

POWERING GREAT EXPERIENCES
SUMMIT2011



Moving Experiences { XC }

How to Design Experiences That Move Across Channels

John Quaglietta, John Kembel

POWERING GREAT EXPERIENCES

SUMMIT2011



Designing Experiences Track

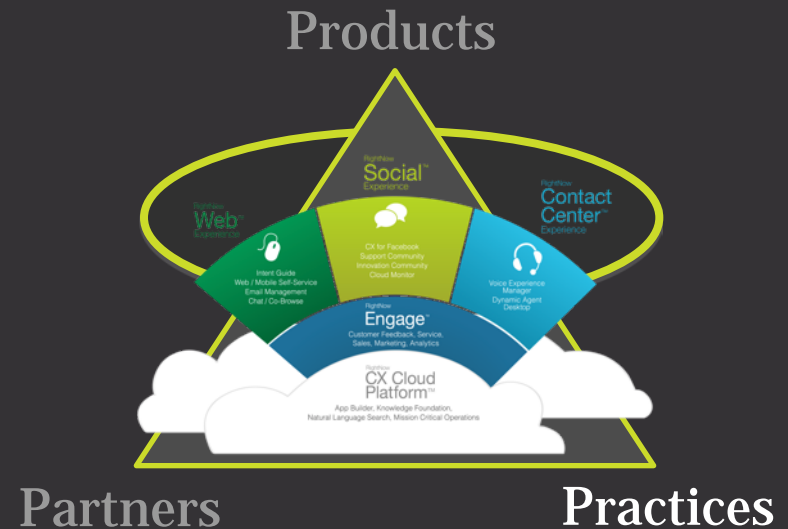
The Chief Customer Officer

CX Economics

Experience Design

Moving Experiences

Knowledge Experiences



Moving Experiences Session

Introductions

A Cross-Channel Experience (XCE)

It's a XC World

The Value of XCE

The Challenges of XCE

The Fundamentals of XCE



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A Cross-channel Suit Experience



@jkembel
John Kembel

Wardrobe challenged! Need a new suit for a business trip to Europe. Going to **@nordstrom** now! Any style advice? cc: **@hugoboss #help**

5:04 PM Mar 30th via TweetDeck

2 min

@jkembel No big, wide stripes. Subtle pattern. Dark. Get me one, I need one too. :-) **#help**

5:06 PM Mar 30th via TweetDeck in reply to jkembel



mrosol

3 min

@jkembel ha - wear blue pinstripes with a white shirt. It's like a uniform. Be grateful you can shop from the rack.

5:07 PM Mar 30th via Twitter for iPhone in reply to jkembel



seanbell
Sean Bell

12 min

@jkembel @mrosol I'm sitting next to Marcel and can get some advice from him for you guys if you want **#help**

5:16 PM Mar 30th via TweetDeck in reply to jkembel



nitinbadjatia
Nitin Badjatia



@jkembel
John Kembel

@nitinbadjatia @mrosol Please do! Any **#help**, even via second hand tweet appreciated! Dressing for a fashion savvy audience, which I'm not!

5:27 PM Mar 30th via TweetDeck





@jkembel
John Kembel

@nitinbadjatia @mrosol Please do! Any **#help**, even via second hand tweet appreciated! Dressing for a fashion savvy audience, which I'm not!

5:27 PM Mar 30th via TweetDeck

continued...

@jkembel @mrosol Our Dutch friend suggests bold stripes, with pink lining **#help**

5:42 PM Mar 30th via TweetDeck in reply to jkembel



nitinbadjatia
Nitin Badjatia



metacool
j.crew
30 Mar at 18:33

(via DM)



John Kembel

Wardrobe challenged! Need a new suit for a business trip to Europe. Going to @nordstrom now! Any style advice? cc: @hugoboss **#help**

March 30 at 5:04pm via Twitter · Like · Comment · @jkembel on Twitter



Laura Prince Ades Madmen.

March 30 at 6:11pm · Like



Stuart Magrath trenery.com.au or countryroad.com.au

Friday at 4:21am · Like



John Kembel Laura, Stuart -- thx for the tips! Sounds like I need to get back to AU to buy a suit :)

Friday at 1:09pm · Like

Write a comment...



In Sum: The Suit Experience

The Situation

- 3 Devices: Computer, iPad, iPhone
- 5 Channels: web, twitter, facebook, phone, store
- Full spectrum of activities: researched options, asked twitter, called a friend, went to store

The Experience

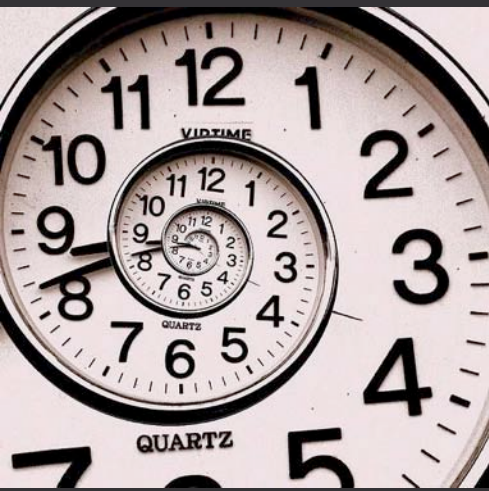
- First (social) response under 2 minutes
- Friends and colleagues responded
- Global conversation (CO, CA, TX, EU, AU)
- Received style and brand advice
- No response from the brands





http://wallpapers.com/pictures/4376/earth_on_hand_wallpaper.jpg

It's a cross-channel world



Experience today: anytime, anywhere, moments

Multiple Devices always connected everywhere

Consumers own multiple connected devices

- **59%** of US online adults have **2 devices** that are connected to the internet at any one time.
- One in five US online adults — or 37 million people — own five or more devices that are connected to the Internet.
- **12%** of US online adults have more than **6 devices** that are connected to the Internet at any one time.

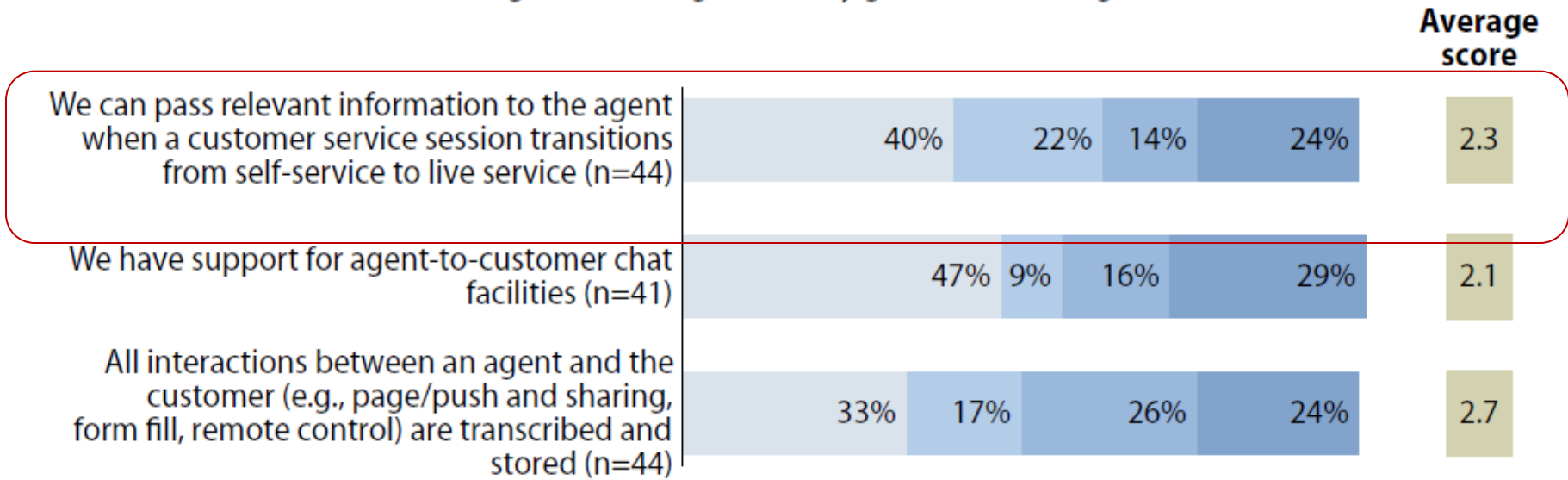
Consumers are connected everywhere

- **88%** of US adults own mobile phones
- **21%** of US adults are Superconnecteds, using their phones for information, research

It's an XC World, but...

"Please rate your company's performance relative to each of the following customer service self-service to live-service transition capability statements."
 (1 [poor] to 5 [outstanding])

Poor/below average
 Average
 Very good/outstanding
 Don't know

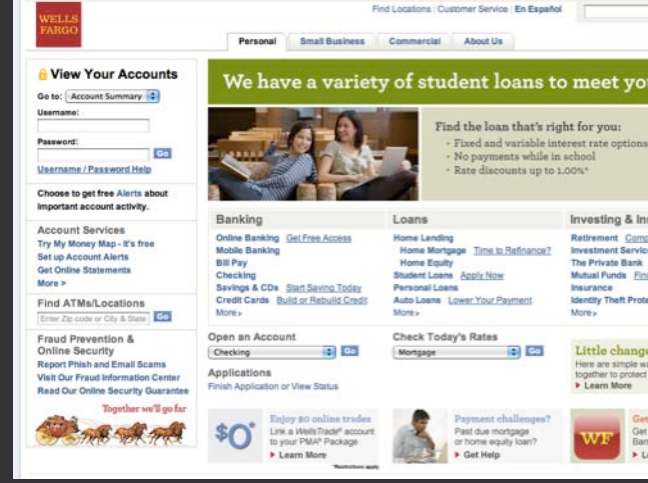


Base: 58 business and IT decision-makers
 (percentages may not total 100 because of rounding)

Source: August 2007 North American Indirect Sales And Customer Service Online Survey

46448

Source: Forrester Research, Inc.

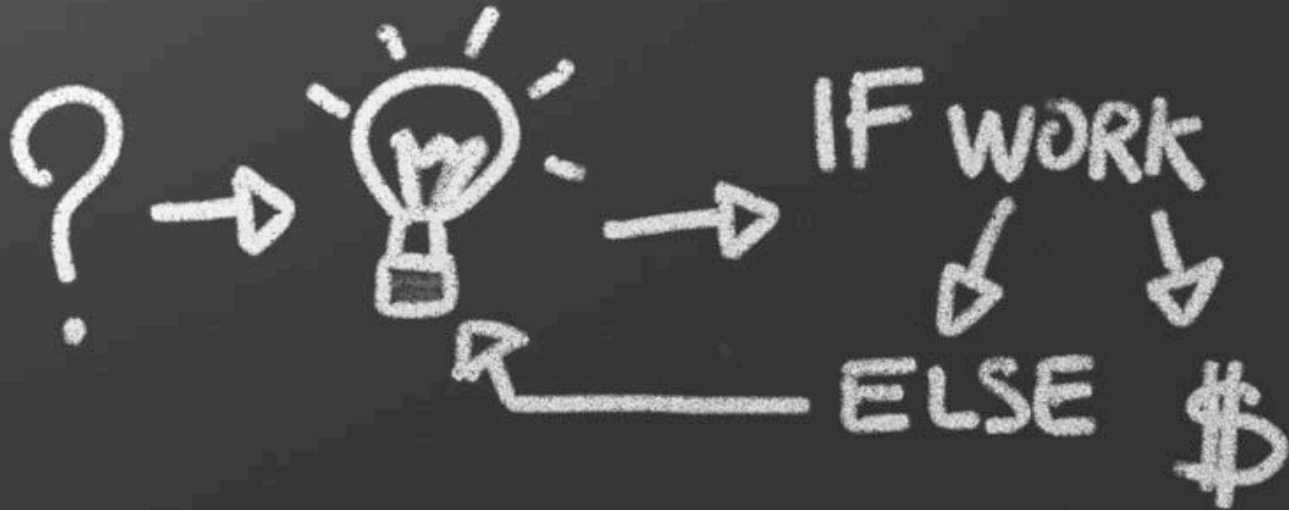


Touch-points vs. Channels



Multi-Channel vs. Cross-Channel

BUSINESS-PLAN



The Value of Cross-Channel CX

The Value of Cross-Channel CX

Value Dimensions

Value

Metrics that Matter

Acquisition

- XC customers spend 50% more on average when compared to non-XC customers
- 27% bought an additional item when picking up an online order in a store

- Number of Opportunities
- Opportunity Conversion
- Average Order Value

Retention

- 33% emailed or texted someone to tell about an experience
- XC customers are retained more on average when compared to non-XC customers

- Customer Churn Rate
- Customer Referral Rate
- Customer Effort Score

Efficiency

- 48% of XC customers are more efficient in terms of channel use
- XC customer prefer self-service channels and on average have a 35% higher self-serve completion rate than non-XC customers

- Service Quality
- Average Handle Time
- First Contact Resolution



The Challenges of Cross-Channel CX

2 Perspectives, 1 Result

Expectations

Experience

Result

Goals

Alignment & Execution

Customer

Organization

Personalized

Empowered

Consistent

Relevant

Convenient

Memorable

Resolved

Easy

Advocate

LTV

Acquisition

Retention

Efficiency

Strategy & Tactics

Measures

Processes

Operations & People

Enabling Technology

Challenges

1. Lack of knowledge around customer channel preference
2. Lack of policy, procedures governing XC
3. Efficiency, Quality and Effectiveness measures not tied to the XC experience

Tips

- Ask via survey, track customer interaction history, design for preference
- Think resolution vs. interaction

Strategy, Tactics & Measures

Challenges

1. Not all business processes & steps are conducive to every channel
2. Organizations are still stove-piped
3. Single, discrete skill

Tips

- Think in 3D – process steps, specific channel
- Harmonize across process and channel
- Multi, soft skill

Processes, Operations & People

Challenges

1. Lack of Integration causes friction in channel transitioning
2. Single threaded reporting doesn't provide the whole story
3. Information inconsistency leads to frustration & lack of trust

Tips

- Build bridges not dams
- Unified reporting for each channel and XC – treated as a single stream
- Foundation of common knowledge across self & assisted channels

Enabling Technology



The Fundamentals of Cross-Channel CX

1

Take your customer's point of view

Outside-in Approach using VOC

- single view of customer, rich identity
- contemplate the entire customer lifecycle
- incident-centered view (vs. interactions) to track the full customer's experience end-to-end: from request-to-resolve
- companies struggle with “bridging” - how do you seamlessly follow/guide/push conversation from one channel to another
- also struggle with “educating” the consumers as what their contact options are [orange example]

Design the full experience

Expectations to Execution

- from vision (differentiation)
- to strategy-plan
- visualized
- designed (at all layers), deployed
- managed/administered
- change management

Honor the nature of each channel

Channels have context & texture

- certain channels are better at different types of things
- Customers prefer certain channels for certain things
- right-channeling = efficiency
- channel optimization = effectiveness
- guide customers to more appropriate / effective channels
- track customers as they move from one channel to another

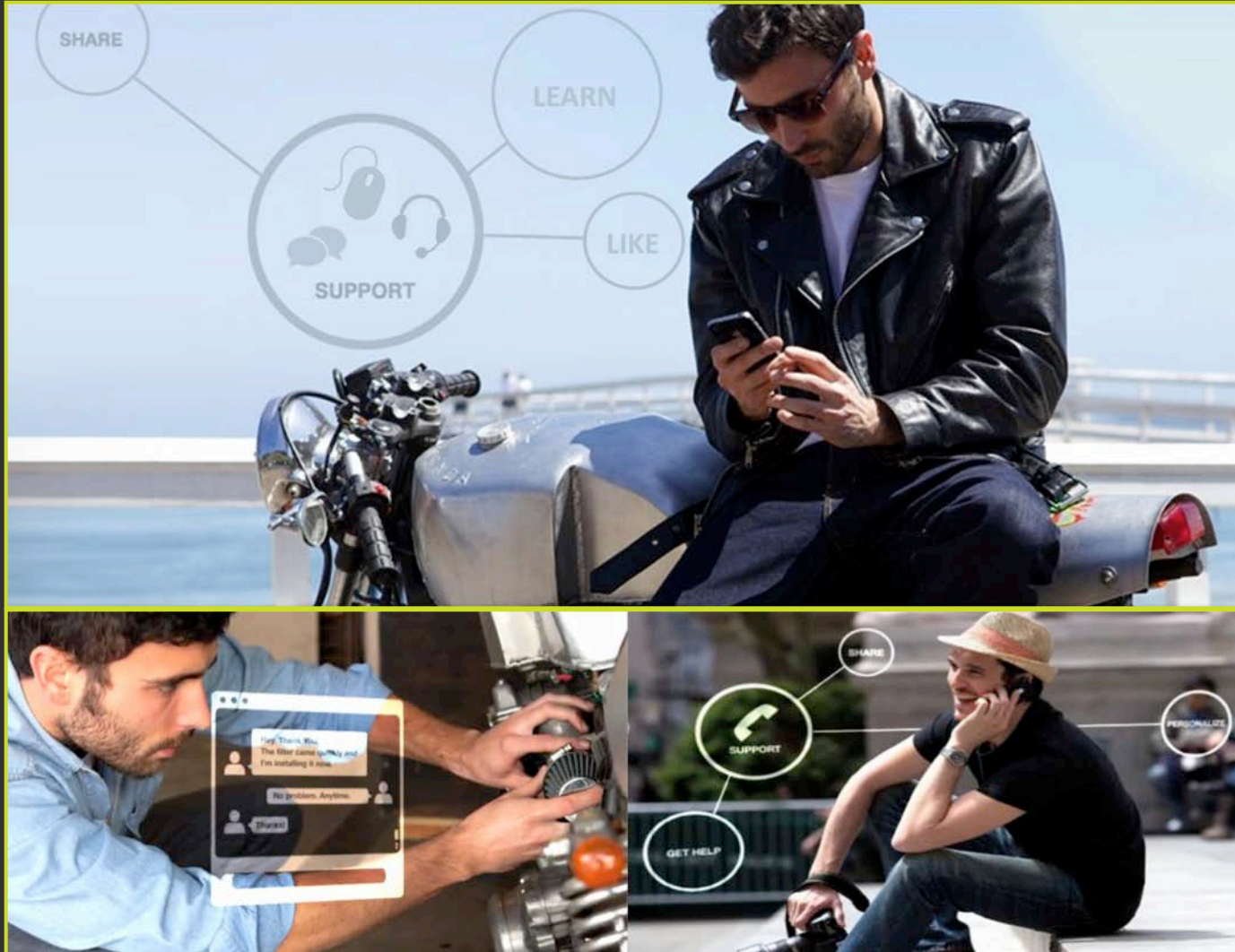
Measure what matters to the customer, too

VOC shapes improvement

- company measures AND customer measures
- channel specific measures AND channel-agnostic (cross) measures
- From cost per channel to cost per resolution (ex.)
- Resolution & Effort expended
- Capture VOC via surveys at each channel



Beyond Channels



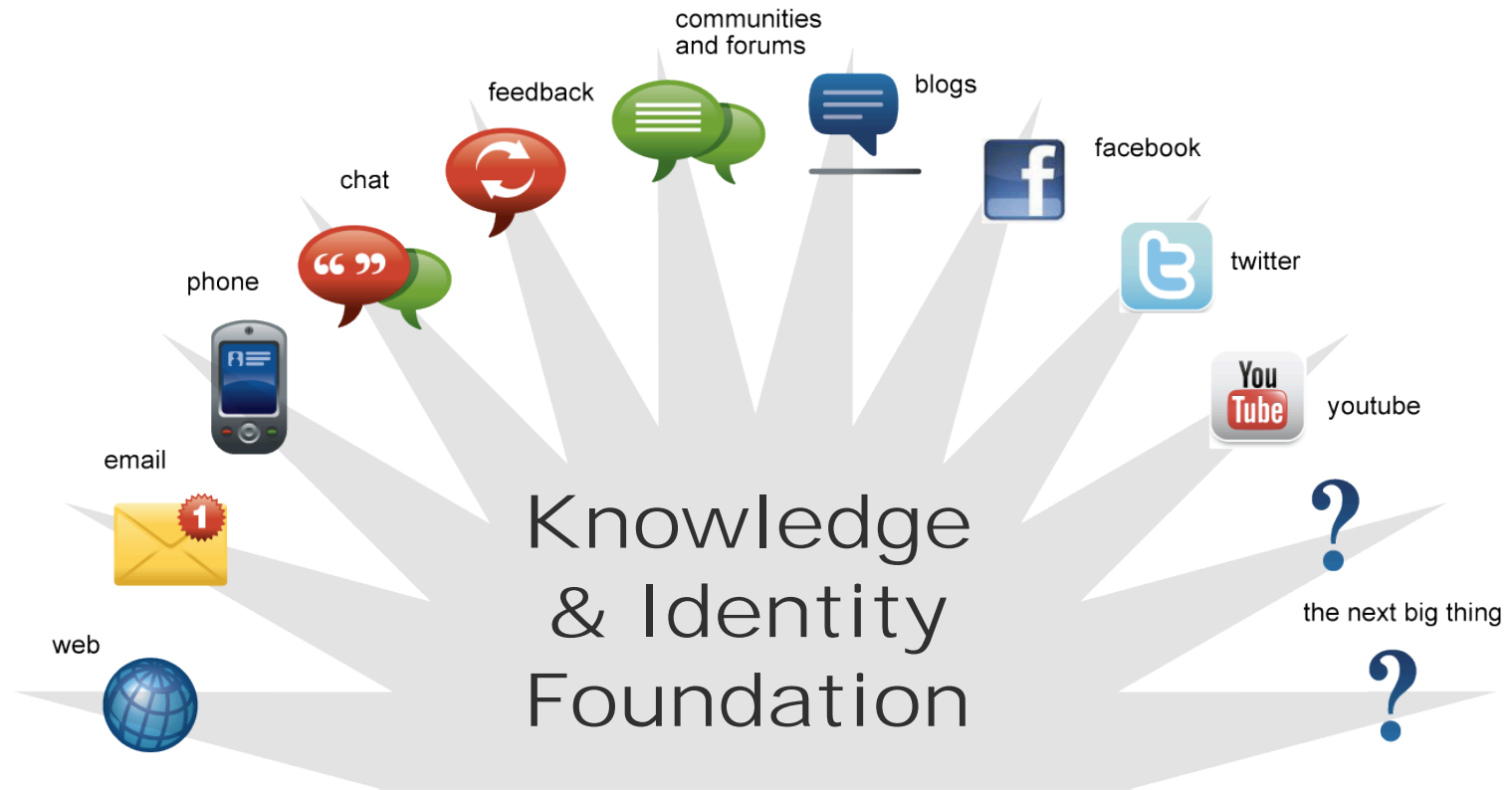
...Settings and Situations

Devices and channels become proxies settings and social situations

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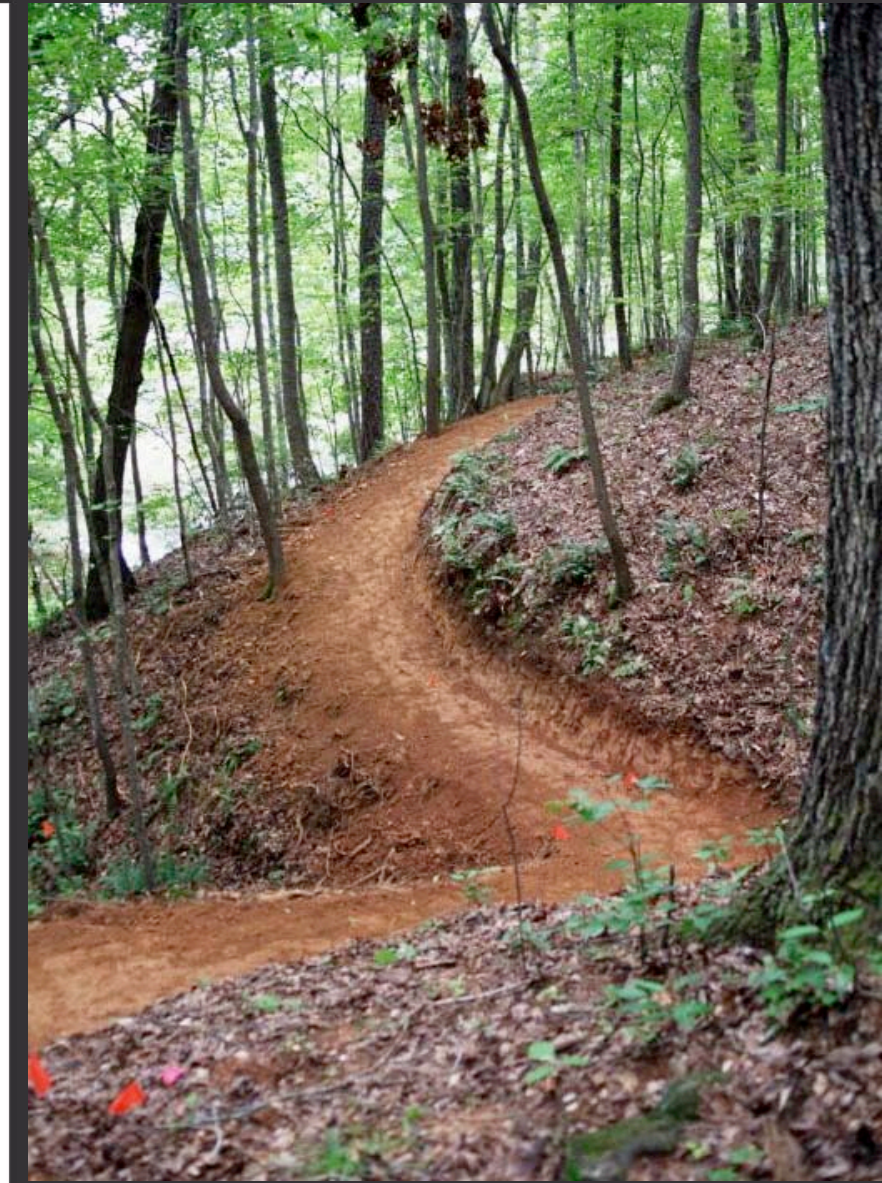


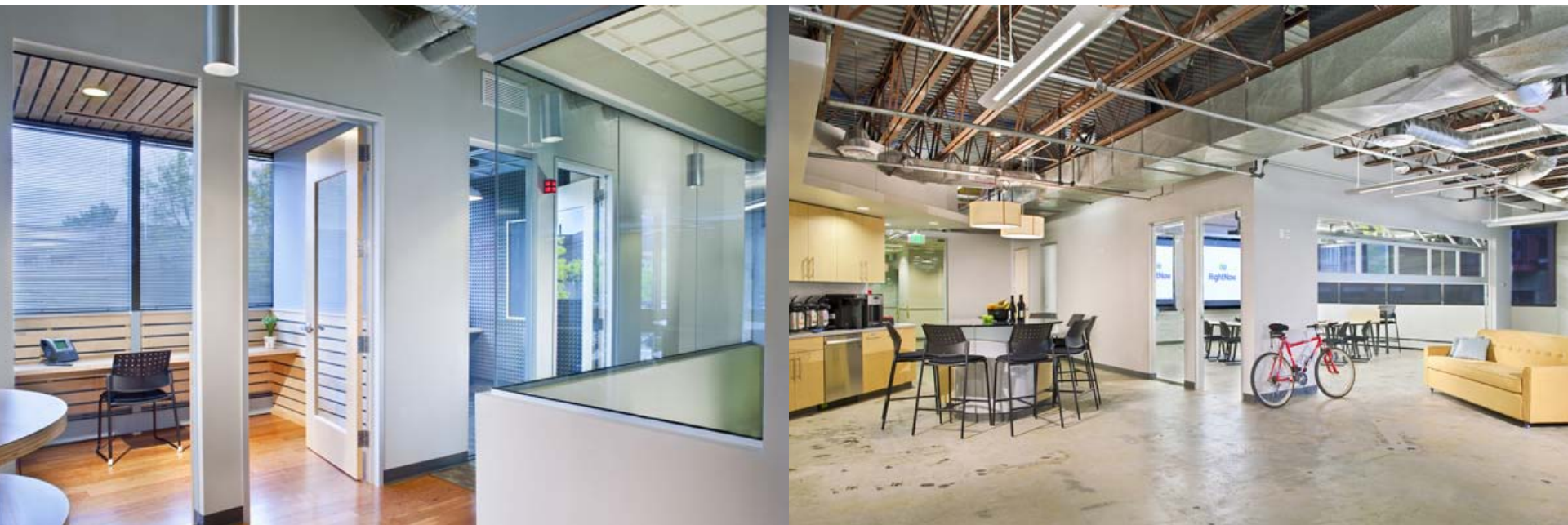


Overarching Take-away:
Work on a Solid Foundation

Next Steps

Continuing the conversation





Invitation to RN Boulder

Thank you.

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Discussion