



The Northridge Group, Inc.



Operations +
made **Better**

Social Media and The Contact Center

Managing the Minutia

March 2016

Meeting Objectives

Share challenges of and best practices for providing outstanding Customer Service through Social Media channels



Why Social
Customer Care
is Critical

1

Challenges
Specific to this
Channel

2

Best Practice
Considerations

3

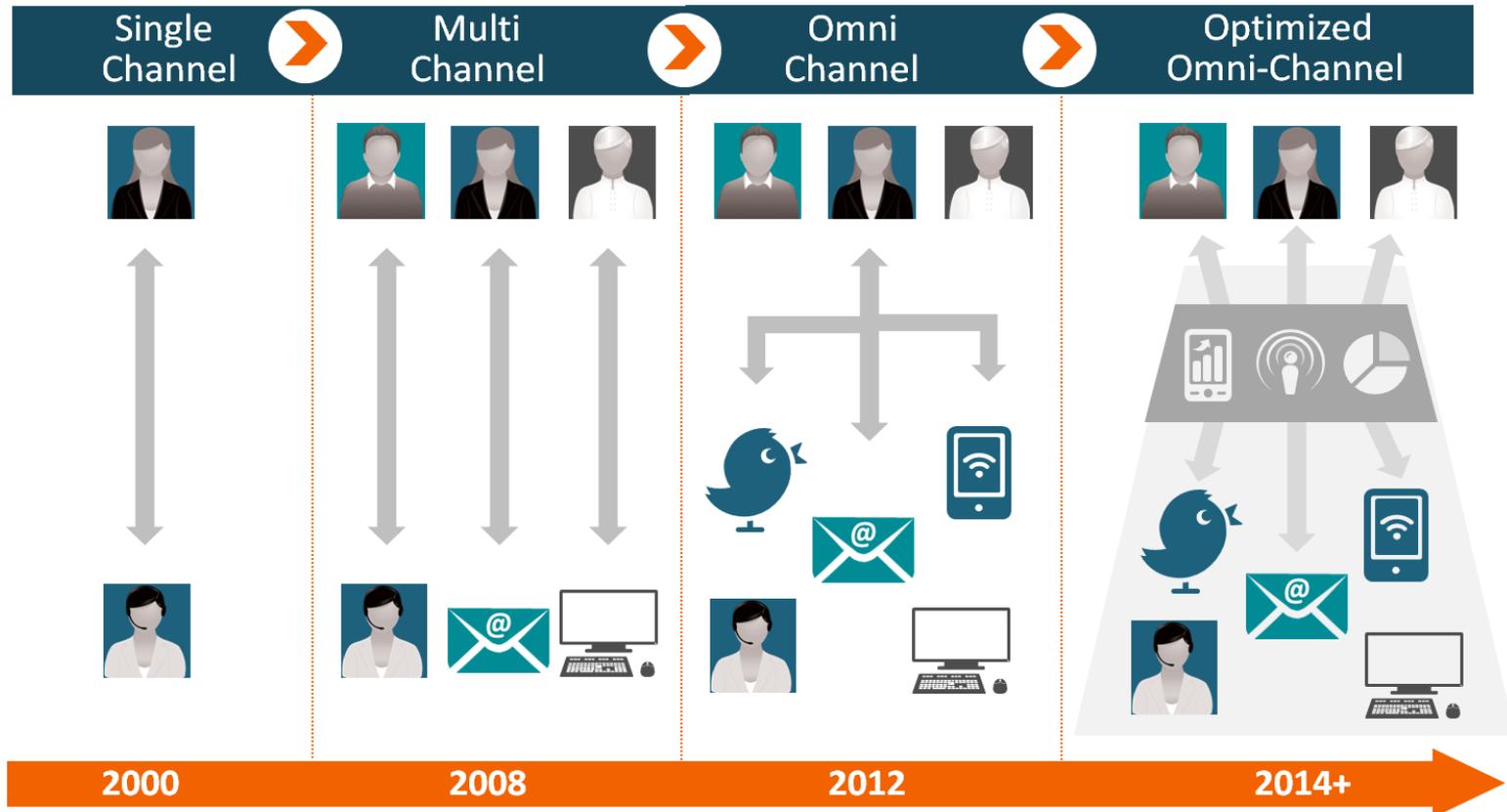
Call to Action

4

Omni-Channel Experience

Expectations are Increasing Exponentially

- Customers are in control of how they want to interact with your company
- They expect a seamless and consistent experience across all of your channels
- Personalization, engagement, and proactive service are the new norms - know me and provide relevant information at the right time - “optimized omni-channel”



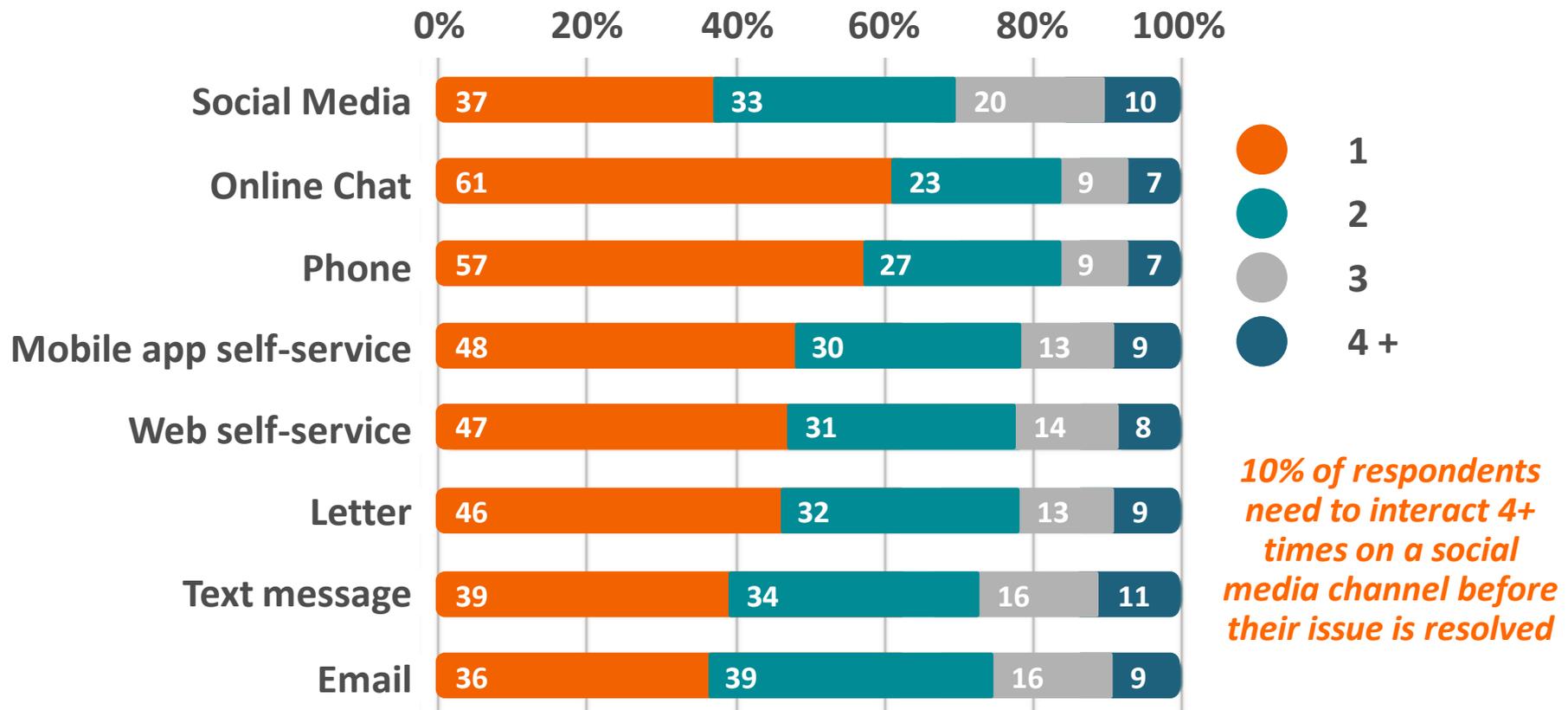
61%

of consumers have to interact with a company
on **more than one channel** to resolve a
customer service issue

Companies must get better at anticipating and
effectively addressing the customers' needs
on their channel of choice

Social Media is among the lowest channels for first contact resolution

Typically, how many times do you need to engage with a company on the following channels before a customer service issue or inquiry is resolved?

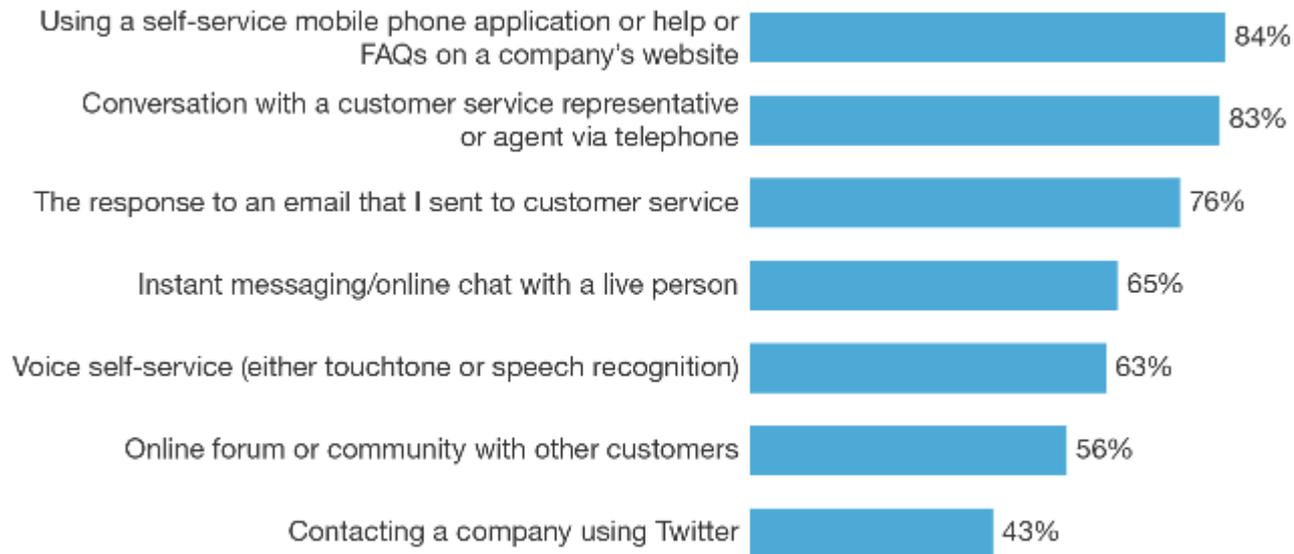


Customer Care via Digital Channels

Volume is Increasing Significantly

- Customers prefer and are migrating to digital channels for customer service
- Investments in knowledge management, virtual assistant (IVA), web usability studies, online forums and social are critical to future success

Percent of US online adults who have used the following customer service channels in the past 12 months



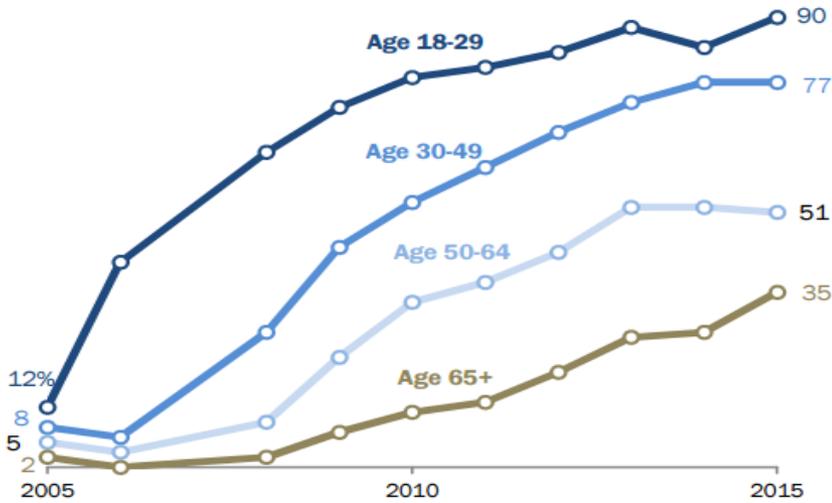
Base: 4,473 US online adults (18+)

Source: Forrester – Your Customers Don't Want to Call You, February, 2016

Social Media – Not Just for the Millennials

Growth will continue for Customer Service Use

Among all American adults, % who use social networking sites, by age

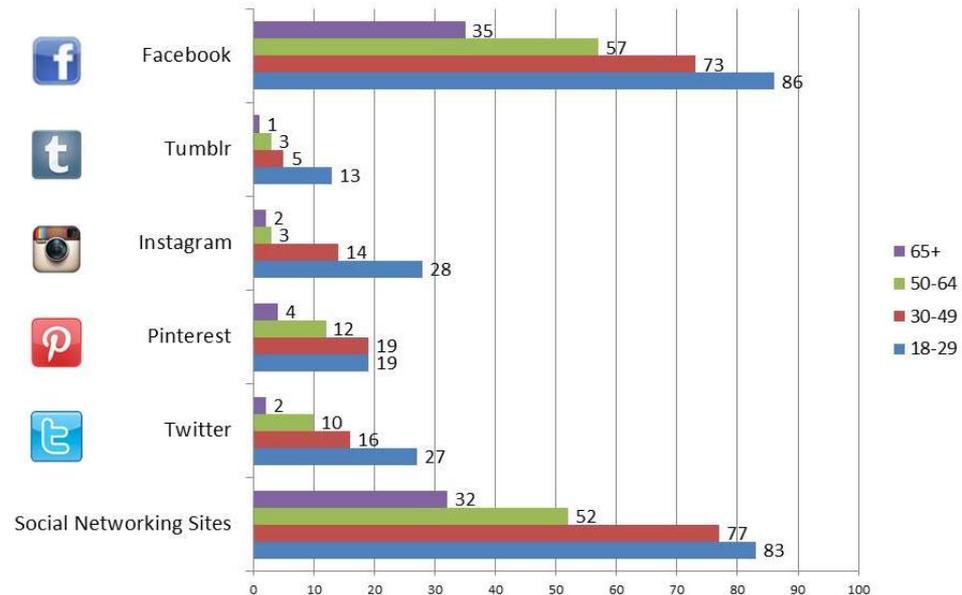


Source: Pew Research Center surveys, 2005-2006, 2008-2015. No data are available for 2007.

... and they are using more than just Facebook.

While younger adults use social networking at a higher rate, usage across all age groups is growing exponentially ...

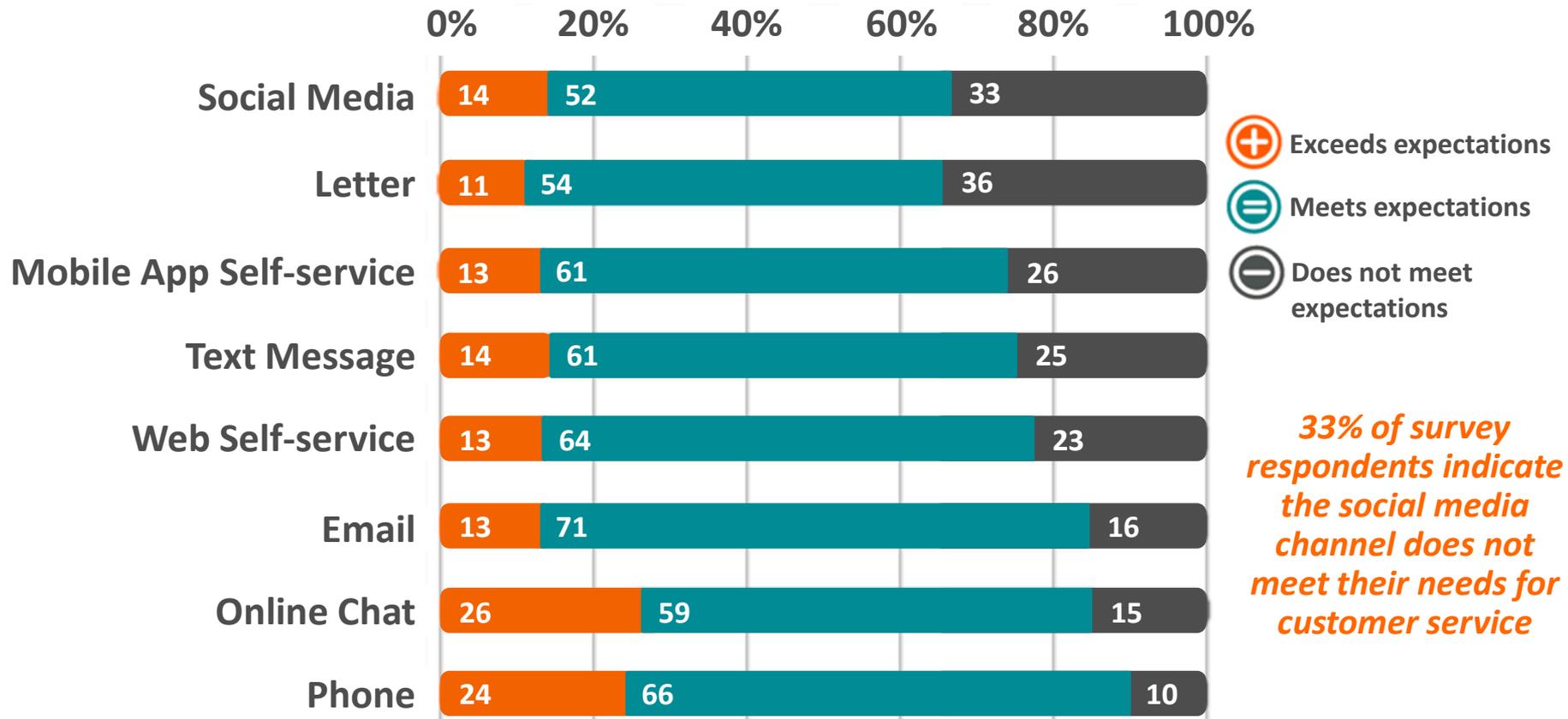
Percentage of US Internet Users by Age Group Who Use ...



Source: Pew Research Center's Internet and American Life Project, February 2013

For customer support, a big expectation gap lies in social media

How Would You Rate The Customer Service For Most Companies On The Following Channels?



Social Customer Service

Common Challenges

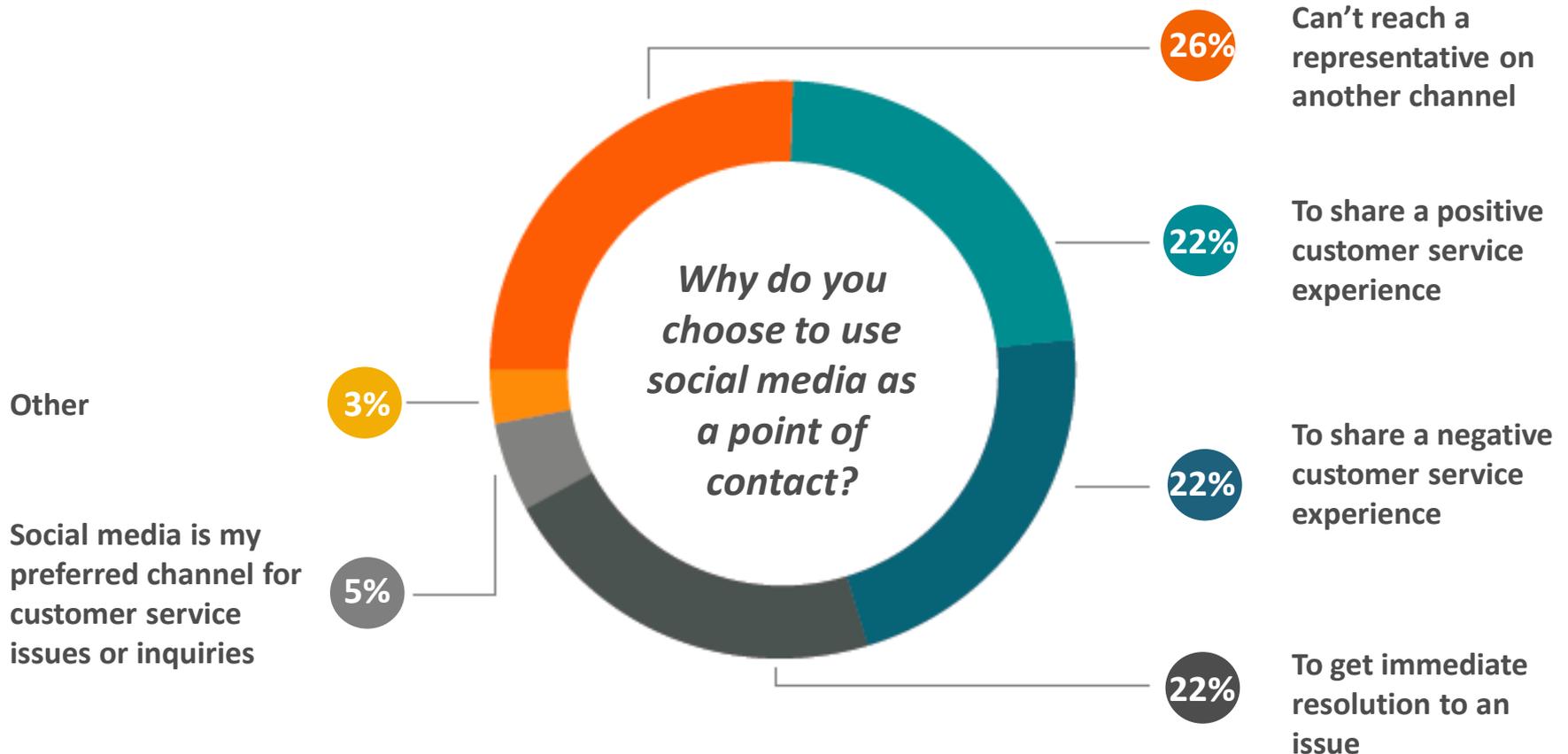


Social Customer Service is an evolving channel with additional complexities beyond what is inherent in other channels (call, email or chat)

Challenges Unique to Social Customer Service

- Public communication with a 'one to many' relationship
- Cannot easily identify the customer; frequently requires deflection to other channels
- The proliferation of social sites with different uses, styles, customer segments
- Customer may not want or expect a response in a social channel; must decide when to engage
- Written communication poses additional business and compliance risk (similar to email)
- Fragmented ownership between marketing, PR, customer care can drive inconsistent experience
- Technology solutions and tools are still evolving
- Metrics need to be integrated with other channels to gain E2E business / customer insights

26% of consumers choose social media because they can't reach a representative on another channel





Attributes of Great Service – Critically Important in Social Media



Trust



Knowledge



Appreciation



Engagement



Ownership



Personalize

Best Practice Considerations

Social Customer Care



Be Available and Active	Be Engaging and Fun	Resolve their Issues	Be Compassionate	Protect their Privacy	Leverage the Insights
1/3 of customers with a service issue never receive an answer on Social	Most service responses are highly scripted and coldly divert to another channel	40% of customers expect their issue to be resolved within the hour	26% of customers use Social when they cannot reach a rep on another channel	81% of customers feel “not very” or “not at all secure”*	38% of customers post positive feedback; 26% negative / constructive
Acknowledge 100% of questions, complaints, feedback, compliments within 60 minutes of initial post	Meet customers on their channel of choice, engage in a personalized way, and have fun with it	Respond within 60 minutes of initial post and resolve when possible; redirect as needed to fully resolve issue	Acknowledge frustration; clearly demonstrate empathy when appropriate and appreciation always	Abide by all relevant compliance and regulatory requirements; divert to other channels when appropriate	Leverage insights to drive customer differentiators, business process improvements, omni-channel effectiveness

Social Customer Service Excellence

Source: The Northridge Group State of Customer Service Experience 2015

* Source: Pew Research Privacy Panel Survey, January 2014



Call to Action

Social Customer Service Team – Most Knowledgeable, Serves as the Hub

Customer



Social Customer Service Team



Marketing

- Align with PR strategy & outbound messaging
- Share customer and business insights
- Share in tool selection and usage

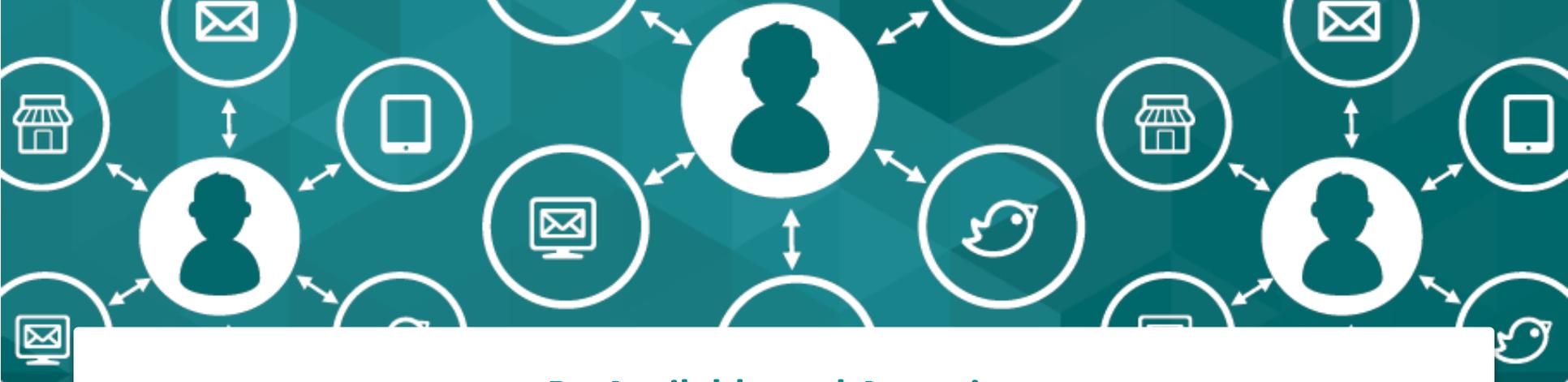
Customer Care

- Manage E2E customer experience
- Drive consistent experience across channels

Legal

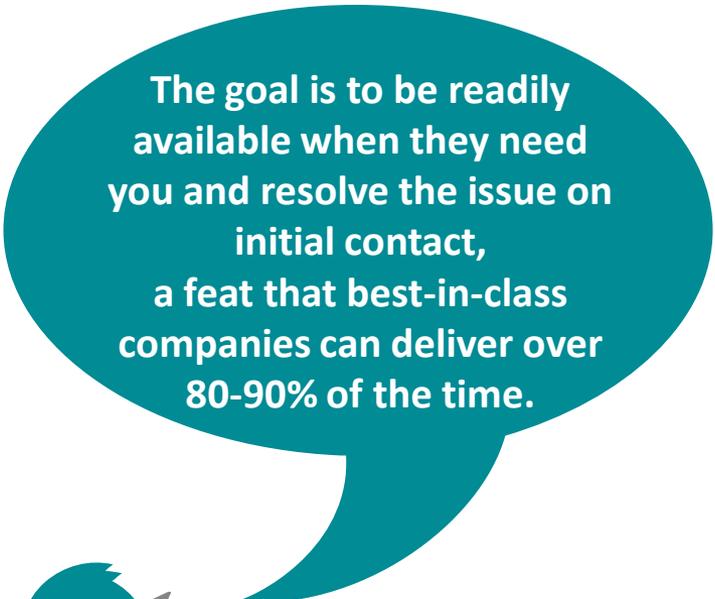
- Align on compliance requirements
- Consult on potentially volatile escalations

Taking care of the customer first builds trust; obtains referrals and opens up the opportunity to market other services

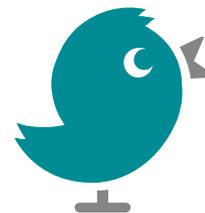


Be Available and Attentive

- ✓ **Ensure hours of operation are aligned for both inbound and outbound engagement**
- ✓ **Clearly sign on / off with easy to find and well-defined availability**
- ✓ **Engage within minutes and resolve within the hour**
- ✓ **Uncover the root cause and fully resolve the issue**



The goal is to be readily available when they need you and resolve the issue on initial contact, a feat that best-in-class companies can deliver over 80-90% of the time.





Provide a Personalized, Caring, and Effective Experience

Create an Engaging Interaction:

Warm, inviting, engaging language; show empathy for frustration when needed

Probing questions to fully understand the issue and ensure it's actionable

Take the conversation to another channel if necessary; consider private messaging or secure email as digital friendly options

Without going too far:

Use only their Social name offered and never acknowledge guilt publically

Use caution to not share any private information when probing

Explain why redirecting is necessary to protect their privacy

Leverage Best Practices!



Ryan Michael Lazo @RMLazo13

2h

Nothing better than having a delayed flight. Sarcasm at it's finest. Please get me home soon, #jetBlue

Details



JetBlue Airways @JetBlue

1h

@RMLazo13 Please send us your flight number and we'll try to get an update for you.

Details



Ryan Michael Lazo

@RMLazo13



Follow

@JetBlue The flight No. Is 2201. I believe the plane is still in New York as we speak.

Reply Retweet Favorite More

9:09 AM - 1 Jul 13

Reply to @RMLazo13 @JetBlue



JetBlue Airways @JetBlue

1h

@RMLazo13 Your flight is currently scheduled to leave at 11 am. Hang in there. We'll have you on your way as soon as possible.

Details



Brandon Rindfleisch

@brundo5

Follow

@NikeSupport My totals for my Nike+ are off for the month, all my runs show up but total is off, tried logging off and on, any suggestions?

Reply Retweet Favorite More

5:11 AM - 23 Sep 2014



Nike Support @NikeSupport · 18h

@brundo5 We've made an adjustment to your account. Try clearing your cache and cookies, log out and back in, then refresh. Looking good?

Reply Retweet Favorite More



Brandon Rindfleisch @brundo5 · 8h

@NikeSupport looks great, thanks!

Reply Retweet Favorite More



Nike Support @NikeSupport · 8h

@brundo5 That's what we like to hear. Anything else we can do for you?

Reply Retweet Favorite More



Brandon Rindfleisch @brundo5 · 8h

@NikeSupport nope, I'm good, thanks!

Reply Retweet Favorite More



Solutions that Enable Engagement & 360° View of the Customer Experience

Consider using a separate profile for customer service which enables a more seamless experience for customers and more effective measurement processes



Marketing has historically selected the Social Media toolkit; however, full CRM integration is needed to optimize the Customer Experience

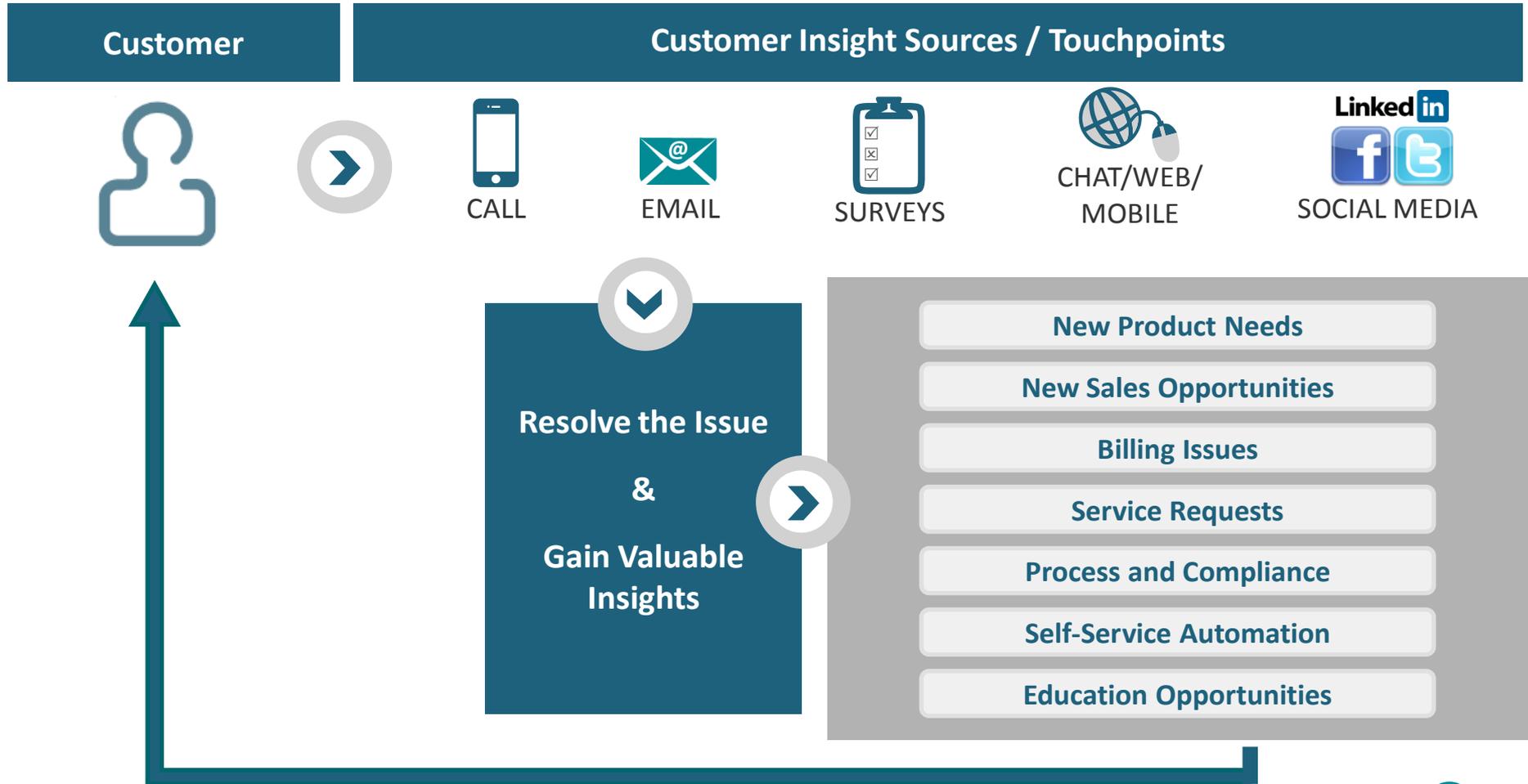
Metrics should include not only traditional Social Media KPIs (volumes, response rate, sentiment, etc) but also contact center effectiveness measures within and across channels (e.g., First Contact Resolution, deflection rate, Net Promoter Score)

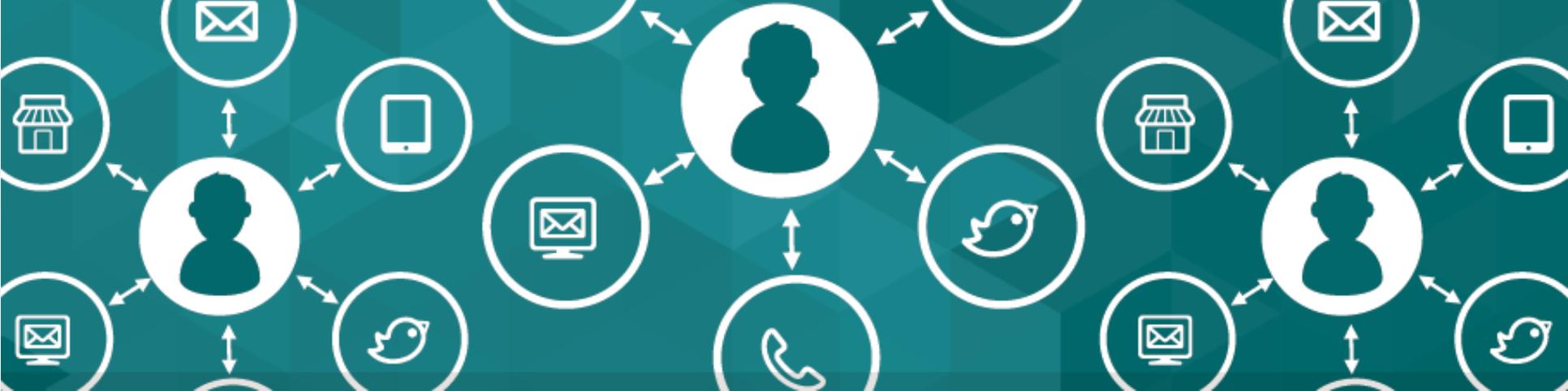
Customer Feedback is a Gift

Fully Leverage the Insights



Meeting customers wherever they choose to engage deepens brand affinity and leveraging those insights to drive a differentiated experience is critical to long term success





Q&A

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The Northridge Group



The Northridge Group is a leading management consulting firm, specializing in customer experience solutions, quality monitoring services and business transformation initiatives with an emphasis on data analytics and business process redesign.



Founded in 1999, the 100% woman-owned firm provides services for the Fortune 200 in the healthcare, telecom, financial services, travel and transportation industries, as well as key government agencies at the federal, state and local level.

Founded on the core values of service, integrity and collaboration, Northridge's team of professionals has the hands-on industry experience to deliver practical solutions and clear, actionable plans that improve productivity and profitability.

www.northridgegroup.com

Key Practice Areas

Customer Experience

- Customer Experience Assessment
- Customer Journey Mapping
- Voice of the Customer Program Analysis
- Omni-channel Customer Insights
- Data Integration for Business and Process Insights
- Social Customer Service
- Strategic Roadmap for Future State

Contact Center Management

- Operational Assessments
- Social Customer Service
- Coaching & Training
- IVR Redesign & Optimization
- Technology Assessments
- Business Process Optimization
- Workforce Management

Quality Monitoring

- Performance Solutions
- Compliance Monitoring Solutions
- Omni-channel Quality Monitoring
- Coaching & Training
- Mystery Shopper
- Business Process Improvements
- Data Analytics for Business Insights

Business Process & Data Analytics

- Process Re-engineering for Performance Optimization
- Cost Transformation for Financial Optimization
- Data Analytics, Metrics & Scorecard Development
- Process Automation, Technology Enablement

Program Management

- PMO Creation & Optimization
- Business Transformation
- Results Planning & Execution
- Scorecard Development
- Program & Project Management Services
- Management of Risk, Change & Complexity

Technology & Telecom Management

- Technology Assessment
- Lifecycle Management
- Technology Roadmapping
- Inventory Management
- Audit & Cost Optimization
- Benchmarking, Contract Negotiations & Vendor Management