





# The Effortless Experience



**BLINDED BY DELIGHT**

**THE NEW BATTLEGROUND FOR CUSTOMER LOYALTY**

**THERE IS SOMETHING YOU CAN DO**

**TO GET CONTROL, YOU HAVE TO GIVE CONTROL**

**MAKING LOW EFFORT STICK**



# Blinded By Delight



## SATISFACTION IS NOT A PREDICTOR OF LOYALTY

- What if the Holy Grail of service isn't customer delight but customer relief: the simple relaxing of the shoulders that comes from having your problem handled quickly and smoothly?
- Why are customers much quicker to punish companies for bad service than to reward them for good service? It's this mystery that lies at the heart of this book.
- There is virtually no difference at all between the loyalty of those customers whose expectations are exceeded and those who's expectations are simply met.

## THE DISLOYALTY DETECTOR

- Customer service is the crucible of the customer experience—the place where all of the company's claims, its mission and its values, are tested.
- We pick companies because of their products, but we often leave them because of their service failures.
- 71% of people who have positive *product* experiences engage in word-of-mouth, but only 32% of customers with a negative *product* experience want to tell other people about it.
- 65% of people who had poor customer *service* experiences engage in negative word-of-mouth compared to only 25% that will spread positive word-of-mouth about excellent customer *service*.
- When we discover something great we want to tell other people as a reflection of our own wisdom. When a person has a bad service interaction the primary motivation and telling others is to invoke their sympathy.
- Generic service (when a customer feels like the rep is treating them like a number, reciting policy, and making no attempt to personalize the experience) is one of the biggest drivers of disloyalty.

# The New Battleground for Customer Loyalty



## THE KEY TO MITIGATING DISLOYALTY IS REDUCING CUSTOMER EFFORT

- Maybe customer service should be less about offense (bending over backwards to please customers) and more about defense, in the sense of preventing frustration and delay.
- Companies tend to grossly underestimate the benefit of simply meeting customer expectations.
- Customer Loyalty: they repurchase, increase wallet share over time, and they advocate for your company.
- Customers are quite happy to simply get what was promised them.
- 96% of customers who had high effort experiences reported being disloyal, compared to only 9% of customers with a low effort experience who reported being disloyal.
- Focus on making it easy for the customer.

## EXPERIENCE ENGINEERING

- Wrong loyalty goal: “you exceeded my expectations.” Correct loyalty goal: “you made it easy.”
- Experience engineering – managing a conversation with carefully selected and designed language improves how the customer interprets what they're being told.
- A rep is able to create a very different result not by being nicer, but by actually engineering the customer experience through the purposeful use of language.
- It's not about explaining why the customer can't have what they want (which is a recipe for increased escalations), but rather focusing exclusively on what solutions are possible.
- The average rep at the average company wastes way too much of a customers time and mental energy by explaining why the customer can't have the thing that they want. In customer service, when you're defending you're losing.



# There is Something You Can Do



## HOW DO YOU MAKE THEM FEEL?

- How the customer feels about the interaction matters twice as much as what they actually have to do during the interaction.
- Advocacy: demonstrating clear alignment with the customer and supporting them in an active way.
- Positive Language: resisting the use of words or phrases like "no" or "can't" that convey inability to reach a productive outcome with the customer.
- Anchoring: positioning a given outcome as more positive and desirable by comparing it to another less desirable one.
- Don't make it happen, enable it to happen in a natural, organic way.

## POSITIONING ALTERNATIVES

- Don't tell customers what you can't do, tell them what you can do. No lie. No deception. No Jedi mind tricks. Just move the conversation forward towards resolution. It's incredibly simple. 100% of what will come out of my mouth is what you *can* have.
- This isn't just about be nice to customers, nor is it just about using positive words. Teach reps the best way to react in the most common situations where we are very likely to be entering into a high effort zone. Saying no, can't, won't, don't, etc, are huge effort triggers.
- This is very different than soft skills that focus on being friendly and warm. Engineering is an approach to actively guide a customer interaction that is designed to anticipate the emotional response and preemptively offer solutions that create a mutually benefit resolution.
- Decision simplicity: make it easy for consumers to navigate information about the brand. Provide information that is trustworthy. Make it simple for consumers to weigh their options.
- Just because there's nothing you can do, doesn't mean there's nothing you can do.

# To Get Control, You Have to Give Control



## TRUST REP JUDGEMENT

- Customer service interactions are 4x more likely to drive disloyalty than to drive loyalty...
- Customer Loyalty: exertion required from the customer and interpretation made by the customer.
- Trust comes when frontline reps are made to feel that they are free to do whatever is right to serve that one customer they're interacting with right now.
- Making it easy for your teams to take the first steps toward reducing effort amplifies your likelihood of success.

## EMPOWER THE HIGH CONTROL QUOTIENT

- Successful, low effort service companies, understand that to get greater control over the quality of the experience delivered, they need to give greater control to the people delivering it.
- Control quotient is the ability to exercise judgment and maintain control in a high pressure, complex service environment.
- A rep who has advanced problem-solving is: curious, creative, capable of critical thinking, and is experimental.
- A rep with emotional intelligence is: empathetic, able to flex to different personality types, has customer service ethic, extroverted, advocates for the customer, and is persuasive.
- A rep with the control quotient is: resilient, able to handle high-pressure situations without becoming burnt out, responsible for his own actions, responds well to constructive criticism, able to concentrate on task over extended periods of time.
- Coaching is: focusing on improving future performance. Ongoing. Equally driven by coach and coachee. Tailored to individual development needs.
- Coaching is not: assessing past performance. Usually delivered bi-annually or annually. Manager lead with a little input from the recipient. Generic content applied to all attendees.



# Making Low Effort Stick



## ELIMINATE DRIVERS OF EFFORT

- Having to call the company back because an issue wasn't fully resolved is a customer experience killer.
- Move from "how do I resolve this customer issue?" to "how can I make sure that customer doesn't have to call us back?"
- Customers really don't care to be delighted by you as much as they want to just get on with their lives, so your job is to eliminate the obstacles that prevent your customers from being able to do just that.
- 94% of customers who had a low effort experience reported that they would re-purchase from the company, while only 4% of customers experiencing a high effort interaction reported an intent to repurchase.
- Only 1% of all customers with a low effort experience said that they'd spread negative word of mouth about the company, compared with 81% of customers with a high effort experience who said they'd do the same.
- Delivering a low effort experience is the Holy Grail of customer service.

## LAY THE CULTURAL FOUNDATION

- The brilliant battle plan created by the generals at company headquarters will either succeed or fail based on the actions of hundreds of thousands of soldiers who's investment in the success of the operation may be limited to simply needing a steady income.
- There are three environmental factors that are completely within the control of customer service leadership to enable: trust in rep judgment, rep understanding and alignment with company goals, a strong rep peer support network.
- Reps who understand exactly how customer service ties directly to customer loyalty, which ties directly to strategic and financial outcomes, are much more likely to take control over their own individual interactions.
- Instead of the staff that is focused on selling stuff, have a staff that is focused on trying to make people's lives better.