Never mind the KPIs, Feel the experience!

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Housing Technology Conference 2019

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Session Objectives

- Foundations of Customer Experience

- Service Design

- Customer Journey

- Experience Measurement

- Q&A

Customer is King

- User Experience
- Customer Experience
- Immersive Customer Experience
- Voice of the Customer
- Customer Sentiment Analysis
- Customer-focus
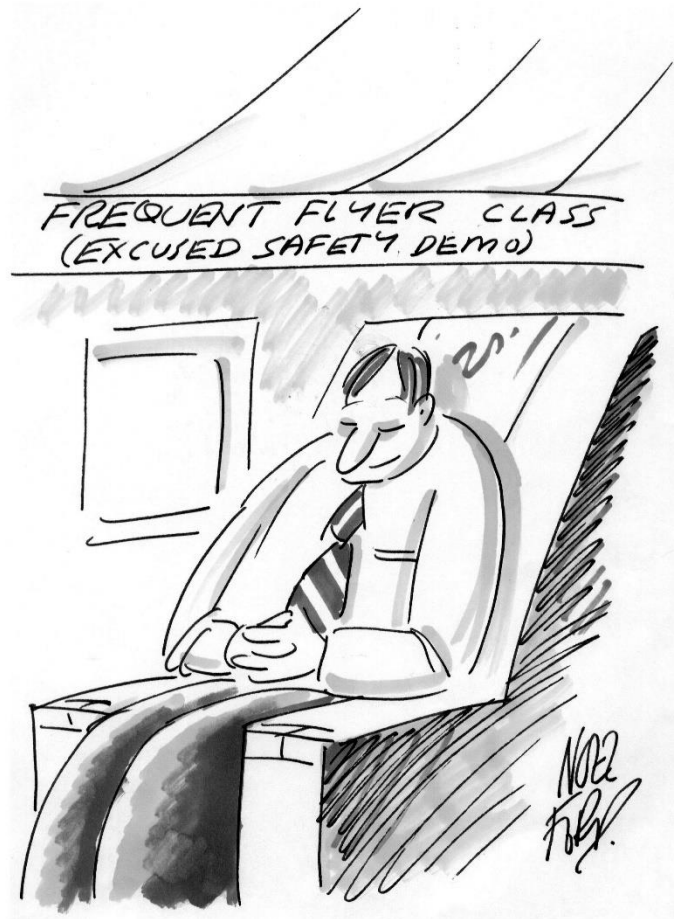- Customer-centricity
- Customer Journey

"When it comes to **_digital_**, fast, simple, and frictionless experiences are quickly becoming the most important….."

➢ Why just digital?

"The goal is to make the services you offer more useful, easier to use, and more pleasurable, all with the aim of delivering a better customer experience…."

➢ Positive experience = Customer Satisfaction

- Customer experience the "holy grail" but lack of agreement as to its definition and measurement
- Important as research suggests that:
  - customers with a problem usually don't react - only 4% complain…
  - ……but they usually tell 9* other people about their problem
  - satisfied customers tell 5 other people about it
- Common mistake is to create measures that mean little to the customer

➢ Is the answer e*X*perience *L*evel *A*greements (XLA)?

Customer Experience

- Factors affecting a customer's experience:
  - Customer needs or expectation
  - Product/service features
  - Perceived value of service being provided
  - Previous experience
  - Customer mood
  - Attributed responsibility for service success or failure
  - Perceptions of fairness and equity
  - Influence of other customers
  - **Influence of new service delivery models**

- Today, customers are more sensitive than ever before to all aspects of their (service) experience

Service Quality Measures

Customer Perception & Rating of Service Quality driven by:

- Tangibles – appearance of physical facilities, equipment, materials
- Availability* - service available when required
- Reliability* – service performed dependably and accurately
- Recovery* – what happens when it goes wrong
- Responsiveness – willingness to help customers
- Assurance – overall competence and credibility
- Security – the customer feels "safe"
- Empathy – the service provider understands the customer

From Parasuraman, Zeithaml and Berry and (many) others

* Found to be the most important factors

What Does It All Mean?

- Multi-dimensional challenge
- Across all dimensions, experience governed by:
  - Desired experience – what they would like to receive
  - Expected experience – what they think they will receive
  - Perceived experience – what they think they've received
- Emotional responses to positive "gap"
  - Delight, satisfaction, trust/credibility
- Emotional responses to negative "gap"
  - Sacrifices, dissatisfaction, distrust

- ➢ Well-worn cliché – Perception = Reality

"You have to start with the customer experience and work back towards the technology, not the other way round".

Or as itica would say…

Service experience first, technology second.

- Service design can help you to identify
  - What customers want at each stage of their interaction with an organisation?
  - How you are currently delivering against these customer expectations?
  - Where the customer pain points are and what causes them?
  - How and where can you unexpectedly delight customers?

➤ Customer participation essential

Service Experience Design

- Good customer experience starts by "walking in their shoes"
- Service experience (quality) must cover:
  - Basic factors – must-have features
  - Performance factors – expressed needs
  - Excitement factors – unexpressed needs
  - Indifference factors - no impact if present
  - Reverse factors – adverse impact if present

Customer Journeys

- Know your customers
- Identify all touch points
- Identify key problem areas
- Choose appropriate metrics and measure them

- Tie CX back to business KPIs, people, process, technology and vitally, the **capability** to deliver

- Customer Journey Mapping

Customer Journey Mapping

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CONSTITUENT'S MOTIVATION During each phase of the journey

- Finding the best options to consider for their needs
- Exhaustively compare the options and select a few front runners
- Identify the company or solution they want to work with to foster loyalty
- To enter the best partnership agreement and pease of mind decision
- Acquire the necessary knowledge, skills, and behaviors to become familar with product
- Post purchase usage and satisfaction on your investment
- To prove program's worth and continue to grow partnership

Awareness			Decision		Use	Evaluate
Discover	Compare	Consider	Decide	On-boarding	Everyday use	Renew

TOUCH POINTS

	Discover	Compare	Consider	Decide	On-boarding	Everyday use	Renew
Web	● Blog ○ Webinars	○ Product Tour ○ Testimonials	○ Performance Reports	● Secure transaction	● Product Video Tutorials	● Product Updates ● Interactive Personalized reports	● Supporting Docs
Email	● Press ○ Newsletter	● Feature Lists	○ SLA	○ Contract specifics	○ User Manual	● New Releases	● Expert support
Social Media	○ Twitter Posts		○ LinkedIn		○ Product Tips and Tricks	● Video Tutorials ○ Community success	● Recommend to Friends
Phone/Text			○ Sales calls	● Final contract terms	● Additonal Features		● Technical Assistance
Mail	● Case studies	● Pricing Lists	○ Contract Details				
In Person		○ Product Demos	● Implementation steps	● Design assistance	● Product Tour		○ In person meetings ● Expert Check ins
Non-Digital Media		● News Articles					
Other							

CAPABILITIES
What do we do to facilitate the journey?

Discover	Compare	Consider	Decide	On-boarding	Everyday use	Renew
● Advertise and Market Brand/Products ● Create Awareness, Acquire Customers ● Establish Product/Service Offerings Catalog ● Target Customers	● Convert Targets to Prospects ● Identify Targets	● Define and Communicate Eligibility Requirements ● Develop Proposal ● Negotiate and Close Accounts	● Define and Communicate Eligibility Requirements ● Negotiate and Close Accounts	● Administer Core Business Relationships/Transactions ● Bill Customers ● Onboard New Customers ● Respond to Inquiries	● Manage Proactive Communications ● Respond to Inquiries ● Train Customer Users	● Manage Customer Experience

PROJECTS
What are we doing to improve the journey?

Discover	Compare	Consider	Decide	On-boarding	Everyday use	Renew
● 2013 Online Content Enhancements/ Fixes ● 2013 Online Content Enhancements/ Fixes ● Inbound Marketing		● 2013 Online Content Enhancements/ Fixes ● Customer Tracking System Implement Customer Relationship Management System		● Customer Self Service		● Customer Self Service ● Customer Tracking System

APPLICATIONS
What applications and systems are utilized in this journey?

Discover	Compare	Consider	Decide	On-boarding	Everyday use	Renew
● Microsoft CRM Dynamics ● Microsoft SharePoint		● Microsoft CRM Dynamics ● Microsoft SharePoint				

METRICS
How well are we facilitating the journey?

Discover	Compare	Consider	Decide	On-boarding	Everyday use	Renew
● Quarterly Proposals	○ Client satisfaction rates re: HR Services ● Member Services Call Abandonment Rate	● Infrastructure Availability/Reliability ● Reduction in Cost - Call Center				● Member Services Call Abandonment Rate

Quantifying CX

- **Forrester** CX score – Effectiveness, Ease, Emotion
- **Decibel** DXC score (TUI) Website conversion – big data analytics – link to revenue growth
- **Actual Experience** – quantify CX of digital products and services, based upon MoS
- **downdetector.co.uk** – empirical, digital sentiment insight

- Niche solutions rather than end-to-end

- Holistic vs discrete, automated vs manual, subjective vs objective, proactive vs reactive, qualitative vs quantitative

What to measure?

- If you can't measure it, you can't improve it…

- If you can't measure what is important, what you measure becomes important…

- ## How to measure CX?
  - CSAT, CES, NPS, AHT, FRT, FCR, Emotional assessment

- ## There is no single, holistic measure, the unifying KPI… does it exist?

- ## No universal standard – point solutions?

- SLAs have nothing to do with the **Quality** experienced by the user or performance in real business life

- Bandwidth… latency… resolution time… call answer time… ticket closure

- So What?

- Doing what you're supposed to do – **Satisfaction**

➢ Doing what really matters - **Experience**

Service Level Agreements

- The focus is on technical performance.

- Undoubtedly important as there might be a lack of quality when the SLA is not met.

- but… an SLA that has been met does not guarantee the user, customer or tenant has actually enjoyed a great experience.

- Total Tickets vs Open Tickets: Monitor the ticket churn over time
- Projects Delivered on Budget: Track your capacity to stay within budgets
- Average Handle Time: Keep your tasks timely under control
- Server Downtime: Enhance your maintenance by controlling down-time
- Mean Time To Repair: Analyze how fast you resolve different incidents
- Unsolved Tickets Per Employee: Track the efficiency at solving issues
- IT Support Employees per End Users: Ratio support employees vs end-users
- IT ROI: Determine the return on investment of your IT investments
- IT Costs Break Down: Identify the different components of your IT costs
- IT Costs vs Revenue: Understand your IT expenses in relation to your revenue

➢ But which of these has the **Customer Experience** at its heart?

- Forrester has shown there is a direct connection between the quality of customer experience (CX) that businesses provide and their revenue growth.

- **72%** of businesses say Customer Experience Management is their top priority.

However…

- **14%** of brands deliver a good CX meaning **86%** of brands deliver an 'OK' or worse CX.

Quiz time – Guess the best

- Auto / home insurance   - Liverpool Victoria (LV=)
- Building Societies   - Nationwide
- Digital Retailer   - Very.co.uk
- Multichannel Retailer   - John Lewis
- Wireless providers   - Tesco
- Housing Associations   - ?????????

➢ Brands that want to break away from the pack should focus on **Emotion…**

- XLAs represent a change in culture by shifting the focus from technical or contract performance to the experience of the customer.

- You have to get your staff on board through persona creation and mapping the customer journey.

- Over time you will notice an interesting shift; you might start missing the odd SLA target, yet your customer experience continually improves.

- Q: So what are we using all these SLAs for?

- SLAs in ITSM are great for many things, relying on them too heavily will risk long term damage to your organisation…

… you simply get blinded by numbers and forget about the Service.

- SLAs miss something - letting performance be dictated by the one person who feels it the most - the customer

➢ The solution? - A shift towards Experience Level Agreements (XLAs)?

Evolution of the SLA (Giarte)
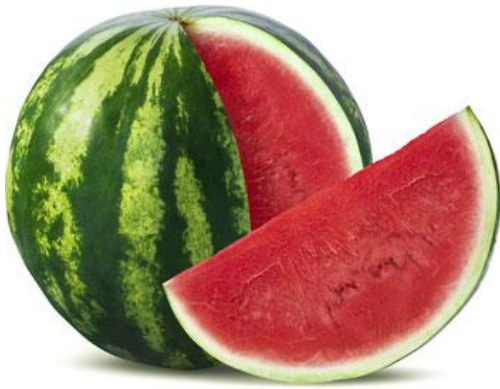
Green on the
outside
Red on the inside
Big and heavy
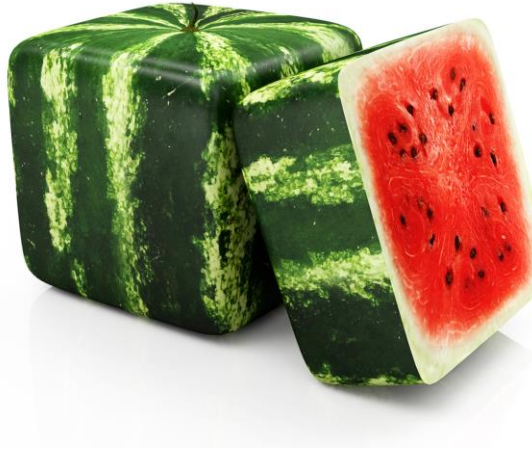
Green on the
outside
Still Red on the
inside
Bigger and heavier
Even more
expensive

Green on the outside
Green on the inside
Light and context
driven

Another maturity level needed to manage expectations of service and to optimise the experience around how this is received.

- A new generation of agreements centered around experience and the targeted business impact.

- Agreements are in the eXperience Level Agreement (XLA).

- XLA records goals from an end user perspective and connects these with the improvement and delivery of IT products and services.

- Building XLA starts with the targeted end result and reengineers back to a relevant way of working and set of agreements.

- XLAs apply to customers, internal, suppliers…

➢ **Requires a commitment to Quality *and* Functional Monitoring**

How to measure an XLA?

- NPS as an overall blanket measurement in 'quick hit' type surveys - litmus test.
- Deep dive into CX of the service in annual or six-monthly surveys.
- Face-to-face interactions with a cross-section of customers and suppliers, often conducted by an independent consultant.
- Relationship Stewardship
- Tools
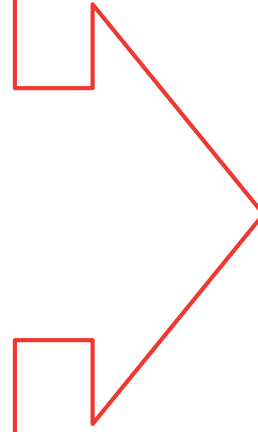
- Reliability
- Assurance
  - Security
  - Credibility
  - Courtesy
  - Competence
- Tangibles
- Empathy
  - Communication
  - Accessibility
  - Customer knowledge
- Responsiveness

People will forget what you said

People will forget what you did

but

People will never forget how you made them feel

Maya Angelou (1928 – 2014)

How can we help?

- We have the expertise and the tools to help housing organisations rise to the challenges of ensuring optimum levels of user experience to both internal and external customers

- Our **Digital Insight** solution uniquely enables businesses to troubleshoot and continuously improve user experience, across the entire digital supply chain

- Our solutions and services have a practical application in both housing organisations and technology suppliers, and we have considerable experience of working with both.

How to get in touch?

- Visit our website – www.itica.com

- Email us – info@itica.com

- Call one of our Housing specialists
  - John Doughty 07555 150 721
  - Martin Joy 07768 792 754
  - Neville Brown 07771 810 621

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