The Effortless Experience

Conquering the New Battleground for Customer Loyalty
Three Questions That Guided Our Research

1. What impact do Customer Service interactions have on a customer’s future loyalty?¹

2. What can Customer Service do to drive loyalty?

3. How can Customer Service improve loyalty and still reduce operating costs?

¹ Loyalty is the result of three customer behaviors: 1) repurchasing, 2) increased share of wallet, and 3) positive word of mouth.
The truest test of loyalty is when something goes wrong.
Our Study in Brief

125,000+ Customers
5,000+ Customer Service Reps
100+ Companies
3 major findings
Finding 1: Delight Doesn’t Pay

- **The Perception**: Delight increases operating costs 10%–20%.
- **The Reality**: Delight only happens 16% of the time.

Source: CEB analysis.
Finding 2: Service Drives Disloyalty

Customer Service Impact on Loyalty

Any given service interaction is 4x more likely to result in a more disloyal than a more loyal customer.

Source: CEB analysis.
Finding 3: Mitigate Disloyalty by Reducing Effort

Customer Service Impact on Loyalty

Service Interaction Drivers of Disloyalty
- Repeat contacts
- Channel switching
- Transfers
- Repeating information
- Robotic service
- Policies and processes customers have to endure
- “Hassle factor”

= Customer Effort

Source: CEB analysis.
The Business Case for Reducing Effort

Likelihood of Repurchase by Customer

- Low-Effort Experience: 94%
- High-Effort Experience: 4%

Likelihood of Negative Word of Mouth from Customer

- Low-Effort Experience: 81%
- High-Effort Experience: 1%

Likelihood of Increased Customer Spend or Wallet Share

- Low-Effort Experience: 88%
- High-Effort Experience: 4%

Overall Customer Disloyalty

- Low-Effort Experience: 9%
- High-Effort Experience: 96%

Source: CEB analysis.
High Customer Effort Costs You Money

Cost to Serve by Customer Effort Level

Going from a relatively high-effort service experience to a low-effort one reduces cost by 37%.

Source: CEB analysis.
CEB Helps You...

**Gain Buy-in for Your Low-Effort Journey**
Get peer, executive, and staff buy-in to provide low-effort service.

**Assess and Measure Current Customer Effort**
- Set a baseline for improvement by measuring your Customer Effort Score.
- Identify and track the sources of high effort at your organization.

**Hire and Develop Staff Who Provide Low-Effort Service**
- Assess prospective service reps for low-effort potential.
- Train reps on the processes that provide low-effort interactions.
- Train reps on how to make interactions feel low effort.

**Get Alignment and Drive Adoption**
- Teach supervisors how to coach reps in providing low-effort service.
- Adapt quality assurance processes to focus on low-effort behaviors.
Contact Us to Reduce Customer Effort and Drive Loyalty

CEB Customer Contact Leadership Council provides the following:

- Best Practice Research
- Functional Benchmarking
- Advisory Support
- Executive Networking
- Staff Development Tools and Workshops
- Change Management Resources

Learn more, and join the conversation:

- cebglobal.com/effortless
- effortless@cebglobal.com
- www.youtube.com/CEB
- The Effortless Experience from CEB