



Unilever Case Study

Unilever is a British–Dutch multinational consumer goods company co-headquartered in Rotterdam, The Netherlands and London, United Kingdom. Its products include food, beverages, cleaning agents and personal care products. Unilever owns over 400 brands and its products are available in around 190 countries.

Objective

Mystery Shoppers Ltd have held the contract with Unilever since 2004 and in those 13 years, the programme has measured:

- Mystery Calls made to the call centre to measure the level of customer service
- Calls to competitor companies for benchmarking
- Complaint Emails and letters to check the speed of resolution
- Recorded Fulfilment Calls requesting that something is posted out i.e. a recipe book

The programme has been refreshed numerous times to ensure that improvement is continuous and Unilever are now able to interrogate their results using an online portal showing trend and attention areas to help pinpoint where further improvement can be made.

Project

The current programme for 2017 assesses the contact centre with a total of 58 assignments a month throughout the year which includes 20 telephone calls, 8 fulfilment call and 30 emails enquiries. Shoppers are given different scenarios to present with, some are requesting advice about products and others are complaints.

The call programme assesses:

- The welcome and greeting given by the Advisor
- Call handling approach
- Knowledge and rapport building
- Customer experience
- Fulfilment

Each call is recorded and a copy is attached to the respective assessment form so that Unilever Managers can listen to the recording whilst looking through the answers and comments supplied.

The email programme assesses the response given by the advisor in terms of:

- Speed of response
- Greeting
- Query handling
- Knowledge and rapport building
- Customer experience



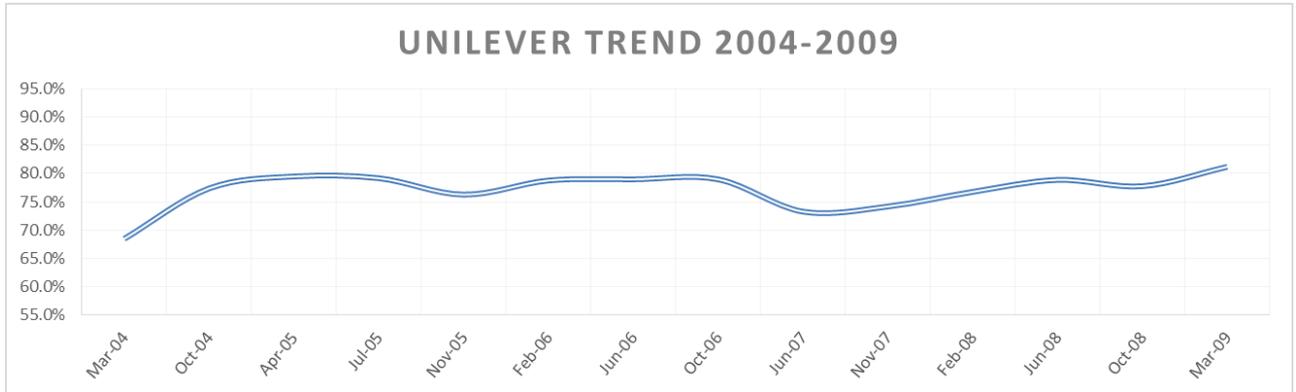
Mystery Shoppers

Customer Experience Specialists

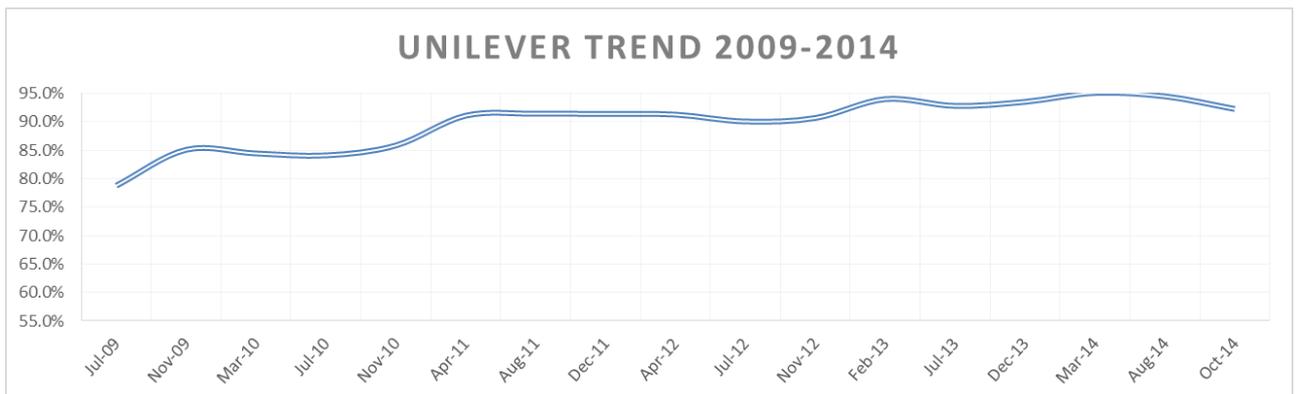
Screenshots of emails are attached to the respective assessment form for Manager's perusal.

Outcome

Between 2004 and 2009 scores steadily rose until reaching over 80% in March 2009. The chart below shows the average score for all departments:



The programme was then refreshed and began again in July 2009. Scores rose by 13.5% between July 2009 and October 2014 as can be seen below:



In 2015, changes were made to the Mystery Shopping programme; the scoring methodology used on the assessment forms was adjusted and email enquiries were introduced. As well as this, Unilever began using a new contractor to deliver its Customer Care Line. Scoring criteria was changed once more in July 2015 and as feedback from the programme was given to staff members and appropriate training implemented, scores quickly rose:

