In the Driving Seat of Customer Experience

Customer Signals Management (CSM)

Inspiration session
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During my search for effectively changing the world, customer signals management (CSM) was born.

Treat customers better

Treat employees better

Toward human centricity

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Nobody does it intentionally

Speak language of organisation!
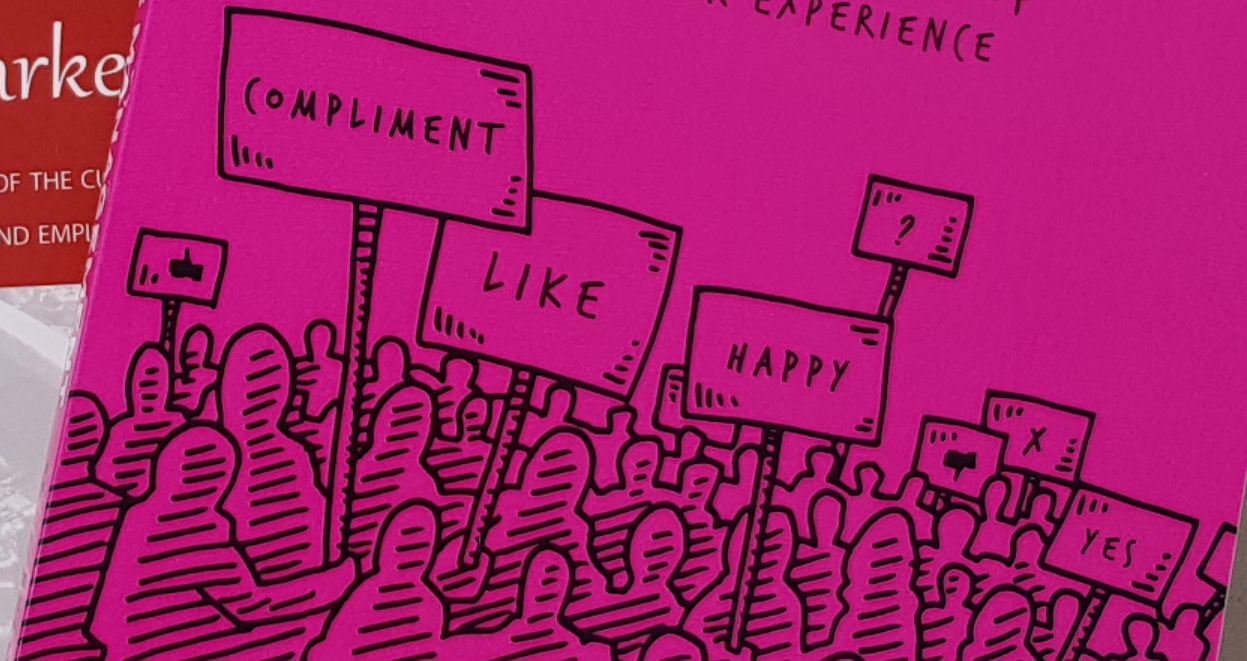
Why a new methodology? Because there are several flaws in current CX approaches.

1. Too little customer perspective

Lean <> VotCustomer | Touchpoints <> Journey

2. High level customer journeys

Detail journeys are the key

3. No cause and effect analyses

Correlations <> Cause and effect

4. No steerable information

Priorities? Energy best invested? Insights in €?

5. No change management

Measuring the scores, and then what?

Speaking the language of the organisation means translating CX into steerable information.
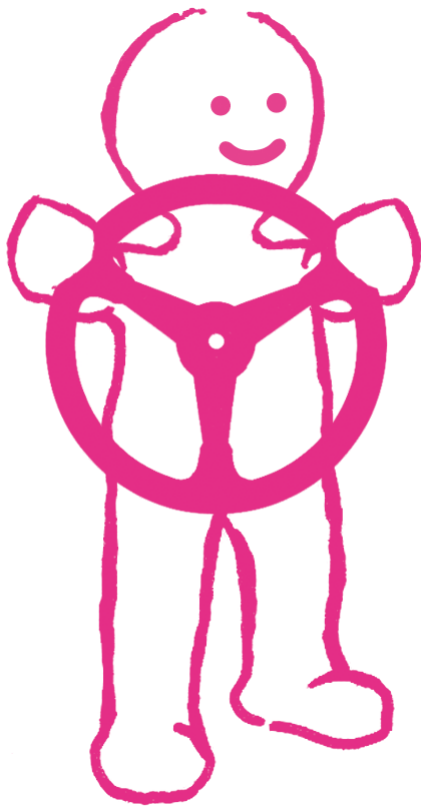
The two pillars of CSM

Euro's via contacts

C-Sat via drivers

Before we continu, let's do a very quick quiz about contact reduction from an outside in perspective.

What % of the customers said "YES" to the question: Do you feel this contact could have been prevented?

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1. 10%

2. 20%

3. 30%

4. 40%

Before we continu, let's do a very quick quiz about contact reduction from an outside in perspective.

What % of the customers said "YES" to the question: Do you feel this contact could have been prevented?

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2. 20%

3. 30%

4. 40%

When it comes to euro's, AHT reduction can only do so much. Contact prevention is a much stronger BC.
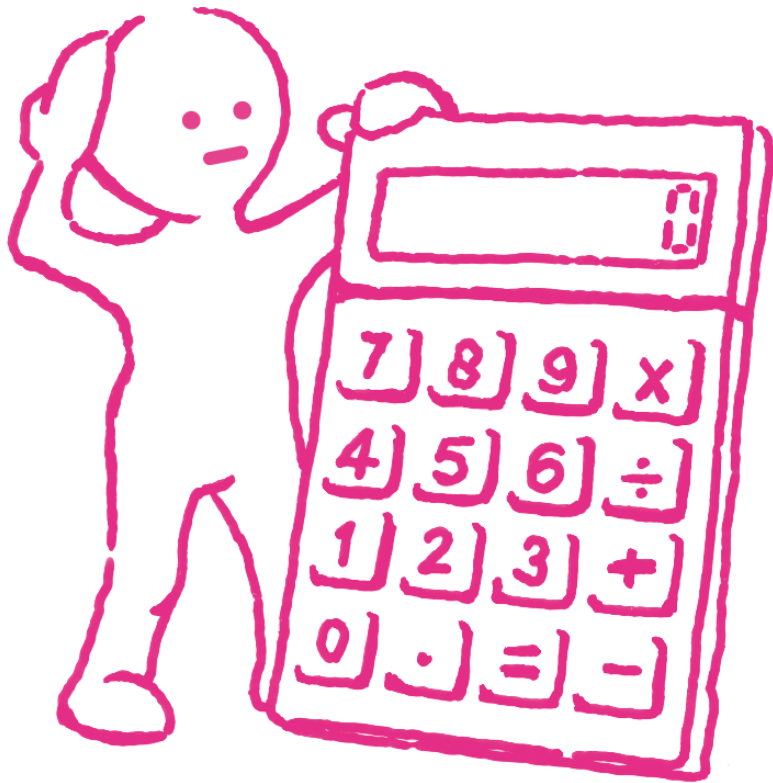
25% unnecessary contacts

1.000.000 calls à € 10,-

=

€ 2.500.000,- potential

While creating happy customers!

Where contact prevention goes wrong, is in the assumption that it's solely the problem of the CC.

CC can only reduce non FtF

At 80% FtF, only 10% remains

The entire chain causes the rest

↓

Learn to speak each others language!

Case Insurance company
25% reduction in 2 years time
while increasing c-sat

When it comes to c-sat (and e-sat), most research companies do not give you the real drivers.

90-95%
unconscious
decision making
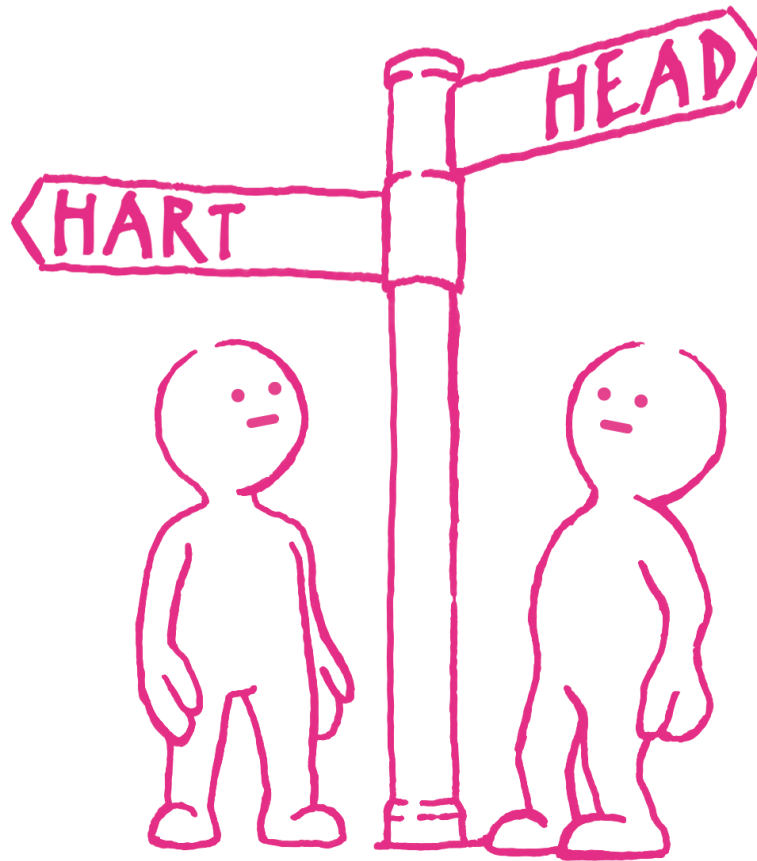
90-95%
conscious
c-sat research

The key is to combine several elements, to make sure you find the real, latent drivers of customers and employees.

How does it work?

Detailjourneys

Add transaction, emotion & brand

Survey recent experiences

Use the right statistics

↓

Find the real drivers for each step in customer / employee journey

The statistics then tell you everything you need to know, so you can stop losing energy based on assumptions.

Example statistics "I find a new job"

Humaneness (β=.44)

Reception employer (β=.34)

Convenience administration (β=.22)

My Randstad (β=.20)

Know what to expect (details new job) (β=0.16)

C-Sat 7.9

R2=64%
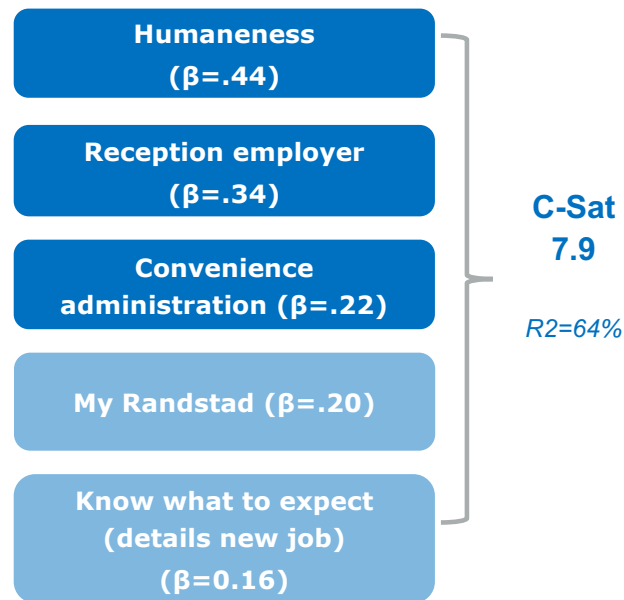
Top 9 items with highest impact   Score

β=.44

1. Randstad gives me personal attention. — 1. 3.8
2. The team of Randstad empathizes with my situation. — 2. 3.8
3. I feel treated by Randstad as a human being and not as a file. — 3. 4.1
4. The team of Randstad was always available for me when needed. — 4. 4.2

β=.34

5. My new employer was happy with my arrival. — 5. 4.2
6. My new employer provided me with a warm welcome. — 6. 4.1
7. My new employer explained to me exactly what I had to do. — 7. 4.2

β=.22

8. I do not need to provide any data I provided previously. — 8. 3.5
9. Checking my data was quickly arranged. — 9. 3.3

Let's do another short quiz, this time on the drivers of c-sat for the telephone channel of the contact center.

When looking at the drivers for the telephone channel: what drives c-sat?

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1. Effort

2. Waiting time

3. Opening hours

4. Employee

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We've done the same analyses for several contact centers (phone and e-mail), based on the drivers from my PhD.

When looking at the drivers for the telephone channel: what drives c-sat?

Employee (β=.50)

Customer Effort (β=.21)

Accessibility (β=.19)

C-SAT Contact by phone
R2=62%

Employee
β=.50
1. The employee put himself in my position.
2. The answer of the employee was clear.
3. The employee told me what I could expect.
4. The employee is friendly.

Effort
β=.21
5. How easy was it to get your question answered?

Accessibility
β=.19
6. Opening hours are extensive enough.
7. Waiting times are acceptable.

By integrating the two pillars of CSM, you are 100% sure that you focus on the right improvements.

The glue that binds the pillars is the customer journey
It provides fact-based focus

I register as a customer

- # calls
- # mails
- # complaints
- # visits

- top x calls
- top x mails
- top x complaints
- top x visits

- satisfaction
- drivers

I have a question
- # calls
- # mails
- # complaints
- # visits
- top x calls
- top x mails
- top x complaints
- top x visits
- satisfaction
- drivers

I want to buy a(nother) product
- # calls
- # mails
- # complaints
- # visits
- top x calls
- top x mails
- top x complaints
- top x visits
- satisfaction
- drivers

I use the product (i.e. claim)
- # calls
- # mails
- # complaints
- # visits
- top x calls
- top x mails
- top x complaints
- top x visits
- satisfaction
- drivers

My situation changes
- # calls
- # mails
- # complaints
- # visits
- top x calls
- top x mails
- top x complaints
- top x visits
- satisfaction
- drivers

I cancel my product(s)
- # calls
- # mails
- # complaints
- # visits
- top x calls
- top x mails
- top x complaints
- top x visits
- satisfaction
- drivers

I register as a customer

- 100.000 contacts
- = € 1.000.000
- 25% unnecessary
- = € 250.000,-

Lead Time!

Contact reasons
1. What's the status?
2. How can I end current insurance?
3. How login to myAccount?
top x klachten

Drivers c-sat
1. Speed of registering
2. Understand my needs
3. Clear offer

There is so much win-win between experience and efficiency. As long as you work outside in!

By continuously measuring purely the drivers, you make sure everyone is focused on DOING and not analyzing.

C-SAT Staffing - Candidates ▪ Details

7.4
- 61.5% (1329) positive (8-10)
- 21.2% (457) neutral (6-7)
- 17.3% (374) negative (1-5)

Baseline driver survey

C-SAT Staffing - Customers ▪ Details

7.3
- 54.4% (705) positive (8-10)
- 34.0% (441) neutral (6-7)
- 11.6% (150) negative (1-5)

Baseline driver survey

C-SAT Staffing - Per CJ phase van 25-07-2016 t/m 09-05-2017

C-SAT Candidates ···· Drempelwaarde C-SAT Customers

I register | I find a job / candidate | I am at work / Candidate works for me | My job ends / Candidate quits working

Baseline driver survey 2016

C-SAT 'I register for a job' - Candidates NL ▪ Details

7.1
- 58.8% (470) positive (8-10)
- 20.6% (165) neutral (6-7)
- 20.6% (165) negative (1-5)

N=800
@=3968
20.2%

Continuous survey

RSS - 'I register for a job' - Candidates NL - Top 7 items based on impact van 25-07-2016 t/m 09-05-2017 ▪ Details

Score 1-5

1. De consultant is enthousiast over mijn sollicitatie.
2. Ik kreeg snel te horen of de werkgever mij een interessante kandidaat vond.
3. De consultant geeft me proactief advies hoe ik mijn kansen op werk kan vergroten.
4. Ik weet direct waar ik aan toe ben (na het reageren op de vacature).
5. Ook bij afwijzing krijg ik goede feedback over het waarom van de afwijzing.
6. De ontvangst in het kantoor was vriendelijk.
7. De consultant stelde me direct op mijn gemak.

And when you add the empowerement of your employees to work with the insights and make it fun...

Presents from happy candidates ☺
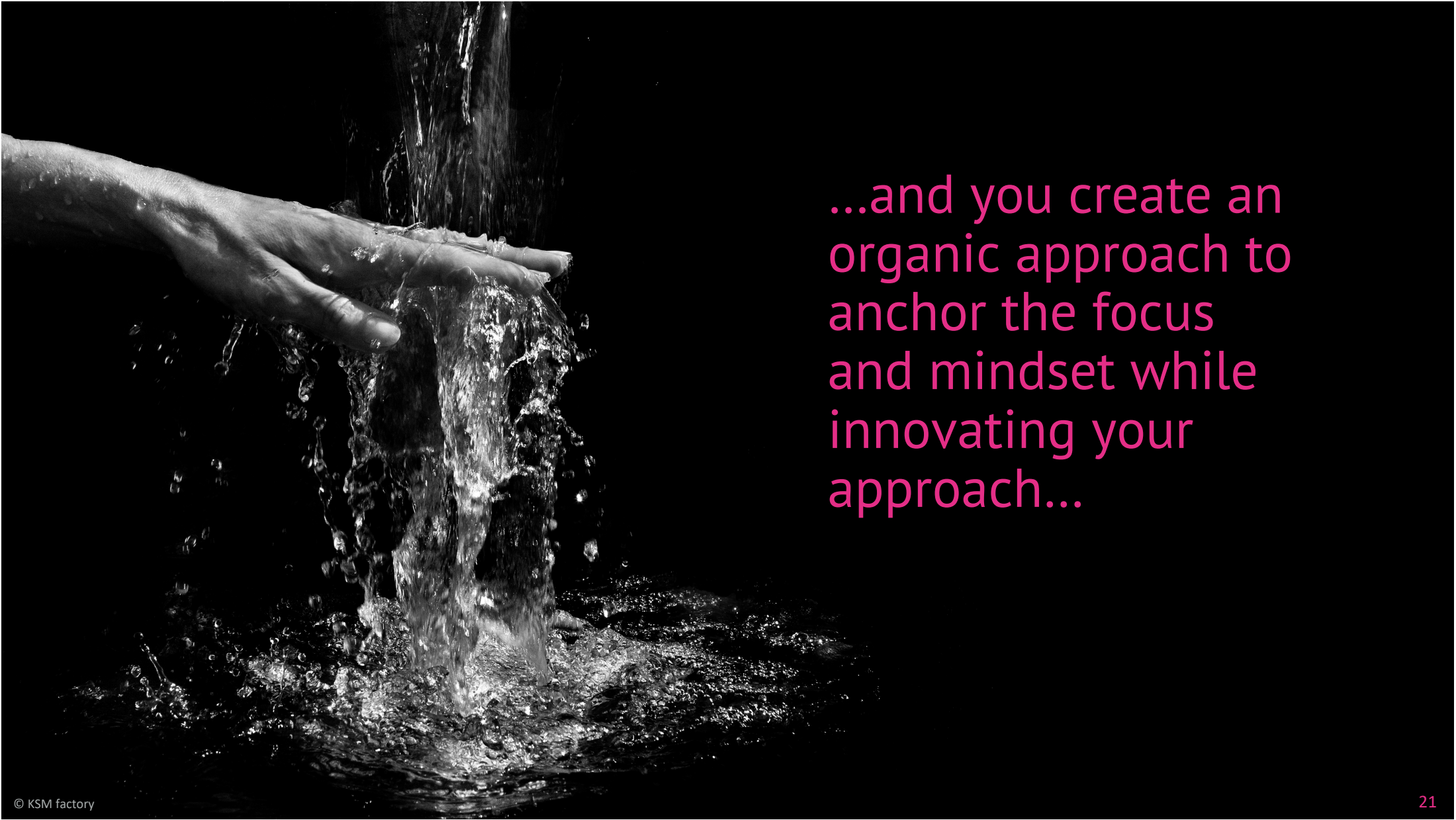
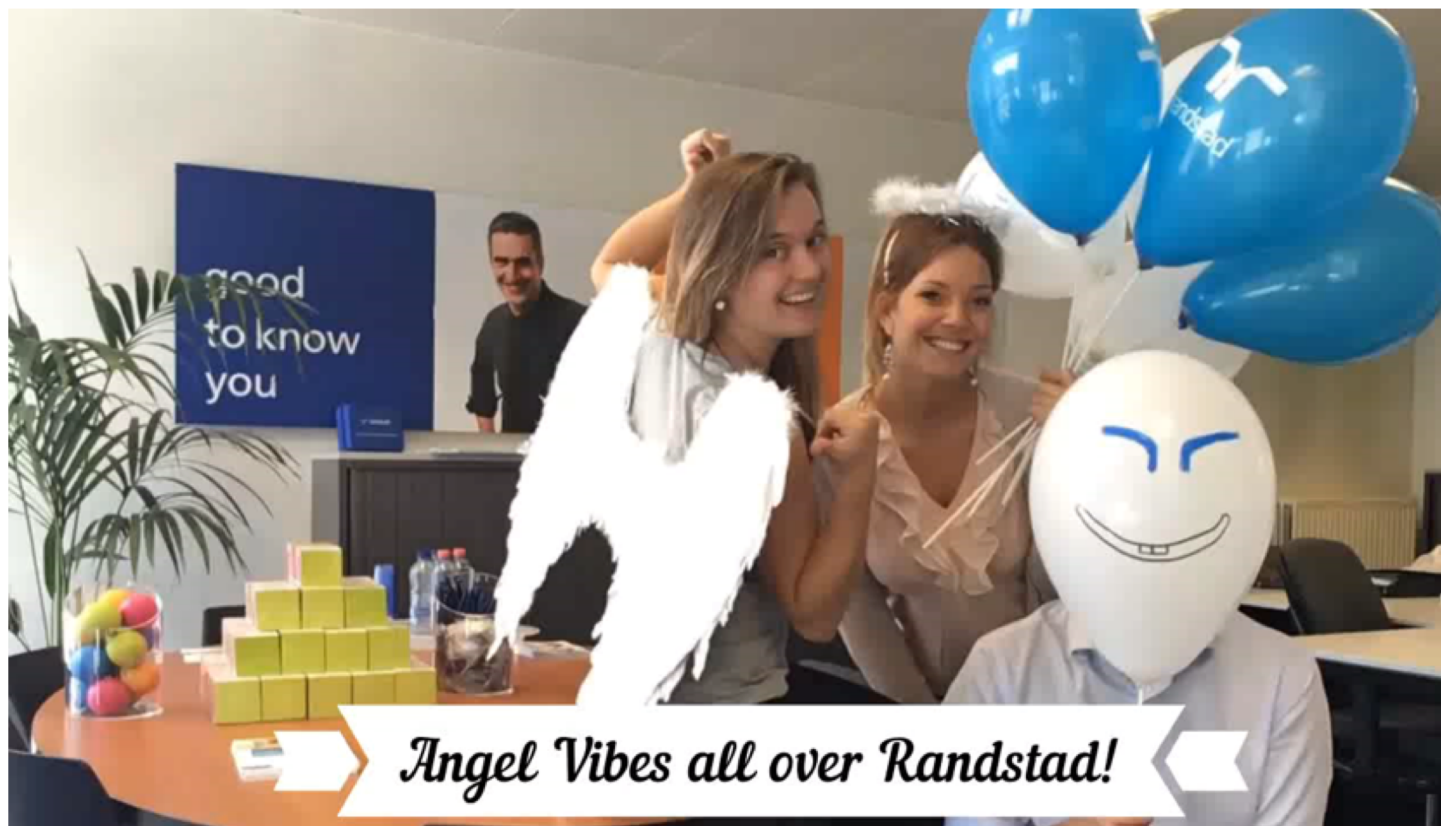Happy Customer Delight Angels!

...and you create an organic approach to anchor the focus and mindset while innovating your approach...

... the sky is the limit in creating a successful organisation by creating happy customers and employees!

Angel Vibes all over Randstad!