

Understanding sentiment to drive customer satisfaction

Client name:

Local Government Procurement

Industry:

Public Sector

Client challenge:

Understanding stakeholder engagement

Grant Thornton services:

Survey design, focus groups, research and analysis



“The outcomes of this project has refined our strategic focus to address future stakeholder needs, and continue our business growth trajectory.”

Luke Kenny, Chief Executive Officer, Local Government Procurement

Local Government Procurement (LGP) has been providing fully integrated procurement solutions to local councils for over twelve years with all 152 local councils in NSW using LGP approved contracts. The executive leadership was looking to conduct a structured and proactive initiative to better understand the views of its stakeholders.

Client challenge

LGP’s vision is to be a leader, expert and champion in the delivery of high-value procurement solutions, education and consulting services to local government.

In response to a period of significant growth, LGP embarked upon its first stakeholder engagement initiative to better understand stakeholder perception, and identify areas for improvement in line with their vision.

While the business does solicit feedback regularly, the stakeholder sentiment initiative was designed to provide a deeper dive, measuring the health of key LGP stakeholder relationships and unpacking success factors that drive external reputation.

Recent customer data suggested stakeholder sentiment was being impacted by recent service delivery model changes implemented by LGP.

Grant Thornton Consulting was selected to uncover customer sentiment towards

LGP across a broad range of areas including:

- Which products are valued and why?
- How customers engage with LGP?
- The breadth and range of service customers require from LGP.
- How shifts in resources would assist customers more effectively.

Additionally, LGP was looking for solutions to address potential opportunities that were raised from the stakeholder sentiment engagement.

Discovery

To ensure LGP was able to receive true and insightful feedback, Grant Thornton Consulting worked closely with the LGP team to co-design the approach.

Human Capital led the initiative and applied its D3 methodology – Discover, Design and Deliver. This ensured that the project delivered to LGP was tailored to LGP’s own specific context and ecosystem.

Working with LGP, a stakeholder analysis workshop was conducted. This allowed the team to unpack the context in detail, identifying key stakeholder groups and exploring factors believed to play a role in stakeholder sentiment.

Design & solution delivery

During the Design phase, the online survey was launched to the entire stakeholder population. The survey was iterated with the LGP project team to ensure it targeted the areas of interest for the business.

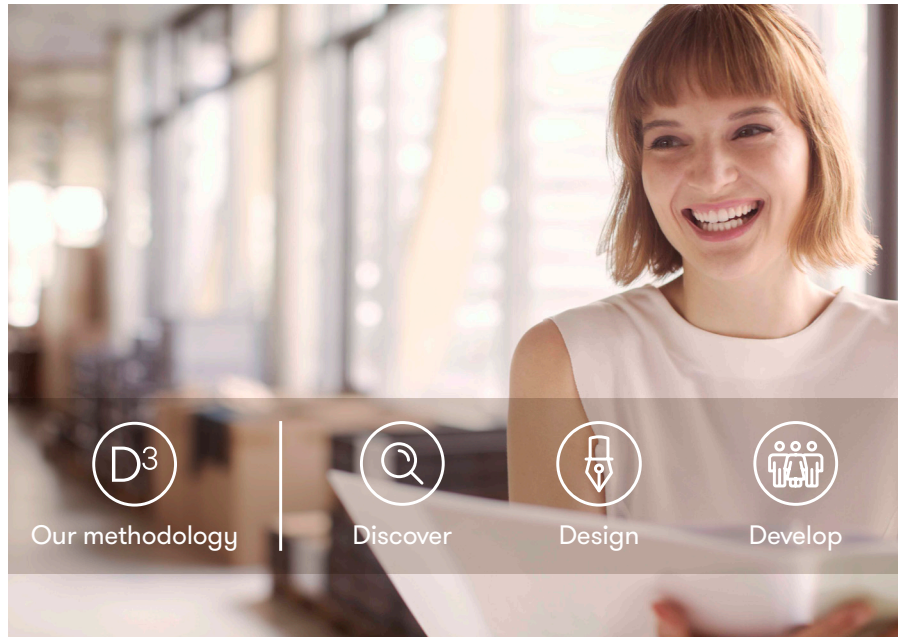
The survey was completed by almost 300 individual stakeholders. Deployment was supported by curated communications to encourage responses.

In the second half of the Deliver phase, focus groups with five core stakeholder groups were conducted to deep dive into key findings from the survey. Post focus groups:

- Statistical analysis was applied to determine key factors within the survey response.
- Qualitative information was used to explain stakeholder sentiment.
- Key factors and other relevant data from the surveys and focus groups were unpacked in a subsequent workshop to align the findings with the context.

The project group then moved into generating recommendations in a co-design fashion, increasing the engagement from LGP Project Team Members and ensuring buy in from LGP's Executive Leadership Team.

Now armed with a clear understanding of what sentiment means to its stakeholders, LGP is well placed to continue supporting procurement capability and ongoing efficiencies.



The outcome

The outcomes of the project identified:

- The six key factors which most heavily influenced stakeholder sentiment.
- The average sentiment across the range of stakeholders.
- Key trends from customers with low and high sentiment.
- Constructive feedback from the focus groups.
- Prioritised recommendations to understand where the most value would be gained.
- Action plans outlining the key features required for each recommendation, including timelines, accountabilities and any prerequisites.

The outcomes of the Stakeholder Engagement Project have set LGP up to:

- Increase communication to raise stakeholder engagement.
- Support customer retention through the provision of service and scope of service.
- Increase sales through customer satisfaction.
- Improve overall stakeholder sentiment.

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