



## An Integrated Approach to Improving Customer Experiences

### The Challenge

A network of up-scale drug and alcohol treatment centers wanted to improve its patients' experiences, making them individualized yet consistent, compassionate yet effective. The CEO knew that this would help his firm stand out from the others and turn patients, their families and referring professionals into advocates.

### Schmalensee Partners' Approach

Schmalensee Partners used an integrated, full-spectrum approach to this challenge.

- Beginning with the Assessment Phase, we: developed goals and plans with the CEO and all other top officers; worked with all headquarters and treatment center staff to identify what they wanted to see improved; interviewed patients, family members and referring professionals to determine their experience needs at every point of contact; drafted an experiences manual defining ideal customer experiences and how to provide them at every touch point before, during and after the treatment process.
- During the Customer Experience Management Phase, we: worked with top managers to define and communicate the organization's mission and core values that would guide the creation of customer experiences; facilitated several staff "touch point" teams to validate and add operating detail to the experiences manual; pilot-tested the new experience processes at one treatment center to identify lessons learned for the other centers; developed a customer experiences training program to motivate and integrate the work of all staff members with patient contact; guided the organization as it implemented all the improvements; and created an on-going, on-line customer experience measurement system to track satisfaction and ways to improve at every point of contact.

### Results

Patients experienced more compassionate and consistent experiences that made their treatment more enjoyable as well as more effective (based on measures of sustained recovery). Customer advocacy increased, staff satisfaction and teamwork increased, and costs declined because operations were streamlined. The organization's "occupancy" rate, revenues and profits soared.

