

# Customer Experience Management 2011

## Measuring, Managing & Predicting Growth

### The Keys to profitable growth

- High Customer Engagement
- High Employee Engagement
- Low Customer Effort



Ce

- Confidence
- Integrity
- Pride
- Passion



- Feelings are facts; Perception is reality
- Greater predictor of revenue & loyalty than CSAT
- 23% lift in revenue per customer when ‘irreplaceable’

# Attitudinal & Emotional Relationship Strength Measures– Human Sigma

*Overall, how satisfied are you with our company*

*How likely are you to continue to choose, repurchase or repeat your business with our company*

*How likely are you to recommend our company to a friend or associate*

*This company is a name I can always trust*

*This company always delivers on what they promise*

*This company always treats me fairly*

*If a problem arises, I can always count on this company to reach a fair and satisfactory resolution*

*I feel proud to be a customer of this company*

*This company always treats me with respect*

*This company is the perfect company for people like me*

*I can't imagine the world without this company*

Ee

- Get
  - Give
  - Belong
  - Grow
- 18% higher productivity
  - 27% less absenteeism
  - 260% more revenue growth when high Ee
  - Only 43% can relay 'why do business with us'
  - High marks on both Ee and Ce...
    - 3.4x growth rate



# The Means to Measure and Monitor the Quality of a Local Workplace – Human Sigma

Know what's expected of me

Have the tools to do it right

Get to do what I do best every day

Recognized in the last 7 days

Someone here actually cares @ me

Someone here encourages my development

My opinion seem to count

My job matters  
Our Purpose matters

We're all committed to doing quality work

I have a best friend here

Progress discussed every 6 months

Learned and grew this year

# CES

**Objective:** callbacks within 14 days.

70% said that 2 or 3 calls registered as "Moderate-to-High" effort

30% gave that rating for those that made only one call.

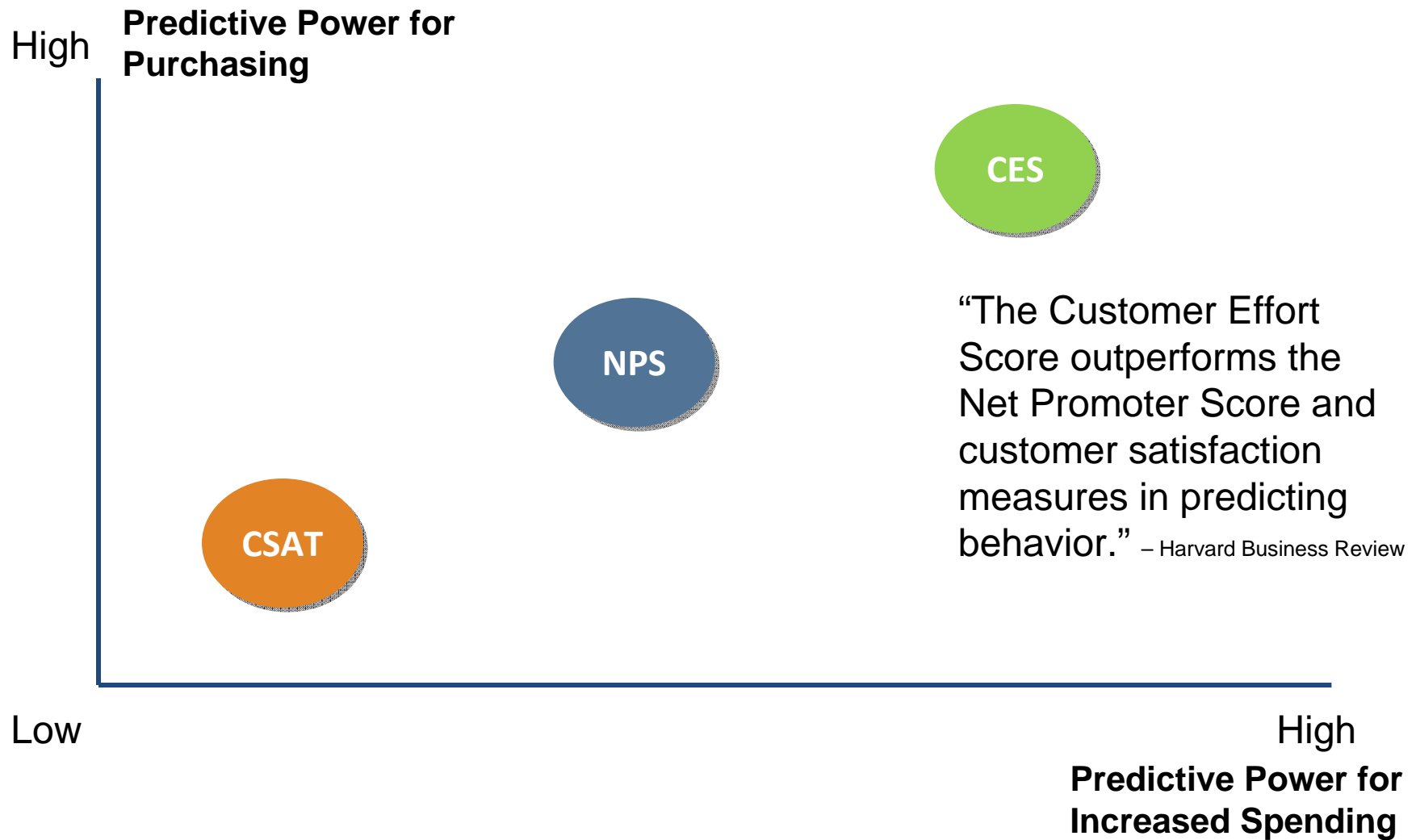
**Subjective:** customer survey questions

‘What was your **personal level** of effort in getting x done with us?’

Companies that can track customer effort, especially at the customer, issue, and agent level, are much better positioned to solve for customer effort.

CEB and Contact Center Council

# Customer Effort Score



# How Customer Service Performance Affects Loyalty

Average Loyalty Score

7.0

5.25

3.5

1.75

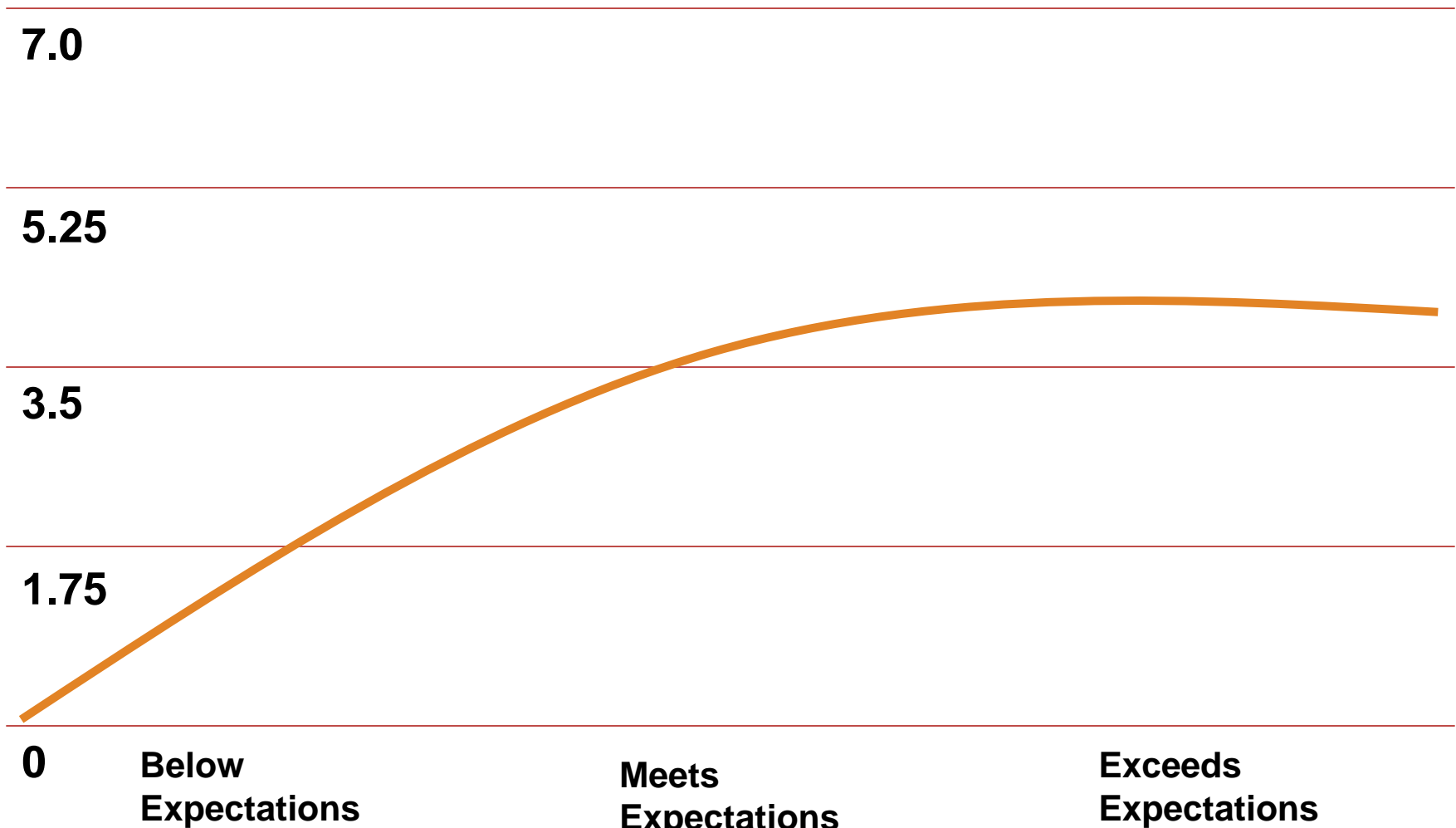
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Below  
Expectations

Meets  
Expectations

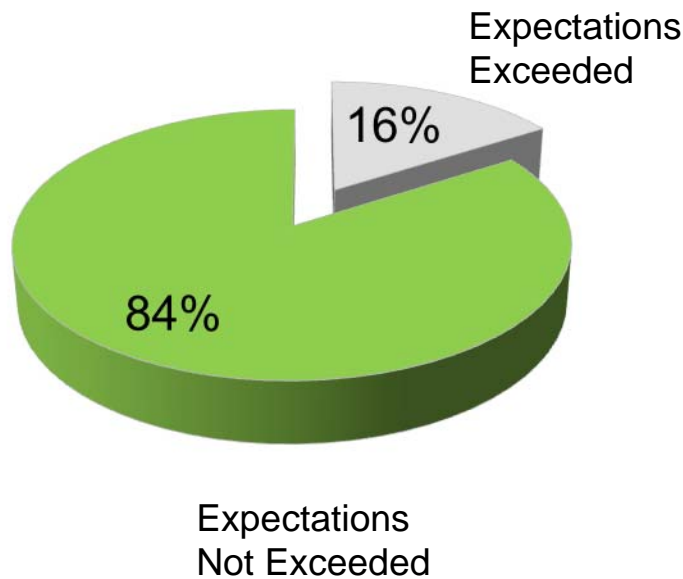
Exceeds  
Expectations

Source: Harvard Business School

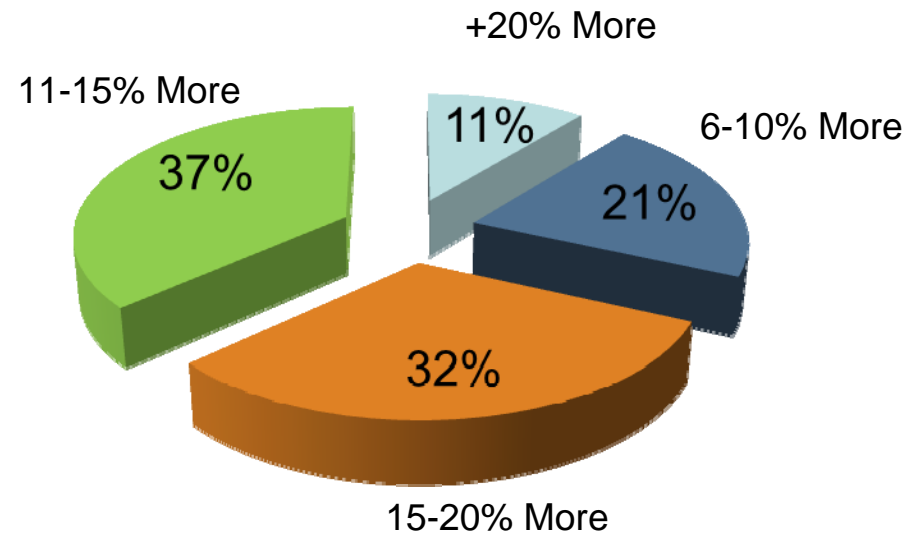


# The Cost of Trying to Exceed Expectations

## Customer Reporting Service Exceeded Expectations



## The Cost of Exceeding Expectations (Versus Meeting)



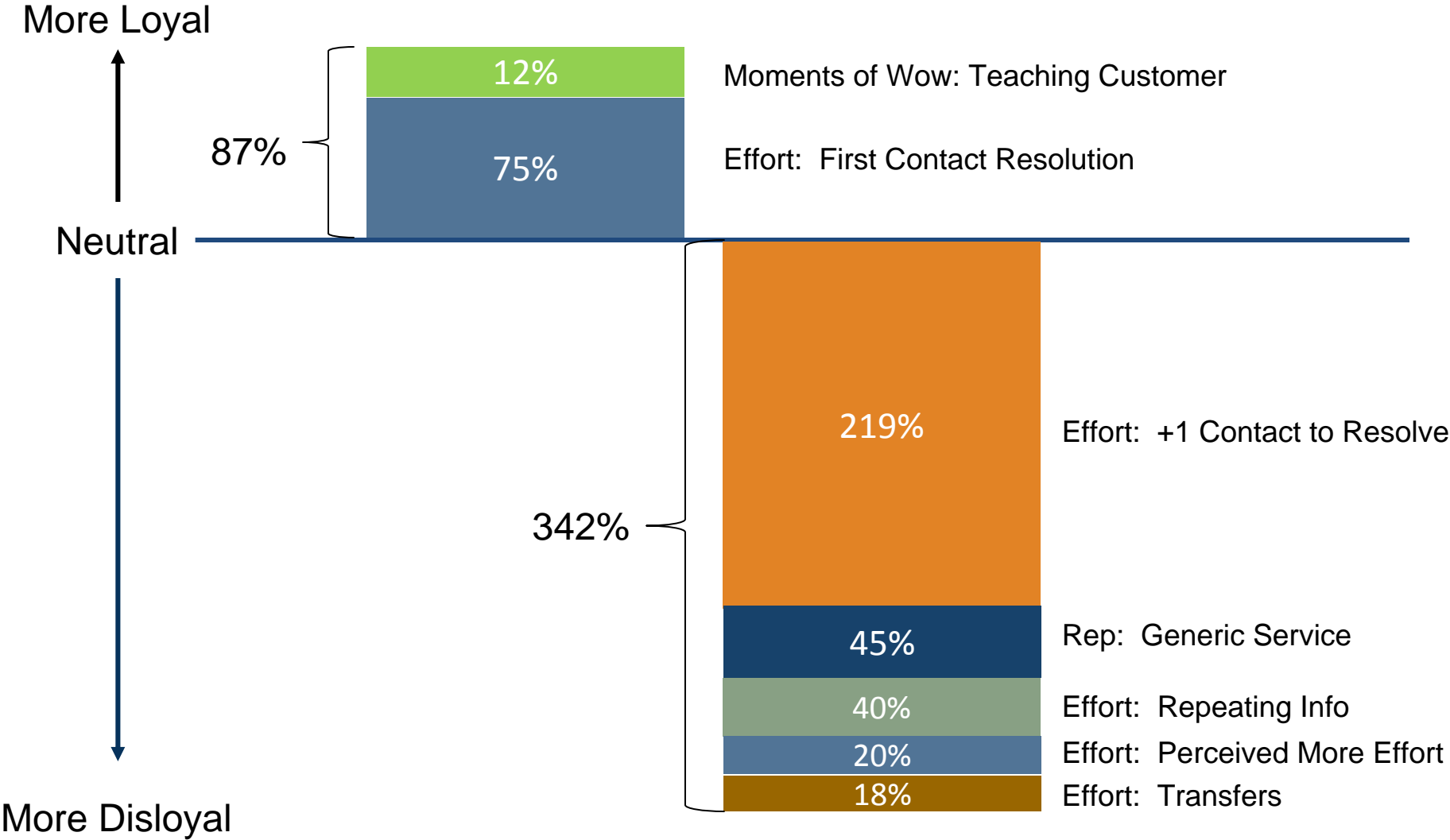
**And yet...**

20% of Satisfied leave

28% of Dissatisfied stay

Source: Customer Contact Council research.

# Effort Matters!



Source: Customer Contact Council research.

# Mitigate risk by improving the experience



- Rep confidence
- Rep concern
- Rep listening ability
- Ability of rep to understand customer
- Rep understood mood
- Service personalization
- Certainty of follow through

- Number of transfers
- First contact resolution
- Perceived additional effort to resolve

- Service organization's knowledge about customer

Source: Customer Contact Council research.

# And drive Loyalty by reducing effort



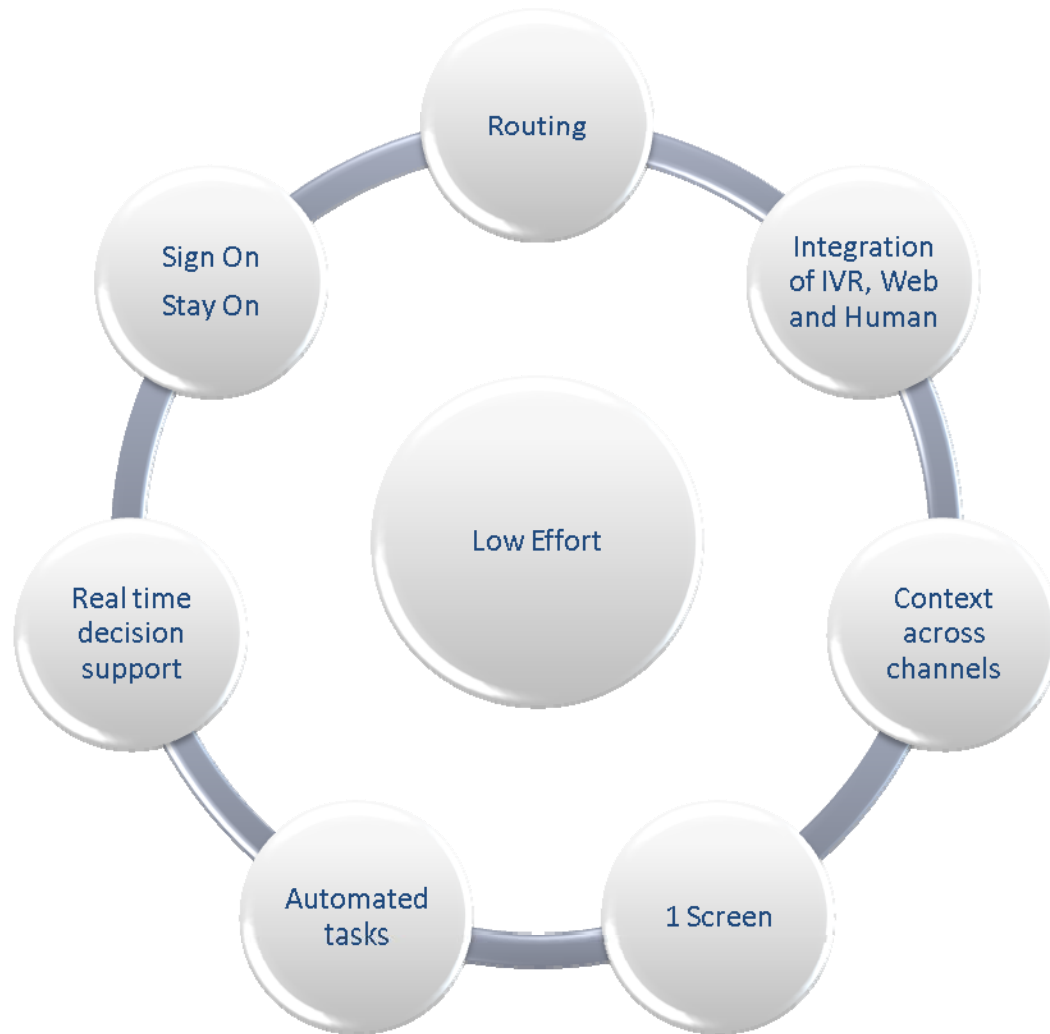
- Service personalization

- **Number of transfers**
- **Repeating information**
- **First contact resolution**
- **Number of contacts to resolve**
- **Perceived additional effort to resolve**

- Teaching the customer

Source: Customer Contact Council research.

# Effort levers



# Nuances of CES; JD Powers and CEB

- **Mark Miller – JD Powers**
  - The hard stuff is hitting the centers
  - Easy stuff is going to the web or IVR
  - IVRs are still poor (competitive advantage opportunity)
    - 33% of experience
    - 42% weight on clarity then ease of navigation
- **Higher Effort**
  - Problems and complaints
  - High Tech, Travel, leisure and shipping
    - Logistics and complex technical issues
  - Phone and email
    - Multiple contact methods
    - Repeating information
    - Transfers
    - Customers asked to take on more work (forms, faxing, etc...)
- **Lower Effort**
  - Checking status of an account
  - Making a purchase
  - General inquiry
  - Web interactions



## Low Effort Organizations...

1. Don't just resolve the current issue – head off the next one
2. Prepare employees to address the emotional side of customer interactions
3. Minimize channel switching by increasing self-service 'stickiness'
4. Use feedback to reduce customer effort
5. Empower employees to deliver low-effort experience

CEB/ CCC