Simplifying Self-Serve
The NewDay Journey

February 2022

Our purpose is to help people move forward with credit

·EST· An established **credit card and point-of-sale finance** business with a **heritage** in full spectrum underwriting and partnerships

A digital, brand agnostic and scalable business that drives innovation to create **best-in-class** customer journeys

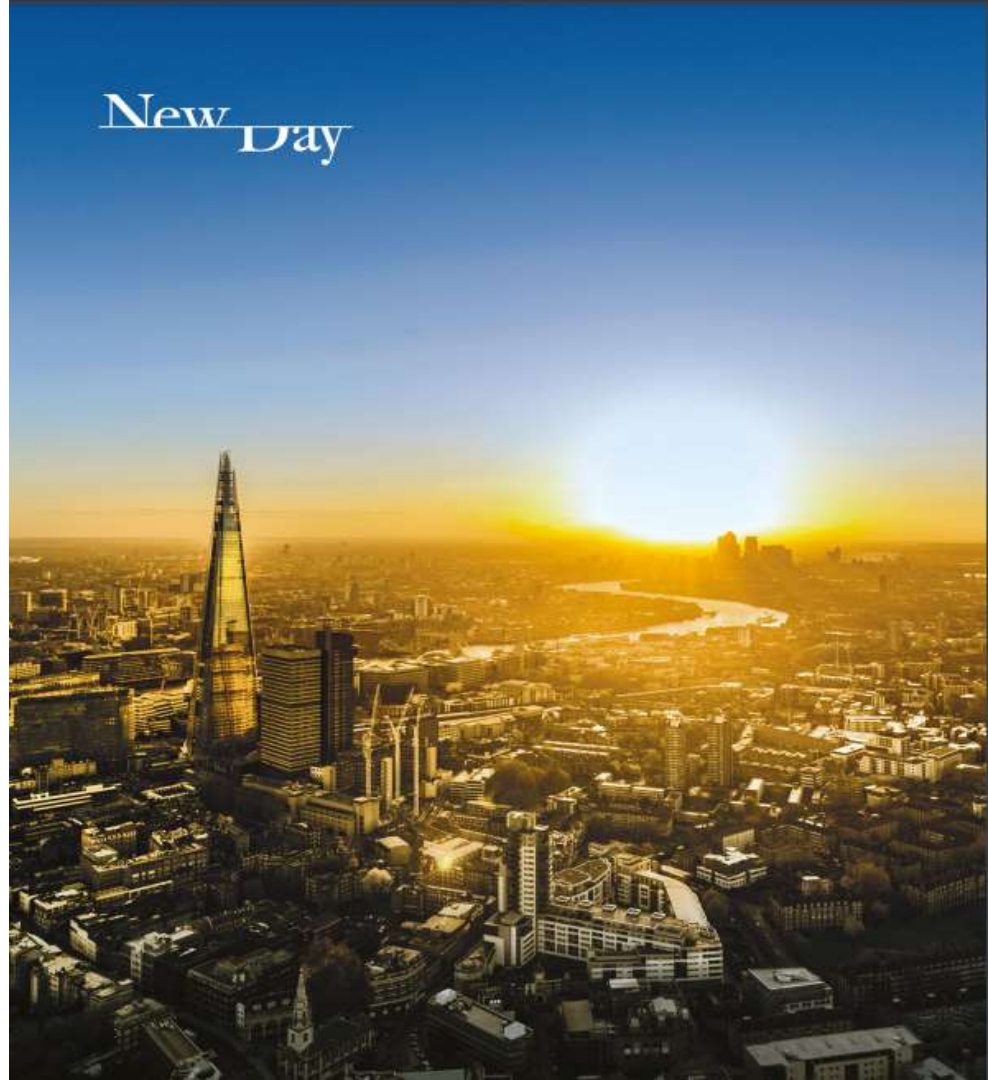**Trusted partner** with some of the most exciting brands in the UK

Our **Customer Manifesto** guides us in helping people move forward with credit

bip. **aqua** **marbles** *fluid*

amazon **ao** *Argos* **newpay** **Pulse**

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We set out to deliver a highly effective self-serve adoption strategy combined with in-sourcing of platforms

To provide a best-in-class, frictionless digital customer experience

1. Slow, problematic and expensive to change
2. Expensive to run – managed services, outsourced
3. Doesn't align with our objectives

1. Enhance current platform and improve supplier engagement
2. Find alternative third-party solution
3. **Build the capability in house**

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Self-Service Performance

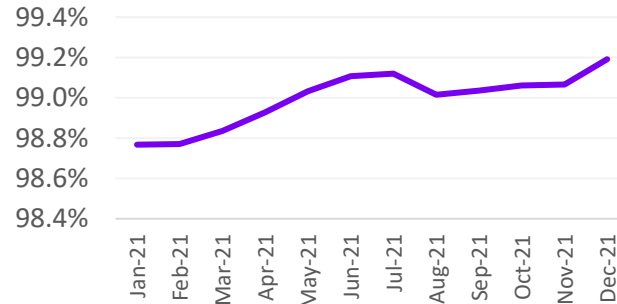**99.2% of customer interactions in December 2021 were through digital channels**

Calls per '000 accounts are at their lowest yearly levels with future optimisations in flight to reduce further

Incoming Calls have reduced by 51% since January 19 following the implementation of our self service strategy
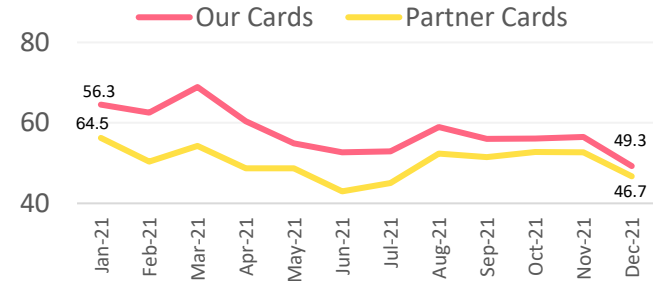
Online registration of active accounts are at their highest ever levels (91% combined at year end vs 84% at 2020 year end)

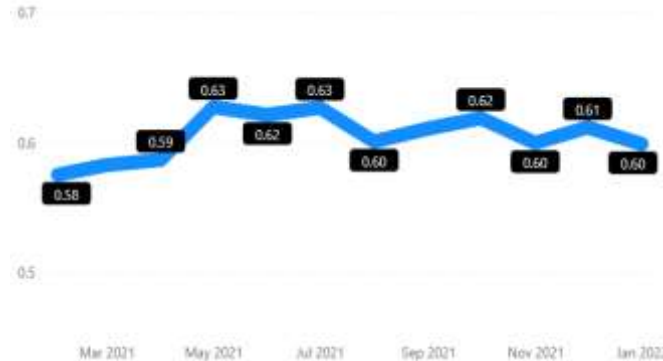Platform availability has remained strong since February achieving above the 99.95% target.
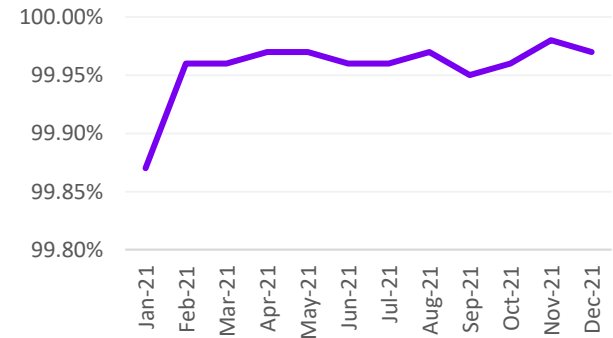
Transactions Completed Online (Web & App)

Contact Centre Calls per 1k active customers

— Our Cards   — Partner Cards

56.3
64.5
49.3
46.7

IVR Utilisation

0.58 0.59 0.63 0.62 0.63 0.60 0.62 0.60 0.61 0.60

Platform Availability

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We followed 8 steps to delivering our self-service strategy

Know what, when and where to use tech

Raise the bar on capability and improve Customer Experience and digital adoption by training all contact centre associates to Digital Coordinator level

Use the CC to support adoption

We've found that a large proportion of customers who call could be considered 'computer illiterate' therefore we treat this as a vulnerability that needs support.

White Label or reuse APIs

White-labelling is obviously business specific however reusing APIs across products/channels can be universal. If a solution has been delivered on app, could it be delivered on IVR?

Build and iterate fast

Basic agile principles however worth mentioning as it's easy to spend a long time trying to get a journey spot on only to find out it's not the right solution for customers

Understand Customer Needs

Use data and insight to understand demographics and their channel of choice. The why is just as important as the what!

Understand Business Needs

What is the cost to serve for each channel?
What is the servicing strategy?
How do we want to be viewed externally?

Accept that some things can't be automated

It's tempting to try and solve highly complex problems with self-service technology however sometimes the investment required outweighs the cost avoidance

Prioritise channel development

For us, we're mobile app first, then web, then chat (bot), then IVR and contact centre if the above do not succeed

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Our Customer Issue Resolution Programme acts as a feedback mechanism for optimising our self-service technologies

Voice of the Customer

Using our TNPS/NES programme to gain valuable customer insight into pain points that matter to our customers by analysing NPS and NES trends across different touch points. Analysing verbatim feedback and using Text Analytics tools understand trends.

Brand Ambassadors

Recruiting passionate and engaged Customers across all life stages of the account to test and feedback on products and features.
Using a safe mobile platform for 2 way comms to trial and evaluate our CX journeys to drive improvement

Speech Analytics

By systematically analysing customer conversations at scale, **we identify categories of calls and their trends** over time. This allows for much richer deep dives to be conducted **to understand the root cause of common pain points**

CSI Benchmarking

Use the UK CSI as a measure to track trends and sector performance to run a business benchmark bi-annually on customer satisfaction, relationship NPS, and effort **Enables us to drive improvements** using the feedback within the business end to end

Digital Coordinators

The increasing **need for more Digital Assistance** has led to a new, more tech savvy role – our Digital Coordinator. **Our Strategy to recruit only DC's** will address the need to get better Triage and RCA for broken or confusing journeys and product features and feed that into the business.

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We've acknowledged that different types of queries require different servicing strategies

Basic Transactions

3 years ago, over 60% of our calls were basic transactions such as **Payments** and **PIN requests,** these are now less than 10%
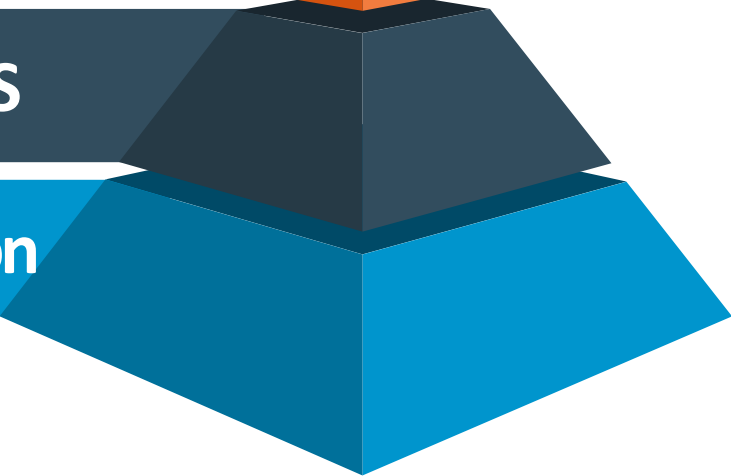
Complex Queries

A complex query covers scenarios where customers require an in-depth explanation of their account

Digital Help

Helping customers become digitally adopted

Automate

Lower CTS

Human Education

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Providing the customer with the right entry points into self-service channels has been critical to our success

Unauthenticated Chat

Agent Text Messaging

- App downloads
- Deep links
- Help Videos
- Complaints updates
- OTPs

IVR Deflect

Customer call → IVR system

IVR deflection "Press 1 to chat"

Customer messaging → LIVEPERSON → Agent

Expansion to new platforms

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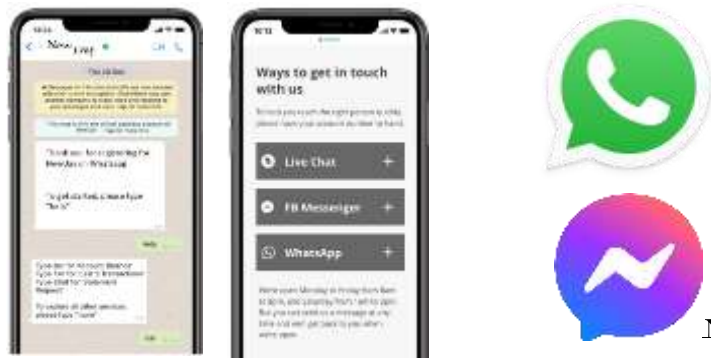
Lastly, partnering with Marketing and Communication teams to raise awareness and promote adoption of our capability

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Our most useful learnings:

- Understand our **customer** and **business** needs

- Accept the **limitations** of **technology** and apply it wisely

- **Re-use tech** – communication between products is key

- Some **adoption** comes **organically**, some customers need to be **guided**

- Always use **data** and **insight** to continually improve

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