Building an Effective Self Service Strategy

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Welcome! Here’s What We’ll Cover Today…

- Understanding customer experience
- Where does self service fit?
- Building a self service strategy
More Channels Make Managing the Customer Experience More Important than Ever
Look at the Entire Customer Experience When Designing Self Service

- Track and leverage customer contacts across channels to improve the customer experience
- Listen to the voice of the customer
  - What do customers want, what do they like, what do they have difficulty using?
- Integrate reporting
- Integrate customer data across channels
  - Integrated sales, marketing and service view of customer
- Understand customer use of multiple channels
- Be consistent
  - Consistent persona, terminology, data, customer identifiers and PINs across channel
Customer Experience Success: Multi-channel Personalization

• Offer customers a rich mix of channels so they can customize self service – how they access information and how you contact them – based on their preferences. The experience should be:
  – Useful
  – Consistent
  – Usable
  – Compelling

• Provide the same level of personalization across channels
  – Use enablers like CTI, Smartcards, cookies

• Remember that CEM does not equal CRM!
  – CEM – How your customers perceive your company
  – CRM – How your company manages your customers
Design a Consistent User Experience

• Develop an experience to enhance customer perceptions of your brand, regardless of channel
  – Match your corporate image
Where Does Self Service Fit?
Self Service is Pervasive

ATMs / Banking kiosks

Supermarket checkout

Tourist info kiosks

Travel booking

Pay at the pump

Text alerts, SMS

Airline check in (web or kiosk)

Bill payment (web/IVR)

Account information

Stock trades
Self Service: The Evolution

Yesterday
- Single channel
- Improved support processes

Today
- Multi-channel
- Personalization & channel optimization

Tomorrow
- Advanced analytics
- Cross channel optimization, reciprocal interaction & customer experience management

Where is your company?
The Competitive Edge: Building a Self Service Strategy
Why Is Self Service Strategy Important?

- Directly links the customer experience to corporate goals
- Provides a framework for designing and implementing self service applications
  - Optimizes use of all available channels
  - Creates a framework for making decisions (“which application best meets our strategic needs?”)
  - Defines...
    - **Who** are we going to serve?
    - **What** are we going to offer?
    - **How** are we going to deliver it?
- Enables companies to budget and plan for the future
- Drives measurements of success that are easily understood and that link to corporate goals
- Balances organizational and customer needs
Impact of Ineffective Self Service

- Poor Self Service Experience
  - Call to Call Center
  - Unhappy Customer
    - Customers Telling Others
      - Sales
        - Higher Costs and Lower Profits
        - Dealing with Dissatisfaction
        - Lost Sales

[Diagram with cartoon characters illustrating the impact of poor self service experience on customer dissatisfaction, calls to the call center, and resulting financial impacts such as higher costs, lower profits, dealing with dissatisfaction, and lost sales.]

[Community: Vanguard | SpeechTEK 2009]
What Does a Bad Self Service Experience Cost You?

• 65% of consumers abandon a company after a bad experience. 27% will never return.
• Worst service experiences? Telecom providers and the public sector.
• Top frustrations:
  1. Being put on hold for a long time
  2. Automated voice response that doesn’t have the option I need
  3. Inconsistent or inaccurate information
  4. Automated menus that seem to travel in circles
  5. Representatives who cannot help you
  6. Repeating account information to representatives
  7. Too many touch tone menus to remember
  8. Being transferred

Source: RightNow Customer Experience Survey, April 2006
Impact of Effective Self Service

1. Good Self Service Experience
2. Empowered to Try Again
3. Tries More Complex Transactions
4. Positive Word of Mouth
5. Lower Costs
6. Full Utilization of Self Service
7. More Users
8. Higher Profits
Vanguard’s Strategy Alignment Model

Business Strategy
- Vision, goals, identity
- Products, services
- Customers, target markets
- Competitive position

Customer Interaction Strategy
- Contact Center
- Self Service

Self Service
- Design
- Integration

Technology
- Architecture
- Integration

Metrics
- Key Perform Indicators
- Accountability

Process
- Workflow
- Control

Organization
- Efficiency
- Flexibility
Building an Aligned Self Service Strategy

Develop Strategy (“What”)

Understand Corporate Strategy
- Vision & goals
- Customer segmentation
- Competitive landscape

Review Current Environment
- Applications & usage
- Customer feedback

Develop Strategy
- Vision
- Guiding Principles

Explore Self Service Opportunities
- By user group or segment across channels
- Potential applications
- Incentives

Document Self Service Strategy & Recommendations

Share Best Practices
- Case studies
- Benchmarking

Design Tactics (“How”)

Implementation Planning
- ROI and business case
- Metrics
- Timetable

Design & Implementation
Alignment with Corporate Competitive Strategy Is Vital

<table>
<thead>
<tr>
<th>Competitive strategy</th>
<th>Key driver</th>
<th>Self service</th>
<th>Channel impact</th>
<th>Support needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost leader</td>
<td>Cut costs</td>
<td>Basic</td>
<td>Drive contacts to the lowest cost channel</td>
<td>Basic</td>
</tr>
<tr>
<td>Maximize customer relationships</td>
<td>Leverage customer data</td>
<td>Personalized</td>
<td>Data must be shared across channels</td>
<td>CSRs need relationship management tools</td>
</tr>
<tr>
<td>Virtual business</td>
<td>Anytime anywhere access</td>
<td>Always available</td>
<td>Requires leading edge design</td>
<td>Essential – no opportunity for face to face</td>
</tr>
<tr>
<td>Sales focus</td>
<td>Sales and marketing</td>
<td>Critical to support messages</td>
<td>Integration with call center is essential (CTI, web chat, etc.)</td>
<td>Essential to convert/prevent abandoned carts</td>
</tr>
<tr>
<td>Product leader</td>
<td>Innovation and quality</td>
<td>Importance of assisted service to demonstrate features</td>
<td>Web essential to demonstrate features</td>
<td>CSRs need excellent product knowledge</td>
</tr>
</tbody>
</table>
Evaluate Your Customers’ Experiences With Your Company

• Audit the customer experience across channels today
  – Self service assessment
• Understand usage patterns across channels and between channels
• Benchmark to understand what leaders are doing inside – and outside of your industry
Get Input from Customers

• Gather data from customer interactions:
  – Face-to-face
  – Call center (phone, email etc.)
  – Self service

• Surveys, focus groups, blogs, customer communities or online collaboration

• CRM analysis and segmentation, behavioral data

• Call and transaction observations
  – IVR
  – Web
  – Agent handled calls
Define Audiences

• “User group” approach to segmentation  
  – user profiles that enable segmentation  
    based on criteria such as lifestyle,  
    behavior, purchase patterns, profitability,  
    and lifetime value.

• Strategy determines which applications  
  and channels you’ll offer to different  
  customer segments
Understand Your Customer Lifecycle and Critical Moments of Truth

- Comparative Shopping / Research
- Acquisition / Sale
- Defection
- START

- Ongoing Maintenance
- Critical Downloads
- Initial Troubleshooting
- Set up
- Delivery
- Financing

- Hardware Failure
- Replacement Decision
- Warranty Period

- Upgrades
Explore New Self Service Channels to Enrich the Customer Experience

• Text messaging - US lags behind the rest of the world, but SMS is growing rapidly
  – Locators (Google SMS)
  – Ticketing
  – Voting
• Outbound applications - Via email, SMS/opt in, phone
  – Healthcare
  – Brokerage
  – Airlines
• Smartcards as self service enablers - Used more widely in the rest of the world than in the US
  – Security
  – Loyalty systems (e.g., American Express, frequent flyer)
  – Healthcare
• Multi-channel interactions mix high tech with high touch
  – Partial automation
  – Chat, click to talk
Define Channel Suitability

• Web
  – Complex applications
  – Visual
  – Modeling “what ifs”/calculators
  – Easy user personalization
  – Allows users to easily perform multiple transactions

• Kiosk
  – Card reading capability (Smartcard)
  – Location dependent
  – Easy to use touch screen

• Mail/Fax
  – Outbound broadcasts
  – Written confirmation of self service channel action/request
  – Lengthy documentation, large documents
  – Fax not secure

• IVR/ASR
  – Low complexity
  – Outbound notifications
  – Non-visual
  – Location independent
  – Access to assisted service

• PDA/SMS
  – Outbound notifications & alerts
  – Simple short messages
  – Time critical notifications
  – Location independent

• Email
  – Outbound notifications & alerts
  – Complex messages
  – Can add links and attachments
Identify Application Opportunities

• Customer interaction strategy
• Self service strategy and vision
• Customer segmentation and target markets
• Channel suitability
• Contact types and volumes
## Build a Cross Channel Application Matrix

<table>
<thead>
<tr>
<th>Application</th>
<th>Web</th>
<th>IVR</th>
<th>Kiosk Smartcard</th>
<th>Outbound Notification</th>
<th>Email</th>
<th>SMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check Balance</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Change address</td>
<td>X</td>
<td>X</td>
<td>(with ASR)</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Apply for a mortgage</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: IVR and Kiosk Smartcard can include ASR (Automatic Speech Recognition).*
Who Is Involved in Building a Self Service Strategy?

- Include all areas of your organization
  - IT
  - Contact center
  - Web development
  - IVR development
  - Marketing
  - Regulatory/legal
  - Product development and management
  - Corporate QA
  - Finance
Closing Thoughts

• Successful self service begins with strategy, not with applications

• Successful strategies are based on the customers who will grow your business in the future, so getting the customer experience right is critical
Vanguard Communications is an independent consulting firm, which concentrates on helping clients meet their customer contact objectives. Questions? Call us.

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