Harcourts Client Experience Programme

The Harcourts Client Experience Programme is about staying connected to our clients to ensure we deliver the finest experience in Real Estate.

CX

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The Harcourts Client Experience

It's human instinct to expect a great client experience in all walks of life. When we don't we tell plenty of people, when we do we rarely share.

The Harcourts Client Experience Programme is about being obsessed with our clients to ensure we have the finest experience in real estate. It is a game changer as it enables us to listen, measure, and act on the real world unfiltered feedback we get from the front line.

We are creating a short list of client pain points to eliminate or fix, jumping on the opportunities to innovate as seen from the client and we will be focusing on where we may have a gap against competitors whether it be positive or negative.

> "
> The client is at the core of everything we do. It's about listening to and learning from our clients. It's about measuring and acting on the results.
> "

Our client expectations do change!

With the explosion of digital technology, in particular mobile our client's attention is becoming increasingly divided and we need to work harder to stay front of mind.

No more guessing! We need to measure, listen and then act on what we are told.

We can forecast the future by listening to our Clients!

Being able to identify quickly which clients are at risk and which clients are our biggest fans will predict our future growth.

> "
> We may need to make tiny improvements or maybe we need major change but the key is to 100% understand what is working right now for our clients and what is not working at all.
> "

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The Harcourts Client Experience Strategy

1.

Innovation.

Client ideas and constant feedback will unearth new and better ways to operate.

2.

Training.

There is no better judge of how we can improve than the clients - it lets our training be specific.

3.

Digital Strategy.

Providing a constant stream of client feedback online. Drives relevant and meaningful engagement with the community in a fun and authentic manner

4.

Lead Generation.

Driving awareness around the client experience in a public forum creates trust, confidence and drives referral.

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Why do we survey?

Measuring our client experience helps us to truthfully determine whether our service meets or surpasses their expectations.

- Provides us with actionable insight into how to improve the experience based on tangible data.

- Helps Harcourts remain ahead of the competition.

- Assists in retaining clients.

- Assists in building stronger long- term relationships.

The survey results will lead to repeat and referral business.

Awesome! ☑

Excellent ☐

Good ☐

Average ☐

Poor ☐

Who do we survey?

The exact same survey is being sent to all Harcourts clients globally. We survey in real time where possible as this is key to the results.

BUYERS.
Anyone that has unconditionally bought a property.

SELLERS.
Anyone that has sold a property.

PROPERTY MANAGEMENT.
Landlords. We will look to survey tenants soon.

The data is downloaded directly from Harcourts One. (Listings are taken from Harcourts One and the sales are taken from Trust.) If you are not using Harcourts One then your clients will not be part of the programme.

If you wish to still take part then please contact Julianna Forsyth.

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Our Harcourts Survey

Our survey is based around an email sent to clients seeking their feedback on their recent experience and giving Harcourts and / or the salesperson a score on the net promoter scale. We also ask for a star rating out 5 for the salesperson.

The Net Promoter Score

The Net Promoter Score framework was developed by Fred Reichheld, Bain and Company and was released in the Harvard Business review in 2003. The framework was created following extensive research in customer satisfaction and looking at a range of existing techniques companies were using to measure satisfaction.

The NPS survey format was designed to be as easy as possible for clients, while also giving us the most useful data. With so many business's looking to measure satisfaction our own clients are getting bombarded by constant surveys from everywhere. The word "survey" often scares people off completely.

And that's where NPS strikes a perfect balance. A simple one click initial question makes it easy for clients to provide us with an answer and gives us enough detail to understand how they feel and what we need to do.
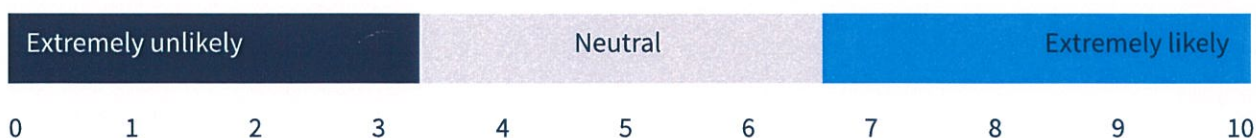
> "
> If they make it past the first question, every question you add beyond you lose 30-50% of the respondents.
> "

"How likely are you to recommend Harcourts to a friend or colleague?"

Respondents are given a scale of 0 -10 on which to respond where 0 = not all and 10 = very likely.

Extremely unlikely	Neutral	Extremely likely

0	1	2	3	4	5	6	7	8	9	10

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Example of the Harcourts Survey

How likely are you to recommend Harcourts to a friend or colleague?

Not likely   Extremely likely

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Tell us a little more about why you gave this score?

If we could do one more thing to make you more likely to recommend Harcourts, what would that be?

How would you rate the overall service you received?
1 star is poor and 5 stars is excellent   ☆☆☆☆☆

We would love a review we can publish online. EG: What impressed you about the service you received from Harcourts and our people?

Are you happy for your feedback to be shared with the office owner and sales agent?

Yes, I am happy for my feedback to be shared   **No**, I am happy for my feedback to be shared

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The NPS calculation

This is done by calculating the percentage of total respondents that were in each group (promoters, passives and detractors). Then taking the percentage of detractors and subtracting it from the percentage of promoters.

Detractors. (0 - 6)

Unhappy clients who can damage our brand.
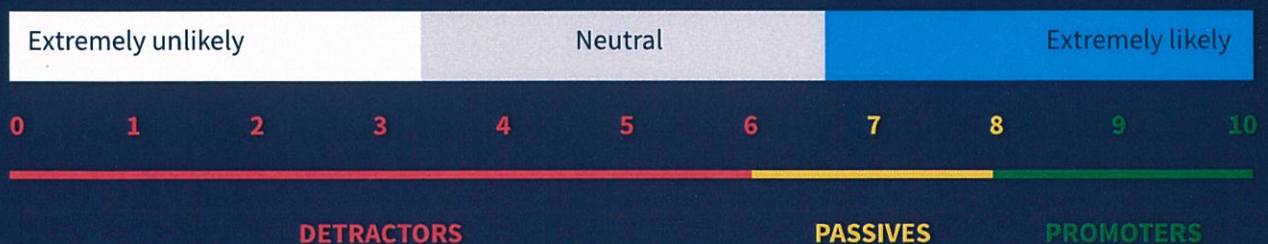
Passives. (7 - 8)

Satisfied but largely unenthusiastic clients whose loyalty could be swayed by other real estate companies.

Promoters. (9 - 10)

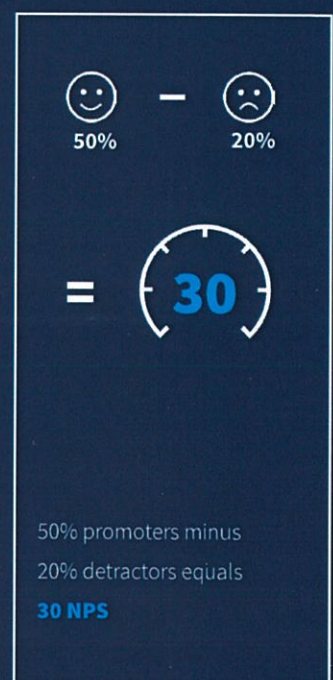Happy, loyal clients who will tell others about us which fuels business growth.
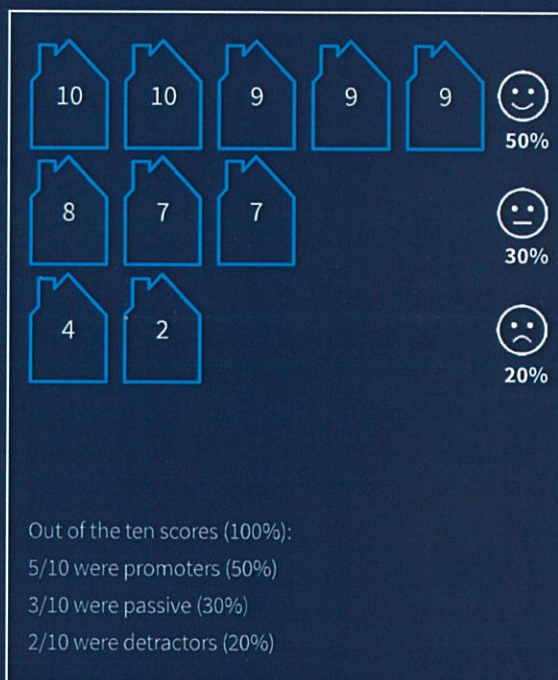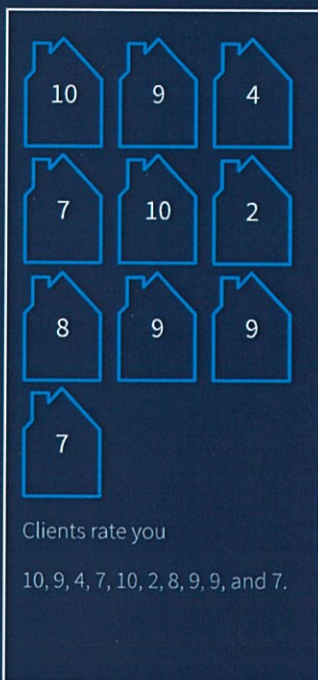
NPS =   % ☺   -   % ☹

Extremely unlikely	Neutral	Extremely likely

0	1	2	3	4	5	6	7	8	9	10

DETRACTORS   **PASSIVES**   **PROMOTERS**

What does the NPS score look like in real estate terms?

In April you sold ten houses and all your clients were sent the survey email.

Let's assume all ten clients complete the survey and rate you:

10	9	4
7	10	2
8	9	9
7		

Clients rate you

10, 9, 4, 7, 10, 2, 8, 9, 9, and 7.

10	10	9	9	9	☺ 50%
8	7	7			☺ 30%
4	2				☹ 20%

Out of the ten scores (100%):
5/10 were promoters (50%)
3/10 were passive (30%)
2/10 were detractors (20%)

☺ 50% — ☹ 20%

= **30**

50% promoters minus
20% detractors equals
30 NPS

But it is not simply about the number.

This is a journey.

The key is to listen, make improvements and communicate – every day. The number then moves up.

Simple as that!

What does my NPS score mean?

Your NPS can be as low as:

🙁 -100, where everybody is a detractor.

🙂 Or as high as +100 where everybody is a promoter.

Remember, NPS is a number and not a percentage. Our programme automatically does the calculation for you.

In NPS a score that is positive or above zero is good and a NPS above 50 is considered excellent.

Good
0

-50

86
NPS

50

-100
Poor

100
Excellent
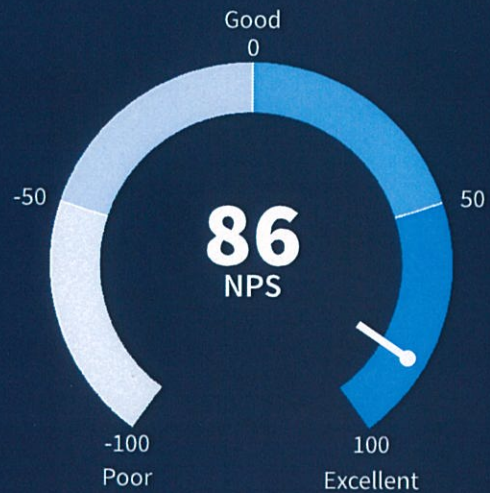
What do I do with the feedback and what can I do to improve my NPS score?

NPS is just a starting point to drive meaningful engagement with the client and a deeper relationship. Everything hinges on the follow-up which we will refer to as "closing the loop".

We can improve retention and create greater loyalty if we are able to connect with them and close the loop to address their opinions in a focussed, targeted way.

> "
> When you talk you just repeat what you know. When you listen you may learn something from your client. If you act on what they say you may have a client for life.
> "

Star Rating

Star Ratings are an international recognised symbol and a mark of quality service. Clients are drawn to concise, succinct information and understand the star rating system. You can use your star rating as a marketing tool.

★★★★★

NPS - Promoters

What to do for your promoters?

Promoters have scored you 9 or 10.

These are our ideal clients. Nurturing our most engaged clients is a very smart move. Often we take our best clients for granted and then shocked when they move to our competitor.

1. **Engage and Thank.** Harcourts Client Experience programme sends a thank you email to all clients that respond to the survey. This does not mean that you shouldn't send a follow up email or phone call to any of your clients that respond. A quick email thanking them for the great review will go a long way.

2. **Reviews.** Most of our promoters have left us a review or testimonial that we are able to post on line or to a variety of social media sites. We suggest you post these reviews to your personal website, facebook and google. Harcourts will automatically post a selection to the Harcourts Country website.

> " 86% of promoters are more likely to refer your services compared with 44% passives and 16% detractors. "

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NPS - Passives

What to do for your passives?

Promoters have scored you 7 or 8.

> **"**
>
> 80% of CEO's and teams believe they deliver a superior client experience.
>
> 8% of their clients agree.
>
> **"**

Passive Clients fall into an interesting place. Their opinions are not that strong which is why they can be easily swayed. Passives may like your service but their apathy opens them to jumping ship as soon as they run into something shinier or cheaper.

1. **Engage.** Our passive clients aren't actually included in the calculation for Net Promoter Score (it's the percentage of promoters minus detractors). And because of this, passives can be forgotten. However this is a mistake we can't afford to make.

   It's vital we view feedback from passives as being just as important as that of your detractors and promoters. You should follow up with your clients and always choose phone over email where possible. It's more sincere and likely to resonate more positively with customers.

2. **Address any specifics.** Very often passives will need a little more of a nudge to get them to identify specific issues with your product. Here are some of the types of questions you should focus on getting answers for:

   - Are there any specific areas that we could have dealt with better?

   - Is there any aspect of your experience that was difficult or confusing?

   - What did we do very well and what provided the most value?

   By drilling deeper into what's working and what's not, you and your team will be able to drive improvements.

3. **Take action.** Your passive clients will always appreciate action over words. It's important that once you have a deeper understanding of what needs fixing, you take the necessary steps to actually fix it. Taking some action and letting your clients know that their concerns are taken seriously will work wonders for your business.

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NPS - Detractors

What to do for your detractors?

Promoters have scored you 6 or below.

Make a Personal Connection and reach out to them.

It is inevitable for us to get some detractors. We aren't perfect and most clients don't expect us to be. But when our clients are upset we have to make it a priority to speak to them personally. Mostly we find these people just need to be listened to and understood.

Always make sure you say you are sorry and if possible work towards a solution. Often it is just as important to a Detractor that we fix the problem than actually getting it right the first time.

1. **Engage Instantly.** The quicker we respond the more likely we are to be able to sort any issues. Make a phone call and not email. Don't reference the score, simply reach out and start a conversation.

2. **Show empathy and gain understanding.** The client is frustrated, and whether you agree with the reason or not, you need to avoid becoming defensive, you must recognise and acknowledge their right to be upset or annoyed. This alone can save the relationship.

3. **Over do it if you can.** Don't tell them you want to fix it, over fix it and make them happy. If we have made a mistake, our recovery should be bigger.

4. **Have A Plan.** Ask lots of questions. Listen a lot! Get your Business Owner, Sales Manager or CEO involved if you think it will help. Are you offering an apology, a genuine explanation, a refund?

5. **Follow up later.** For anything that can't be solved straight away then you will want to follow up with the suggested outcome.

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Our process

1. **Email sent**
   A personalised email is sent to each client – "Tell us about your experience with Harcourts"

2. **Survey questions**
   The survey questions may vary but we will always ask the questions of page 5.

3. **Reminder email**
   If unopened a reminder email is sent.

4. **Thank you email is sent**
   An automated thank you email is sent to every client that responds.

5. **Email survey completed**
   You will receive the full survey response from the client by email as we receive them unless they have asked for the survey to not be shared.

6. **Reply**
   You reply to your client based on the feedback this referred to as "closing the loop". Suggestions on how to close the loop on pages 9, 10 and 11.

7. **Positive reviews**
   A selection of positive reviews will be posted directly to the Harcourts website. You may also post yourself to your website or choice of social media.

8. **Reviews and Star Rating**
   In stage two you will have the ability to automate your reviews to your own profile, website and a variety of social media platforms.

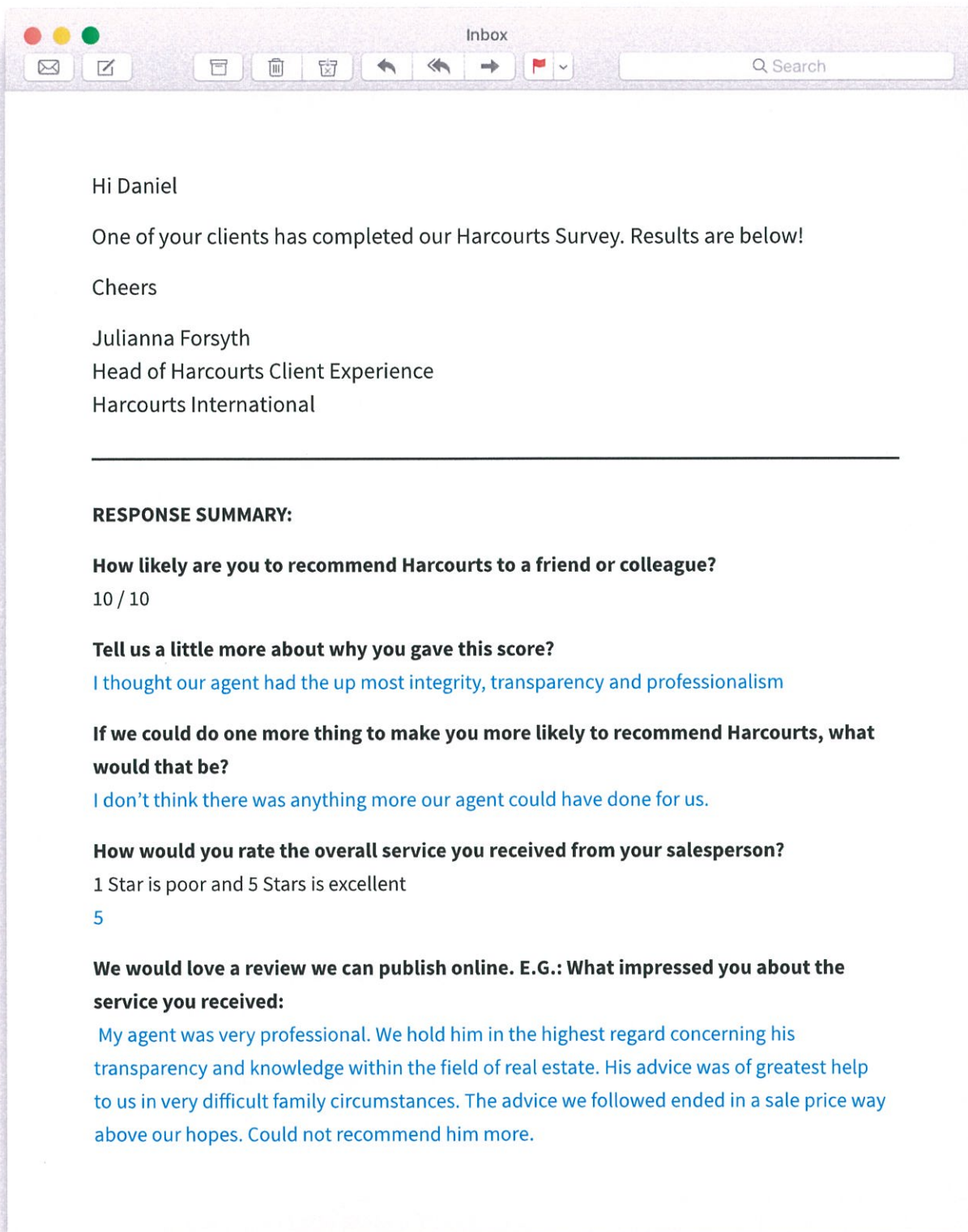9. **Harcourts Client Experience leaderboard**
   A monthly report will be published internally with the top achievers for the month.

10. **Your NPS score and star rating**
    You can receive your overall current NPS score, current NPS office or star rating by emailing Julianna - julianna.forsyth@harcourts.net. You may then publish online in any of your regular marketing.

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Example of 'Survey is completed' email

Hi Daniel

One of your clients has completed our Harcourts Survey. Results are below!

Cheers

Julianna Forsyth
Head of Harcourts Client Experience
Harcourts International

RESPONSE SUMMARY:

How likely are you to recommend Harcourts to a friend or colleague?
10 / 10

Tell us a little more about why you gave this score?
I thought our agent had the up most integrity, transparency and professionalism

If we could do one more thing to make you more likely to recommend Harcourts, what would that be?
I don't think there was anything more our agent could have done for us.

How would you rate the overall service you received from your salesperson?
1 Star is poor and 5 Stars is excellent

5

We would love a review we can publish online. E.G.: What impressed you about the service you received:
My agent was very professional. We hold him in the highest regard concerning his transparency and knowledge within the field of real estate. His advice was of greatest help to us in very difficult family circumstances. The advice we followed ended in a sale price way above our hopes. Could not recommend him more.

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The Harcourts Client Experience Programme

The programme is run by our Harcourts International Head of Client Experience, Julianna Forsyth and her team.

If you would like to know more about the Harcourts Client Experience Programme please let us know.

- Please email If you would like a report on your individual NPS, Office NPS or individual star rating.

- If you are not using Harcourts One as your sales system then please contact Julianna directly to arrange how to become part of the Harcourts Cline Experience Programme.

Contact Julianna for more information.

Email: julianna.forsyth@harcourts.net

Mobile: +61 4 2200 8551

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Contact

JULIANNA FORSYTH
HEAD OF HARCOURTS
CLIENT EXPERIENCE

MOBILE
+61 422 008 551

———

EMAIL
julianna.forsyth@harcourts.net

Harcourts Client Experience Update |
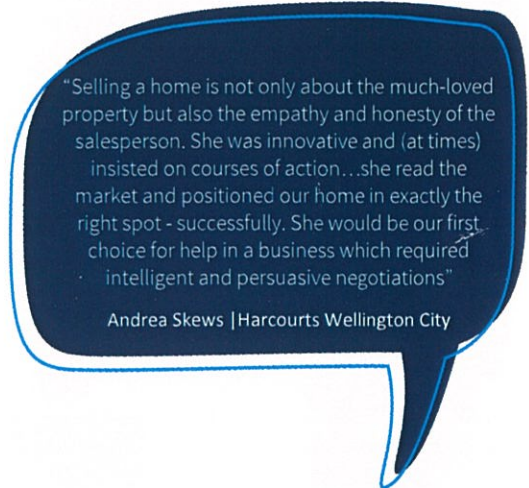# New Zealand

MONTH | January 2018.

What an awesome month in the world of Harcourts Client Experience!

Please don't forget to post your reviews online. Providing a constant stream of client feedback online drives relevant and meaningful engagement with the community in a fun and authentic manner.

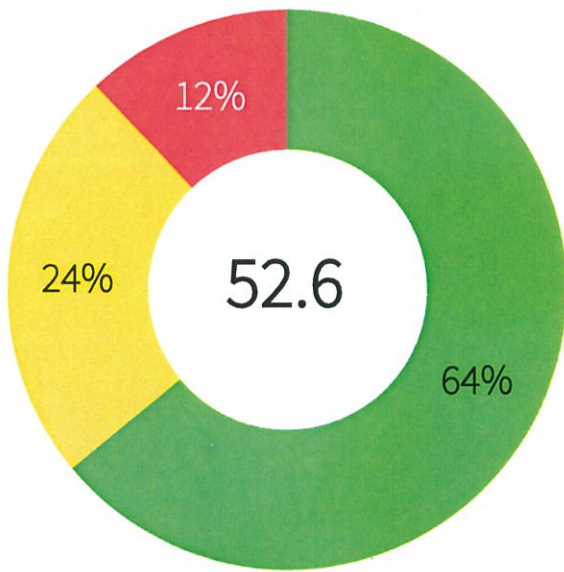If you want to know your current NPS or Star Rating shoot an email to cx@harcourts.net.

Our success is defined by our growing number of happy clients!

**Julianna Forsyth - Head of Harcourts Client Experience**

> "Selling a home is not only about the much-loved property but also the empathy and honesty of the salesperson. She was innovative and (at times) insisted on courses of action…she read the market and positioned our home in exactly the right spot - successfully. She would be our first choice for help in a business which required intelligent and persuasive negotiations"
>
> Andrea Skews | Harcourts Wellington City

NEW ZEALAND JANUARY RESULTS

● PROMOTERS ● PASSIVES ● DETRACTORS

Overall NPS.
(Buyers and Sellers combined)

12%
24%
52.6
64%

Seller NPS.

9%
20%
61.9
71%

Purchasers NPS.

17%
30%
36.3
53%
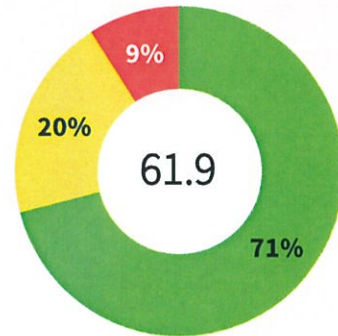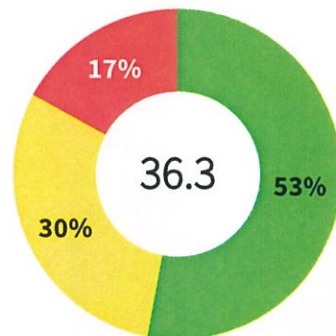
YTD surveys sent- **1,030**

YTD responses - **378**

Average Star Rating - **4.73%**

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Harcourts CX Report | Global Comparison

Overall NPS.
(Buyers and Sellers combined)

Australia	New Zealand	South Africa
68.1	54.6	45.4

Sellers NPS.

Australia	New Zealand	South Africa
72	61.9	54.5

Purchasers NPS.

Australia	South Africa	New Zealand
57.2	36.7	36.3

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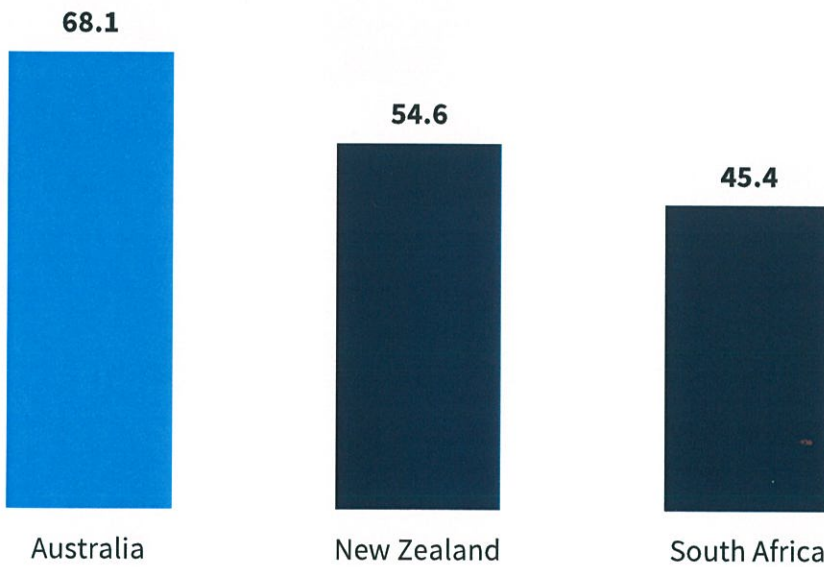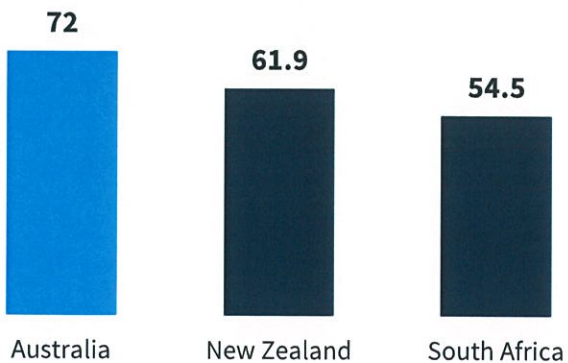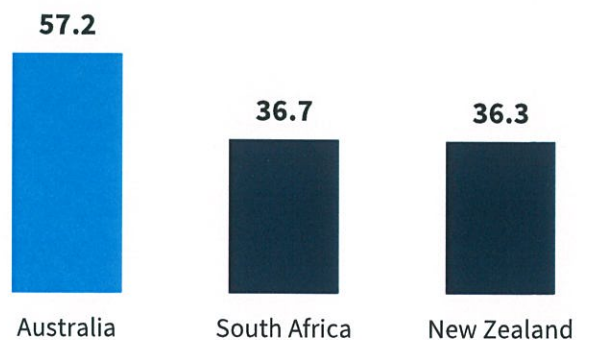
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Congratulations to everyone that was rated by Promoters during January!

PROMOTERS | 9 / 10

Aaron Standen (Harcourts Whakatane)
Alex Hinchliffe (Harcourts Paremata)
Alison Cameron (Harcourts Mairangi Bay)
Alister Stuart (Harcourts Cromwell)
Allison Ward (Harcourts Te Aroha)
Amanda James (Harcourts Mapua)
Andrea Courtney (Harcourts Pakuranga)
Andrea Skews (Harcourts Wellington City)
Andy Cooling (Harcourts Paremata)
Anita Corlett (Harcourts Johnsonville)
Anna Thomas (Harcourts Invercargill)
Annie Law (Harcourts Lower Hutt)
Anthony Russell (Harcourts Papakura)
Ayliss Ripley (Harcourts Halswell)
Barb McMullen (Harcourts Tokoroa)
Barbara McKenzie (Harcourts Timaru)
Barry Hennessy (Harcourts Opotiki)
Bevan Saywell (Harcourts Masterton)
Bill Tawhai (Harcourts Taradale)
Bob Watt (Harcourts Tauranga Central)
Bobbie Sumner (Harcourts Hamilton Hillcrest)
Brady Bingham (Harcourts Greytown)
Brayden Coldicutt (Harcourts Taradale)
Brigitte Paterson (Harcourts Alexandra)
Bronwyn Titchener (Harcourts Whangaparaoa)
Bruce Thomas (Harcourts Invercargill)
Bryan Fulton (Harcourts Taradale)
Bryan Palmer (Harcourts Blenheim)
Calvin Howarth (Harcourts Orewa)
Caroline Fletcher (Harcourts Nelson)
Cathy Wolfgram (Harcourts Rotorua)
Celia Barnao (Harcourts Lower Hutt)
Cherie Brice (Harcourts Howick)
Cheryl Wright (Harcourts Bishopdale)
Chris Moores (Harcourts Ferrymead)
Christine Anderson (Harcourts Katikati)
Christine Hughes (Harcourts Hamilton Central City)
Claire Grey (Harcourts Mairangi Bay)
Craig Searle (Harcourts Blenheim)
Dale Patfield (Harcourts Kerikeri)
Damien Henaghan (Harcourts Milford)
Debbie Gordon (Harcourts New Brighton)
Debbie Pettigrew (Harcourts Beckenham)
Debbie Towers (Harcourts Cambridge)

Deborah Jeffray (Harcourts Whakatane)
Diana Murray (Harcourts Devonport)
Diane Weaver (Harcourts Whangarei)
Diego Traglia (Harcourts Massey North)
Donna Everton (Harcourts Levin)
Dylan Foote (Harcourts Hamilton Central City)
Ed Franklin (Harcourts Hamilton Hillcrest)
Elaine Goodson (Harcourts Kaikohe)
Elaine Ross (Harcourts Whangarei)
Emma Taylor-Warne (Harcourts Mairangi Bay)
Fergus Spain (Harcourts Rolleston)
Gaurav Satija (Harcourts New Lynn)
Gavin Faulke (Harcourts Paremata)
Gavin Vize (Harcourts Wanaka)
Geoff Cropper (Harcourts Avonhead)
Glen Foster (Harcourts Paremata)
Glenn Green (Harcourts Bell Block)
Graeme Clydesdale (Harcourts Dunedin)
Graham Creighton (Harcourts Alexandra)
Grant North (Harcourts Gore)
Grant Thorrington (Harcourts Browns Bay)
Greer Thomas (Harcourts New Plymouth)
Greg Ball (Harcourts Browns Bay)
Greg Jones (Harcourts Nelson)
Heatha Edwards (Harcourts Waipukurau)
Husk Halligan (Harcourts Taupo)
Irene Duncan (Harcourts Thames)
Jack Townsend (Harcourts Oamaru)
Jacki Revell (Harcourts Te Aroha)
Jackie Frame (Harcourts Hanmer Springs)
Jacqui Campion (Harcourts Feilding)
Jaime Slater (Harcourts Greytown)
Jamie Reynolds (Harcourts Browns Bay)
Janine Huddleston (Harcourts Geraldine)
Janine Laney (Harcourts Ilam 2)
Janine Missen (Harcourts Hamilton Rototuna)
Jason Ashcroft (Harcourts Palmerston North)
Jemma Glancy (Harcourts Devonport)
Jenny Bunn (Harcourts Inglewood)
Jenny Butterworth (Harcourts Paremata)
Jenny Gordon-Glassford (Harcourts Taupo)
Jill Bennett (Harcourts Temuka)
Jill Giles (Harcourts Russell)
Jo Burnard (Harcourts Silverdale)

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Jodi Blomfield (Harcourts Whangarei)

Jodine Wright (Harcourts Thames)

John Cooper (Harcourts Papamoa)

John Diamanti (Harcourts Blenheim)

John Dunn (Harcourts Hamilton Chartwell)

John F Wilson (Harcourts Waihi)

John Hedges (Harcourts Thames)

John Scott (Harcourts Palmerston North)

Jon Roberts (Harcourts Upper Hutt)

Julian Blanchard (Harcourts Timaru)

Julie Gainfort (Harcourts Thames)

Julie Lewis (Harcourts Te Puke)

Justin Brown (Harcourts Wellington City)

Karen McTernan (Harcourts Pukekohe)

Karina Rosemergy (Harcourts Masterton)

Kathleen Clendon (Harcourts Masterton)

Kay Lucas AREINZ (Harcourts Dunedin)

Ken Dentice (Harcourts Wellington City)

Keryn Hislop (Harcourts Kerikeri)

Kevin O'Donnell (Harcourts Greymouth)

Kirstine Lereculey (Harcourts Manukau)

Kirsty McLeod (Harcourts Ferrymead)

Kris Game (Harcourts Pukekohe)

Kylie Anderson (Harcourts Gore)

Lane Harold (Harcourts Whangaparaoa)

Laurel Watson (Harcourts Whangarei)

Lee-Anne Walker (Harcourts Upper Hutt)

Leonie Snook (Harcourts Johnsonville)

Leonie Soden (Harcourts Taupo)

Lewis Ramsay (Harcourts Whakatane)

Lisa Tippen (Harcourts Rangiora)

Lynn Lockhart (Harcourts Papakura)

Lynnette Donoghue (Harcourts Paremata)

Malcolm Cameron (Harcourts Bishopdale)

Marie Grace (Harcourts Glen Eden)

Marty Ritchie (Harcourts Paremata)

Mary Turnbull (Harcourts Papanui)

Mary-Louise Johns (Harcourts Taupo)

Mel Kenny (Harcourts Balclutha)

Michelle Hutchby (Harcourts Tauranga Central)

Michelle Lynch (Harcourts Waikanae)

Michelle Ward (Harcourts Ferrymead)

Mike Pearson (Harcourts Palmerston North)

Monica Bush (Harcourts Milford)

Murray Bright AREINZ (Harcourts Coopers Beach)

Murray Potts (Harcourts Khandallah)

Nicky Cooper (Harcourts Wainuiomata)

Nicky Horsbrough (Harcourts Helensville)

Nigel Lawton (Harcourts Wellington City)

Nikila Creagh (Harcourts Parklands)

Paul Templer (Harcourts Waikanae)

Peta Brodie (Harcourts Khandallah)

Peter Fox-Worthington (Harcourts Cambridge)

Peter Griffioen (Harcourts Parklands)

Peter Oswell (Harcourts Nelson)

Phillip Berry (Harcourts Rotorua)

Ray Marshall (Harcourts Waikanae)

Read Woolman (Harcourts Bishopdale)

Rhys Vidgen (Harcourts Dunedin)

Richard Dawson (Harcourts Ilam 2)

Richard Hubbard (Harcourts Tauranga - Bethlehem)

Riet Bersma-Rees (Harcourts Papakura)

Rob Ball (Harcourts Whitianga)

Rob Bennett (Harcourts Whanganui)

Rob Ilott (Harcourts Redwood)

Robbie Sidhu (Harcourts Hamilton Central City)

Robyn Gauld (Harcourts Kaiapoi)

Robyn Steele (Harcourts Paraparaumu)

Robynne Cload (Harcourts Wellington City)

Ron Shanks (Harcourts Tauranga - Bethlehem)

Sam Rathod (Harcourts Johnsonville)

Sandy Sladen (Harcourts Bishopdale)

Sarah Showler (Harcourts Mairangi Bay)

Savita Robinson (Harcourts Johnsonville)

Scott Strong (Harcourts Beachlands)

Shaun Cosgrave (Harcourts Hamilton Glenview)

Shiree Stone (Harcourts Pukekohe)

Shona Timmins (Harcourts Whakatane)

Stephanie Mills (Harcourts Hamilton Central City)

Stephanie Vivian (Harcourts Johnsonville)

Steve Dear AREINZ (Harcourts Whakatane)

Steve Fejos (Harcourts Wellington City)

Steve Keller (Harcourts Pakuranga)

Steve Loader (Harcourts Tawa Realty Limited)

Struan Bennett (Harcourts Nelson)

Stuart Lougher (Harcourts Whakatane)

Sue Ayton (Harcourts Waikanae)

Sue Cook (Harcourts Massey North)

Sue Ellis (Harcourts Whanganui)

Susan Goodwin (Harcourts Hamilton Chartwell)

Suzanne Cottle (Harcourts Levin)

Tania Chapman (Harcourts Henderson Heights)

Terry Griffin (Harcourts Wanaka)

Thea Mulder (Harcourts Kaikohe)

Theo Smith (Harcourts Mt Maunganui)

Tim Cook (Harcourts Palmerston North)

Tony Kerapa (Harcourts Hamilton Glenview)

Tracey Abbot (Harcourts Tauranga Central)

Tracey Howe (Harcourts Albany)

Tracey Hughes (Harcourts Lower Hutt)

Tracey Shaw (Harcourts Timaru)

Trevor Cochrane (Harcourts Rotorua)

Trina Nichols (Harcourts Blenheim)

Vinay Kumar (Harcourts Wellington City)

Viv Veale (Harcourts Te Awamutu)

Wendy Perry (Harcourts Mapua)

Yvenna Yue (Harcourts Hamilton Central City)

CX

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