CX Series:
the Basics of Customer Experience

Part 3 of a 5-part series

Service Recovery:
Reinventing Customer
Experiences, Collaboratively

THE PLANET'S SMARTEST CX ORCHESTRATION PLATFORM

Voice-of-the-Customer, Social Media, Journey Analytics and Engagement unified on the Planet's Smartest Customer Experience Software Platform.

PART 3

SERVICE RECOVERY: REINVENTING CUSTOMER EXPERIENCES, COLLABORATIVELY

The Planet's *Smartest* CX Platform

www.inquba.com
inQubaCX @inQubaCX inquba

CX SERIES PT 3: SERVICE RECOVERY

Service failures are unavoidable. But they're opportunities to rewrite customers' experiences and also opportunities for the business to learn and grow. Today's business needs the ability to turn any feedback into something that requires attention so that it can be collaboratively and systematically resolved and the customer experience reinvented.

In the previous part of this series, 'Feedback: how to collect it and what to do with it', we looked at the importance of customer feedback and how today's business has a listening imperative. Listening to your customers is more important than ever, but also presents more challenges than ever. Your customers are moving targets, jumping from channel to channel and providing feedback in unstructured formats. All this feedback needs to be organized into insight and distributed systematically and appropriately.

There are multiple reasons why this is important:

- Businesses need to measure satisfaction
- This measurement itself can enhance the customer experience
- Customer sentiment is valuable as it can shape the business
- Feedback builds out the single view of every customer, allowing business to engage with context in future
- Product and service improvements are informed by meaningful feedback
- Retention is enhanced because unhappy customers present opportunities for recovery

Let's pause on that last point:

Opportunities for recovery which can ensure retention. If feedback reveals that all your customers are consistently delighted with everything that you do then you're in a fortunate (and slightly suspicious) position. But this probably isn't the case. Feedback will be surfacing instances of service failure, irate customers and explanations for churn. Service recovery is the mechanism that connects customers' poor experiences to solutions. It's a restorative process that bends a negative sentiment curve into a positive one and often turns the detractor into a promoter.

The question is not whether you'll experience service failures, or whether these failures need to be recovered, but rather whether issues will be resolved comprehensively and empathetically.

Today's Customer Experience professional requires a service recovery mechanism and approach that can ensure the following:

RULES-BASED CASE CREATION AND ASSIGNMENT

Poor feedback is reaching the business continuously. Ensuring that all poor feedback is spotted and given the attention is requires is increasingly challenging, especially because more and more of it is unstructured (like social media comments). Manual case creation is common, but a rules-based mechanism is increasingly required – one which identifies the feedback based upon attributes, creates an open case and assigns it to someone or a team in the business. It may be a particular NPS score from a survey. Or it may be any tweet which mentions the brand and something negative about the claim experience. Auto-assignment ensures that the appropriate parties receive a notification in real time informing them that something requires their attention and that an SLA period has been applied.

SERVICING EFFICIENCY

Cases are created and assigned and each requires the attention of different people or teams, depending on the situation. Every service agent needs an organized view of the items which they're responsible for. Role-based dashboards ensure agent productivity and allow them to resolve issues easily. Sorting and searching functionality allows the agent a view of what's important based upon approaching SLAs, complaints versus queries, and new items. Once an SLA is met then the case is escalated to a supervisor. Agents should even be able to bookmark items for easy retrieval later, and each case should present the customer details, the reason for the case and the original feedback channel.

COLLABORATIVE ISSUE RESOLUTION

The case management platform needs to be a collaborative space. This is important because many cases may require the attention of multiple people or teams. A collaborative space requires visibility so that numerous involved parties can have their hands on items simultaneously, until resolved. Visibility also allows supervisors or team leaders to access a view of what individuals are working on and the time that may be required. Other functionality within the collaborative space includes internal notes on each case, so that the parties involved (assignees and owners) can communicate on an issue. This way they can keep each other updated on progress and obstacles. It's also in this space that parties can reassign or add assignees if there is a need to involve other people.

Each case has indicators which display the status of the particular scenario. These help the assigned parties to differentiate between complaints, compliments and queries. Parties also need to be able to easily see the status of each, the originating channel and the time to escalation.

A QUICK VIEW OF THE CUSTOMERS' CONTEXT

Service failures can only be addressed with customer context. This context empowers the agent to respond appropriately and understand customers' full story. Today's CX professional needs to be able to access a single view of every customer from anywhere in the platform. The view of the individual should include the following:

- Full customer contact information
- Linked profiles, including social media
- A history of interactions (completed surveys, communications responded to, past cases, etc.)
- A history of activity (calls to the call centre, branch visits, etc.)
- Important conversation themes and sentiment (based upon text analytics)
- The ability to initiate contact on various channels

ANALYTICS

Standard analytics will provide a view of the effectiveness of issue resolution in your business. It's important that the business has a view of why service failures are occurring, which areas of the business they're coming from, how quickly the various teams are resolving the issues, and which teams are allowing matters to reach SLAs and then escalate.

Larger organizations, especially in financial services, need to keep track of their TCF (Treating Customers Fairly) metrics. These will provide a view of why service matters took place and whether customers believe that their matters were adequately resolved. Additionally it may be necessary to also track and report on the compensation required. These are captured for each case in the platform and results are provided within the analytics.

inQuba's Case Management is your best-in-class service recovery solution. Effective service recovery takes place between humans. This is because the process requires understanding and empathy, and also needs to be speedy and sincere. Agents with this responsibility therefore need to be empowered with full and real-time customer context, and a platform that allows for efficiency and collaboration when re-inventing customer experiences.