

Secrets of Delivering Consistent CX



Martin Hill-Wilson - Married - 3 Children

Experienced business and thought leader in customer strategy, design and practice

Various executive positions in customer service /CX including consulting, BPO and systems integration

Now operates as independent advisor, consultant, facilitator and conversation host, awards judge, chair

<https://www.linkedin.com/in/customermanagement/>

**Social
Customer
Service
2013**



**Lifetime
Achievement
Award ECCCSA
2015**



**Top 30
Customer
Service
Influencer
2017**



**Top 50
Customer
Service
Experts of
the Decade
(2010-2020)**



**Top 150
Global CX
Thought
Leaders
2019**



**Top 50
Customer
Service
Leaders and
CX
Influencers
2022**



**Top 50
Customer
Service
Leaders
2024**



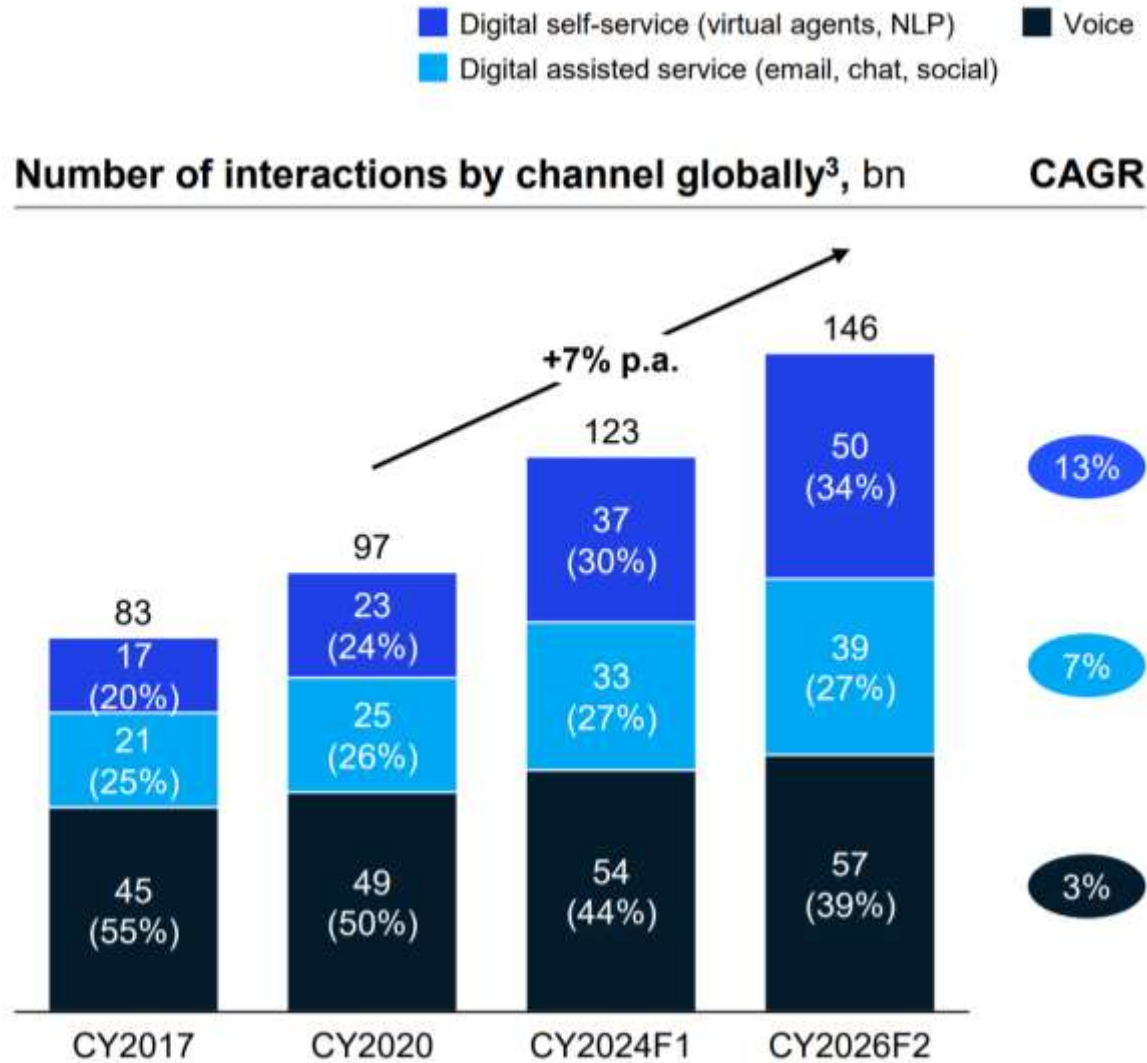
Insight #1

Secrets of Delivering Consistent Service

The fundamentals of great service remain consistent over time
So have the challenges of meeting those expectations



Meeting New Expectations



... while expectations on digital maturity are increasing driven by GenZ

Mobile being the preferred channels for GenZ

GenZ will first try to solve their issues on their own

75% vs. 62%-70% Baby-boomers-Millennials

50% preferred via Google (~50%), FAQs & Social Media (~30%) – especially Youtube (~50%) and Instagram (~40%)



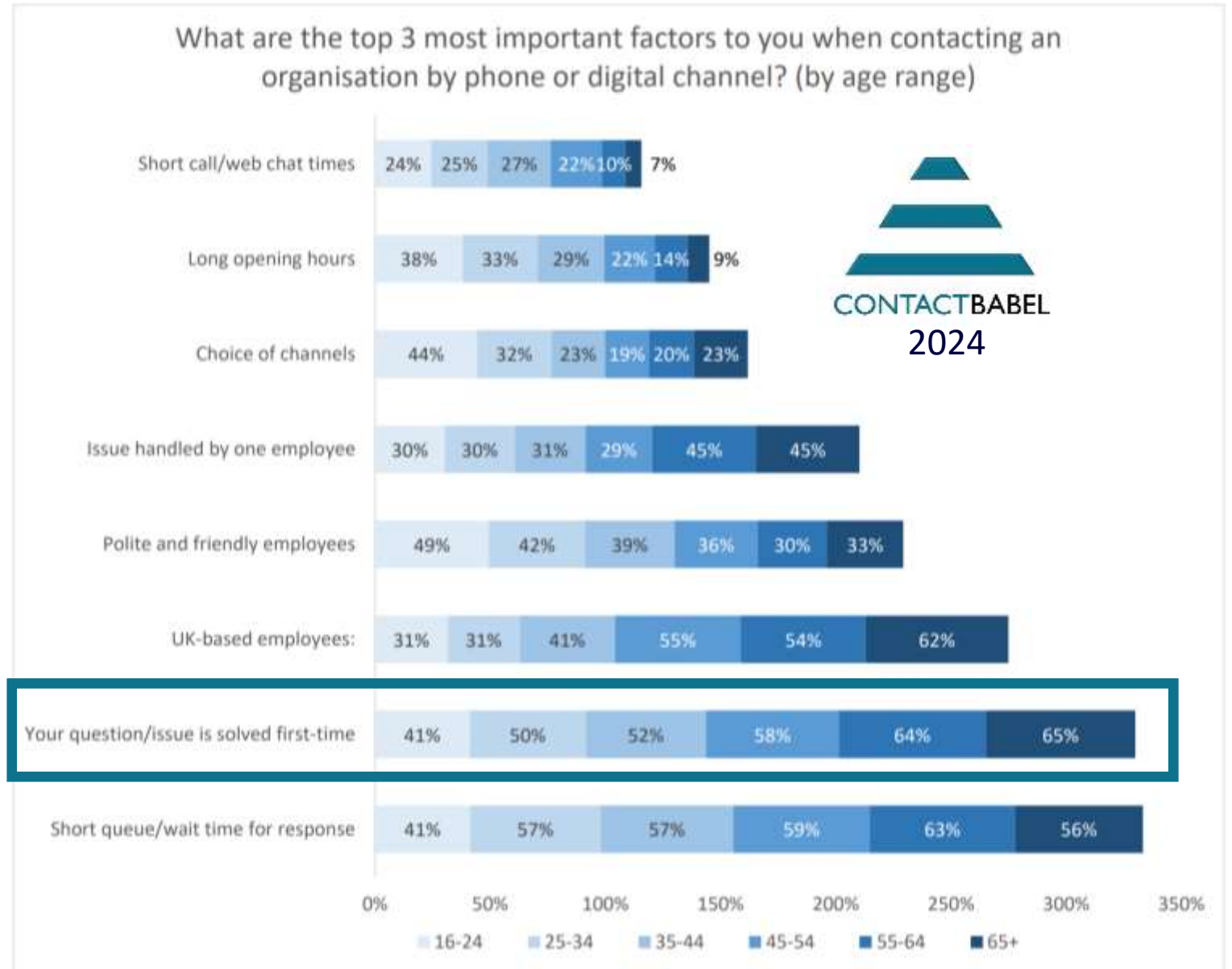
"I first try to solve all my issues online mostly using my smart phone"

"I want customer service to be seamless, transparent and fitting to my needs"

24/7

Customer service being the priority for GenZ, followed by "problems being solved in first contact"

Customers Have Been Consistently Clear!



Customers/Brands Assess FCR Very Differently!

To what degree was the agent able to fully resolve your issue during your most recent customer service interaction?



Base: 33,093 consumers across 29 countries

CX ROI Comes from Consistent Service Delivery

European customers that are satisfied with their overall customer service experience are:



5.3x
more likely to
trust



5.4x
more likely to
buy more



5.6x
more likely to
recommend



Insight #2

Secrets of Delivering Consistent Service

Technology only *enables* effective service experiences

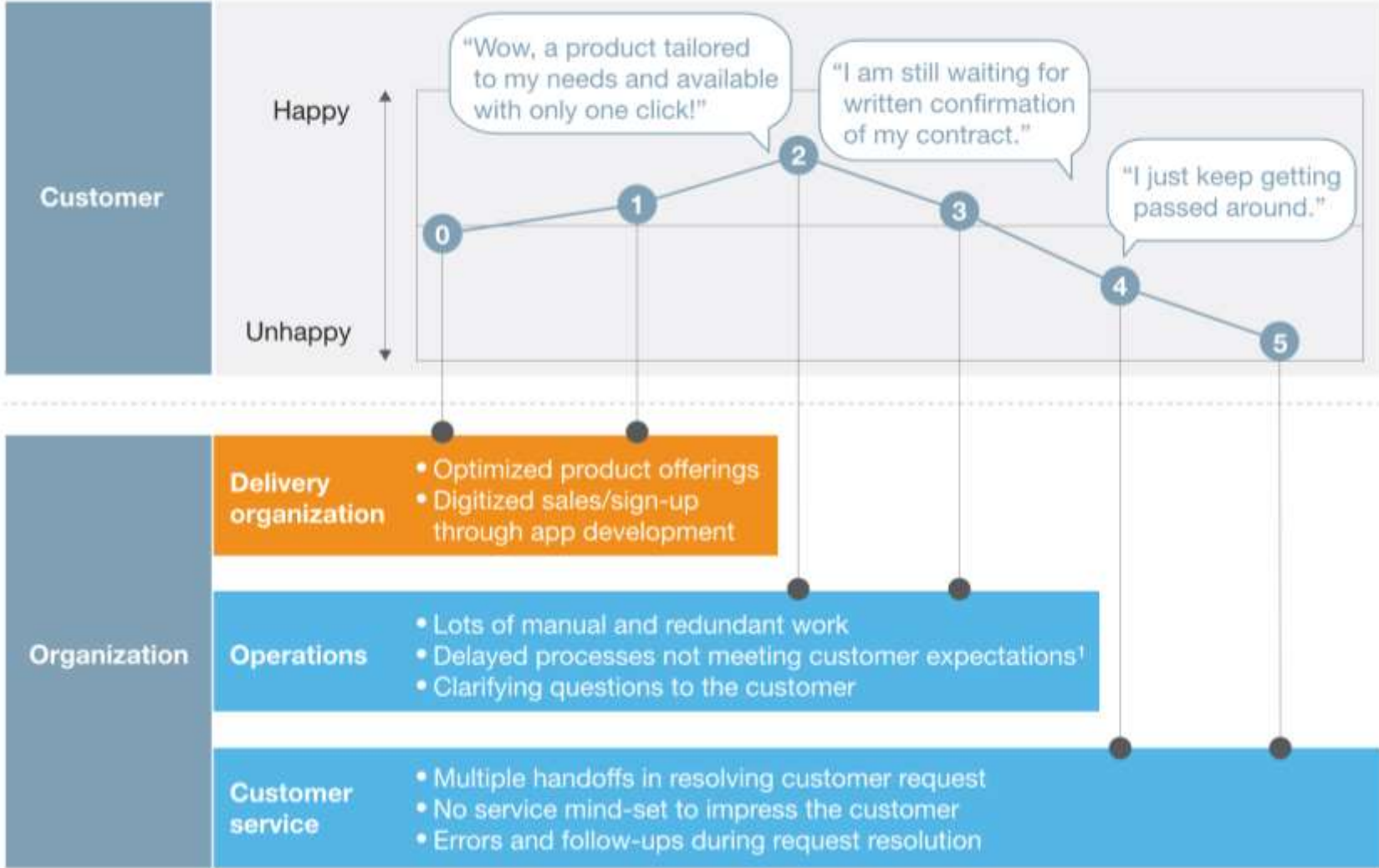
Still requires intentional design and obsessive optimisation



The Impact Of Rushed Digital 1st Strategies

End-to-end customer journey

Agile Not agile



Failure as an Expected Outcome

I'd recommend visiting one of our branches with ID and asking them

There's nothing

There's nothing we can do

the only thing you can do

the only thing I can suggest

The only option would be

The only thing I can think of

You would need to check with them

It's not us.

It's nothing to do with us.

I'm not allowed to

the computer, won't let me do that.

That's something we are unable to do.

We cannot do what you are asking

the terms and conditions state

the T's and C's say

I'm unable to help further

I am unable to resolve this.

We cannot fix this

We are not able to sort this

The only option is to contact

You need to speak to

The computer won't let me use that code.

Computer says, no,



In one £4bn company, 60% of all FCA complaints were triggered by systemic advisor impotence: *"there's nothing we can do."*

Source: dataset of 10,374 Live Chat transcripts.

Growing Recognition That New Thinking Is Needed



Brian Manusama • 1st



I'm a global tech leader, advisor and board member who ensur...

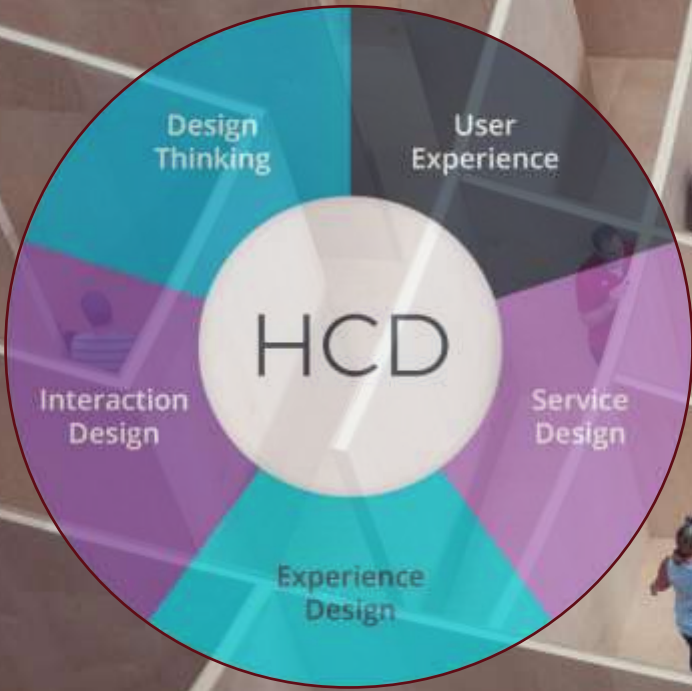
Reposted from Ronald Rubens • 1d • 

In 2018, while at Gartner, I wrote a prediction that by 2022, 85% of customer service interactions will start with self-service from 48% back then. New Gartner research suggests that I was quite right.

Here is the shocking part to me... With 88% of customer service journeys starting in self-service touching multiple channels ONLY 13% of customers are fully able to resolve their issues through self-service as the only channel.

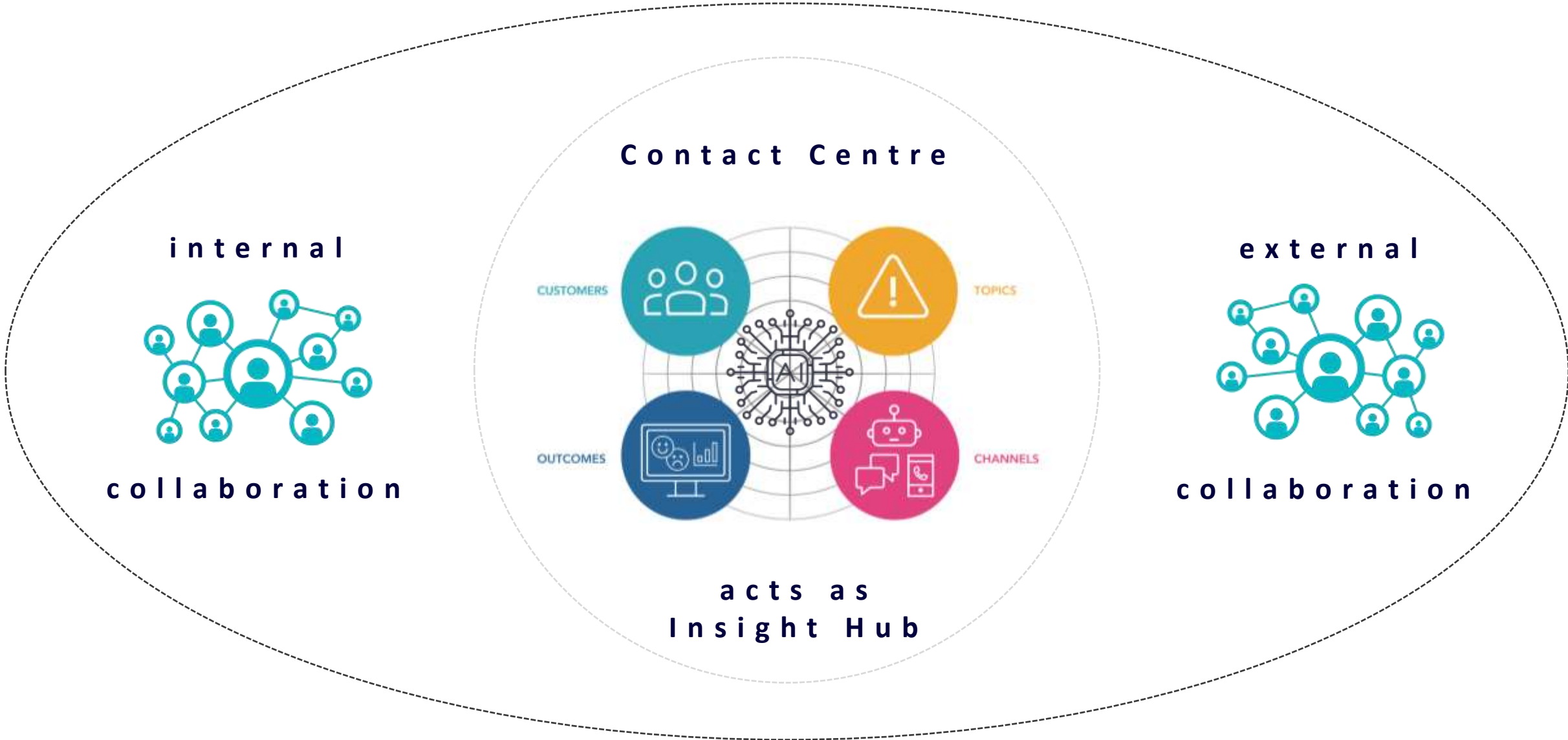
My analysis is that there are 2 big problems: Bad Designs made for the Wrong Reasons and no Orchestration of the Conversations.

Understand Customer Priorities and Mindset



Use Outside-in Thinking

Shared Insight Generates Collaboration



Create Alignment Around A Clear Service Strategy

Customer Experience Priorities

1

REMOVE

Eliminate The Need For Customers To Make Contact

2

ANTICIPATE

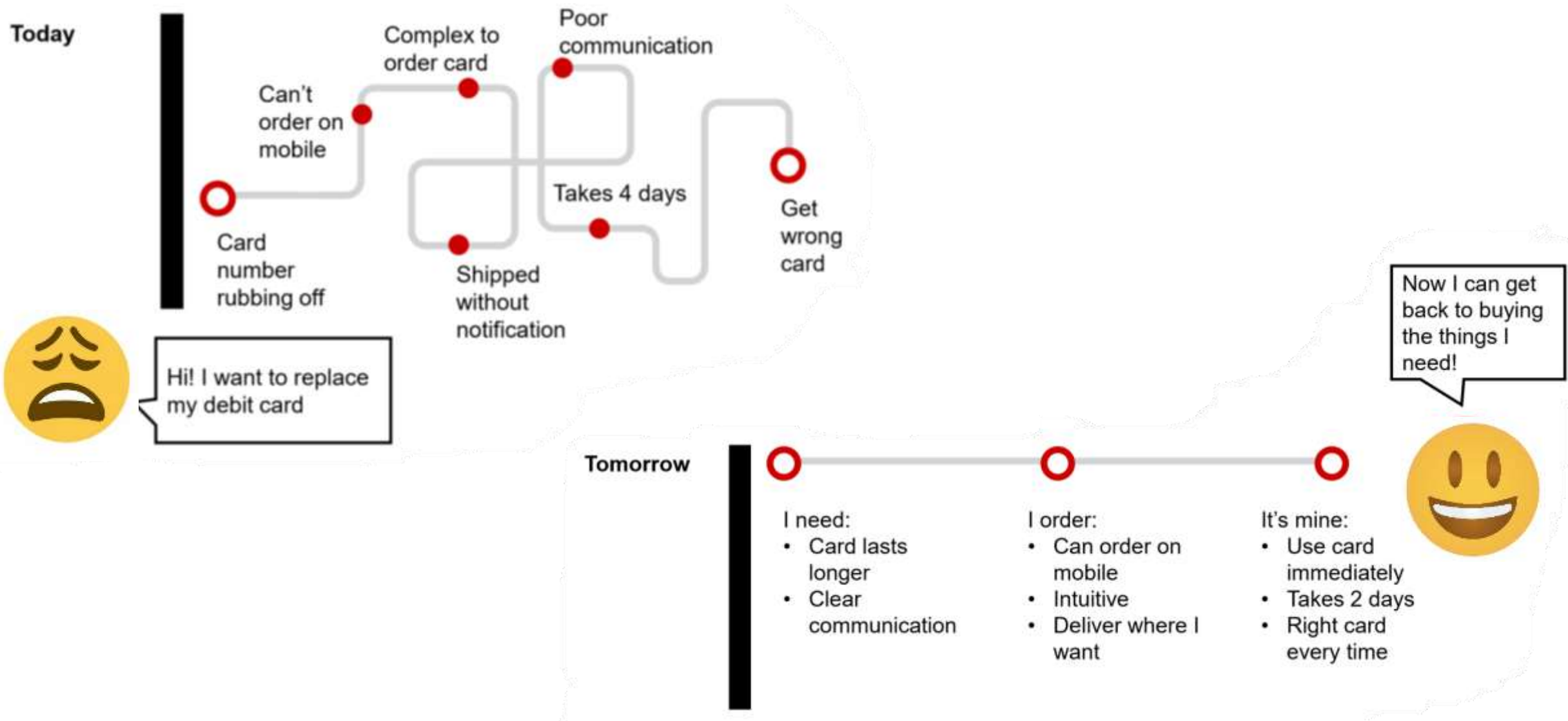
Know What Customers Need Before They Do

3

REACT

Meet Customer Needs Once They Have Made Contact

Simplify End to End Journeys



From Omni-Shambles to Opti(mal) channel

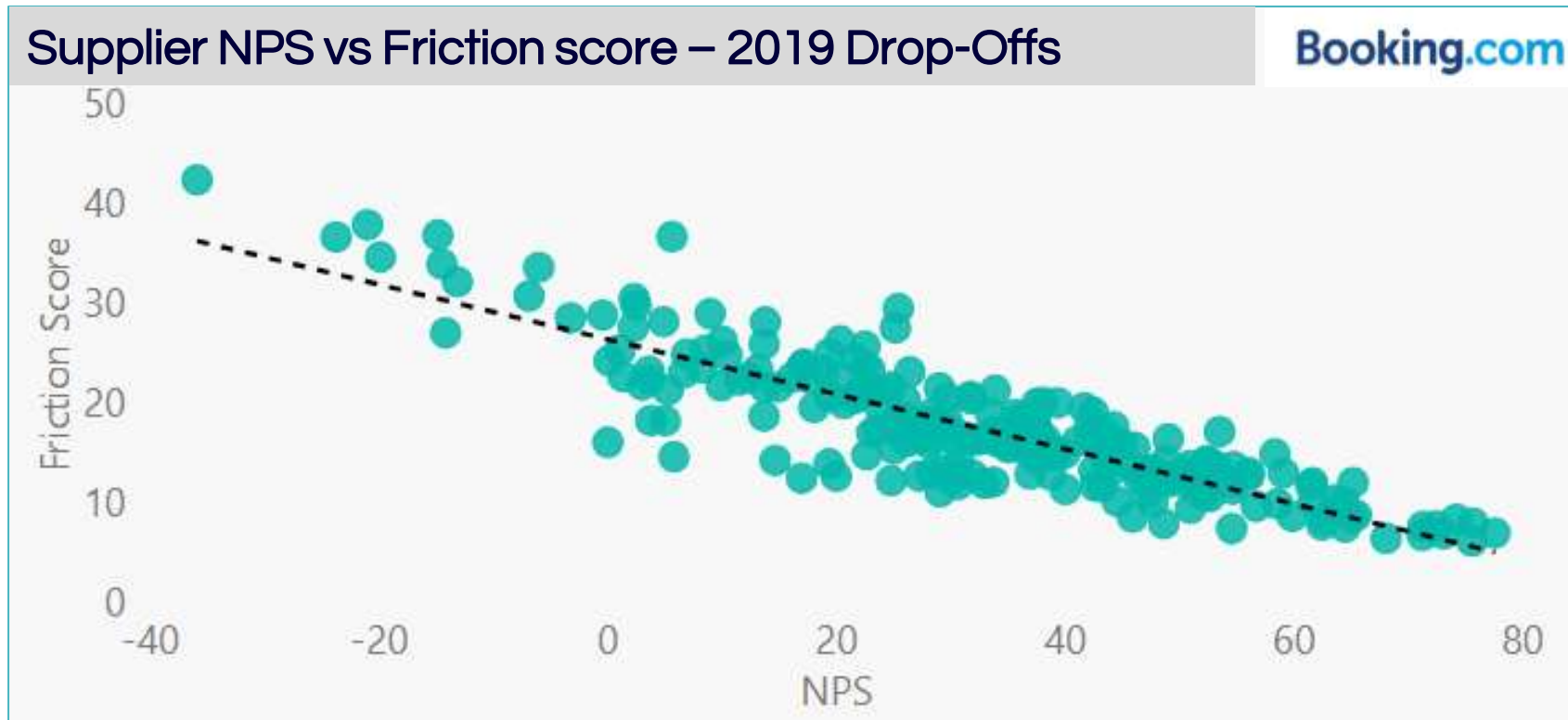


Action Plan

1. Use interaction analytics/ agent insight to match journey outcomes with 'best' channels
2. Drink that champagne every day to ensure 99.999% uptime. Invest in resources to obsess the detail
3. Design in queue messaging and other nudges to recommend those options
4. Use interaction analytics/outcomes scores to track effectiveness of recommended options v others

Reduced Effort = Increased NPS

We developed a “Friction measure” – this aggregates various key “customer journey irritations”, including when customers have to contact our Customer Services team



**Clear correlation
between reduced
friction and increasing
NPS**