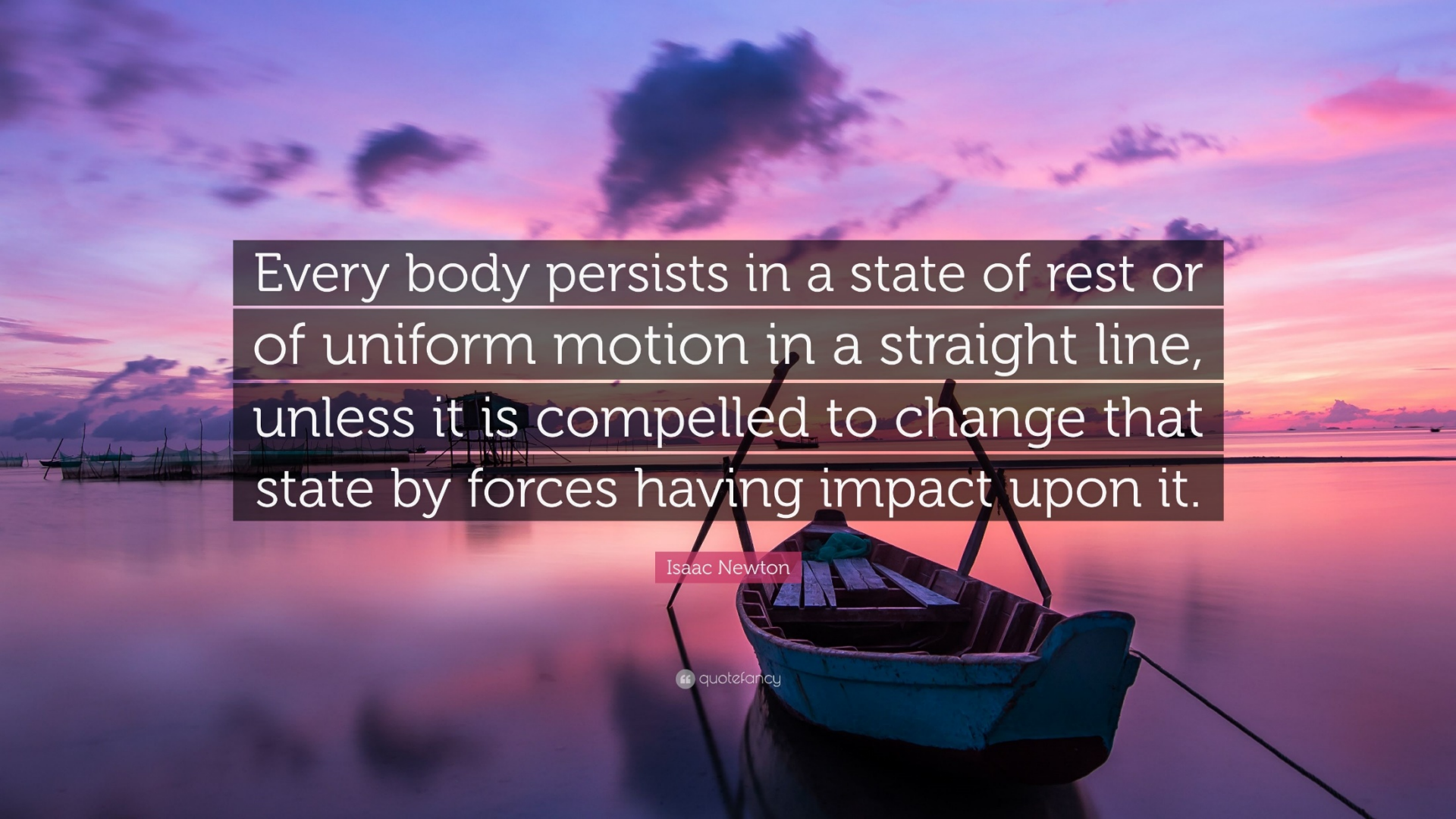
\$58B AUM



The 6 E's of Employee Engagement



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A blue boat is positioned in the foreground on a calm sea. The background features a sunset sky with soft, colorful clouds in shades of purple, pink, and orange. The water reflects the colors of the sky. A dark semi-transparent box is overlaid on the image, containing a quote in white text. The quote is attributed to Isaac Newton.

Every body persists in a state of rest or of uniform motion in a straight line, unless it is compelled to change that state by forces having impact upon it.

Isaac Newton

Leadership commitment & values

Brand promise

People: Inspire & reinforce

People: Focus on culture

People: Recognition & celebration

People: Empowerment

People: Customer Champions



To strengthen our relationships with customers, partners and the industry at large.

Earn the respect of all of our customers and partners in every interaction, every day.



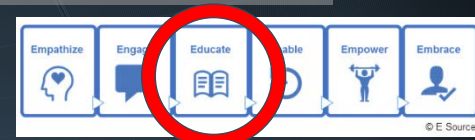
We work with purpose
We earn your respect in every interaction, every day
We consistently deliver a world-class experience
We empower our teams to deliver effective solutions fast
We take great pride in leading the industry

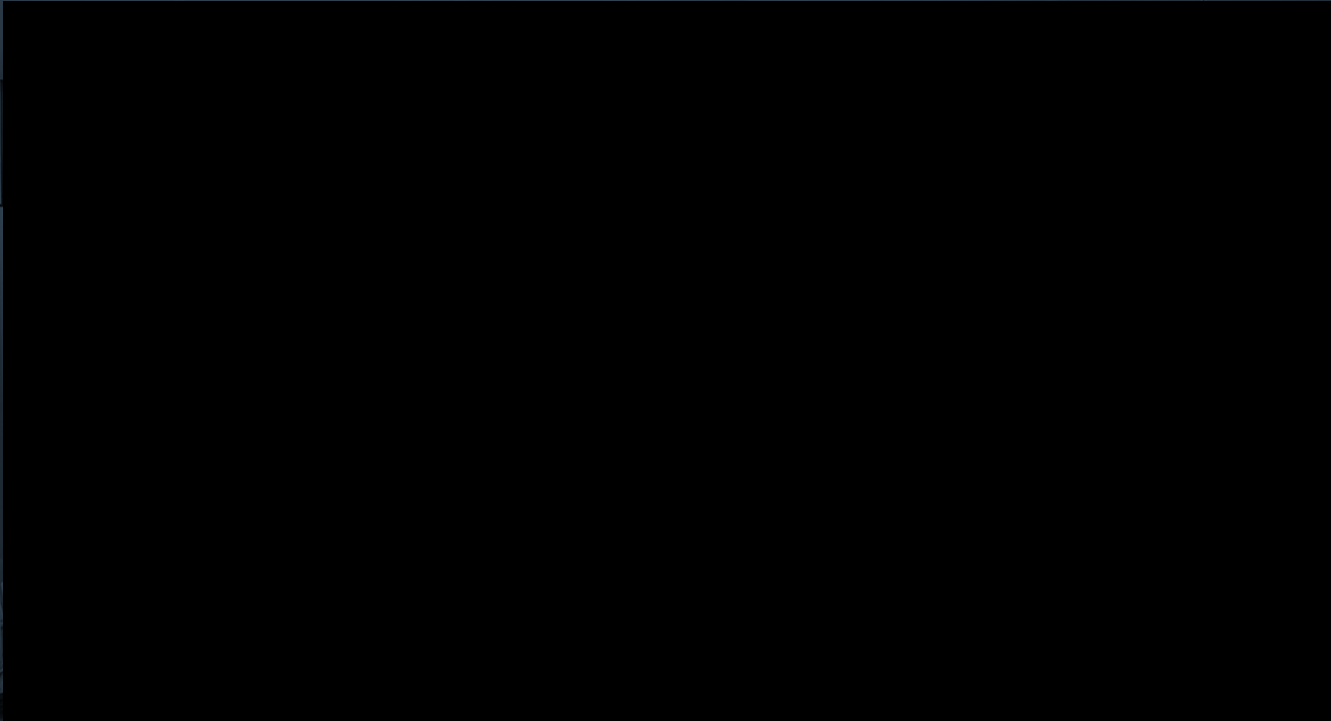


THE OXFORD WAY – INSPIRE AND REINFORCE

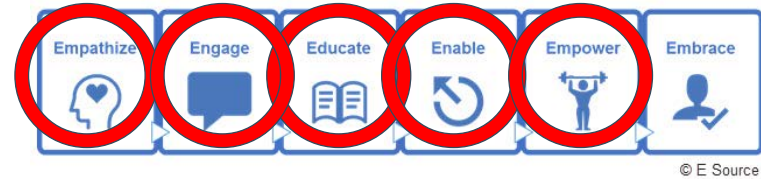
“Culture eats strategy for lunch.”

– Peter Drucker

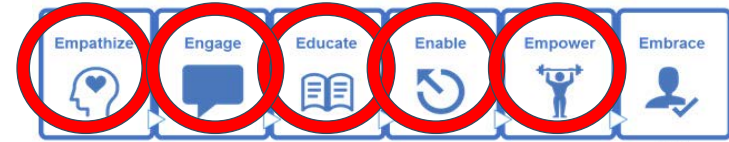




The Dialogue Series:



- 2,000+ employees and contract staff
- 20 to 25 per session
- Every 6 months
- Professionally facilitated
- VoE, models, training, koolaid
- Team commitments
- Expected to keep the conversation going between sessions



© E Source

The Dialogue Series success factors:

- Co-designing the series with Oxford site leaders
- Engaging employees in interactive sessions
 - Based on employee needs
- Involving leaders in co-facilitation with professionals
- Development of team commitments after each session

DELIVERING THE OXFORD COMMITMENT TO YOUR CUSTOMERS

SCENARIO: ESCALATOR INCIDENT - OFFICE PROPERTIES

Brief description of the scenario:

- A customer approaches you to report a building escalator malfunctioned while they were riding it. The customer claims clothing was caught in the escalator and damaged. The customer wants to know what can be done about it.

How your customer may be feeling:

- Hurt/sore if an injury was also involved
- Embarrassed that clothing is damaged
- Frustrated that this issue occurred during work time
- Angry that our equipment caused this to happen
- Doubt that anyone will be able/willing to help

Considerations:

- Coordinate shut-down of escalator and the maintenance call to the building's escalator service provider if necessary
- Involvement of site security staff for reporting, inquiry, first aid for customer (if required). Will EMS be required?
- Offer to contact/call someone for the customer if help is required
- Offer of repair or replacement of damaged clothing
- If declined, a small token from Oxford (gift card, movie tickets, other voucher) to recognize human side of incident
- Observe for possible causes footwear loose clothing etc. A potential insurance claim could follow therefore ensure everything is recorded in your note books.

Health and safety considerations:

- On which escalator did this incident occur? Ride up or down?
- Was the customer or others injured during the incident (i.e. is medical attention required)?

Probing questions to help determine potential solutions:

- When did the incident occur (approximate date and time) What were the circumstances. Have the customer describe exactly what happened?
- Is the customer a tenant or visitor to the building? What is their name? Obtain contact details.
- Is the customer able to continue to work wearing damaged clothing (meaning: is replacement clothing required immediately)?

Financial Guidelines

- All Oxford and contract employees are empowered to make decisions to compensate customers for damaged personal property. We encourage all employees to make the right decision as if they were the customer
- Ask yourself ... if I was this customer, what would I expect from Oxford?
- Resolving a customer issue is priceless! You are empowered to spend an amount not to exceed \$500. Resolve issues in a way and at a cost that makes sense and is reasonable under the circumstances.
 - If there's nothing to repair or replace, consider a gift card (in an amount you deem reasonable given the details of the scenario) as a token of our appreciation for their understanding and our regret for their inconvenience.
- When you make a decision – the management team will support your decision. That's their commitment to you!

OXFORD

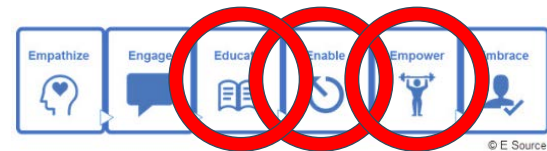
MANAGED WITH PRIDE

1

RESPECT

TREAT EVERYONE LIKE A VIP

- Smile at everyone
- Greet everyone by name (if known)
- Be friendly, honest, and considerate
- Listen and be helpful to everyone





All Oxford and contract employees are empowered to make decisions.

You are empowered to spend an amount not to exceed \$500.

When you make a decision, the management team will support your decision.


+ Add New Story

Empathize Engage Educate Enable Empower **Embrace**

ALL STORIES

1 hours ago

Christmas Party




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Holiday Decor Success at EY Tower



2 hours ago

Canada Square - BOMA BEST Gold!

BOMA BEST CERTIFIED GOLD

CANADA SQUARE - 2180, 2190 & 2200 Yonge St.
BOMA BEST Certified Gold
Building Environmental Standards




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By: [Amy Rogul](#)

23 hours ago

A fantastic media coverage



104 views 12 likes 3 comments 2 share

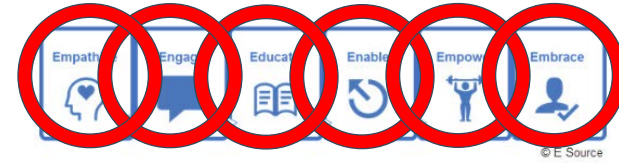
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New Year, new stuff!!!

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Improved/consistent delivery of The Oxford Commitment by the front-line teams

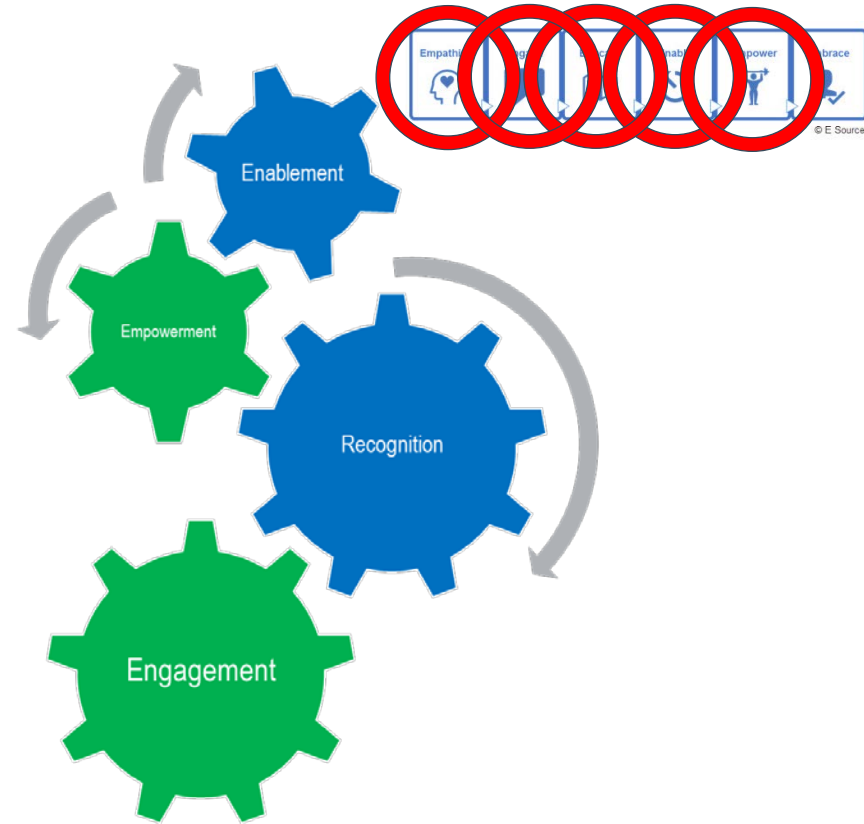
Contractor staff engagement

Partner leadership understanding/commitment

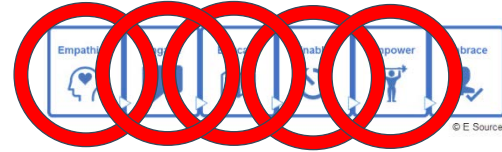
Action plans

Action plan implementations

Front-line contractor teams have always been included in our employee engagement initiatives



Contractor Engagement: What have we agreed so far?



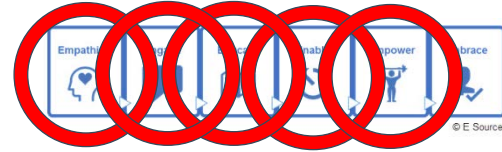
Expectations: **Decisions based on CX metrics**

KPIs: **Contractor ownership and accountability**

Rewards and recognition: **Partnership on recognition**

Employee engagement: **Contractors to hire customer-centric teams**

Contractor Engagement: What have we agreed so far?



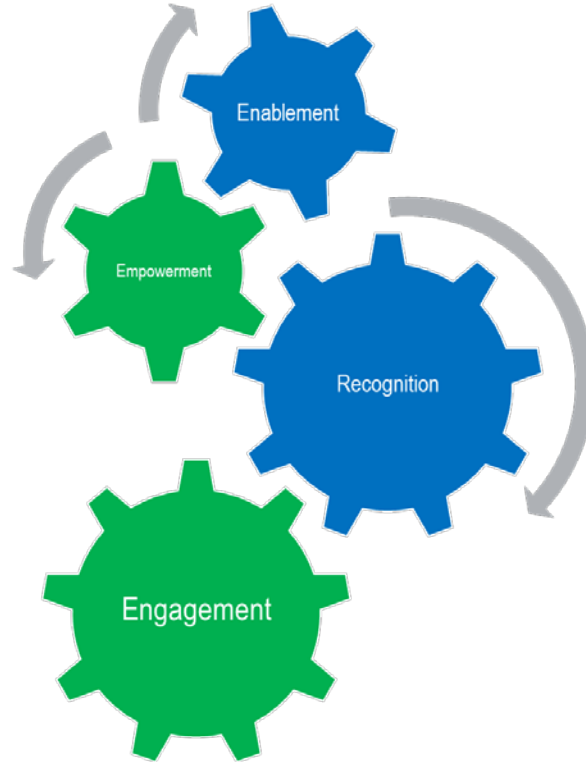
Engagement survey: **Contractors to share results**

Orientation: **Oxford provided orientation**

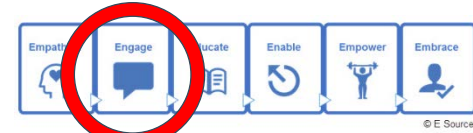
Communication: **Oxford to share applicable o+ stories**

Innovation: **Contractors should bring forward innovative CX ideas**

Is any of this
working?



Our efforts are showing in the data

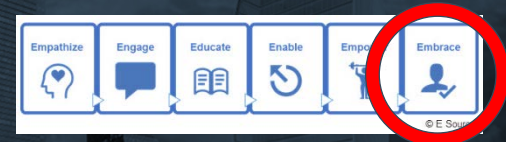


NPS Score Summary	2014	2015	2016	2017	2018
Office Building	44%	42%	44%	46%	47%
High	74%	64%	75%	75%	74%
Low	-30%	5%	-17%	-4%	-25%
Retail	32%	49%	51%	53%	51%
High	54%	62%	62%	66%	60%
Low	-22%	-10%	-10%	15%	5%
Residential		3%	-1%	4%	3%
High		58%	52%	50%	67%
Low		-76%	-42%	-45%	-37%
Industrial		36%	36%	36%	43%

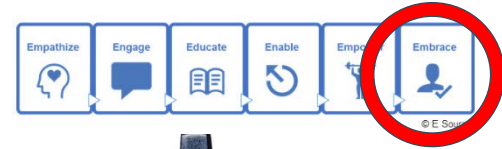
	Oxford		
(% Strongly Agree / Agree)	2018	2017	2016
<i>Number of Respondents</i>	1557	1406	1427
Providing superior customer service is a high priority for us	99%	99%	98%
I have the skills and training to effectively meet customer needs	99%	98%	99%
I have the resources to meet customer needs	95%	95%	94%
I am recognized for considering our customers in my day-to-day work	86%	87%	86%
I have the authority to make decisions necessary to meet the needs of the customers I serve	91%	90%	89%
I am aware of the Customer Service Empowerment guidelines (% Yes)	96%		
In the past year, I have acted based on the Customer Service Empowerment guidelines given to all Oxford employees (% Yes)	89%		
When I acted based on the Customer Service guidelines, my decision was positively supported by management (% Agree, Strongly Agree)	94%		

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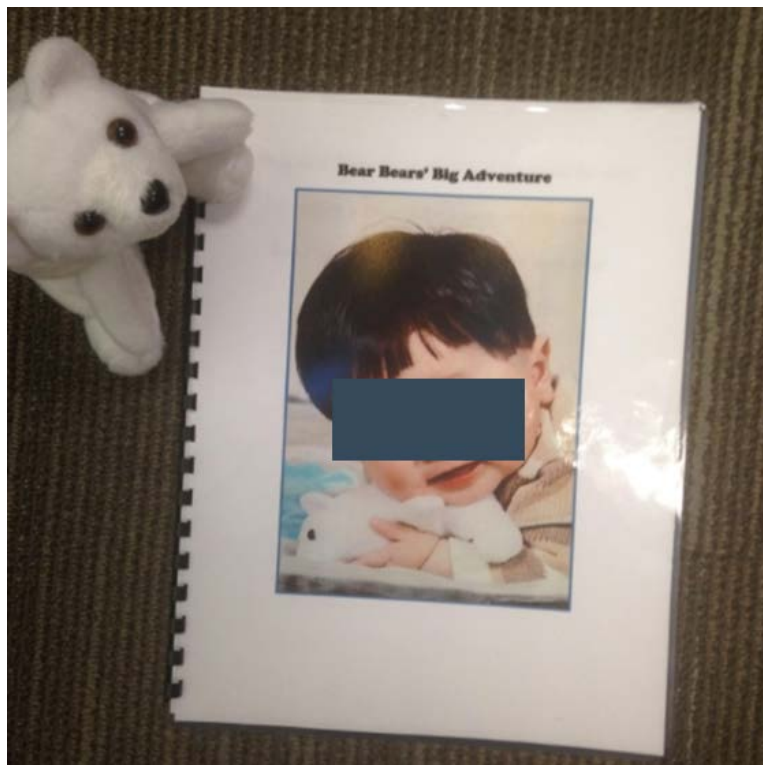
OUR EFFORTS ARE NOTICED BY CUSTOMERS



John Koopman, Partner
Spencer Stuart



We Have Great Stories





We are very good, with pockets of great

We can be proud of our accomplishments

We have built a solid foundation

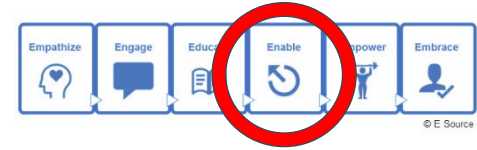
We now have deeper partnerships



Good is the enemy of great.

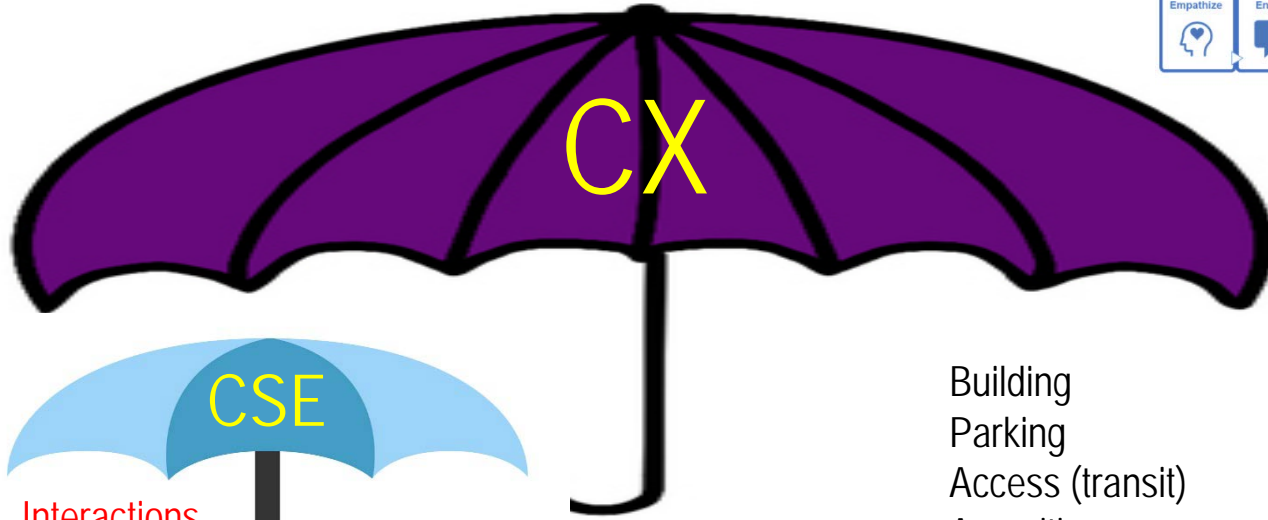
Jim Collins

Our Vision – To Be the Four Seasons of Property Management



“CUSTOMER EXPERIENCE
is the next competitive
BATTLEGROUND
IT'S WHERE BUSINESSES
ARE **WON OR LOST**”

- TOM KNIGHTON -



Interactions
Empowerment
Training
Engagement
Recognition

Building
Parking
Access (transit)
Amenities
Systems
Websites
Events
Services
Etc.

Unless someone
like you cares a
whole awful lot,
nothing is going
to get better.
it's not.

▣ dr. seuss



For more information



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