

# The Effortless Experience

Conquering the New Battleground  
for Customer Loyalty



**Matt Dixon**  
Executive Director, CEB

## I'M THE OTHER GUY



# I'M THE OTHER GUY



**Bill Rancic**



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# I'M THE OTHER GUY



**Bill Rancic**  
**Award-Winning TV Personality**



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# I'M THE OTHER GUY



**Bill Rancic**  
Award-Winning TV Personality



**Matt Dixon**



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# I'M THE OTHER GUY



**Bill Rancic**  
Award-Winning TV Personality



**Matt Dixon**  
Questionable Personality,  
Likes Watching Award-Winning TV



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## HAVE YOU SEEN THIS GIRAFFE?



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## THE MOMENT OF "WOW"



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## THREE QUESTIONS THAT GUIDED OUR RESEARCH



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## THREE QUESTIONS THAT GUIDED OUR RESEARCH

1

What impact DO  
customer service  
interactions have  
on a customer's  
future loyalty?



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## THREE QUESTIONS THAT GUIDED OUR RESEARCH

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What impact DO  
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2

What are the things  
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can do to  
**DRIVE** loyalty?



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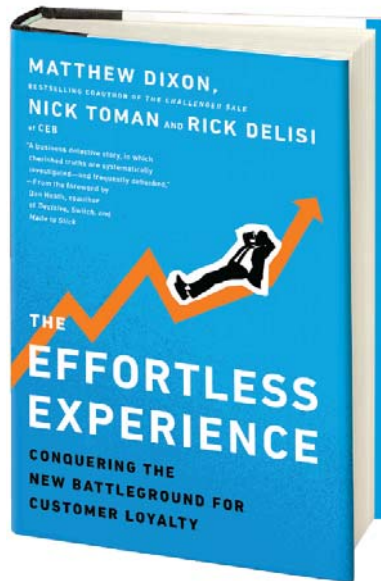
3

How can service  
improve loyalty  
while still  
**REDUCING**  
operating costs?



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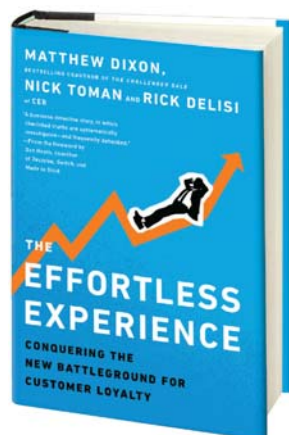
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#customer effort

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## WHAT IS LOYALTY?



- Repurchase
- Share of Wallet
- Word of Mouth



#customer effort

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## WHAT IS LOYALTY?



The TRUEST TEST of loyalty is when something goes **WRONG**.



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## OUR STUDY IN BRIEF



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## OUR STUDY IN BRIEF

- **125,000+ customers**



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## OUR STUDY IN BRIEF

- 125,000+ customers
- **5,000+ customer service reps**



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## OUR STUDY IN BRIEF

- 125,000+ customers
- 5,000+ customer service reps
- **100+ companies**



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## OUR STUDY IN BRIEF

- 125,000+ customers
- 5,000+ customer service reps
- 100+ companies

## 3 major findings



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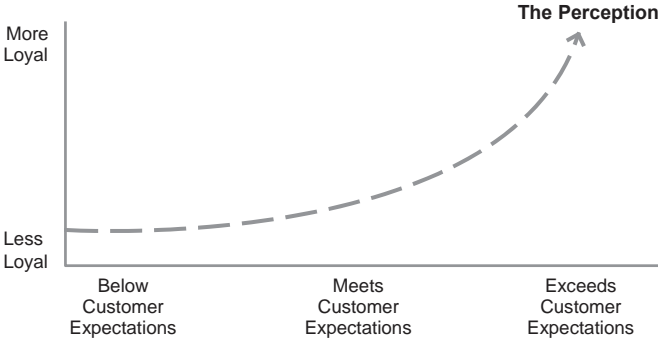
# FINDING 1: DELIGHT DOESN'T PAY



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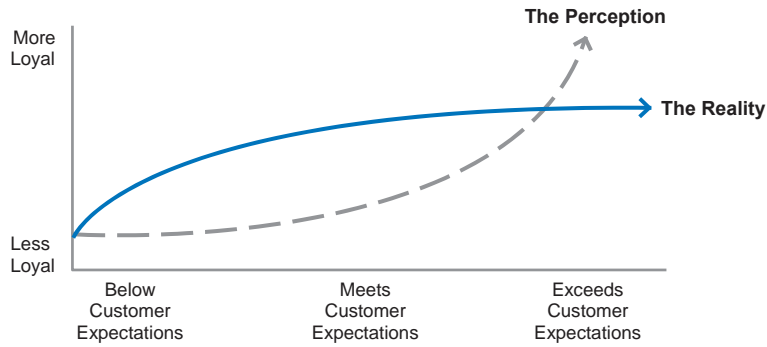
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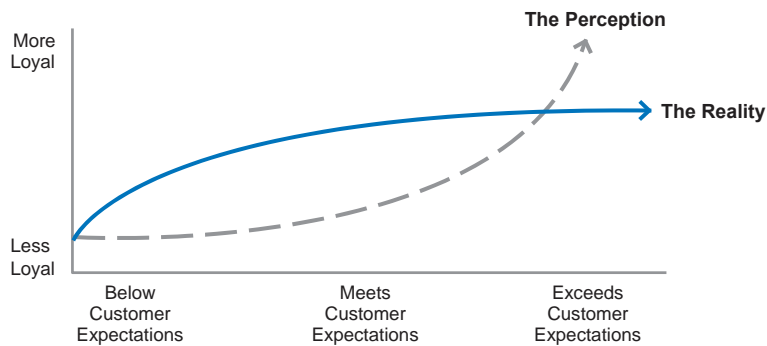
## FINDING 1: DELIGHT DOESN'T PAY



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## FINDING 1: DELIGHT DOESN'T PAY



- “Delight” only happens 16% of the time
- “Delight” increases operating costs 10-20%



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## FINDING 2: SERVICE DRIVES DISLOYALTY

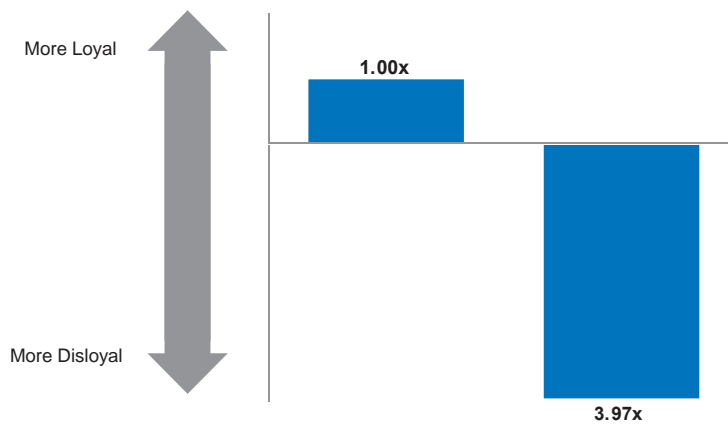


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## FINDING 2: SERVICE DRIVES DISLOYALTY

### Customer Service Impact on Loyalty



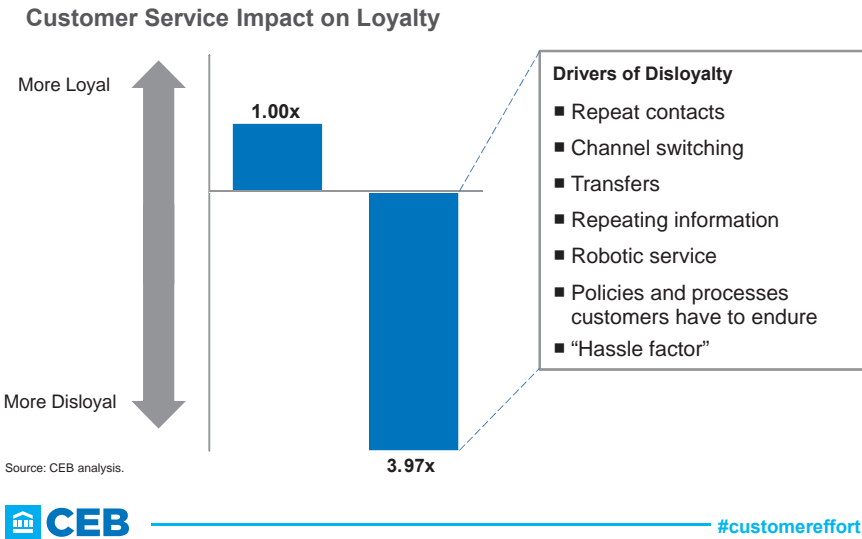
Source: CEB analysis.



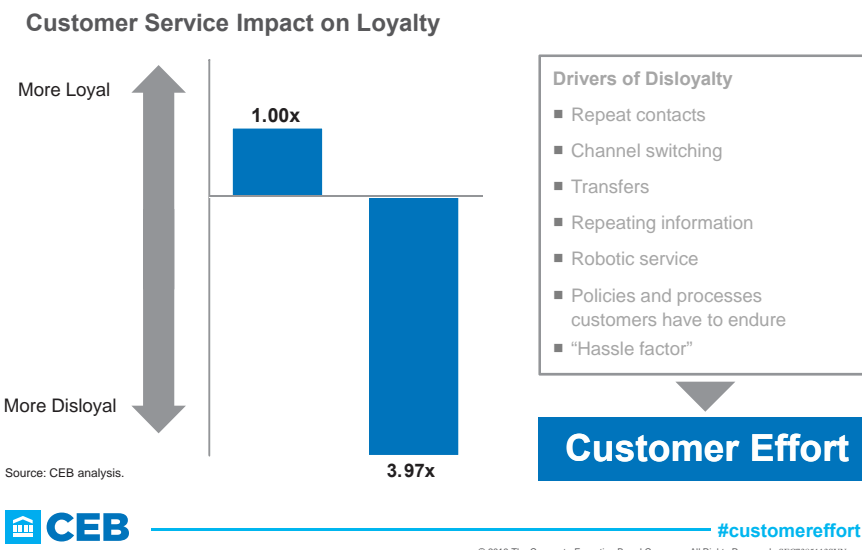
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## FINDING 2: SERVICE DRIVES DISLOYALTY



## FINDING 3: MITIGATE DISLOYALTY BY REDUCING EFFORT



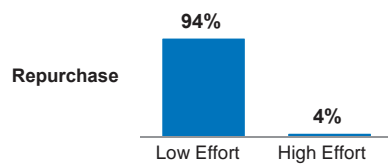
# THE BUSINESS CASE FOR THE EFFORTLESS EXPERIENCE



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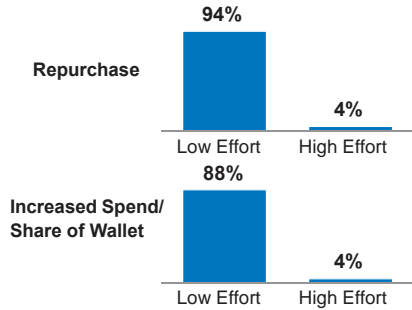
Source: CEB analysis.



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## THE BUSINESS CASE FOR THE EFFORTLESS EXPERIENCE



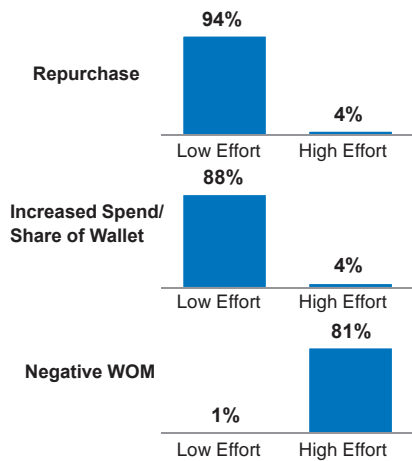
Source: CEB analysis.



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## THE BUSINESS CASE FOR THE EFFORTLESS EXPERIENCE



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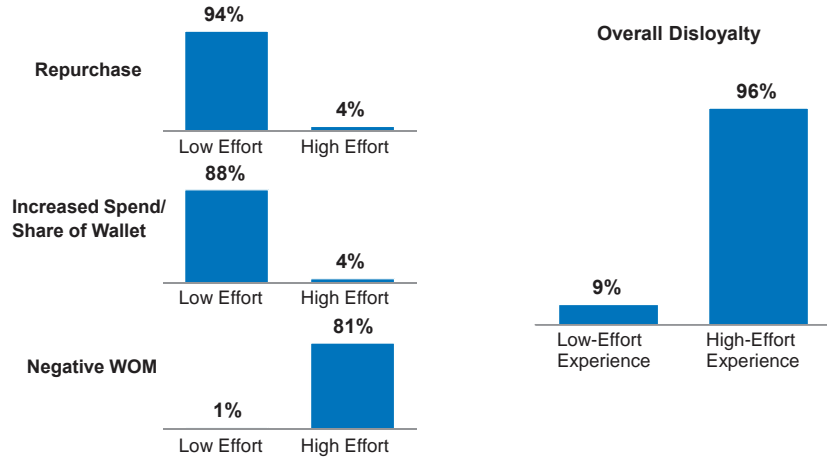


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## THE BUSINESS CASE FOR THE EFFORTLESS EXPERIENCE



Source: CEB analysis.



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## THE FOUR PILLARS OF LOW-EFFORT SERVICE



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## THE FOUR PILLARS OF LOW-EFFORT SERVICE

Channel Stickiness

Next Issue Avoidance

Experience Engineering

Frontline Control



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## THE FOUR PILLARS OF LOW-EFFORT SERVICE

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## WHICH WOULD YOU RATHER USE?



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## YOUR CUSTOMERS DON'T WANT TO TALK TO YOU

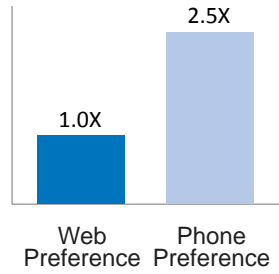


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# YOUR CUSTOMERS DON'T WANT TO TALK TO YOU

Company Perception

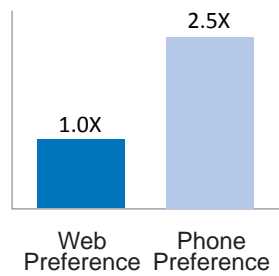


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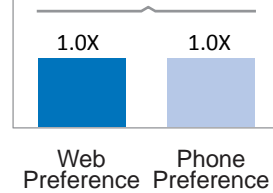
# YOUR CUSTOMERS DON'T WANT TO TALK TO YOU

Company Perception



Actual Customer Preference

*Pattern largely holds across issue types and demographics*

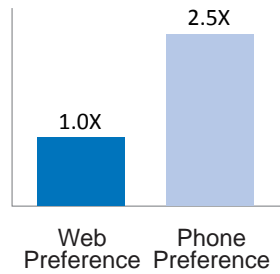


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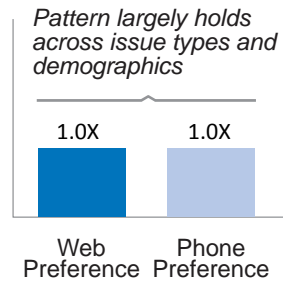
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# YOUR CUSTOMERS DON'T WANT TO TALK TO YOU

## Company Perception



## Actual Customer Preference



- 3-5 years ago, 66% of customers primarily relied on the phone
- Today, only 28% of customers report that they primarily rely on the phone

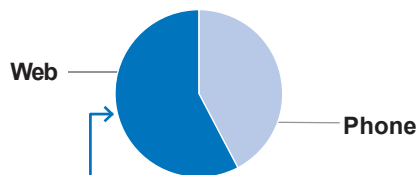


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# BUT THEY'RE STILL CALLING

## First Contact Channel



57.7% of phone callers first went to the company's Website

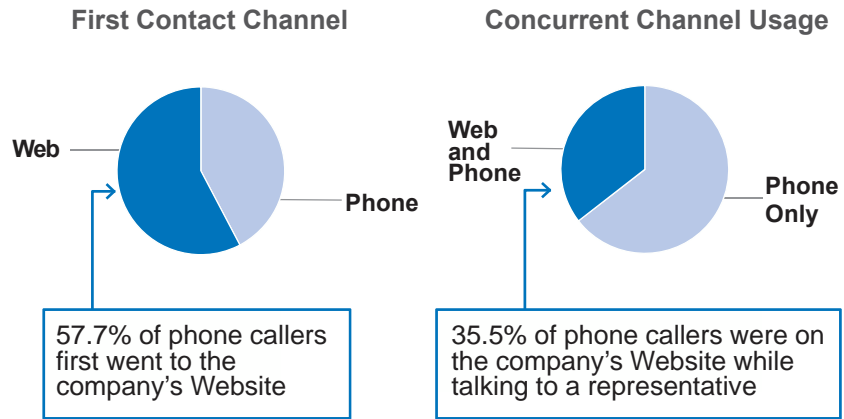
Source: CEB analysis.



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## BUT THEY'RE STILL CALLING



Source: CEB analysis.



#customer effort

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## CUSTOMER CHOICE IS NOT THE ANSWER



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## CUSTOMER CHOICE IS NOT THE ANSWER

Conventional Wisdom:



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## CUSTOMER CHOICE IS NOT THE ANSWER

Conventional Wisdom:



We've got to come up with a way to allow:  
**every customer** to solve  
**every issue** in  
**every channel**



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## CUSTOMER CHOICE IS NOT THE ANSWER

Source: CEB analysis.



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## CUSTOMER CHOICE IS NOT THE ANSWER

**16%**

**Value CHOICE Over Ease**

- Want issue resolved in their preferred channel
- Prioritize channel choice above all else

Source: CEB analysis.

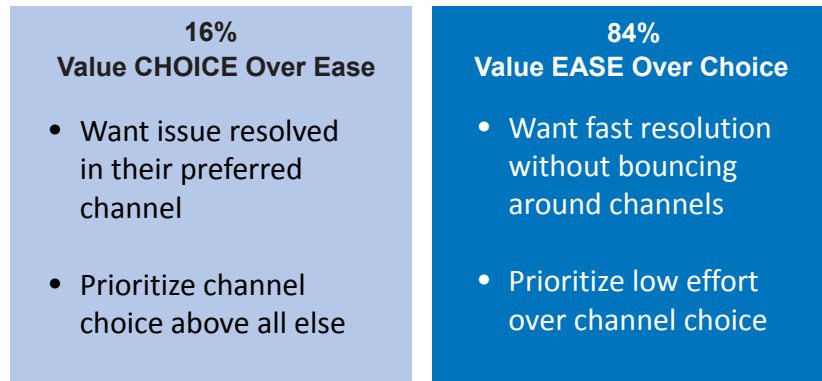


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## CUSTOMER CHOICE IS NOT THE ANSWER



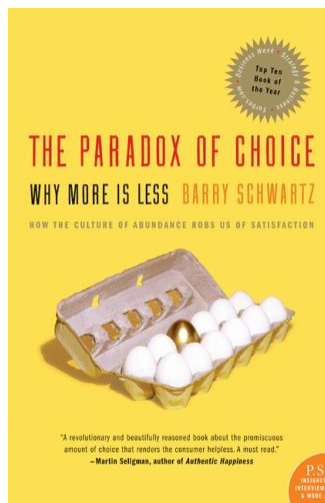
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## CHOICE OVERWHELMS



**“I didn’t have time to write you a short letter...so, I wrote you a long one instead.”**

**-Mark Twain**

Source: CEB analysis



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## THE GUNNING FOG INDEX



Source: <http://gunning.fog-index.com/index.html>



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## KEEPING IT SIMPLE

What Tim Geithner said:

*“The US government should create one agency with responsibility for systemic stability over the major institutions and critical payments and settlement systems and activities.”*

Source: CEB analysis



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## KEEPING IT SIMPLE

What Tim Geithner said:

*“The US government should create one agency with responsibility for systemic stability over the major institutions and critical payments and settlement systems and activities.”*

**FOG Index Score: 24.60**

Source: CEB analysis



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## KEEPING IT SIMPLE

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*“The US government should create one agency with responsibility for systemic stability over the major institutions and critical payments and settlement systems and activities.”*

**FOG Index Score: 24.60**

What he should have said:

*“Set up an agency that makes sure banks remain stable and follow the law.”*

Source: CEB analysis



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**FOG Index Score: 8.46**

Source: CEB analysis



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<http://gunning-fog-index.com/index.html>

Source: CEB analysis



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## THE FOUR PILLARS OF LOW-EFFORT SERVICE

Channel Stickiness

Next Issue Avoidance

Experience Engineering

Frontline Control



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## THE WORST QUESTION A REP CAN ASK



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## THE WORST QUESTION A REP CAN ASK

***“Have I fully resolved  
your issue today?”***

Source: CEB analysis.



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## THE WORST QUESTION A REP CAN ASK

*“Have I fully resolved  
your issue today?”*

Companies think  
**76.7%** of customer  
issues are resolved  
in one contact

Source: CEB analysis.



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## THE WORST QUESTION A REP CAN ASK

*“Have I fully resolved  
your issue today?”*

Companies think  
**76.7%** of customer  
issues are resolved  
in one contact

But customers claim only  
**40%** of their issues are  
resolved in one contact

Source: CEB analysis.



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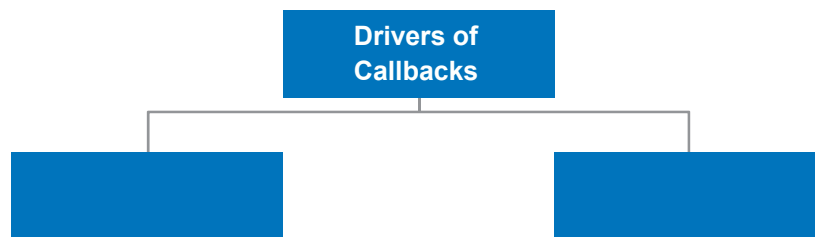
# WHY DO CUSTOMERS CALL BACK?



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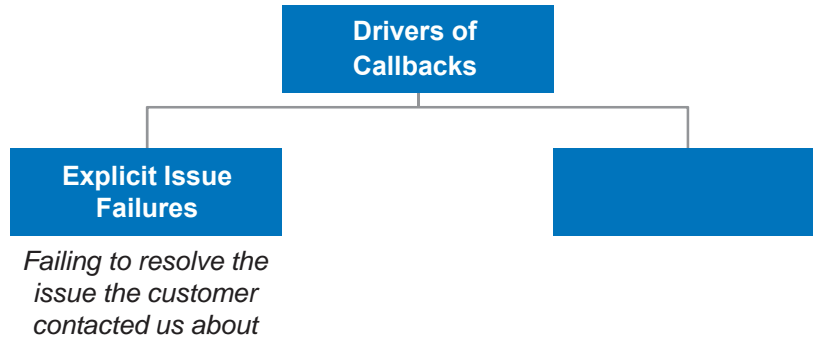


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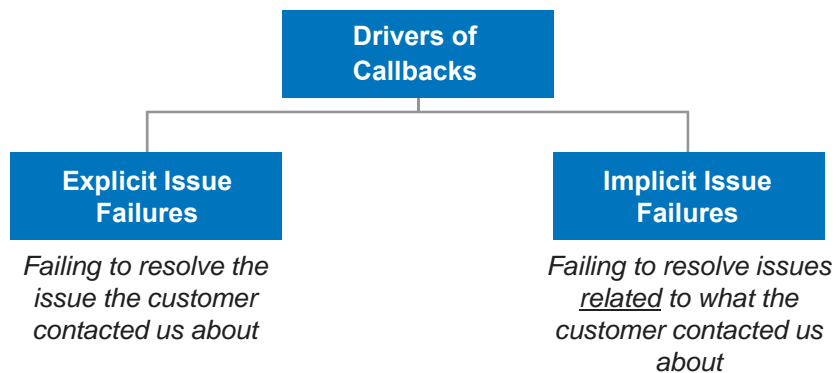
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## WHY DO CUSTOMERS CALL BACK?



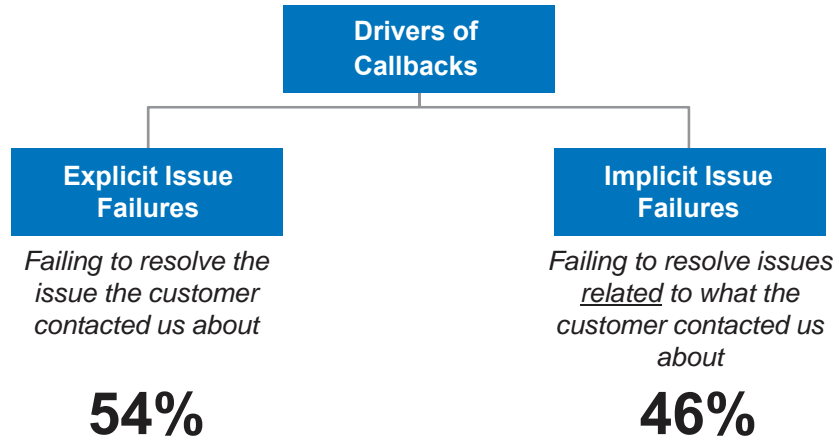
Source: CEB analysis.



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## WHY DO CUSTOMERS CALL BACK?



Source: CEB analysis.



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## ONE STEP AHEAD



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## THE FOUR PILLARS OF LOW-EFFORT SERVICE

Channel Stickiness

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Frontline Control



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## CUSTOMERS PERCEIVE EFFORT *DIFFERENTLY* THAN WE THOUGHT

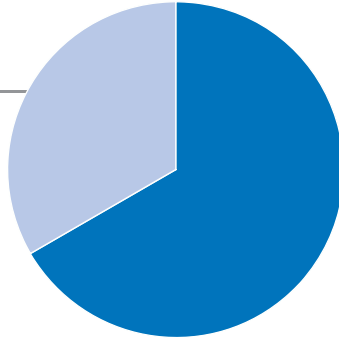


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## CUSTOMERS PERCEIVE EFFORT DIFFERENTLY THAN WE THOUGHT

What  
customers  
have to **DO**  
to resolve  
their issues



Source: CEB analysis.

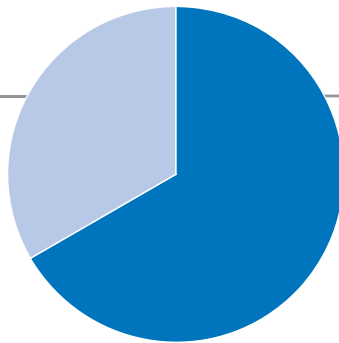


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## CUSTOMERS PERCEIVE EFFORT DIFFERENTLY THAN WE THOUGHT

What  
customers  
have to **DO**  
to resolve  
their issues



How  
customers  
**FEEL** when  
resolving  
their issues

Source: CEB analysis.



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## WORDS MATTER *(a lot!)*



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## WORDS MATTER *(a lot!)*

**ADVOCACY**  
Taking a  
position of  
active support  
on behalf of the  
customer

Source: CEB analysis.



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## WORDS MATTER (a lot!)

**ADVOCACY**  
Taking a  
position of  
active support  
on behalf of the  
customer



**Customer  
effort  
decreases  
77%**

Source: CEB analysis.



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## WORDS MATTER (a lot!)

**ADVOCACY**  
Taking a  
position of  
active support  
on behalf of the  
customer

**POSITIVE  
LANGUAGE**  
Using terms  
that prevent  
negative  
reactions



**Customer  
effort  
decreases  
77%**

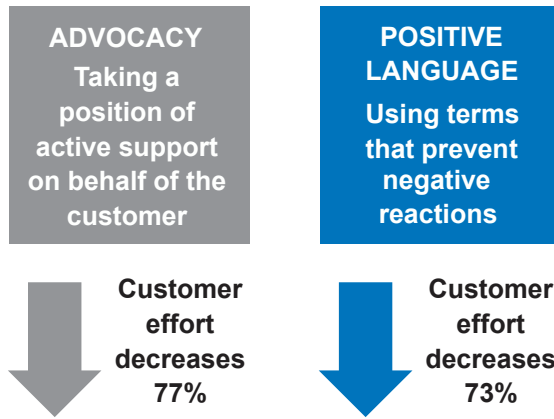
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## WORDS MATTER (a lot!)



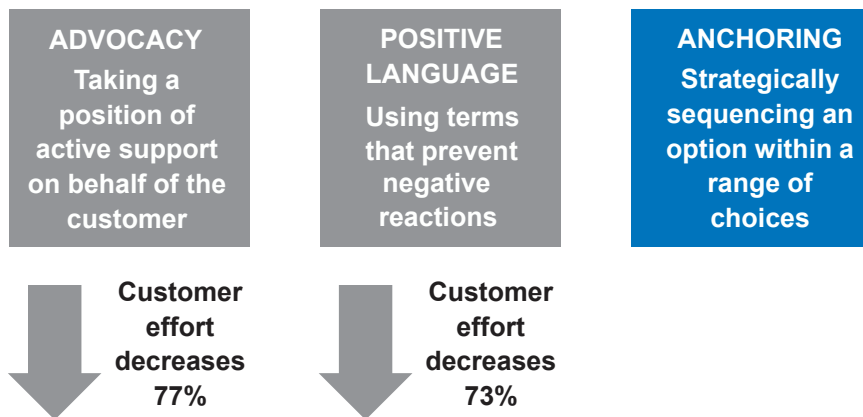
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## WORDS MATTER (a lot!)



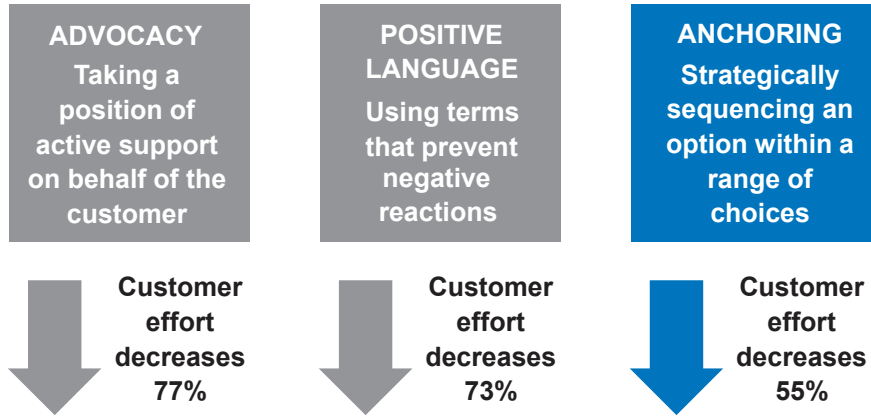
Source: CEB analysis.



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## WORDS MATTER (a lot!)



Source: CEB analysis.



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## HOW DOES THIS MAKE YOU FEEL?



Source: CEB analysis.



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## NOT YOUR FATHER'S "SOFT SKILLS"

### Soft Skills:

*Being polite, warm and empathetic toward customers in a way that reflects well on the rep and the company*



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## NOT YOUR FATHER'S "SOFT SKILLS"

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**Rooted in basic social norms and accepted etiquette**



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### Experience Engineering:

*Managing or engineering a conversation using carefully selected language to improve how the customer interprets what they're being told*



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**Rooted in basic social norms and accepted etiquette**

### Experience Engineering:

*Managing or engineering a conversation using carefully selected language to improve how the customer interprets what they're being told*



**Rooted in behavioral economics and human psychology**



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Channel Stickiness

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Frontline Control



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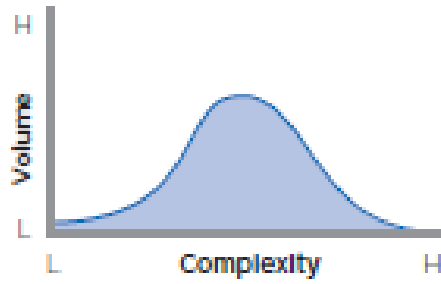
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## A WHOLE DIFFERENT BALLGAME

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## A WHOLE DIFFERENT BALLGAME

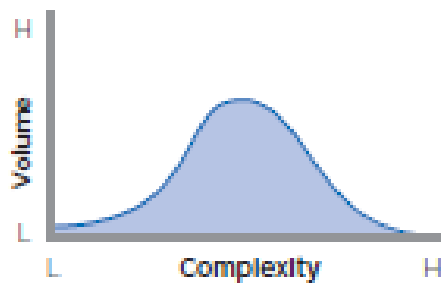
Yesterday



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## A WHOLE DIFFERENT BALLGAME

Yesterday

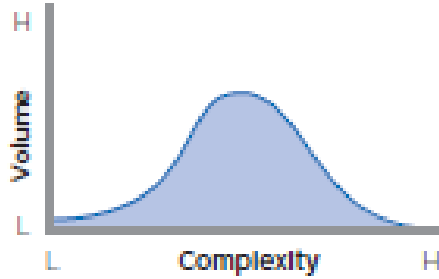


- Mono-channel
- Simple and predictable
- Information asymmetry

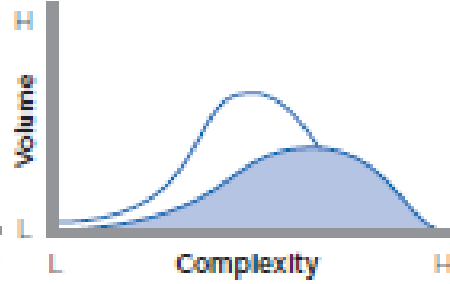
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## A WHOLE DIFFERENT BALLGAME

Yesterday



Today

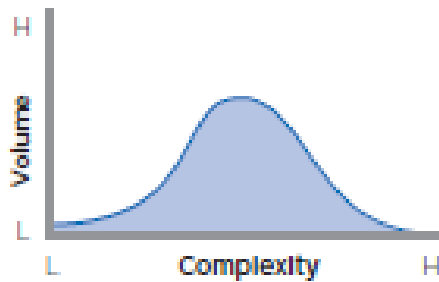


- Mono-channel
- Simple and predictable
- Information asymmetry

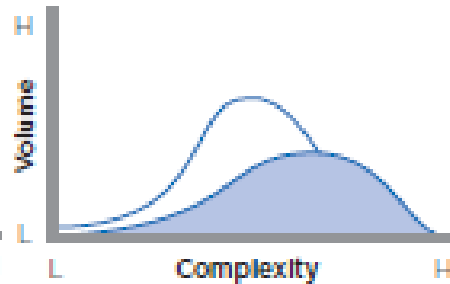
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## A WHOLE DIFFERENT BALLGAME

Yesterday



Today



- Mono-channel
- Simple and predictable
- Information asymmetry

- Multi-channel
- Complex and varied
- Information parity

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## OUT WITH THE OLD...

Source: CEB analysis.



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## OUT WITH THE OLD...

### Reps as Factory Workers



Source: CEB analysis.



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## OUT WITH THE OLD...

### Reps as Factory Workers



- Little focus on hire quality
- Rote training
- Scripted resolution
- Internal QA checklists
- Emphasis on call efficiency
- Focus on individual performance
- Recruitment-oriented talent infrastructure

Source: CEB analysis.



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## ...IN WITH THE NEW

Source: CEB analysis.



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## ...IN WITH THE NEW

### Reps as Knowledge Workers



Source: CEB analysis.



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## ...IN WITH THE NEW

### Reps as Knowledge Workers



- Use of candidate selection and assessment tools
- Focus on coaching over training
- Tailored resolution
- Customer-assessed quality measures
- Emphasis on call effectiveness
- Focus on network performance
- Engagement-oriented talent infrastructure

Source: CEB analysis.

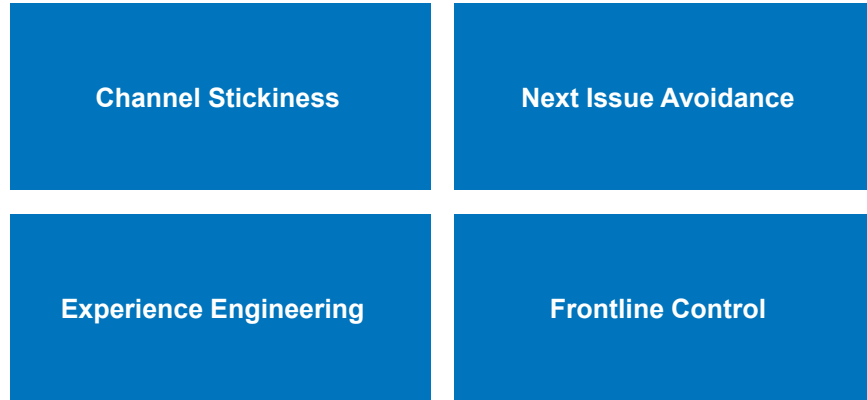


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## THE FOUR PILLARS OF LOW-EFFORT SERVICE



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## THE CUSTOMER EFFORT SCORE 2.0

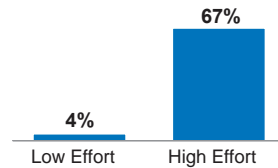
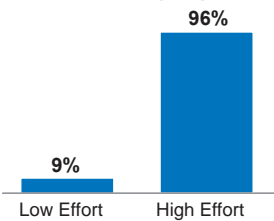
	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree
The company made it easy for me to handle my issue	○	○	○	○	○	○	○

A great way for service functions to detect potential disloyalty...

...and a way for service functions to positively impact Net Promoter Score®

Overall Disloyalty

Percent of Detractors

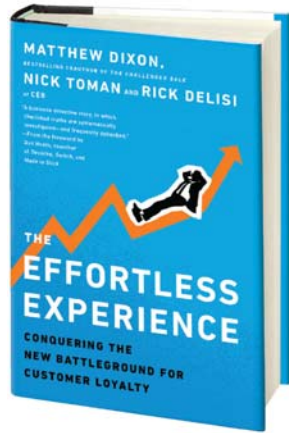


Source: CEB analysis.



@CEB\_Effortless

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The Effortless Experience from CEB



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## COMPLAINTS CAN BE DIRECTED TO



Matt Dixon



Bill Rancic



[#customer effort](https://twitter.com/customer effort)

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# The Effortless Experience

Conquering the New Battleground  
for Customer Loyalty



**Matt Dixon**  
Executive Director, CEB

