# **Activities to Improve Customer Satisfaction**

# **Approach**

# **Social Background**

Due to product commodification and the heightening of consumer awareness, there is an even greater necessity to listen to customer feedback and improve customer satisfaction levels. Also, with the advancement and popularization of smartphones, information and opinions from one individual can be shared instantly worldwide, from any location at any time, via websites and social media.



# Risks and Opportunities for the Casio Group

As the product commoditization trend progresses, product differentiation becomes difficult based only on product functions. This is why Casio believes it is important to earn and maintain customer confidence and trust in the Casio brand. This is done by quickly obtaining customer feedback and using it to improve products, while also quickly responding to customer dissatisfaction and promptly resolving customer issues.

# **Policy**

Casio reviews its business models and business cycles from a user-first perspective across the entire group. Through three major customer satisfaction (CS) activities, Casio is working to improve after-sales service and product quality. It is using consumer feedback to improve products and services, in order to maintain customer trust and provide peace of mind.



Under these three major CS activities, Casio is making various efforts to ensure that customers are satisfied with its after-sales service. These efforts include enhancing staff training programs to improve product knowledge, repair technical skills, and customer service skills. Casio is also working to boost customer service quality by having staff acquire public qualifications and by improving customer service sites (after-sales CS).

Casio is also striving to ensure that customer feedback from in and outside Japan is always delivered directly to the right place within the company, and to take unified improvement measures. Casio is also constantly working to improve product functions (functional CS).

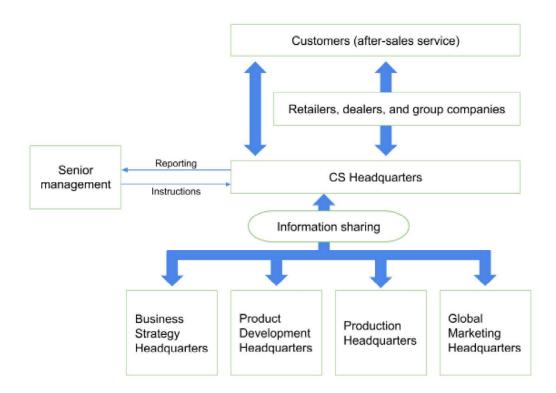
Casio compiles and analyzes information on customer inquiries and product defects in and outside Japan. It focuses on early detection, rapid response and prevention of recurrence of problems (quality CS).

# **Management Approach**

# System

Casio has established a CS Headquarters to consolidate customer feedback from a user-first perspective and is striving to improve customer satisfaction with three main customer satisfaction activities as the basic policy.

The consolidated customer feedback is also reported to senior management and shared with the Business Strategy Headquarters, Global Marketing Headquarters, Product Development Headquarters, and Production Headquarters. This allows the information to be utilized for improving product development and after-sales service.



# Social Initiatives: Action Plans and Performance

 $\textbf{Evaluation} \ @: \textbf{All targets met}, \ \circ : \textbf{Most targets met}, \ \triangle : \textbf{Remaining issues outweigh results}, \ \textbf{x} : \textbf{No progress made}$ 

FY2018 Targets & Plans	FY2018 Performance	Evaluation	FY2019 Targets & Plans
Continue to improve customer satisfaction and convenience based on the customer satisfaction questionnaire.	Enabled customers to arrange to pick up their repaired product at a nearby convenience store using Casio's online repair request service.  Added Saturday hours to the quick watch battery replacement service at the Casio Akihabara Service Station.  Revised electronic dictionary repair fees.	O	Continue to improve customer satisfaction and convenience based on the customer satisfaction questionnaire.
Plan expansion of the global call tracking system to include Europe and the US, and promote the sharing of customer feedback.	Launched a new system in March 2018 in the United States. In Europe, steps will be taken in fiscal 2019 and beyond to ensure compliance with the General Data Protection Regulation.	0	Expand the global call tracking system for Europe, including the UK, with measures to comply with the General Data Protection Regulation, and continue to promote the sharing of customer feedback.
Establish a mechanism for disseminating information from the customer's point of view based on accumulated customer feedback.	Unified the data formats that are different at each site and achieved internal sharing (outside Japan).	©	Enhance FAQ information and build a user-friendly support website.
	Analyzed customer feedback, established a foundation on which information can be disseminated from the customer's standpoint. Used the feedback to improve the support website (Japan).	O	Expand accumulation of customer feedback by introducing chat support, and continue dissemination of information from the customer standpoint.

# **Activity Results**

# **Customer Service Initiatives in Japan**

In order to respond to customer inquiries regarding Casio products, a customer contact department was created in 1981. Today, members of the Customer Support Center are continuously working to acquire product knowledge and improve customer service quality so that customers can use their Casio products with satisfaction. In addition, by steadily providing customer feedback to relevant departments within the company, the center is actively working to ensure that the voice of the customer is reflected in product creation and service development.

#### Emphasizing the sensibility of "consideration"

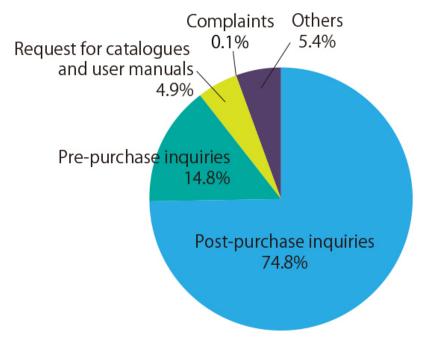
The Customer Support Center respects customers and is working to serve them based on the wish to be helpful. At the same time, the staff do not simply answer callers' questions; they strive to accurately grasp the core reasons for each inquiry, and to propose appropriate solutions, while emphasizing good interpersonal communication.

To meet the increasingly diverse needs of customers, chat support is being introduced for certain products, in addition to conventional customer service by telephone and email. This will provide customer service in real time. In addition, Casio regularly conducts satisfaction surveys concerning customer service provided, and then makes the necessary improvements. The company is constantly striving to improve customer satisfaction.

#### Sharing customer feedback and making improvements from the customer's perspective

The center shares opinions and inquiries received from customers with relevant departments such as the development and sales departments. This customer feedback is then used to make even better products and services.

At the same time, Casio is actively working on improvement from customer's perspective, based on analysis of customer feedback. In response to changes in consumer habits due especially to the popularization of smartphones, Casio is working to provide online customer service content that allows customers to find answers to product problems themselves. Going forward, the customer support website will continue to be enhanced, including better compatibility with user manuals.



Breakdown of Customer Inquiries in Japan (Fiscal 2018, Consumer Products)

# **Supporting Customers Outside Japan**

#### Cooperation with support centers outside Japan

The Customer Support Center in Japan cooperates with similar centers at Casio sales companies in other countries.

In particular, it is necessary to consistently comply with the regulations of each country concerning the proper handling of customers' personal information. The local support centers and the legal and other departments are working closely together as necessary. Casio is also working on responding to customers using communication tools that are popular in each region. In addition to China, online chat support has also begun in the United States.

	Fiscal 2018		
Item	Overseas	Japan	
Timepieces	56.0%	40.1%	
Digital Cameras	11.8%	9.2%	
Calculators	12.2%	3.4%	
Other Consumer Products	12.4%	28.0%	
System Equipment	7.6%	19.3%	
Total	100.0%	100.0%	

Breakdown of Product Inquiries (Fiscal 2017, Overseas/Japan)

# **Customer satisfaction initiatives in Japan**

The service departments at Casio, which are responsible for customer satisfaction in after-sales service, strive to increase customer satisfaction by providing service that precisely addresses customer needs and lifestyle preferences.

In September 2012, Casio began returning repaired products to customers with a questionnaire directing them to a customer feedback website. Customers are invited to provide an immediate evaluation of the service they have received. By listening to the evaluations and valuable opinions of customers who have actually experienced the company's repair service, Casio makes continuous efforts to improve its repair service and enhance convenience, in order to provide customers with quick and accurate service.

#### Pursuing convenience for customers

Casio's online repair request service has been in operation since 2015 and allows customers to make direct repair service requests from a website. Customers in Japan who select the online payment method when requesting a repair through the website can now pick up their repaired products at a nearby convenience store. Previously, repaired items could only be received by home delivery or at a Casio Techno Service Station. Through cooperation between Casio and FamilyMart, customers are able to pick up their repaired items free of charge at any of the approximately 16,000 FamilyMart convenience stores across Japan. This new service solved a number of issues for customers such as the need be at home between certain hours to receive the delivery, the trouble of arranging redelivery, and privacy concerns for those who do not want to reveal their home addresses.

In addition, a new function was added to the online repair request process. When a customer selects the product name and repair problem, the website automatically displays applicable phenomena that are often mistaken as a product defect, enabling customers to resolve certain product issues by themselves.

The Akihabara Service Station offers a quick battery replacement service. This service is now also available on Saturdays, not just weekdays. Casio is continually working to ensure that its product repair fees are clear and acceptable to customers. In November 2017, the electronic dictionary repair fees were revised from a fixed flat-rate system to flat rates based on the product problem.

Going forward, Casio will continue to revise and enhance the content of its services to match customer needs with respect to each product so that customers can enjoy using Casio's products longer.

#### Reliable technical skill

Casio is working to improve repair technical skills, product knowledge, and customer service skills (through training programs and in-house competitions, for example) in order to maintain customer confidence, meet the needs of the changing times, and handle the constant advance of product features —ultimately, to realize the kind of service quality that today's customers expect.

As the company responsible for repairing Casio products, Casio Techno Co., Ltd., encourages its employees to obtain public certifications and professional qualifications, such as national certification through the level 1 or level 2 exams for timepiece repair technicians and business etiquette certifications, as well as to take language training. By promoting the acquisition of a wide range of qualifications, the company is developing outstanding employees with proficiency not only in repair skills, but also in customer service and product knowledge. Casio Techno is committed to providing detailed high-quality service to customers. Every Casio Techno employee acquires a high degree of technical expertise, motivated by a sincere desire to please customers and earn their confidence. By continuing to work tirelessly in this way, Casio Techno can promise service that both reassures and delights customers.



Site group technical training

# Customer satisfaction initiatives outside Japan

Outside Japan, a total of 979 companies, including 12 local subsidiaries and 967 repair partners, carry out after-sales service for Casio brand products (as of March 2018).

Casio holds regular technical skill courses for service technicians in each region in order to raise repair skill levels, aiming to ensure that Casio customers around the world receive high-quality repair services.

Casio holds regular technical skill courses in each region in order to improve the acquisition of repair technical skill and to raise skill levels to ensure that Casio customers around the world receive high-quality repair services.

In May 2017, an overseas sales company service meeting was held in Tokyo, followed by a Russia CIS service meeting held in Moscow in September 2017. In November 2017, a China service meeting was held in Shanghai, and in March 2018, a Latin America service meeting took place in Sao Paulo, Brazil.

Casio will continue to work with its service sites to further improve the after-sales service for Casio products worldwide.

#### Repair centers operated by group companies outside Japan





Germany: Projector repair technique training November 2017



Brazil: Timepiece repair technique training

November 2017



Russia CIS service meeting September 2017



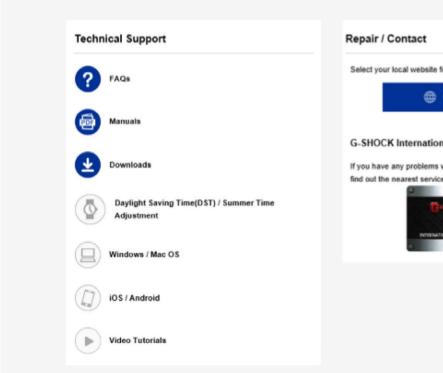
Latin America service meeting
March 2018

To ensure that customers outside Japan feel comfortable and confident in their use of Casio products, support information is provided online in 21 languages other than Japanese. The headquarters in Japan uses a system that allows it to maintain this support information directly to ensure overall uniformity and speedier provision of information.

In fiscal 2018, Casio posted Video Tutorials on its support page, which show how to operate Casio watches, including time and alarm setting. When daylight savings time starts and ends in different countries, Casio often receives inquiries from customers concerning how to adjust the time on their watches. In order to make it easy for customers to adjust their watches, video user manuals and basic written manual are available on the support website.



# Welcome to Customer Support





Online support sites