



CLIENT EXPERIENCE INITIATIVES THE MCDONALD YORK WAY

CX AND EX THROUGH RELATIONSHIP BUILDING

In the 1st and 2nd quarter of 2018, Mike Kriston, Senior Vice President, and Tanner Holland, President, have implemented an initiative to increase the Cx and Ex of the company. Mike is meeting with all Superintendents and Project Managers in the organization to better understand them, their capabilities, and what drives them. By understanding the intricacies of our individuals, Mike is better able to speak to their experience, their abilities, and better able to help them work on the types of projects they would like to work on. Tanner Holland is meeting with all active clients to better understand their drivers as well as build the personal relationship. A client's Cx will improve with the more access they have to the company and by meeting with Tanner who is ultimately responsible for execution they will have a direct contact with McDonald York that they can trust.

Although meetings with clients and employees have taken place already, this is a new initiative and we have not yet received any feedback yet from clients. However, the meetings that have taken place have been valuable in relationship building and we anticipate measurable, positive feedback in the months to come.

“Although we have worked with McDonald York less than a year, **it is my opinion that we have a trusted, valued relationship.** The project team we have in place has far exceeded my expectations and just when I think the level of service or attention to detail can't get any better, it improves!”

**“Start a project with a client,
end the project with a friend”**

Tanner Holland
President
McDonald York Building Company



CX IN WEEKLY MEETINGS AND SLACK

Cx in Weekly Meetings

Each Monday morning, the office employees at McDonald York will meet together to go over weekly activities. In each of these meetings our Senior Vice President, Mike Kriston will present a topic for Cx discussion. Some of these discussions are focused around positive and negative client experience that employees have encountered during the last week. Mike leads the conversation by having employees who volunteer their story reflect on what made the experience a positive or negative one for them. This could be a helpful associate working in a supermarket or perhaps a rude encounter with a cashier while checking out. Mike then encourages the group to think about what it was that made the experience good or bad and what we can do for our clients to ensure that their experience is a positive one. Other discussions encourage employees to take the conversation outside of the conference room and talk to our clients about Client Experience. For example, Mike encouraged our employees to ask clients, “what do you enjoy most about your job?” The purpose was to identify this action, think about what we can do to have our client do more of that action, and thus creating a better client experience for them. Discussions with clients such as these have resulted in very positive feedback as we have found clients appreciate us taking the time to get to know them on a personal level. This initiative has created an opportunity for ongoing conversations to occur inside and outside of the office. Mike’s commitment to engaging employees in Cx on a regular basis has helped keep the idea front of mind in our interactions with clients.

Cx in Slack Communicating Tool

As part of our core values, McDonald York believes in Innovation - using new technologies and processes to help us become more efficient and effective. To this end, we implemented a tool to help collaboration across the company called Slack. Slack, which is based on mobile devices, allows communication thru the creation of difference channels and focusing on areas that are important to our employees. A Cx channel was created for employees to share interactions they have outside of work, both good and bad. Similar to the Monday morning meetings, this Slack channel reminds employees in the office and the field the importance of creating a good Cx for our clients.



Michael Kriston 10:59 AM

At Panera this morning - Guy behind the cash register, did not make eye contact, did not smile, didn't give that warm and fuzzy. Food was fine and the order was correct - he did the bare minimum he needed to do, but as a consumer I did not get that really warm feeling. It is amazing what a smile and eye contact do to create a whole different feeling around the interaction.



Alan Ali 🙌 11:04 AM

I agree 100% Mike, I always find it awkward when I am at the grocery store and the cashier does not greet, make eye contact, or even speak during our whole transaction other than stating the bill total. A hello and smile goes along way, great example of this would be ChickFila and their service.



Michael Kriston 11:25 AM

Yup, 100% right. What's really great about Chic Fil A is that it is well known that their service is above and beyond - and becomes a differentiator for many when choosing a place to go

Excerpt from Cx Channel in Slack

We want to know the story
behind our clients

CLIENT FEEDBACK TOOL

McDonald York implemented Client Feedback Tool in 2016 to give our clients a way to let us know how we're doing. When a client lets us know in a Client Feedback Tool survey that we are not meeting expectations, that is an opportunity for us to modify our process and create a situation where we do meet expectations.

We have set a requirement that our employees who interact with clients should send two surveys each month. Senior Vice President, Mike Kriston and Marketing Coordinator, Sarah Findlay hold Client Feedback Tool Training sessions 4 time a year and it is required for employees to attend at least one a year. Along with teaching employees the fundamentals of the tool, Mike speaks largely about the theory behind CFT and the value it adds to our process. We want to know the story behind our clients and what their expectations are. Employees are encouraged to not only read the responses but consider the "why" behind them so that we may build a more personal relationship with our clients.

It is required for employees to follow up with client responses within 48 hours to ensure that we let our clients know that their voices are being heard. Below is an example of a feedback response:

Thank you for your response. Your feedback will help us improve our process as we move through construction. We will be mindful about terminology attempt to keep the construction lingo and acronyms to a minimum in order to ensure effective communication.

**Best Regards,
Kellie**

In 2016 we received 156 survey responses, in 2017 we received 278 survey responses and we expect this number to grow larger in the following years. On occasion, clients will request to have a CFT surveys sent to them so they can report how satisfied they were on a project and they know that we take the time to review every survey reply sent.

THE EXECUTIVE DASHBOARD

In 2018, McDonald York has created an executive dashboard to help us focus on key areas that allow us to drive our company forward. These are Safety, Schedule, Financial and Client Experience. All of these items are a driver in how our business succeeds. By putting Cx on the document, it allow to view how our employees are pursuing feedback from our clients. By asking the question, we are creating the opportunity and structure around how we have these conversations with our clients. It also has allowed us a way to view where we could improve. For example, in our data below we can see that actions need to be made to ensure that our process is being completed in project 37-129 and follow up comments are sent after we receive a CFT response.

This initiative was put in place in January 2018. We are looking forward to continuing to build this database of information and receive feedback from clients throughout the year.

Job #	Description	Project Manager	CLIENT EXPERIENCE		
			Client Feedback Tool Surveys		
			# Sent	# Responses	# Follow-Up
37-123	Project 1	John Doe	3	2	2
37-124	Project 2	Jane Doe	4	1	1
37-125	Project 3	John Doe	1	1	1
37-126	Project 4	Jane Doe	3	0	0
37-127	Project 5	John Doe	2	1	1
37-128	Project 6	Jane Doe	9	1	1
37-129	Project 7	John Doe	3	3	0