



Simplify your Self-Service Strategy

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Thought for the day.....

“Good customer service costs less than bad customer service”

What does that mean in terms of self-service strategy?

 Channel choice offered

 User intent

 Resolution Rate

Channel Choice

When less is more

➤ Gartner research shows that resolution rate and CSA actually **go down if you give the user too much choice**

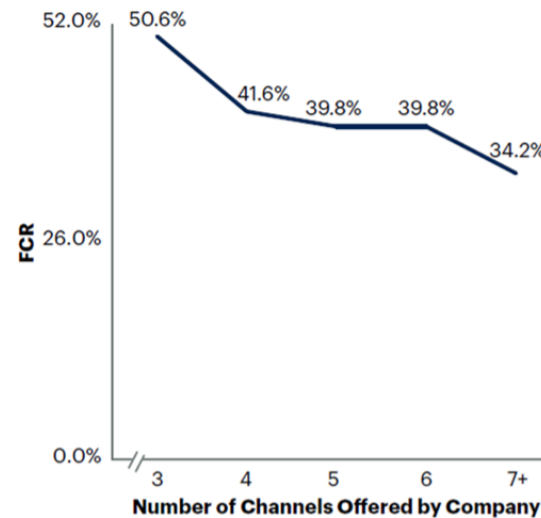
➤ Why?

- Psychology of the choice paradox – Barry Schwartz 2004 – **too much choice produces paralysis rather than action**
- Schwartz suggests giving the user a choice of three options and guiding them towards a preferred option is the best approach from a customer journey perspective.



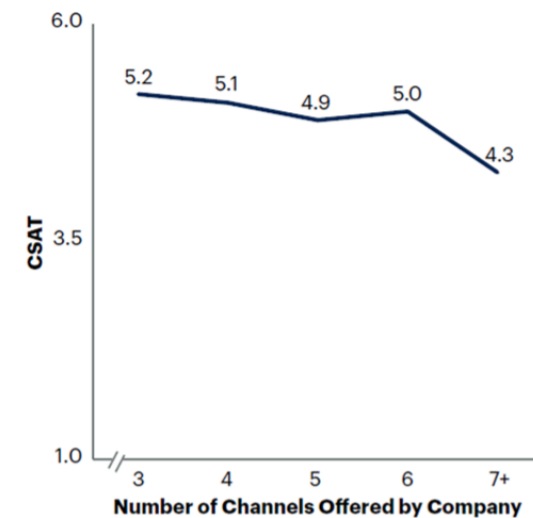
More Choice Doesn't Help the Customer

Comparison of Channels Offered and First Contact Resolution (FCR)



n = 125 companies
Source: 2014-2019 Gartner Effortless Experience Survey

Comparison of Channels Offered and Customer Satisfaction (CSAT)



n = 125 companies
Source: 2014-2019 Gartner Effortless Experience Survey

Giving customers freedom of choice

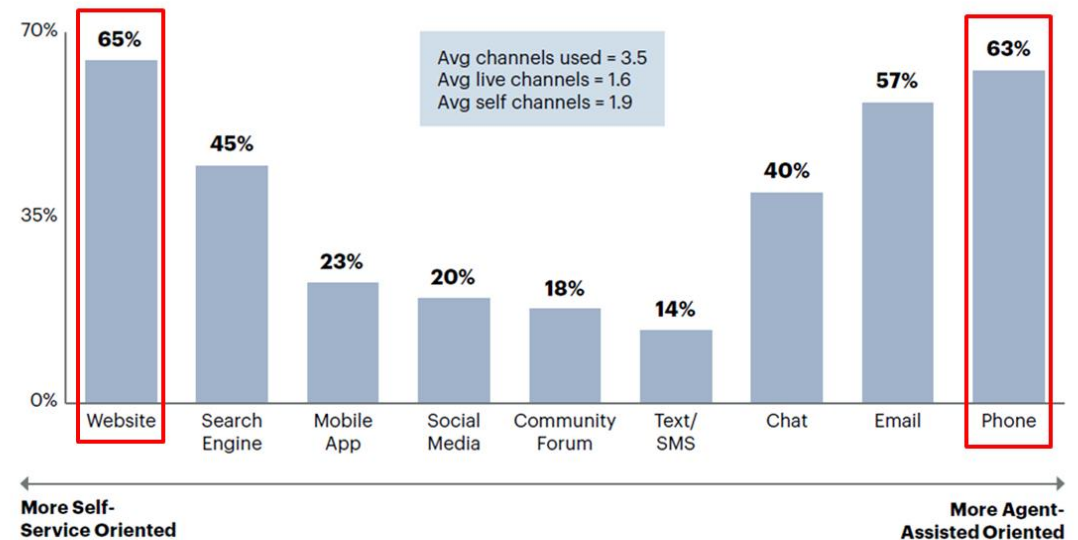


Customers will naturally gravitate to their most familiar channel

- That same Gartner research shows that whilst a user may start their journey in a digital channel they don't always stay there
- Phone is the most likely channel that a customer will preference in seeking help to resolve their issue
- The customer will take action based on their emotional state – how are they feeling at that time?

Customers Using the Channels Provided

Channel Usage During Issue Resolution Journey



n = 8,398

Source: 2019 Gartner Customer Service Behavior and Expectations Survey

Understanding customer context is important



Customers will naturally gravitate to their most familiar channel

➤ Research undertaken by BT showed that customer needs change based on the type of enquiry (complexity) and the state of mind of the user

➤ This can help you to triage enquiries to the right resource based on the nature of the request, minimising the need for hand-offs

self-service knowledge

contact centre agents

Context drives channel behaviours			
	Visionary.	Utilitarian.	Customer in crisis.
	You are looking to improve your lifestyle by the purchase of a product or service e.g. moving house or booking a holiday. You're in a positive and motivated state of mind, and willing to invest time. You may even enjoy the experience	You want to complete a routine, mundane task e.g. paying a bill or buying everyday products and services. It is low value in terms of your time, you're not looking for the "wow" factor or enjoyment	There is a crisis and you need a solution to a problem with a product or service e.g. reporting a fault or getting advice. You might be frustrated, angry or worried.
Allow me to explore, research and get advice using a wide range of resources e.g. online, webchat, face to face/in-store advice	40%	19%	23%
Make the transaction fast and easy e.g. an App, online self-service technology	24%	52%	21%
Give me immediate and straightforward access to a well-trained employee e.g. someone to talk to on the phone or face to face who can sort my problem	30%	23%	52%

British Telecommunications plc 2018

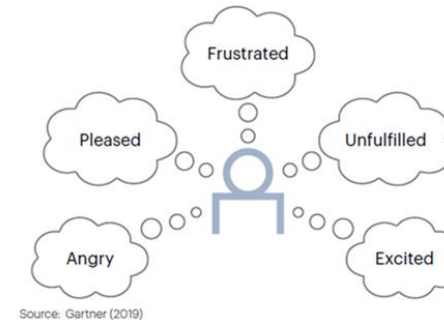
Relevant digital 'get help' use cases

How to overcome these negative emotions

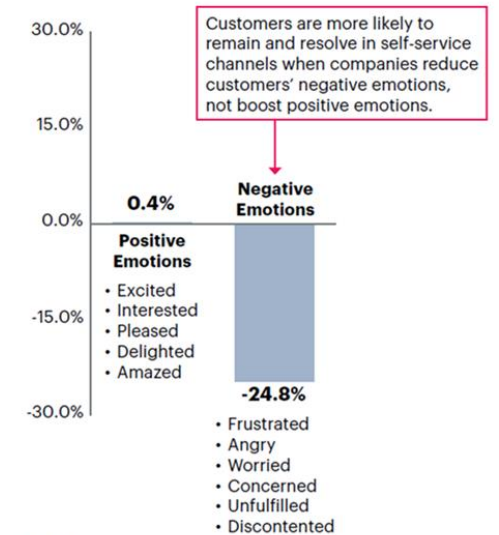
- **Coach a user where to find the answer** – whether that is watching a video, reading a 'how to' guide or being directed to a knowledge base article
- **Provide an escalation path** when users cannot get their issue resolved
- **Identify telephone based contact types where 'no action' is taking by the live agent** and then divert these specific intents to a digital experience (IVR deflection)

Recognize the Impact of Emotions

Emotional State of Customers in the Resolution Journey
Illustrative



Impact of Positive and Negative Emotions on Containment in Self-Service



n = 2,276

Source: 2019 Gartner Customer Service Behavior and Expectations Survey

An example client 'get help' strategy

Right Customer, Right Channel, Right Time, Right Person

- 1 They applied Customer Journey principles
- 2 with digital first help
- 3 delivered through the best channels of engagement

