Turning customer experience into a strategic advantage
Optimizing your online and cross-channel customer touch points
Review of the day’s events

- 8:00 a.m. Session 1 - Tips for improving customer experience, featuring an innovative holistic approach
- 8:30 a.m. Session 2: Leveraging a sound information base to deliver consistent cross-channel services (Diane McKerlie)
- 9:30 a.m. Break
- 9:45 a.m. Session 3: Learn how one of the world’s top mints increased customer satisfaction by employing innovative, award winning web and e-commerce strategies (Remy Leclerc)
- 10:45 a.m. Session 4: Learn how a top Canadian Airline improved their customer experience by refining content and search capabilities, employing intuitive design, and by enhancing on-line support and web enabled mobile solutions (Samantha McDougall)
- 11:45 a.m. Break
- 12:00 p.m. to 1:30 p.m. Over a sit down lunch, join our panel of experts
Tips for improving customer experience
Agenda

• Defining customer experience
• Why is customer experience strategic?
• Introduction to a holistic approach
• 10 ways to create a user/ customer centric web site
Defining customer experience?

- Customer experience has often been associated with customer “service”
- User experience has a narrower meaning related to use of product or core service, rather than whole customer experience
- The brand experience has a broader meaning than the customer experience
- The big question is: How do your customers define the customer experience?

  - Gartner: “The customer's perceptions and related feelings caused by the one-off and cumulative effect of interactions with a supplier's employees, systems, channels or products”
  - Forrester: “The perception that customers have of all of their experiences with your firm”
Differentiation becomes strategic

<table>
<thead>
<tr>
<th>Mission</th>
<th>Private sector</th>
<th>Public sector</th>
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</table>
| Generate profits for shareholders | • Control costs  
                  • Improve productivity | • Control costs  
                  • Improve productivity |
|               | • Maintain/increase growth | • Maintain/increase growth |
| Acquisitions  |                | • Adjust to customer expectations |
| Organic growth|                |                |
| Differentiate |                |                |
| Products      |                |                |
| Services      |                |                |
| Pricing       |                |                |
| Customer      |                |                |
| experience    |                |                |

Always been a concern  Becoming one  Will soon become one

Experience-based differentiation to attract and retain customers
Improve retention and engagement

• “It costs five times more to acquire a new customer than to retain an existing one.” Frederick Reicheld

• “Across a wide range of industries, a 5% improvement in customer retention rates will yield a 25-100% increase in profits.” Frederick Reicheld

• Across industries, Gartner clients report customer defection rates of between 8% and 20% per year. Poor customer experience consistently ranks as a leading reason for losing customers

• “Customers who experience problems that are dealt with quickly and easily have a repurchase intention rate of more than 85%.” Forrester: The Customer Experience Journey, Sept. 2008

• “Exemplary self-service can achieve higher customer satisfaction and answer as many as 70% to 80% of customers’ inquiries.” Yankee: Customer Centricity: Improving the Customer Experience
Bell Business Markets

Web Solutions
## Our expertise - customer experience

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet/interactive marketing</td>
<td>Move from making messages to nurturing consumer connections; from delivering push to creating pull interactions; and from orchestrating campaigns to facilitating conversations</td>
</tr>
<tr>
<td>User experience</td>
<td>A user centered design process including customer research, persona creation, iterative design and usability testing.</td>
</tr>
<tr>
<td>Information and content</td>
<td>The right content at the right time and make it easier for internal teams to provide and update that information.</td>
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<tr>
<td>management</td>
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<tr>
<td>Multi/cross channel</td>
<td>Design experiences that provide users with the three C's: choice, consistency, and continuity.</td>
</tr>
<tr>
<td>E-commerce</td>
<td>Map out the connections between user goals, short-term business objectives, and long-term customer profitability.</td>
</tr>
<tr>
<td>Web analytics</td>
<td>Examine the paths users take in order to accomplish the key user goals that support business goals.</td>
</tr>
<tr>
<td>Web development/integration</td>
<td>Front end and back end development are a critical part of determining how well an online experience is executed. The appropriate mix of the development medium and technology.</td>
</tr>
<tr>
<td>Social media</td>
<td>Social behaviour is not just something that brands must deal with, it’s something that they must enable in order to cater to customers’ experience needs.</td>
</tr>
<tr>
<td>Mobile applications</td>
<td>Know your users, provide channel-appropriate content, choose the right mobile interaction, test on multiple devices, and view the mobile experience as part of a multichannel strategy.</td>
</tr>
<tr>
<td>HCM / E-learning</td>
<td>Collaborative and innovative e-learning solutions enabling customer facing personnel to deliver superior customer experience.</td>
</tr>
</tbody>
</table>
10 ways to make a web site user centric
User centric websites #1

1. Coordinate responsibilities for the entire customer experience

- Coordinated action across teams
- A firm commitment from the executive
- A champion with visibility across departments;
  - Someone who is not tied to or focused on one silo
  - With broad authority to act

Solution sets

- Strategy and planning
2. Determine Your Website's Top Goal

- Central focus and secondary emphases
- One of these types, or a variation: Informer, seller, influencer, facilitator
- Include metrics that define the goal achieved
- Define the key performance indicators (KPIs)
- Set up data collection methods

Solution sets

- Strategy and planning
- Internet marketing
- Social media
- User experience
- Multi/Cross channel
- Web Analytics and optimization
3. Measure to manage

- On a monthly basis, review the findings of surveys, speech and Web analytics
- Find out what is said about your company away from your site
- Form a customer community, get insights
- Short-list and prioritize based on impact, current pain, estimated cost and ease of implementation
- Identify someone accountable for resolving issues and define timelines

Solution sets

- Strategy and planning
- Web Analytics and optimization
- Voice of the customer - speech analytics
- Social Media optimization.
4. Get personal

- Consumers want greater personalization
- Be proactive: alerts, notifications, special offers
- Provide advice specific to customer's intentions
- Deliver the right content to the right person at the right time; across interactions, throughout the full customer lifecycle
- Use profile management to store key customer attributes
- Leverage user behaviour and preferences in each interaction

Solution sets

- Strategy and planning
- Information and content management
- E-commerce
- User experience
- Multi-channel service delivery
- Web Analytics
5. Improve shoppers experience

- Since 58% of product research and 25% of all purchases begin online, getting it right is critical
- Move beyond the basic functionality of e-commerce: Merchandising, searchandising, personalization and assisted care
- Develop efficient cross-selling strategies
- Deliver relevant, focused advice and offers in real time

Solution sets

- Strategy and planning
- Information and content management
- E-commerce
- User experience
- Multi-channel service delivery
User centric websites #6

6. Learn to listen

• Product and design features based on ideas that do not come from the organization itself, but rather from the customer community

• Investigate the advantages of setting up your own social-networking capability

• Acknowledge customer-created and customer-led communities

• Communicate back to the community on improvements taken

Solution sets

• Strategy and planning
• Social media optimization
User centric websites #7

7. Integrate the other interaction channels with your website

- Failing to connect Web self-service with human-assisted service is a source of frustration for customers
- Allow customers to seamlessly switch from one channel to another, or to combine several channels to more quickly achieve their goals
- Making this happen requires a single view of the customer across channels

<table>
<thead>
<tr>
<th>Solution sets</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategy and planning</td>
</tr>
<tr>
<td>• Multi-channel service delivery</td>
</tr>
<tr>
<td>• Information and content management</td>
</tr>
</tbody>
</table>
8. Allow organizations to conduct all facets of their business on the Internet

- Whether buying and selling, serving clients, or collaborating with business partners and employees
- Make it easy, fast and simple.
- The appropriate mix of design, development medium and technology
- Enable business automation using electronic forms

Solution sets

- Strategy and planning
- Electronic business and portals
- E-commerce
- Multi/cross channel
- Mobile application integration
- Application integration
- Electronic forms
- Network performance
User centric websites #9

9. Offer an inviting front door
   • First impressions count
   • Improve design, usability and accessibility
   • Incorporate powerful search capability to effectively connect customers with what they seek
   • Enable customers to resolve the most common issues online
   • Offer live assistance at the appropriate time

Solution sets
   • Strategy and planning
   • Information and content management
   • User experience
   • Multi-channel service delivery
   • Web Analytics and optimization
10. Improve your website performance

- It is better to be featureful and fast; but, if it's necessary to choose only one, then speed is a safe bet
- Leverage rich media without compromising on performance
- Handle peak periods
- Understanding how users actually engage with the portal can greatly facilitate tuning its performance
- Usability tests can identify features that users don't care about, and that might add weight and sluggishness to system performance

Solution sets

- Content Delivery Network services
- Network optimization services
- User experience
Leveraging a sound information base to deliver quality cross–channel services

The link between information management and customer experience
Agenda

• Cross Channel Service Delivery
• Transformative Technologies
• An Architectural Approach – EIM enables Cross Channel Service Delivery
• Where to start
• Case Study
• Summary
Cross Channel Service Delivery

• Emerging:
  – Outside ➔ In – drivers are individual’s expectations of organization’s programs/services to meet their individual needs via the channel of their choice

• Traditional:
  – Inside ➔ Out – drivers are organization’s mandate, strategic objectives, program/service mix to meet organizational targets
Outside ▶ In Transformative Technologies

Web 2.0:
- Instant messaging/chat
- Wikis/blogs
- Social media
- Rich media
- SMS/Text

Over 80% of teens will access the internet from a device other than a computer – E-Marketer
Inside ➔ Out: Transformative Technologies

- Building out common client experience, cross-channel
- Building in the organization’s collective intelligence

The spectrum of enterprise knowledge creation and flow

From http://blogs.zdnet.com/Hinchcliffe
# Cross Channel Service Delivery – Worst Case

## Communications/Interaction Channel Silos

<table>
<thead>
<tr>
<th>Service Departments/Silos</th>
<th>Information ➤ Hard copy ◀ Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Information ➤ In person ◀ Information</td>
</tr>
<tr>
<td></td>
<td>Information ➤ Live Agent ◀ Information</td>
</tr>
<tr>
<td></td>
<td>Information ➤ IVR ◀ Information</td>
</tr>
<tr>
<td></td>
<td>Information ➤ Web ◀ Information</td>
</tr>
<tr>
<td></td>
<td>Information ➤ Mobile ◀ Information</td>
</tr>
<tr>
<td></td>
<td>Information ➤ Other ◀ Information</td>
</tr>
</tbody>
</table>

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Cross Channel Service Delivery – Ideal

Communications/Interaction Consistency Across Channels

Program x π
Finance
Legal
Call Centre
Help Desk
IM/IT
Web Mgmt
Publishing
Comms/Sales

Enterprise Information Management Program

Hard copy  Information
In person  Information
Live Agent  Information
IVR  Information
Web  Information
Mobile  Information
Other  Information

Client-Centric Service Delivery Analysis
Consistent Service Interactions

Client Interfaces
EIM Definition

Enterprise Information Management (EIM)

Is an integrative discipline for structuring, describing and governing information assets across organisational and technological boundaries to improve efficiency, promote transparency and enable business insight.

- Enterprise information assets encompass any information artefact or output from an organization’s communications and operations – internal and external

- EIM supports, and is informed by, Client-Centric Service Delivery

Rita E. Knox et al.; Hype Cycle for Enterprise Information Management. (Gartner, 2009)
EIM Benefits

Well thought-through and enterprise-wide managed approaches to enterprise information yield the following benefits:

- Increased value of the communication interaction
- Improved access to information
- Reduced information management costs and risks
- Increased productivity
- Reduced corporate risk
Cross-Channel Service Architecture

User Experience (user-friendly, accessible, device-independent)

Enterprise Portals, Call Centres, etc.  Access, Search, Content Delivery
Enterprise Data Management  Business Intelligence  Enterprise Content Management
EIM Governance, Policy and Process  EIM Architecture and Standards
EIM Strategy and Evaluation

ORGANIZATION STRATEGY (PROGRAMS/SERVICES MIX) AND EVALUATION FRAMEWORK
‘Outside › In’ Cross-Channel Approach

- Gather all existing client business intelligence from silos across the organization
- Augment with current cross-channel customer experience data
- Identify the best-of-breed customer experience
- Build on what works/propagate across channels, single management framework for client interactions – Enterprise Policy Management
Cross Channel Service Delivery

Factors impacting service delivery time and quality ...

\[(\text{time} + \text{quality} = \text{client satisfaction})\]
‘Inside → Out’ Information Management Approach

• Define EIM program blueprint (goals, success factors, KPIs, knowledge drivers and scope of content):
  – Leverage Outside → In analyses
  – Integrate with Inside → Out EIM

• Business case, programme plan and recommended implementation project increments
• Implement EIM program iteratively
• Operational change management in sync

‘Inside-out’
  ➢ Provides a sustainable, compliant and effectively managed information program supporting quality service delivery
EIM Program Model

The EIM Program Strategy and EIM Program Implementation service offerings of Bell Business Markets’ Electronic Services Delivery Centre of Excellence are based on the MIKE2.0 Methodology at http://mike2.openmethodology.org/, which is made available under the Creative Commons Attribution License.
#1 Where to start

- Do you know where you are?
  - Do you currently measure the performance of your service delivery – the quality of your clients’ interactions with your services across channels? [Usability, Accessibility, Analytics]
  - Does your service architecture effectively support your client’s service expectations? [EIM Maturity Assessment]
#2 Where to start

- Do you know where you are going?
  - Do you know what your priorities and next steps are?
  - Do you know how it all fits together with other dependent programs and/or projects?

[EIM Blueprint]
Case Study
Canadian Radio-television and Telecommunications Commission (CRTC)

• The business problem:
  — A legislative mandate
  — Meet public expectations

• The solution:
  — Understand end users and what they do
  — An actionable set of requirements
  — Designed, developed, integrated and operated
  — Technologies involved C Sharp, .Net, a Payment Engine, XHTML, IVR, and XML
  — Multi-channel: Web, Fax, email, IVR and live agent

• The results:
  — Seamless and consistent service delivery across channel
  — Service evolution informed by usability, accessibility, and analytics evaluations
  — Merged Inside → Out and Outside → In approaches
Do Not Call List Service Delivery

Program Communications/Interaction Consistency Across Channels

Information Management Framework

- Finance
- Legal
- Call Centre
- Complaints Investigation
- IM/IT
- Web Mgmt
- Publishing

Consistent Service Interactions

- Hard copy Information
- Live Agent Information
- IVR Information
- Web Information
- Mobile Information

Client-Centric Service Delivery Analysis

Client Interfaces
Summary
Key take-aways

• Outside → In informs EIM

• Inside → Out EIM manages the user experience across channels

• EIM is becoming an imperative for controlling and shaping organizational communications
Thank you

Questions?
Diane McKerlie, PhD
User Experience Practice Lead
diane.mckerlie@bell.ca
Case study: Lessons from the Royal Canadian Mint
Boosting customer satisfaction with Web innovation
Agenda

1. About the Royal Canadian Mint

2. The business problem

3. The approach: Three pillars

4. The results
About the Royal Canadian Mint and its challenges
About the Royal Canadian Mint

A world-class provider of branded investment, collectible and secure payment products and services connecting people and inspiring celebration.
The business problem
The previous mint.ca Web site
Challenges: Flagging revenues and effectiveness
In a growing market

<table>
<thead>
<tr>
<th>Year</th>
<th>Canada Retail E-Commerce Sales*</th>
<th>% Increase vs. Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$6.2</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>$8.3 (25.0%)</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>$10.5 (26.3%)</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>$13.0 (23.5%)</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>$16.0 (21.0%)</td>
<td></td>
</tr>
</tbody>
</table>

Note: Converted to US$ at average annual exchange rates (projected for future years); *includes online travel, event ticket and digital download sales; ** based on CS figure
Source: eMarketer, December 2006
Challenges: Customer satisfaction and conversion

Customer satisfaction in decline

- Lower ratings in recent years
- Brand visibility and reputation in decline

Contributing factors to revenue and conversion decline

- **Usability** – poor user experience through a completed interface mixing flash and html
- **Site maintenance** – competing priorities between projects stretching implementation timelines
- **Customer service** – increased volume of complaints related to the use of the Web site
- **Site efficiency** – poor conversion rate of new visitors
Three pillars for success
Three pillars for success

After gathering business requirements from different stakeholders it was clear that the new Web platform had to:

• Be user-centric
• Allow personalization
• Be based on a cross-channel service approach
What it means to be ‘user-centric’
User centric: Who am I building this for?

Too often, design decisions are made without taking into account who you are trying to reach.

Address content and applications to specific personas in your target market.
User centric: A persona strategy

Personas are still not systematically used by Canadian businesses

Only twenty-six percent of firms regularly use personas

"To what degree do you agree with the following statements about your online efforts?"

- We regularly examine Web analytics data
  - Completely agree: 28%
  - Mostly agree: 33%
- We regularly conduct usability tests with target users
  - Completely agree: 10%
  - Mostly agree: 19%
- We regularly conduct expert reviews to examine our site for known flaws
  - Completely agree: 10%
  - Mostly agree: 16%
- We have personas and regularly use them during the design process
  - Completely agree: 13%
  - Mostly agree: 11%

Base: 287 customers experience decision-makers from US firms with annual revenues of $500 million or more. Source: Q4 2007 Customer experience peer research panel survey. Source: Forrester Research, Inc.
### User centric: The 4 RCM personas

<table>
<thead>
<tr>
<th>The Olympics fan</th>
<th>The casual collector</th>
<th>The collector</th>
<th>The gift giver</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Time-bound surrounding (Olympics)</td>
<td>• Browse/purchase every 5-10 years</td>
<td>• High-end</td>
<td>• Event-related (birthdays, other)</td>
</tr>
<tr>
<td>• Solid revenue opportunity</td>
<td>• Budget restrictions</td>
<td>• Spend $15-20K/year</td>
<td>• Responsive to suggestions re: what is available and gift suggestions (e.g., baby)</td>
</tr>
<tr>
<td>• Catalogue exposes them to 2010 coins</td>
<td>• Strategy: catalogue, ensuring they’re aware when new coins available</td>
<td>• Consume a lot of information (and more technical)</td>
<td>• Terminology is less technical</td>
</tr>
<tr>
<td>• Cross-sell hockey series</td>
<td></td>
<td>• Need regular contact (push strategy)</td>
<td></td>
</tr>
</tbody>
</table>
What does personalization mean to the Mint
Improve customer satisfaction with better user experience

The information presentation affects the ultimate choices of consumers

Case study 1
“Researchers set up tables in an upscale grocery store that featured a line of exotic jams. Consumers who stopped could taste samples and they received a $1 coupon if they bought a jar. Consumers were presented with either 6 or 24 jam varieties”

Questions:
- Breakdown of visits (6 vs. 24)
- Breakdown of purchase (6 vs. 24)
Too much choice leads to purchase paralysis

“Factors influencing willingness to purchase”
1 - Purchase Paralysis
- Regret
- Opportunity Cost
- Escalation of Expectations
- Blame
2 – Risk aversion
3 – Framing
Personalization – a simple objective

Personalization uses technology to accommodate the differences between individuals.
Personalization basics and dynamic Web pages

- Recommended products
- Recommended accessories
- Relevant ads
- Targeted promotions
- Personalized messages
- Proactive advice
- Relevant services
- Loyalty programs
Cross-channel
Cross-channel stronger than you think

• 2/3 of online consumers engage in some form of cross-channel shopping behaviour

• According to Forrester Research, the volume of online-influenced sales that occur in the offline world is now greater than the volume of online sales alone

• And the influence goes in both directions: shoppers also research products in the store and then purchase online

Forrester, December 2008
Cross-channel fell short for all companies

Consumers who gave channel or channel transition a "4" or "5" on a scale from "1" (not at all satisfied) to "5" (very satisfied):

- Bought in a store: 82%
- Researched a product online and bought it in a store: 61%
- Bought on a Web site: 61%
- Researched a product in the store and bought it online: 56%

Base: US online consumers who have used each channel

All three types of cross-channel experiences left room for improvement in customer satisfaction
Cross-channel – more than a buzz word

Your Web site does not live in a silo. You need to take into consideration the entire ecosystem. For example:

• Leveraging all available channels to create the best customer experience and generate increased sales

• Integrate inventory information, transactional capabilities, and customer communication across channels

Result: ROI vs. opportunity lost
Results of the mint.ca re-launch
Results – November 2008 (launch of the new site)

**Web Revenue - Trend**

- **Result:** Sales up 17%
- **Unique visitors:** + 48%
- **Average order value:** +5%
- **Orders:** +11%

**Online Customer Satisfaction Scores**

**Source:** Foresee
Results, lessons learned and why Bell
Lessons learned

- **Usability**: Truly understand your end users’ needs to build a Web site that will fulfil their needs
- **Strategy**: Gather requirements across channels and prioritize your projects
- **Your Web strategy has to go beyond the Web**: Integrate other departments in your thinking
- **Creative**: Use the Web to enhance your current brand essence, but not at the expense of the user experience
- **Personalize**: Segment, and adapt your communications to your target market
- **The platform**: flexibility, scalability, powerful features generating ROI
Thank you

Questions?
Remy Leclerc
Director consulting
remy.leclerc@bell.ca
Turning customer experience into your strategic advantage

The link between delivering superior self serve and a positive customer experience
Agenda

• The landscape
• The differentiator
• How are companies approaching CE
• Additional Cases
The landscape
The landscape

The Status quo:

• Traditional ways hard to distinguish in the marketplace

• Price, quality, accessibility, delivery, and product features very limited in their ability to serve as differentiators

• Companies are looking for another “edge”

Customer experience is the “edge” for building brands to attract and retain customers
The landscape

The evolving customer landscape:

- Customer experience: allows for conversations around the position and the negative.

- Your organization is measured by how well you deliver an overall customer experience.

- Communities enable organizations to provide community-based support, to crowdsourced new product designs.

- Customer experience is everywhere and anytime.

- Customer satisfaction
  - Customer Loyalty
  - Customer Experience
The differentiator
How do you differentiate?

Figure 1 Companies Want To Lead Their Peers In Customer Experience

- Differentiate itself from all firms across any industry: 16%
- Differentiate itself from its competitors in our industry: 53%
- Maintain parity with other leaders in our industry: 16%
- Keep from falling too far behind leaders in our industry: 9%
- Stay in the mainstream in our industry: 5%
- Stay slightly behind the mainstream in our industry: 1%

Base: 80 customer experience decision-makers from North American firms with annual revenues of $500 million

Source: Q1 2008 Customer Experience Peer Research Panel Survey

Source: Forrester Research, Inc.
Building a strategy to differentiate

Strategic pillars to differentiate customer experience

• What’s the brand promise
• Who are your target users?
• What are their goals?
• How can we help them achieve those goals?
• Can it be done through self-service?
Experience
**How companies are approaching it**

- Air Canada is turning customer experience into a strategic advantage by delivering superior self-service; mobile, web, kiosk.

- Exemplary self-service can achieve higher customer satisfaction and answer as many as 70% to 80% of customers’ inquiries.

---

**The promise:**
Self-service is easy to use and convenient.

**The magic:**
Consistent information across all self-service channels.

**The message:**
Reinforce the brand promise with every interaction.

(1) Source Yankee: Customer Centricity: Improving the Customer Experience.
Self service mobile check-in

What is it:

• A cutting-edge mobile technology

• Check-in via mobile device

• Register luggage or choose a seat
Self service web check-in

What is it:

- Web based interface
- Check-in via their computer
- Options to print boarding pass or send electronic version mobile device
Self service kiosk

What is it:

• Kiosk technology

• Check in at airport

• Select or change seat /request an upgrade

• Number of bags to check / print baggage tags

• Option of receiving an electronic Boarding pass on mobile device
Fly through check-in

• Use of innovative creative to further support the self service tools

• Demo: 

• The distinction between channel disappears.

The message is Omni-present
Self service - Knowledge management

• Air Canada continues the self service promise:
  — Easy and convenient check-in
  — Consistent multi-channel experience

• How?
  — Disparate and information management system replaced
  — Input consistent, search friendly, continuous information

Key take aways:

• Enrich knowledge management across customer service

• Expand breadth and depth of knowledge management tools and processes to ensure positive customer experience
How companies are approaching it

• Bell is turning a better e-support experience into a strategic advantage by delivering superior self-service options to their customer across multiple channels

• Exemplary self-service can achieve higher customer satisfaction and answer as many as 70% to 80% of customers’ inquiries

The promise:
e-support that meets customer satisfaction, answers questions and reduces call volume

The magic:
Review of e-support across web and contact center allowed for changes to way in which information was presented across all channels

(1) Source Yankee: Customer Centricity: Improving the Customer Experience
e-support Bell

- Leading organizations are now treating the breadth of channels as part of a larger continuum.

- Distinction between customer service as an activity delivered through a call center and eService, delivered through self-service, email, and chat, is disappearing.

Providing effective e-Support for Bell Internet customers

- Improves customer satisfaction
- Reduces call centre volume
- Measures improvements over time
- Adjusts delivery of service in response to feedback
- Increases synergies among multiple support channels
e-support Bell – steps to resolve

Existing Bell Internet e-Support thoroughly described step-by-step solutions to typical connection and email problems, but…

- Customers were rarely successful at fixing problems
- They preferred telephone support over e-Support

Research:
- Analysis of call centre data to understand most frequent problems
- Interviews with call centre agents to understand troubleshooting process
- Interviews with customers to understand the end user perspective
e-support Bell – steps to resolve

Findings showed:

• End users could describe the symptoms of the problem

• Could not match their perception of the problem to a set of solutions presented online

I could send email yesterday but not today

I have no idea which of these solutions will fix it

My internet connection keeps dropping

It’s asking for my password, Do I have one?
e-support Bell – steps to resolve
e-support result

Online Troubleshooter

To help us resolve your issue, please select from the list of topics below:

- I have questions about my Bell Internet account and bill
- I have questions about my Bell Internet email
- I have questions about Home Networking
- I have questions about my Bell Internet connection
- I have questions about my computer or non-Bell related hardware and software
- I have issues not listed above
Additional cases
Self service VANOC

Self service solution

- Largest sporting portal in the world with highest UV of Olympic site to date
- Delivering services through the portal central to Bell strategy:
  - Ticketing
  - Volunteer and employment services
  - E-store

VANOC
www.vancouver2010.com
Self service Bonjour Quebec

Self service solution

- Award winning tourism portal
- Delivering services through the portal central to Bell strategy:
  - Online booking for hotels, tours and tourist activities
  - Integrated chat
  - Integrated contact center

Bonjour Québec
www.bonjourquebec.com
Thank you

Questions?
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Our panel of partner experts