CRM Association Seminar

Amersfoort, 4 April 2007

"Emotional Satisfaction of Customer Contacts for More Customer Loyalty"

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www.emotionalloyalty.com

Customer contact is…

(A) **Opportunity to develop positive relationships with customers and should be improved?**
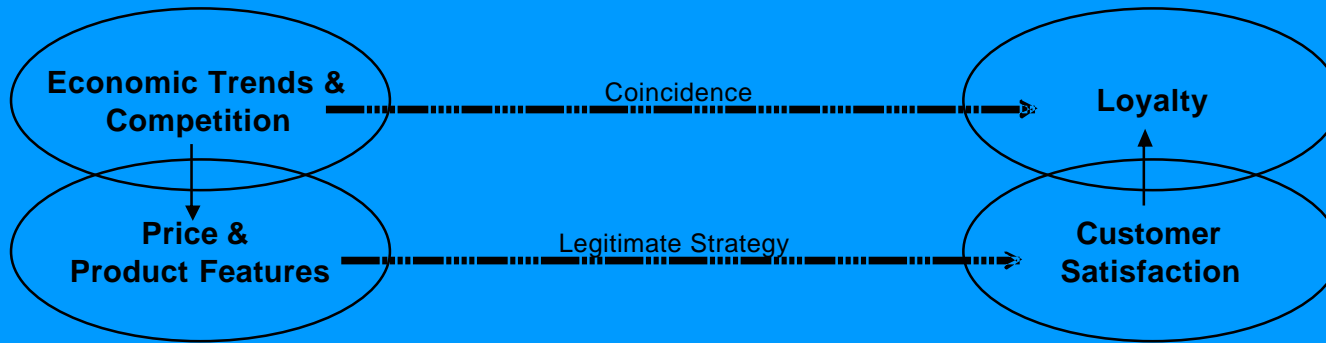
(B) **Pain-in-the-neck that should be managed tightly and should be discouraged?**

(C) **Our vision statement resembles (A) but our policies look like (B)…**
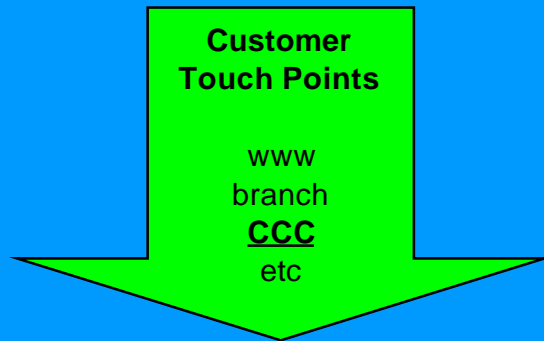
On average, 20-30% of customer contacts are delighting; yet, 10-25% are disappointing or worse!

Customer Contacts, Satisfaction, and Loyalty...

Legend:
- satisfaction
- loyalty
- segment size H
- segment size L

Y-axis:
- 5 — Satisfied & Loyal
- 4
- 3
- 2 — Dissatisfied & Defector
- 1

X-axis categories: Happy Customers, Neutral & Positive Customers, Disappointed Customers, Angry Customers

Data labels: 30%, 20%, 65%, 50%, 18%, 8%, 7%, 2%
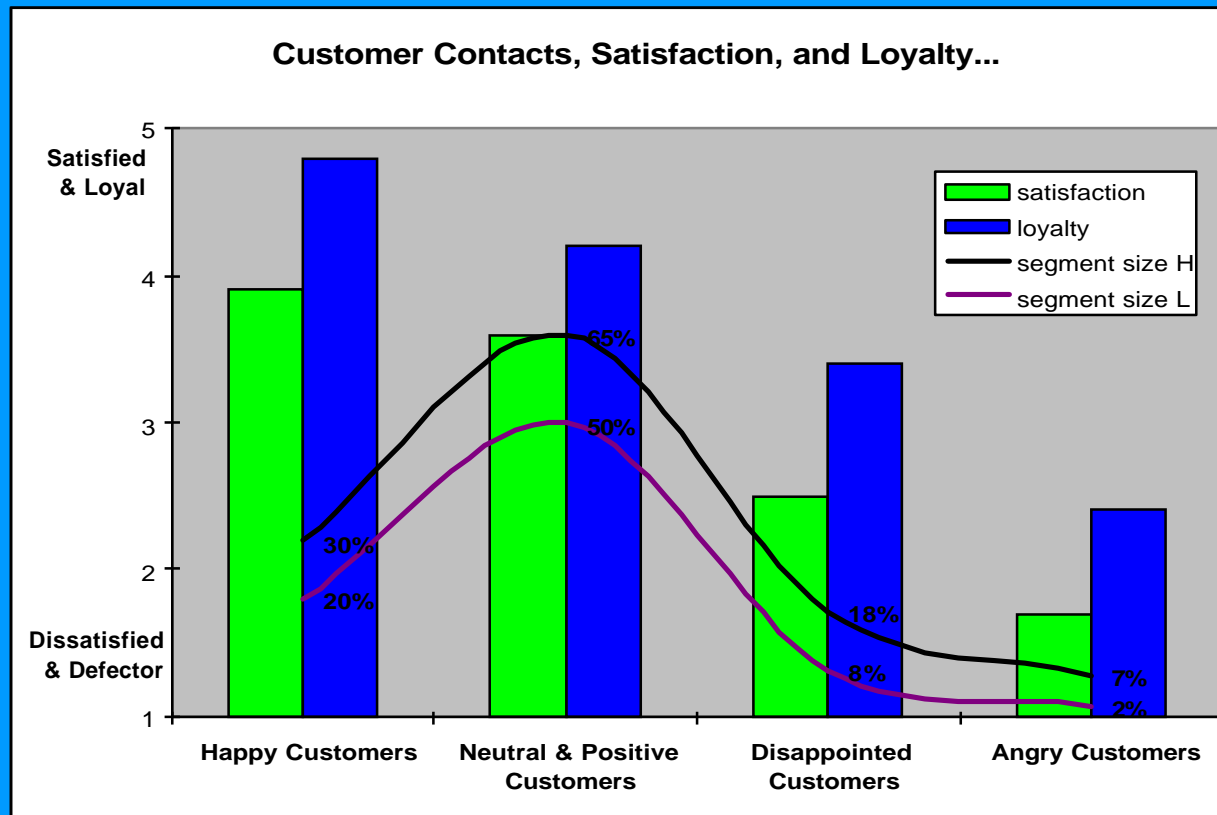
Negative contacts have stronger impact than positive ones on customer satisfaction and loyalty!!!

IVR	Conversation	IVR	Follow-Up

•**ASA** (who pays?) •**AHT, FCR, Cross/Up-sales** •**C-Sat** •**Sales**
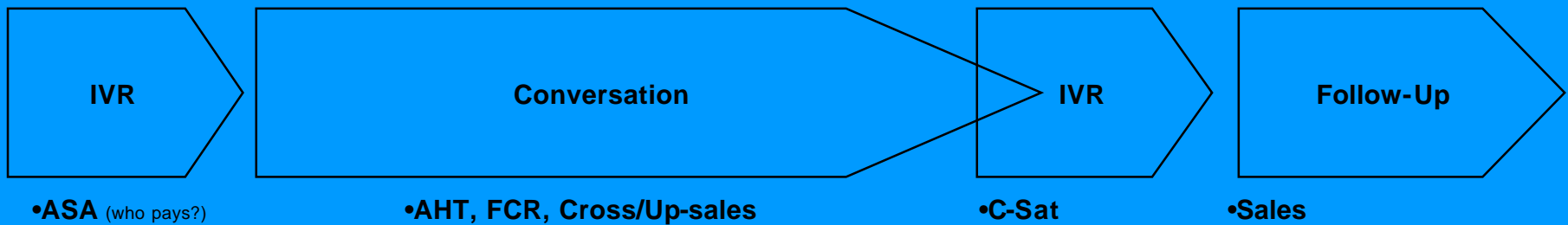
10 COMMON PRACTICES IN CUSTOMERS CONTACTS…

•**Hiding the customer service number behind the FAQ on websites!**

•**Letting the customer pay while waiting unlimitedly!**

•**Asking the customer all possible questions during the IVR phase!**

•**Repeating the same questions during the conversation!**

•**Providing minimum expertise due to high personnel turnover!**

•**Preaching Customer Satisfaction while evaluating agents with AHT!**

•**Trying to sell customers even when a suitable service is not provided!**

•**Ignoring customer dissatisfaction; even in IVR surveys!**

•**Assuming when dissatisfied customers don't call again, it is a FCR!**

•**Calling customers proactively, even with unresolved issues, to sell more!**

"The more positive the customer contacts, the stronger the customer satisfaction and loyalty!"
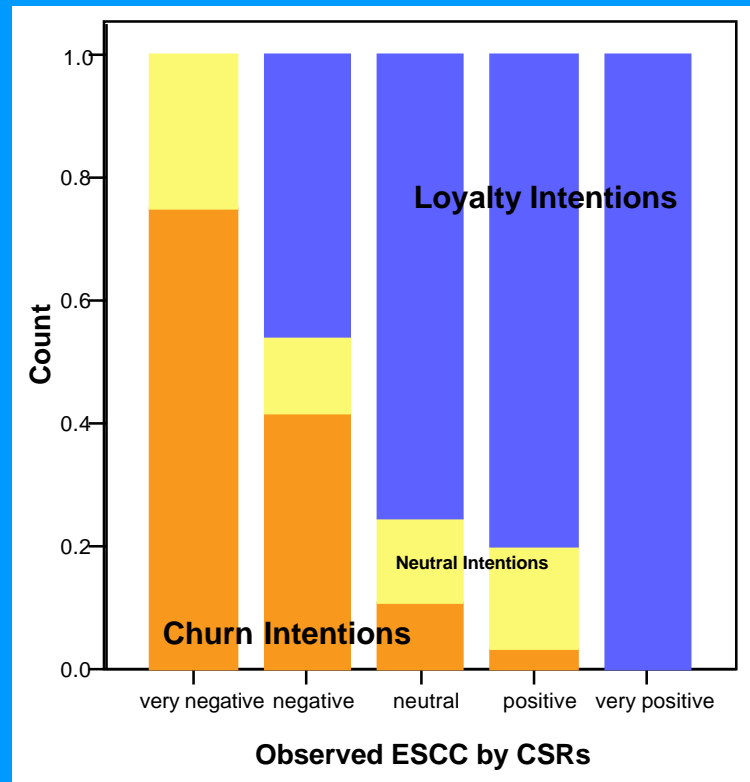
Too Simple to be True!

Recognize the ESCC	**A**djust Call Strategy	**I**mprove the relationship	**D**isplay new opportunities

EMOTIONAL SATISFACTION of CUSTOMER CONTACTS (ESCC)

•**Emotional factors are more important than cognitive factors in customer satisfaction and loyalty!**

•**The more positive the customer contacts, the stronger the customer satisfaction & loyalty!**

•**CSRs are able to identify customer dis/satisfaction during customer contacts, and these observations indicate customer loyalty intentions!**

•**It is possible to shift customers from negative contact experience zones to more positive contact experience zones!**

•**It is possible to identify dissatisfactory issues and recover service failures proactively while creating stronger loyalty!**

•**The ESCC model supports continuous improvement actions as well as learning loops in the organization!**

Cognitive Domain
Influence on Short-Term

Emotional Domain
Influence on Long-Term

Customer
Touch Points

www
branch
CCC
etc

**The ESCC
Approach
Transforms
Customer
Relations
from Cognitive
to Emotional!**

Customer
Contact
Satisfaction

Recognize
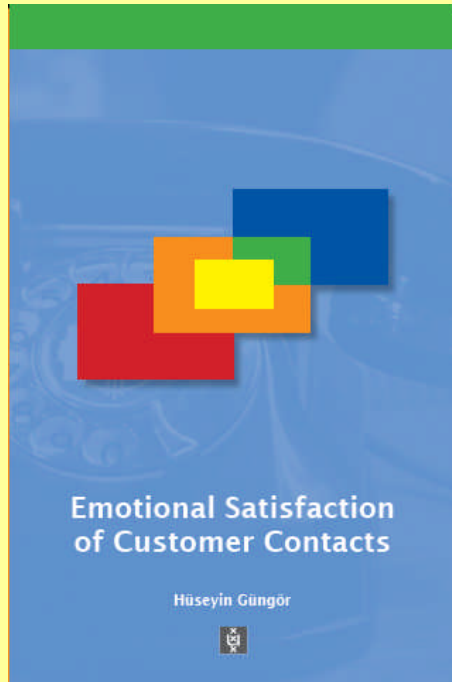the ESCC

Adjust Service
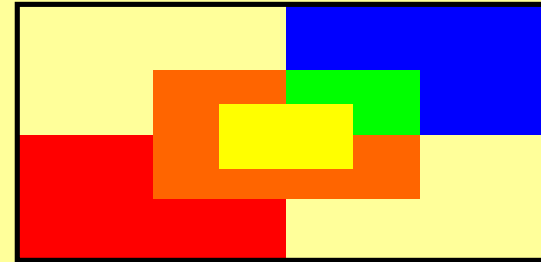Strategy

Improve the
relationship

Display new
opportunities

Questions?

www.aup.nl

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www.emotionalloyalty.com

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