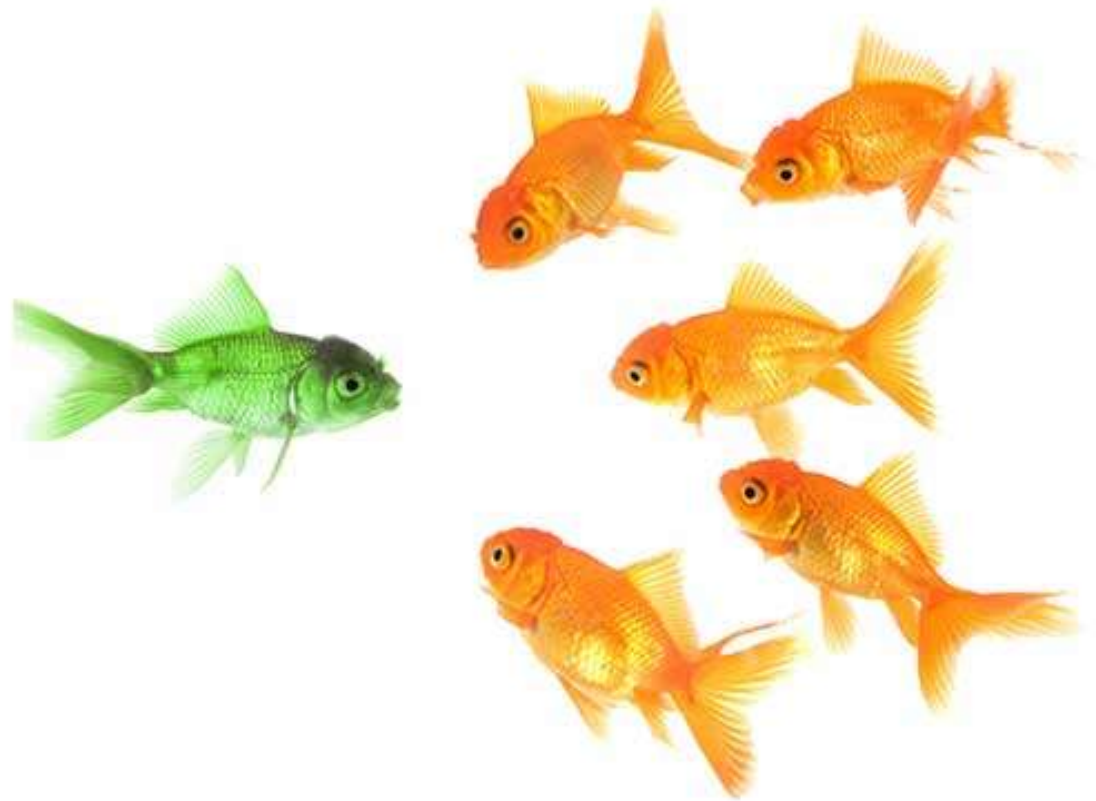


Reducing Customer Effort





- 1. Measuring Customer Effort
- 2. What leads to high customer effort?
- 3. How to make things easy
- 4. Top tips

Harvard Business Review

Stop Trying to Delight Your Customers

by Matthew Dixon, Karen Freeman, and Nicholas Toman

From the Magazine (July–August 2010)

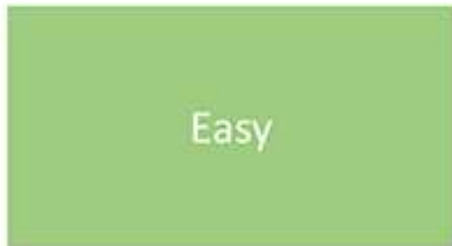


Measuring Customer Effort

How to measure Customer Effort Score (CES)



Overall, how easy was it to get the help you wanted today?



Customer Effort Score (CES) = % easy - % difficult

CSAT

Customer Satisfaction



Tracking support quality

NPS®

Net Promoter Score®



Building customer loyalty

The Business Case for Effortless Customer Service



Repurchase of product or service

Low Effort: 94%
High Effort: 4%



Increase spend

Low Effort: 88%
High Effort: 4%



Negative word of mouth

Low Effort: 1%
High Effort: 81%



Overall disloyalty

Low Effort: 9%
High Effort: 96%

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What Leads to High Customer Effort?



Handovers



Response Time



Expectations

How Do We Make Things Easier?

1. Align performance management with the customer experience
2. Focus on the employee experience
3. Clarity of what “Helping Customers” means
4. Spend more time understanding customer needs
5. Demonstrate empathy
6. Give customers clarity
7. Be knowledgeable
8. Guide customers to the best channel

Top Tips

1. Keep language simple
2. Don't ask for repeat information
3. Use a knowledge base for FAQs
4. Don't focus on Average Call Handling Time
5. Multi-skill your Advisors
6. Guide your customer through the process

