



White Paper | Service Excellence: Transforming the Customer Experience

makepositive

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Are we really getting the most from technology?

Hello from makepositive

As joint sponsors of the Salesforce Service Excellence event later this month, **makepositive** want to introduce ourselves and perhaps persuade you that joining us, Salesforce and Nicola Millard – BT Futurologist, for this event makes sense and is in the best interests of you, your customers, advisors and managers. So here goes...

Technology vendors market their latest offerings by various means, Salesforce have chosen to invite you to a customer service promotional event on the 23rd June.

So, there's another sales event coming up... another opportunity for the vendor to expose their latest wares...another opportunity for them to 'feed their pipeline' etc.

Sounds like I'm doing it down?

Well, I'm not.

I feel that you have a responsibility to keep abreast with the latest offers – technology is the thing that moves the fastest, certainly in terms of how you can enable your operation to serve your customers better, slicker and more effectively.

Throughout my operational life, there have been many advancements as to how to engage and empower your employees, redesign business processes to tweak and improve the experience of the customers but it is without comparison to the advancement of the technology available to support the experience you need to deliver to compete.

In fact, I would suggest that the onus is on you to investigate what can be done to extend and/or improve the experience for your customers and your advisors – indeed, your extended customer facing teams.

But why attend this event?

1. Firstly, Dr. Nicola Millard is a significant draw and always worth hearing from, she is without doubt, highly knowledgeable about current and upcoming customer service trends, an excellent speaker and has the ability to frame customer challenges and what can be done about them – I'm absolutely certain that what she says will have resonance with you
2. Salesforce are one of the leading CRM software developers and boast an incredibly customer focused attitude
3. Technology is a key part of your service offer and you should absolutely keep abreast of developments
4. This event will bring relevant stories to life showing how technology can allow you to claim service delivery as a USP
5. This event is much more than just technology – just like this paper, there will be takeaways that will be useful in supporting and shaping your customer service offer

In summary, if you want to either lower your cost to serve, drive improvements in customer experience or both, you **need** to attend.

Current Trends and Customer Challenges:

Some of the things that are being openly debated currently and I'm sure will be discussed during the event will be:

- **Simplification** – the need to simplify the way in which you are connected to your customers
- **Personalisation** – how you can 'show me you know me' from a customer's perspective and how you can use your customer data to respond in a personal way
- **Empowerment** – how you need to support your customer facing teams and help them to optimise their performance and cost you less in terms of employee dissatisfaction
- Ultimately, how you can build profitable and meaningful relationships with your customers, employees and partners
- **Disruption** – from the customer and from 'service led' organisations
- **Omni-channel** – bringing digital and non-digital channels together seamlessly
- Big data and data driven analytics and decisions
- The need for a well thought through, clear and understood Customer experience vision

Gartner talk about the need for a clear and simple customer focussed strategy to drive up your customer experience. http://www.gartner.com/smarterwithgartner/customer-experience-needs-vision/?cm_mmc=social-_rm-_gart-_swg

Within this strategy paper, Gartner talk about the need to involve technology and your IT capability to ensure that your digital and non-digital operational technologies support a fully defined CX vision.

Who are makepositive?

We, at **makepositive**, deploy Salesforce Service Cloud as part of our 'customer service in the cloud' solution and to make the proposition relevant, easy to digest and to speak to some of the key trends and challenges have developed a set of key design principles for you to use to drive customer focussed benefits into your service strategy.

We feel that these speak to all of the customer and operational challenges today. Please feel free to use these as a point of reference to shape your customer experience vision.

The makepositive Solution Design Principles:

1. Easy to do business with
2. Show me you know me
3. Build a high performing, tenured team
4. Engage technology to enable your customers, advisors and managers
5. Measure the behaviours that impact and matter to your customers and concentrate your efforts in improving them

The customer service landscape today has become a battleground, with customer experience being the key differentiator for brands fighting for market share. Companies that master the customer service arena are leading the charge in building long-term advocacy and ultimately profitable businesses, whereas those who are losing this battle are experiencing a direct impact on business growth, affecting both revenue and profit – the true cost of customer dissatisfaction!

Let's look at the evidence:

83% 

83% of UK business leaders feel that customers are the biggest driver of change and are the biggest pressure point for businesses today.

53% 

53% of UK businesses believe that customer service has become more important over the past 12 months.

66% 

66% of UK consumers believe customer service has either stayed the same or deteriorated over the past 3 years. Only 3% believe it has improved a lot and 22% a little.

81% 

81% of customers would be willing to pay more in order to receive superior customer service

90% 

90% of UK shoppers walk away without buying something if they get bad customer service! 41% of shoppers said the biggest frustration is lack of interest in their needs.

59% 

59% of UK shoppers want more staff to recommend products, as it makes the experience more personal and 80% of shoppers want to be taken to a product when asking its whereabouts.

74% 

74% of customers leave if a website doesn't load on their smartphone in 5 seconds. In fact a one-second delay in load time would cost Amazon an estimated \$1.6 billion a year!

Do you recognise that service experience can really extend the customer lifetime value?

Clearly this is easier to answer if you manage a business that has lots of repeat purchasers or subscribers, but I would argue that even in businesses where it tends to be 'one and gone' from a customer perspective, they still have problems or service requests that need to be fulfilled and they still have opinions that their peers acknowledge and you still have a cost to serve that could potentially be the same or less by doing the job right...

#1 Easy to do business with

Common sense, you'd think so, wouldn't you?

The fact is that customer expectations are growing fuelled by the ease of online shopping and service management. Customers expect to be able to choose their most appropriate channel, receive near real time or real time response, transact simply and without fuss and be recognised if they have had previous dealings.

Being easy to do business with crosses all of your customer facing functions, you need to compete from marketing, sales and service across all your channels and with all your products and services.

#2 Show me you know me

Personalisation is hugely important to today's customer, all the studies show that customers who receive a personalised service are more likely to be loyal and to advocate their experiences to peers. My own personal view has always been

that the basis of successful Customer Relationship Management is 'industrialised personalisation'. The concept that when I walk into my local pub, I'm greeted by name and the bar staff know what I want before I ask – the trick is in how you deliver this level of service to all of your customers whenever they require.

Fact is, you need to be able to deliver a personalised service across all your contact channels – digital and non-digital.

#3 Build a high performing, tenured team

The customer is King, so the old posters told us...so whom do we want to engage with the 'king'? Clearly, we want systems designed with the 'king' in mind and front line teams who sole focus is on the 'king' and making you the first port of call for all Royal patronage.

With this in mind, your front line teams are massively important in terms of owning the customer relationship and demonstrating your values, products and services in the best possible light.

Also, in commercial terms, your operational team represents in excess of 70% of your costs.

Building and maintaining a high performing team is crucial to delivering outstanding customer service, you can have all the technology in the world but if your employees are disengaged you've got some problems.

makepositive have a Workforce Optimisation proposition that we'd be happy to share with you, however there are some steps you need to take before even this.

1. Ensure your customer vision is clear, communicated and bought into by every single employee
2. Develop a well thought through people plan for your customer service operation
3. Ensure that your communications are two-way and that you demonstrate that you listen – remember, your advisors very often reflect the views of your customers
4. Recognise your advisors in the same way you'd like to recognise your customers – as individuals with individual needs
5. Build or re-energise your teams around the needs of both the customers and the teams

And, remember this, from senior management to front line employees, the customer-centric vision must be straightforward, understood and apparent in everything they do – if you don't directly serve the customer or don't serve the people who do, what are you doing?

#4 Enable with technology

As far as 'industrialising' your Customer Relationship Management and your Customer Experiences, I think it's agreed that we need a successful blend of the right people, processes that focus on customer need and an infrastructure of enabling technologies that equip the business to manage the customer in order to produce great experiences and customer advocate. In my experience (since I was slim and had

a full head of hair right up to now...judge for yourselves), this 'blend' is very difficult to achieve and the technology component is tricky to say the least.

So, how about we flip our technology needs on the head

Wouldn't it be great if we could clear the decks, start over and:

Start with our customer needs and design the technology to enable these?

The good news is that makepositive believe that as far as servicing your customers successfully, the right technology is developed and sits at the heart of our Positive Contact proposition.

Our aim is to support the working relationship with this technology to ensure you get the best from it all day, every day. We have wrapped this technology together with our expertise, experience and pre-built accelerators to ensure that you can leverage every possible advantage from it quickly and easily.

#5 Measure what matters and learn

Call and contact centres have laboured under various measures since their inception. In the early days, the technology that supported the advisors was able to monitor and measure various productivity measures. As contact centres evolved and matured, the technology moved on apace but the productivity measures became more established.

I think we all know that it's time to refocus,

I also think it's fair to say that newer customer focussed measures have already begun to become embedded.

So, we've all began the transformation from pure play productivity, through the quality measures to things like Net Promoter Score and customer satisfaction measures.

I think the current 'measurements' and Management Information (MI) challenge is more around the ease of access to the data and the skilful interpretation of the data to drive real, beneficial transformation.

Gone are the days of manage what you can measure because you can pretty much measure everything within the contact centre, it's much more about measure the parameters that can drive and evaluate change in line with your and your customer's values and experiences.

Management information is dead, long live Management information...

makepositive's take-aways for managing your performance data:

1. Assess your current reporting maturity and capabilities
2. Understand what measures will reflect and speak to the needs of your key stakeholders
3. Add value through insight
4. Move away from performance-based targets to behavioural-based targets

5. Know your audience and deliver a tailored report format

6. Be aware of conflicting metrics and targets

7. Keep it simple

8. Always learn and act – don't collect data and allow it to gather dust...use it

Reach out to **makepositive** and have us help guide you through the 'MInefield' (forgive the pun) of MI...

Make the first step to improving your relationship with your customers and advisors by attending this event.

If you are interested in what you've read in this paper, feel free to reach out to makepositive and together, we can help you create your future plan today.

Author: Martin Taylor – Contact centre specialist

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