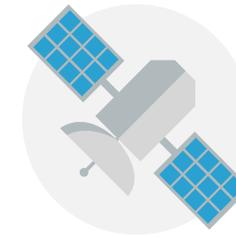


TACKLING CUSTOMER EXPERIENCE FOR THE DIGITAL LIFESTYLE

An eGuide for Communications Service Providers





The importance of Customer Experience Management (CEM) in telecoms

It's clear that the importance of Customer Experience Management has been on operators' agenda and gaining ground for some time now. It's also apparent that as CSPs have actively increased their engagement with CEM, customer expectations for a 'Digital Lifestyle' have continued to evolve at a rapid rate. For many providers this places the prize of delivering a first class customer experience for 'Digital First' consumers (and the business benefits this brings) tantalizingly just beyond their reach.

These days, consumers find little differentiation between providers' network speed and quality, and are more concerned with getting what they want from their digital services than getting the lowest possible price. Operators must now more than ever distinguish themselves based on the standard of customer experience they can deliver.

Lack of customer-centricity leads to “bumpy” customer experiences

While many CSPs are making great strides in this area, most still suffer from a lack of focus on the individual end-customer and an inability to adopt a more agile approach to change and incremental improvement. Poor alignment of online and offline channels still proliferates, as does the gulf between CSP brand promises expressed in marketing and acquisition materials, and the brand reality delivered in in-life customer communications. This all adds up to an often ‘bumpy’ customer experience, with operators stuck in their traditional thinking in terms of channels, organizational structure, divisions and silos. Consumers are only too aware of the effects of this when they interact with their provider, and they wish they weren’t.

Heavy Customer Experience Management (CEM) is gaining ground in CSP organizations



- Have had a CEM function for five years or more
- Have had a CEM function for three to five years
- Have had a CEM function for one to two years
- Have launched a CEM function within the past year
- Don't yet have a CEM function but plan to launch one

Heavy Reading Mobile Network Service Quality and NPS survey, 59 respondents

Meeting the expectations of today's "always on" customer

Customers want to be treated in the same consistent way no matter where or how they interact with their service providers. They are channel-agnostic and expect brands to deliver upon their promises, be it online, in-store, on social media, on their website or mobile app, or when they call support.

Consumers seek providers that can facilitate an 'always on' approach where they're free to access relevant information or support from virtually any location at any time. Increasingly they interact with products and services whilst conducting their everyday lives and going about their usual business. This convenience has stretched their expectations still further. Inconsistent, disconnected and fragmented experiences negatively impact the overall brand experience and perception. This erodes trust, satisfaction

and loyalty. Many now try to self-serve in the first instance when faced with an issue; trawling through FAQs on a website and struggling to find the information they seek quickly and easily, if at all. More often than not they hit a barrier where they must pick up the phone or start a live chat to continue their quest for issue resolution. Even when they do this they're then forced to navigate a frustrating and alienating list of irrelevant interactive voice response (IVR) options, often leading to a complete dead-end. Or they endlessly watch the blinking cursor as the minutes tick by only to find out the live chat rep we are connected to is not specialized or empowered to solve our particular issue and our quest begins all over again.

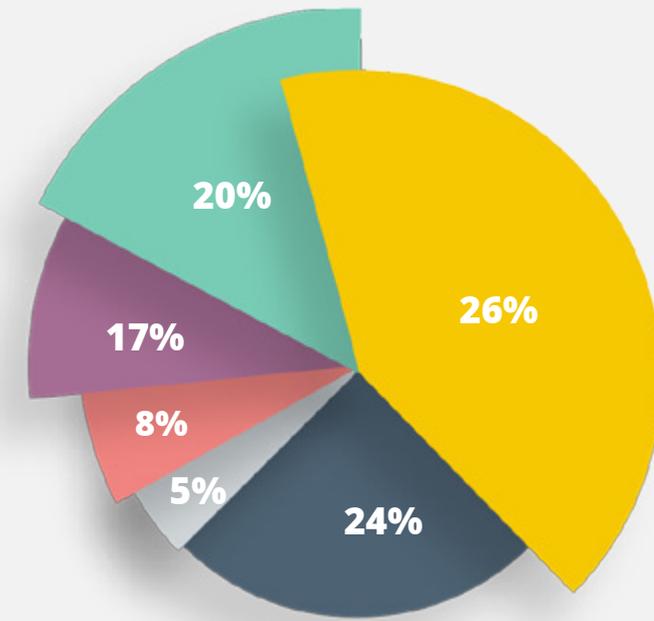


Rising to the CEM challenge

Digital First' consumers pose a particular challenge for operators with demands for 24/7 access when they need information or help. However, the rapidity with which the expectation of good service means they are quick to "opt-out" and therefore it's important not to frustrate customers with content that seems irrelevant. Now that brands have a place in more personal channels, they must engage with customers on a more personal level. In reality, automated IVRs and non-optimized live chat journeys directly contradict the rich personalized content consumers now expect from service providers and the intelligent and quick nature of interactions they now demand.

Time, rather than money, is fast becoming a key resource and motivating factor, and technology continues to shorten a customer's expectation of the distance between a question and an answer. No one likes calling customer care lines and being passed from agent to agent before finally finding someone who can actually resolve the issue. It's vital that the CSP has a joined-up approach to dealing with customers and that they know who the customer is when they engage through any touchpoint, be it face-to-face, online, on the phone. CSPs need to assure that each customer interaction is relevant and engaging across each and every channel.

Has your organization used any of the following strategies to reduce calls to care?



- Applied credit or removed charges
- Offered unlimited usage bundles
- Pro-active outbound calls
- Personalised messaging in bills
- Video billing
- Other

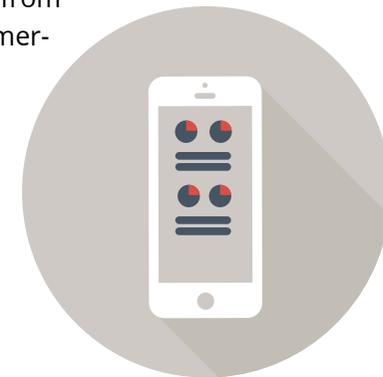
Strategies to Mitigate Calls (CSP Survey)

Where do CSPs go from here?

To achieve digital transformation and respond to the new demands of the 'Digital Lifestyle', operators must learn that there is a fundamental difference between marketing at people in new channels and learning about their behavior, values and expectations to optimize their digital experiences and provide mutually beneficial outcomes.

The common concept of digital transformation itself doesn't help, suggesting as it does a whole scale end-to-end linear process of change. Optimization and improvement is not a one-off activity nor is it restricted to any kind of marketing strategy or business processes. The concept of 'continuous improvement' is one of incremental changes to the customer experience, and an ongoing process that never ends.

CSPs need a new level of agility and flexibility to respond to this and make gradual and prioritized improvements to customer service by turning insights, data and feedback into action. 'Agile' is a methodology but also a mindset. Operators need to learn to make smaller changes quickly and evaluate the success or failure of these initiatives equally quickly, applying the learnings to the next piece of work. This new level of agility is certainly needed from a technology perspective but also from a business and organizational viewpoint where providers must become more able to react nimbly to the ever changing market and evolving customer expectations – all the way from the boardroom level right down to the customer-facing front line.



5 Pillars for improving CEM

1

Analyse customer journey paths

A 360 view of the customer is key to delivering customer experiences that delight. Harness the power of digital channels to monitor and investigate why a customer may not be reaching their goal. Identify the most common paths such as on-boarding, changing or upgrading plans, contract roll off, address change, roaming and billing and map to end objective. Focus on key sources of leakage as a starting point to avoid being paralyzed by data overload.

2

Smash silos

Break down silos and assemble the right teams to achieve fast changes. Silos limit your ability to see the full scope of the customer and their individual journey. Multi-disciplinary teams mean that smaller changes won't require lengthy interaction with numerous different parts of the business. Build consensus on an action plan based on individual team knowledge, shared learning, data analytics and a deep understanding of the customer journey. The call center, social media channels, customer service, in-store and billing departments should have a shared view of the individual customer and what they are trying to achieve or resolve.

5 Pillars for improving CEM

3

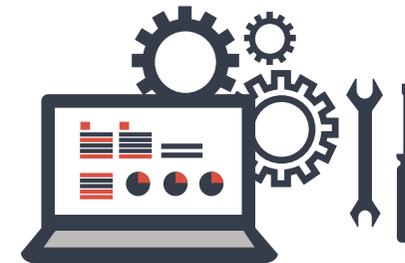
Personalization is key

Personalization and relevance is key; seek solutions to adapt the content of customer communications depending on non-demographic subscriber parameters such as previous interactions, expressed preferences, measured preferences and behavior on other channels. Customers increasingly expect a personalized experience when they engage with brands. It's no secret that consumers respond better to offers that are tailored to personal preferences and where they are on their individual customer journeys. Personalized, tailored experiences improve satisfaction, increase conversions, boost retention and loyalty and ultimately have an effect on growth and revenue.

4

Consider technology

Don't focus only on the digital front end but consider the backend technology improvement required to support transformation. Brands need to have the technology to handle cross-channel customer communications without a drop in quality or consistency. Companies need to look beyond CRM systems and take a holistic approach encompassing staff training (CSR), effective analytics to monitor performance and impact including behavioral analytics, multi-channel inbound communications and Social media. Predictive technologies are also key in understanding customer sentiment such as propensity to call the call center or even to churn.



5 Pillars for improving CEM

5

Be pro-active & pre-emptive

With a 360 view of each customer brands can take action and be proactive in providing care. Proactively communicating to consumers using their preferred channels improves customer relationships, increases trust & loyalty and reduces unnecessary inbound inquiries. For example, don't wait for a customer to contact you with bill shock but reach out to them mid-cycle to provide context and explain the increase in cost. Delight your customer by dealing with a problem before they even know it's a problem.



About Brite:Bill

Brite:Bill transforms the way service providers present and manage billing communications. Cold notifications and demands for payment are transformed into customer centric and engaging communications. With the Brite:Bill platform, service providers can improve customer interactions by pre-empting questions, tackling issues and highlighting appropriate and new services through personalized, targeted messages and persuasive content. Business customers get the insights they need through tailored analytics and customizable dashboards to easily understand costs and service usage through beautifully rendered, easily understood graphs, tables and alerts.

Improved billing means less costly bill-related helpline calls, less customer churn and increased long-term loyalty. Brite:Bill is an innovative and unique solution used by tier one telecom operators around the globe. Brite:Bill was named a “Cool Vendor” by Gartner Inc. for 2014 and won ISA “Emerging Company of the Year”. Founded in 2010, Brite:Bill is headquartered in Dublin, Ireland and has offices in London, Toronto, Madrid and Philadelphia.

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