



# Customer Experience Trends for 2019:

Building the Organization of the Future

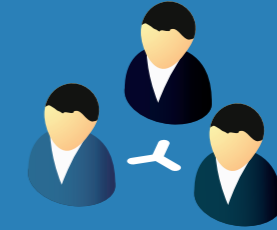
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Ido Bornstein-HaCohen, COO, Conversocial
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## Respondents Profile

### Job Title:

Chief Customer Officer	<b>11%</b>
Chief Experience Officer	<b>5%</b>
Chief Marketing Officer	<b>9%</b>
VP/Director: Customer Experience - Customer Services - Strategy - Insights	<b>56%</b>
Head: Customer Experience - Customer Services - Strategy - Insights	<b>19%</b>



### Location:

United States	<b>50%</b>
United Kingdom	<b>10%</b>
Germany	<b>10%</b>
France	<b>10%</b>
The Nordics	<b>10%</b>
The Netherlands	<b>10%</b>



### Company size by employee:

1 - 50 employees	<b>11%</b>
51 - 200 employees	<b>17%</b>
201 - 500 employees	<b>10%</b>
501 - 1,000 employees	<b>10%</b>
1,001 - 5,000 employees	<b>17%</b>
5,001 - 10,000 employees	<b>10%</b>
10,000+ employees	<b>24%</b>



### Industry:

Retail online and offline	<b>23%</b>
Banking, Financial Services & Insurance	<b>20%</b>
Travel/Hospitality (Hotels, Casinos, Cruise Lines, Leisure Groups)	<b>18%</b>
Telecoms, Media & Technology	<b>24%</b>
Marketing & Advertising	<b>15%</b>



# In June 2018, we interviewed 100 senior customer experience professionals across North America and Europe.

The results of those interviews are presented here with analysis from Conversocial and the Corinium community.

## Featured Contributors



**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial



**Vanessa Leyka**  
Production & Content Director  
Corinium Global Intelligence



**Samuel Marklew**  
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**Dutta Satadip**  
Global Head of Customer Operations  
Pinterest



**Robert Bridge**  
Chief Customer Officer  
Telegraph Media Group



## Introduction

Customer centricity is on every company's radar, and if it's not, it should be! Why? Because connectivity has disrupted customer behaviour irrevocably.

Customer connectivity is responsible for the dramatic change in the way customers communicate, how they access information, and their expectations.

Essentially, connectivity is responsible for the growing strength of the customer's voice.

The world's most successful companies in recent years have been those that have placed customer-centricity at the heart of everything they do, from product design, to sales and support.

Considering these changes, we launched the Chief Customer Officer Forum. The Forum provides a crucial meeting point for leading executives in the industry to gather to discuss their challenges, make new connections and identify the best way forward in achieving their goals.

In the lead up to the conference we interviewed senior customer experience professionals across North America and Europe.

The study was designed to give an overview of the challenges, opportunities and technology requirements facing those responsible for building a customer centric organization.

For more information go to: [www.customer360africa.com](http://www.customer360africa.com)



# Section 1:

## The Road to Customer Centricity



### The most important elements of customer experience

3.68



Meeting customer expectations

3.64



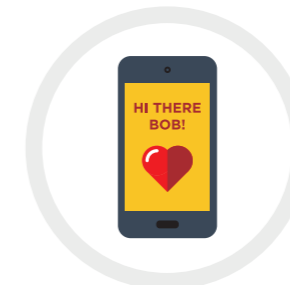
Building rapport with customers

3.47



Addressing customer conflicts

3.45



Personalization

3.39



Creating a seamless experience

3.37



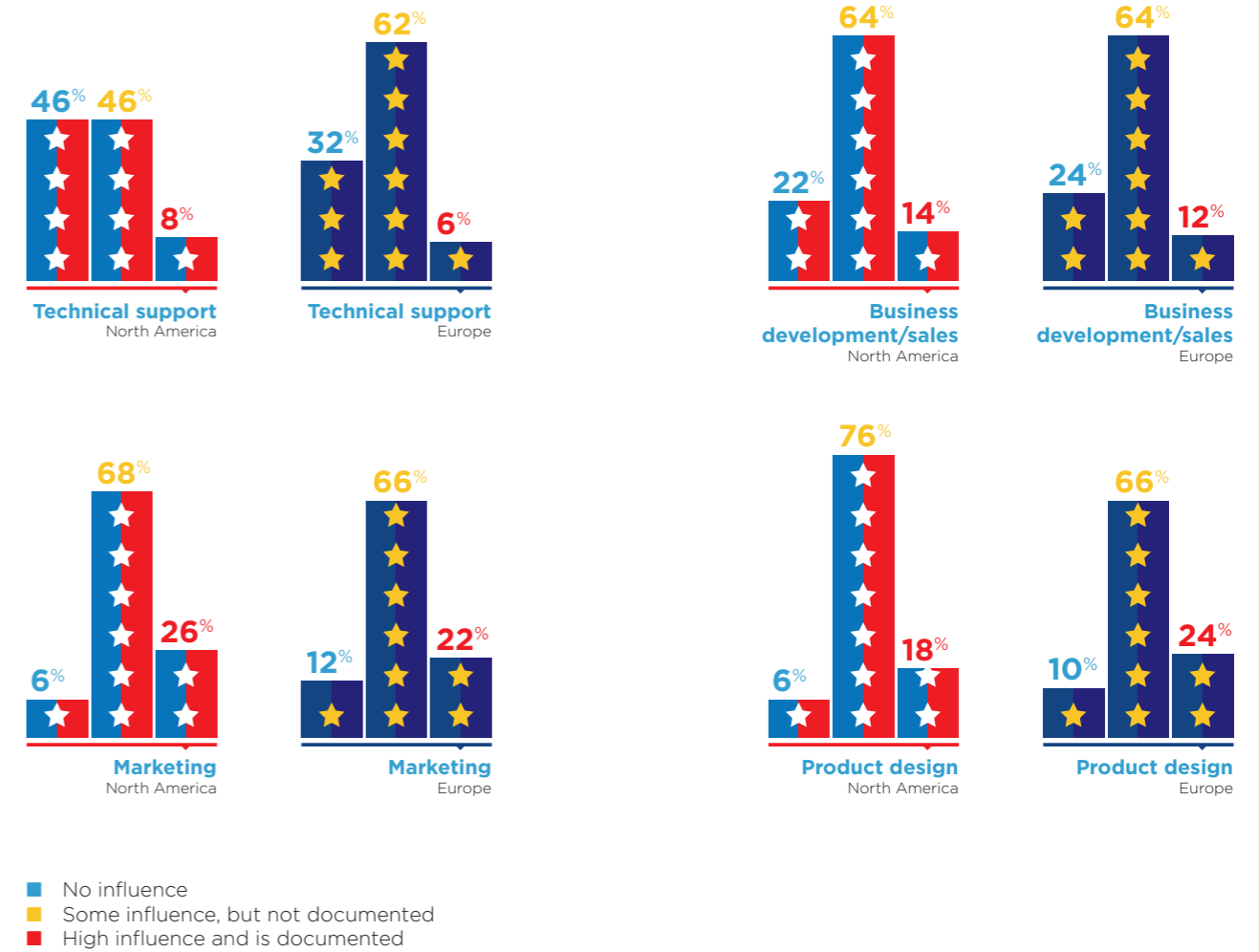
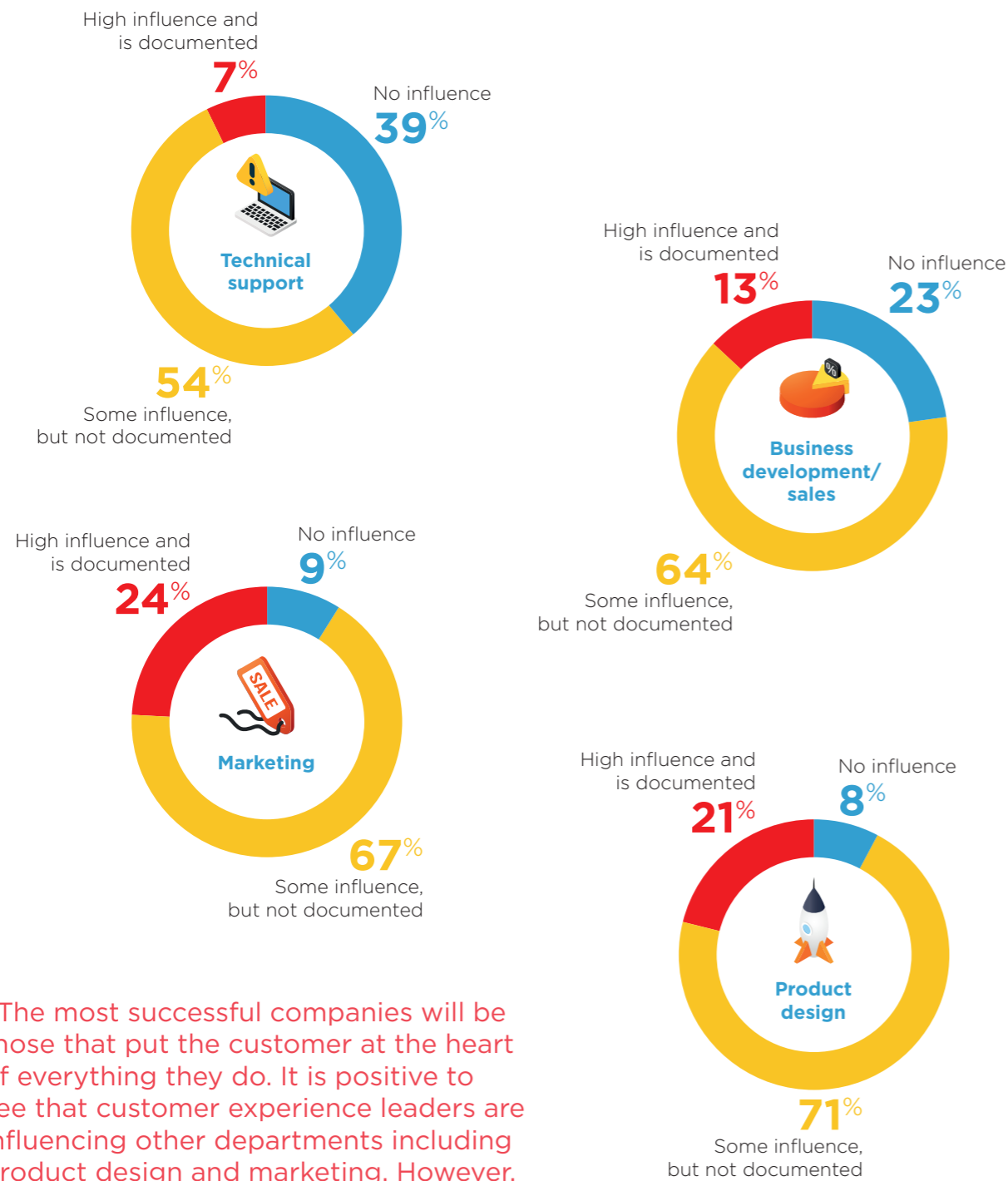
Brand trust

“Customer expectations are being redefined every day and the ability to meet basic expectations is table stakes. We are increasingly being offered experiences that are highly customized, whether it is companies like Amazon who provide variety of delivery of goods at lightning fast speeds, or services like Spotify that are able to understand musical preferences and tailor playlists. Personalization at scale will continue to grow as a trend that will enable distinctive and memorable experiences.”

**Dutta Satadip**  
Global Head of Customer Operations  
Pinterest

*(Aggregate ranking from 1 to 6)*

## How influential is customer experience over other departments?



“The most successful companies will be those that put the customer at the heart of everything they do. It is positive to see that customer experience leaders are influencing other departments including product design and marketing. However, for companies to truly succeed a documented strategy and process of information sharing is critical.”

**Samuel Marklew**  
Production & Content Director  
Corinium Global Intelligence

## How advanced are you in terms of...



**Having a unified view of the customer across multiple channels**



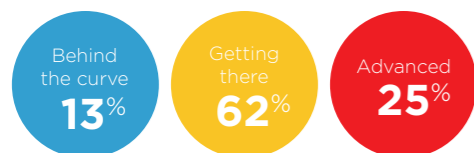
**Successfully personalizing interactions with customers**



**Successfully rolling out AI chat bots and messengers**



**Executing a seamless pre- and post-transaction service**



**Leveraging self-service analytics to improve customer experience**

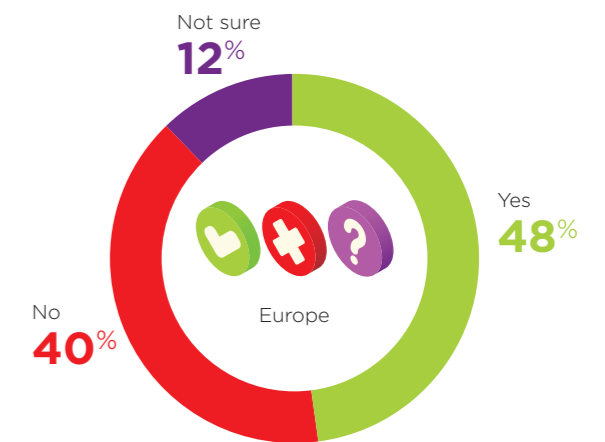
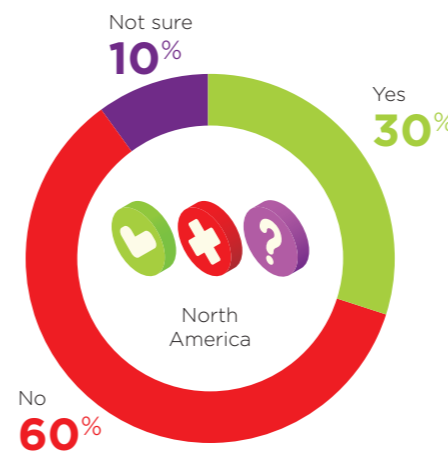
“It’s a sign of the times that 67% of respondents say that they are “getting there” when it came to having a unified view of the customer across multiple channels. The Telegraph, with a monthly global audience over 70M, has multiple touch-points on an array of platforms and devices, making a single unified view highly complex. As we strive to make our products and experiences ever more individual, we see the goal of a single unified view only increasing in priority.”

**Robert Bridge**  
Chief Customer Officer  
Telegraph Media Group

“I’m not surprised to see that 39% of companies are behind the automation curve, as brands foray into the realm of bots & AI is still very much in its infancy. But done well they have the potential to help companies with the routing of issues, improve resolution times, increase the efficiency of agents and help customers to self-serve.”

**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial

## Will changing your organizational structure improve your customers’ experience?



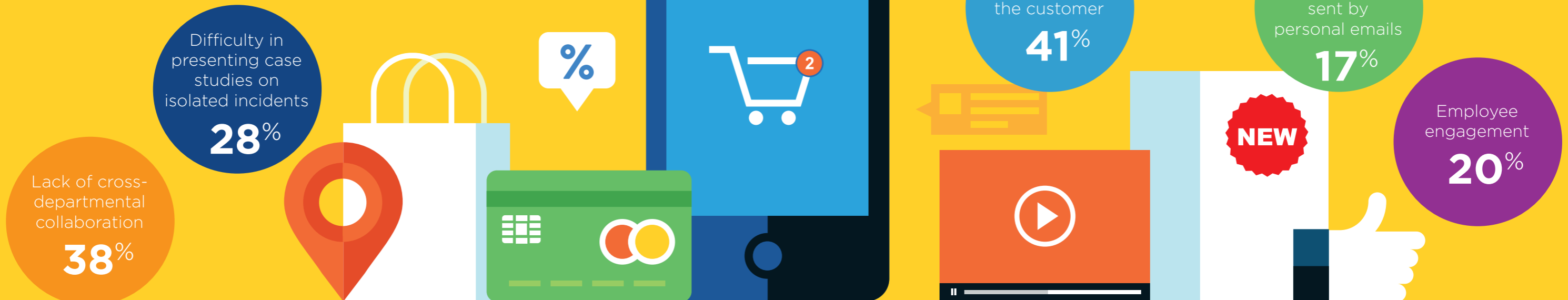
“Organizational structures are mechanisms to drive functional accountability. To truly impact customer experience, we need to understand our business goals and put the customer in the middle of all business operations, and understand the customer lifecycle so that we can execute internally to ideally eliminate all points of experience friction.”

**Dutta Satadip**  
Global Head of Customer Operations  
Pinterest

## The biggest challenges to improving customer experience

“Achieving a single view of the customer, across multiple touch points, has been a thorn in brands sides since the dawn of CRM. Using the right communication channels, while having the view of the customer through integrations, can be a key differentiator between success and failure. A single view of the customer, through a digital CRM, will enable a more seamless, efficient and personalized resolution.”

**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial



Download the Agenda: [DOWNLOAD](#)

## Customer Care in the Social and Mobile Era

Most business leaders today understand that providing a great customer care experience has a substantial impact when it comes to customer retention and increased revenue. Nevertheless, the majority of companies still look at their customer care operations as an unnecessary cost to the business that needs to be minimized or eliminated altogether.

It was Zappos who became the shining example of the impact that excellent customer service culture can have on a company's bottom line. Zappos made it their mission to provide the best service possible, crowning "Deliver WOW through service" as their main slogan. Thereafter, management books were written outlining this integral value, with many companies inevitably trying to mold their business accordingly. Most who tried to replicate the Zappos approach were unsuccessful however, having already invested copious amounts of capital toward achieving this model. Most companies claimed that unless they were established as Zappos from the very beginning - with service being the focal point of their initial company DNA - it would be impossible to make the cultural shift and adopt this new way of doing business. Due to these short fallings, CEOs and Customer Experience leaders eventually rejected this model and retreated to their archaic and substandard customer service habits.

However today's customer expects more, and although companies invested 1.3 trillion dollars on customer service overall and 18 billion solely on contact center software, a recent study showed that 66% of consumers who switch brands do so because of poor customer service that they received. It is clear then that the solution to keeping businesses and consumers happy is not going to come from investing more money into traditional - albeit less effective - customer service channels, but rather approaching the situation from an entirely different perspective through Social Messaging Customer Care.

Today's engagement technologies are enabling us to connect more easily and seamlessly than ever before. The rise of the 'always connected' mobile apps and Social Messaging applications enable us to effortlessly communicate with our friends and family - send messages, organize get-togethers, order food, set up meeting points, order an Uber, etc. - without ever picking up the phone and

making a call. This is heavily impacting the way companies are providing customer service.

So, how are Social Messaging apps different than conventional customer service software? For one they are persistent, enabling customers to see the full conversation every time they open the app. Two, they are device agnostic, allowing consumers to switch from one device to the other without "disconnecting" the conversation. They are asynchronous, allowing for the switch between real and non real-time to occur seamlessly. For businesses, when combined with management platforms like Conversocial, these apps provide a more cost effective customer management solution. Agents can now focus on the conversations that require concrete actions on their end, avoiding the idle times that are inherent to traditional channels such as voice and LiveChat. What's more, these Social Messaging channels were built with automation in mind, making the implementation of front end and back end automation that much easier.

With the right blend of automation, routing, prioritization, and reporting to measure a company's success, customer service can become a more cost effective channel without compromising the customer experience. By using the right software platforms, companies can use the same Social Messaging apps like Facebook Messenger, Apple Business Chat, Twitter DM, Wechat etc., to provide customer service at a fraction of the traditional cost: breaking the CX to cost equation. Companies can provide outstanding customer service at overall lower costs, which will be more effective than traditional channels and will have a positive, lasting impression among their customers at the same time.

With over 4 billion consumers already using Social Messaging apps, ask yourself what you as a business need to be able to manage these conversations at scale. With our help, you too can join the Social Messaging revolution.



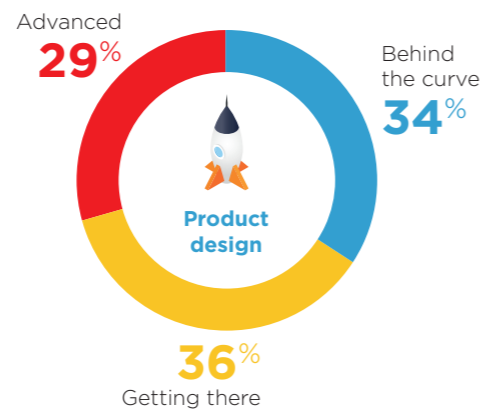
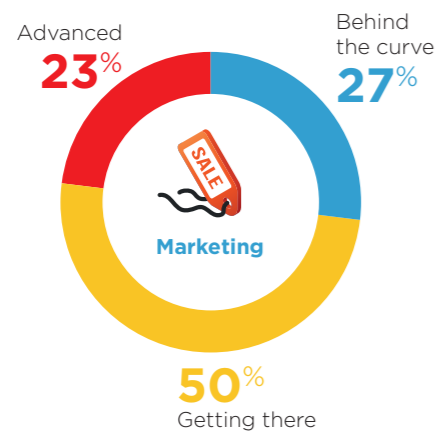
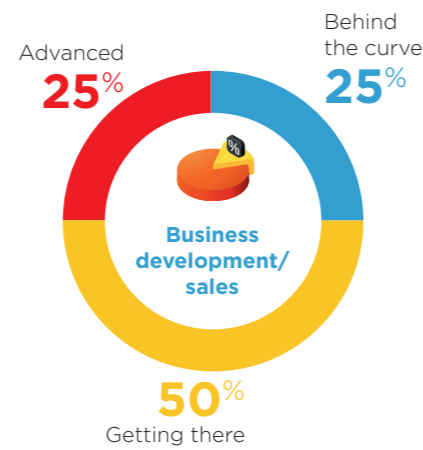
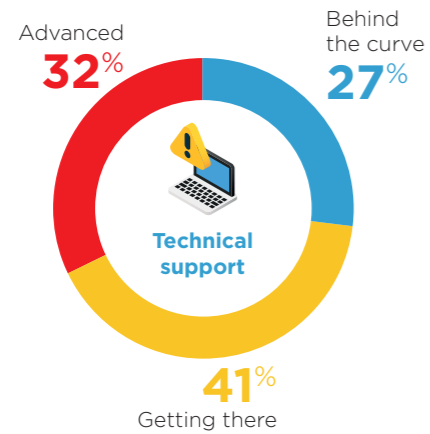
**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial

# Section 2: Understanding Customer Data



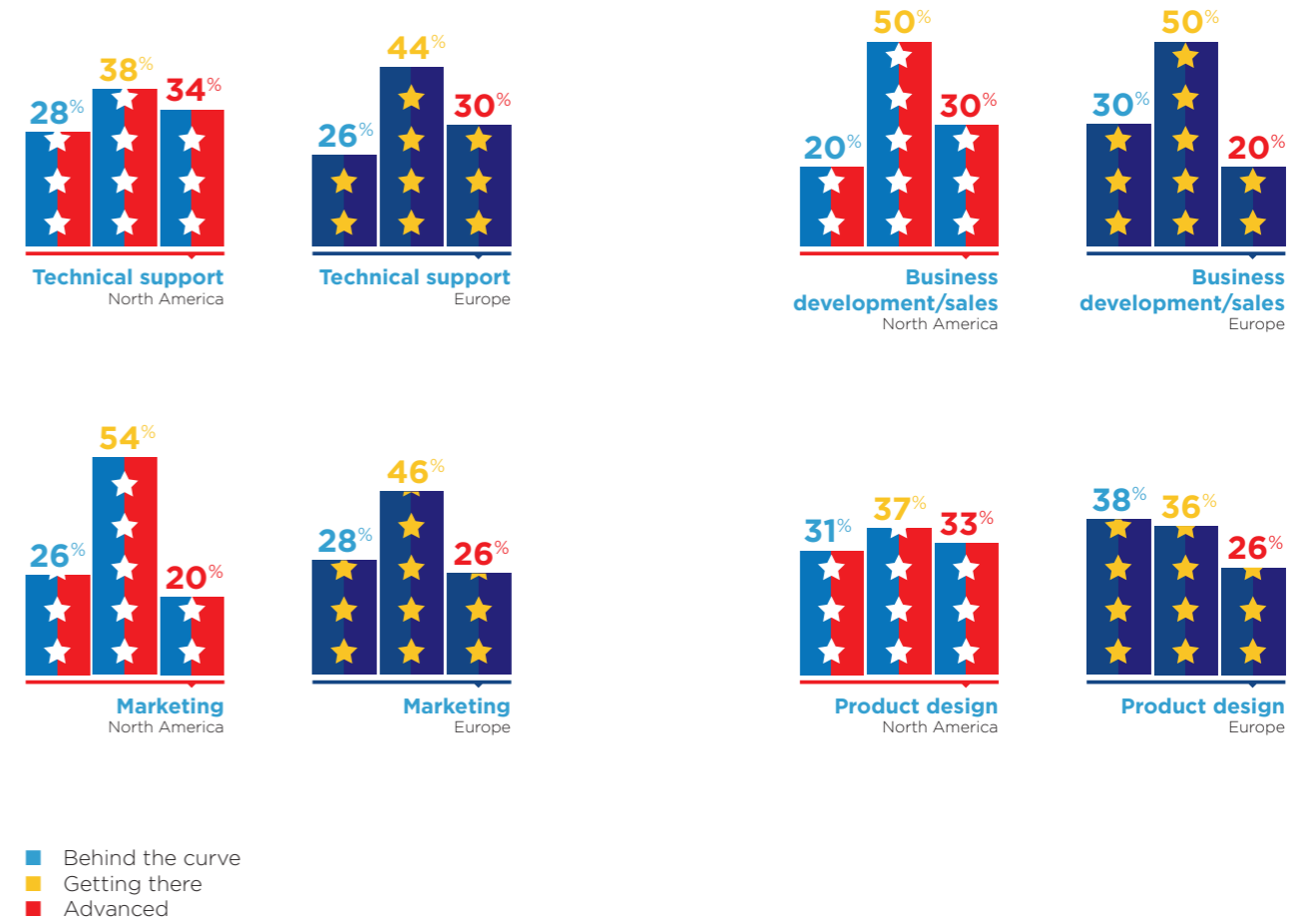


## How advanced are other departments in terms of leveraging customer data?



“Having the data to enable a 360-degree view of the customer is the most important for us. It provides the foundation to develop a shared understanding of value and friction across all parts of the customer lifecycle.”

**Dutta Satadip**  
Global Head of Customer Operations  
Pinterest



“Democratization of data is key to creating a unified view of the customer. As customers become more demanding, companies must have a system to effectively share customer insights to better serve them.

Customer experience departments hold invaluable data that should be leveraged to create memorable sales and marketing experiences, but should also support product development.”

**Vanessa Leyka**  
Production & Content Director  
Corinium Global Intelligence

## The biggest benefits of your data and analytics function



According to our research North American companies feel the biggest benefit of their data and analytics function is 'greater collaboration between departments'. In contrast European companies believe it to be the speed they can react to customer needs.

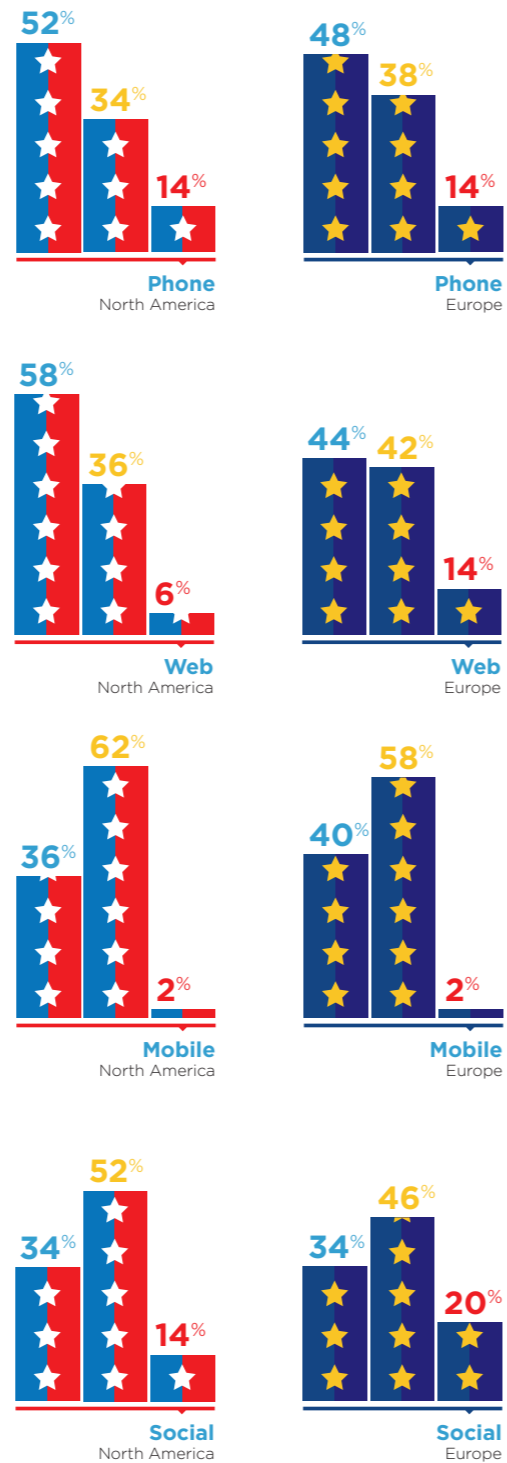
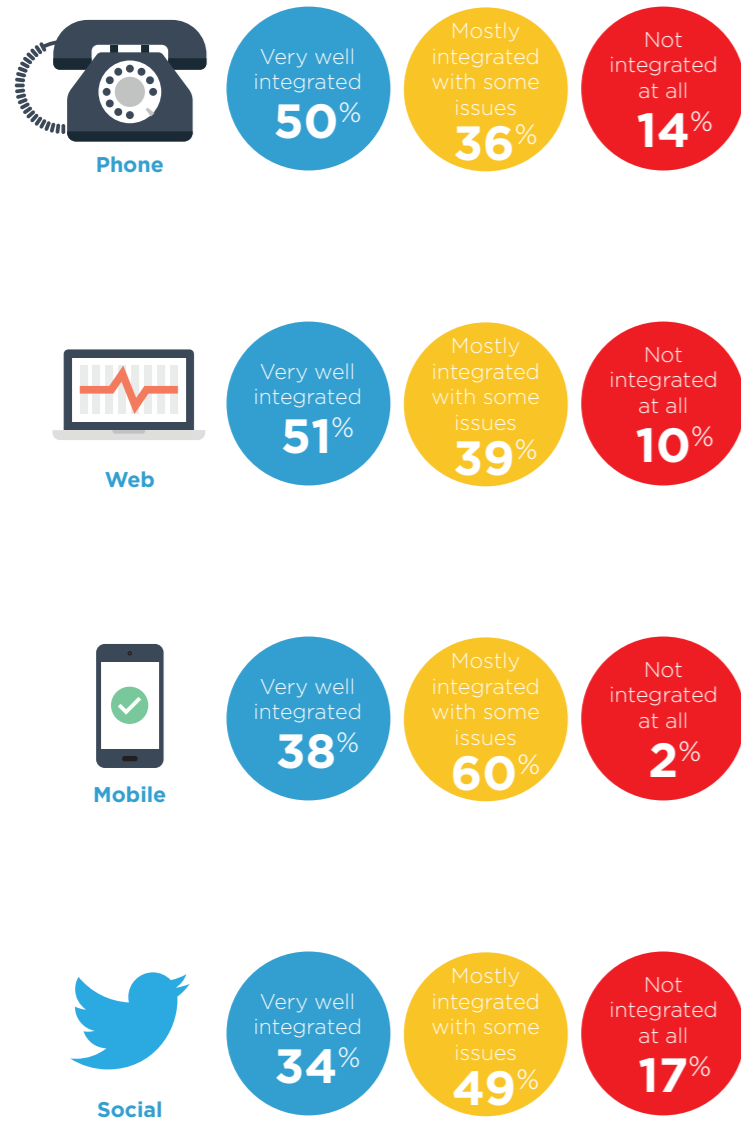
### North America



### Europe



## How well is your data integrated across..?



■ Very well integrated  
■ Mostly integrated with some issues  
■ Not integrated at all

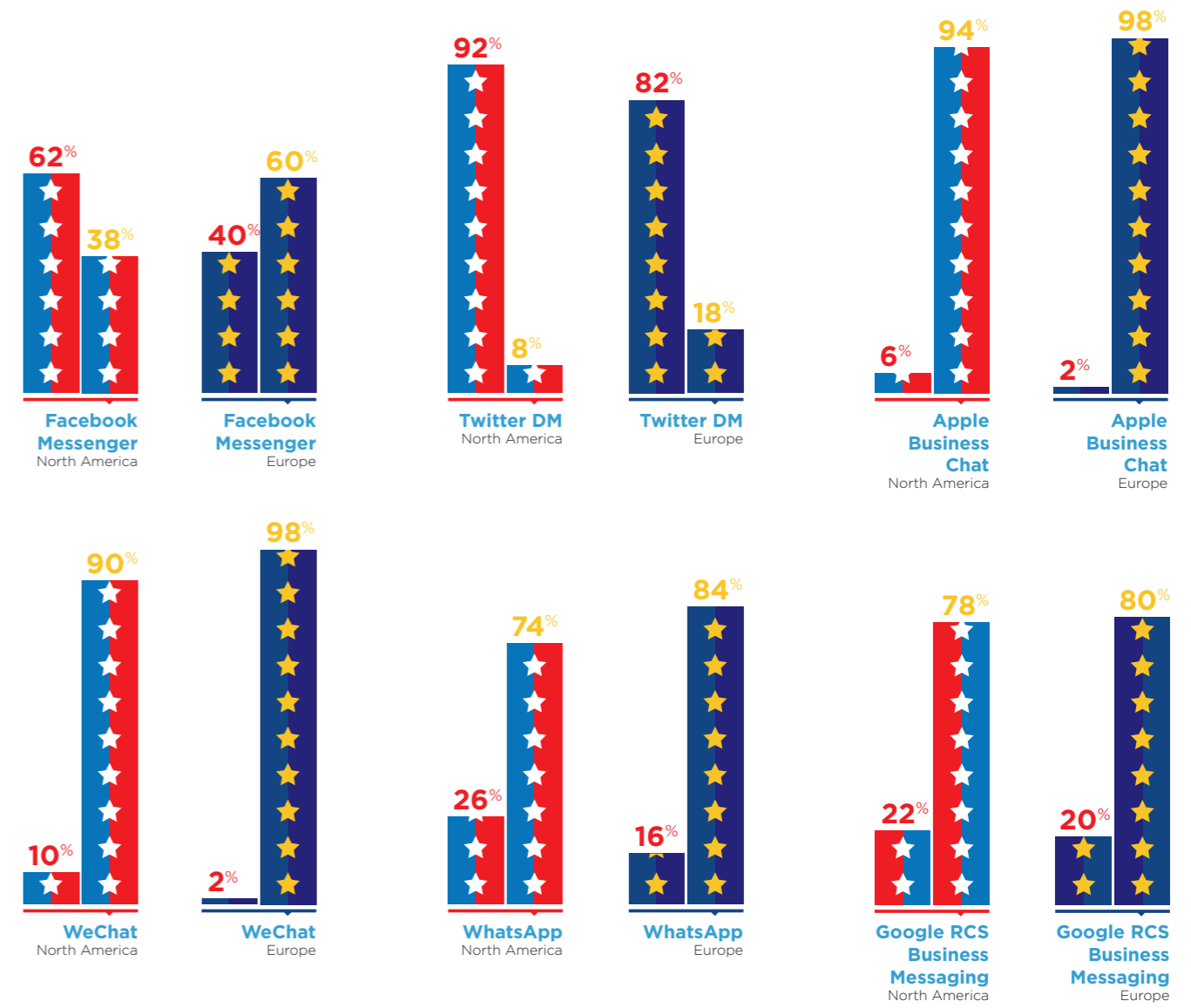
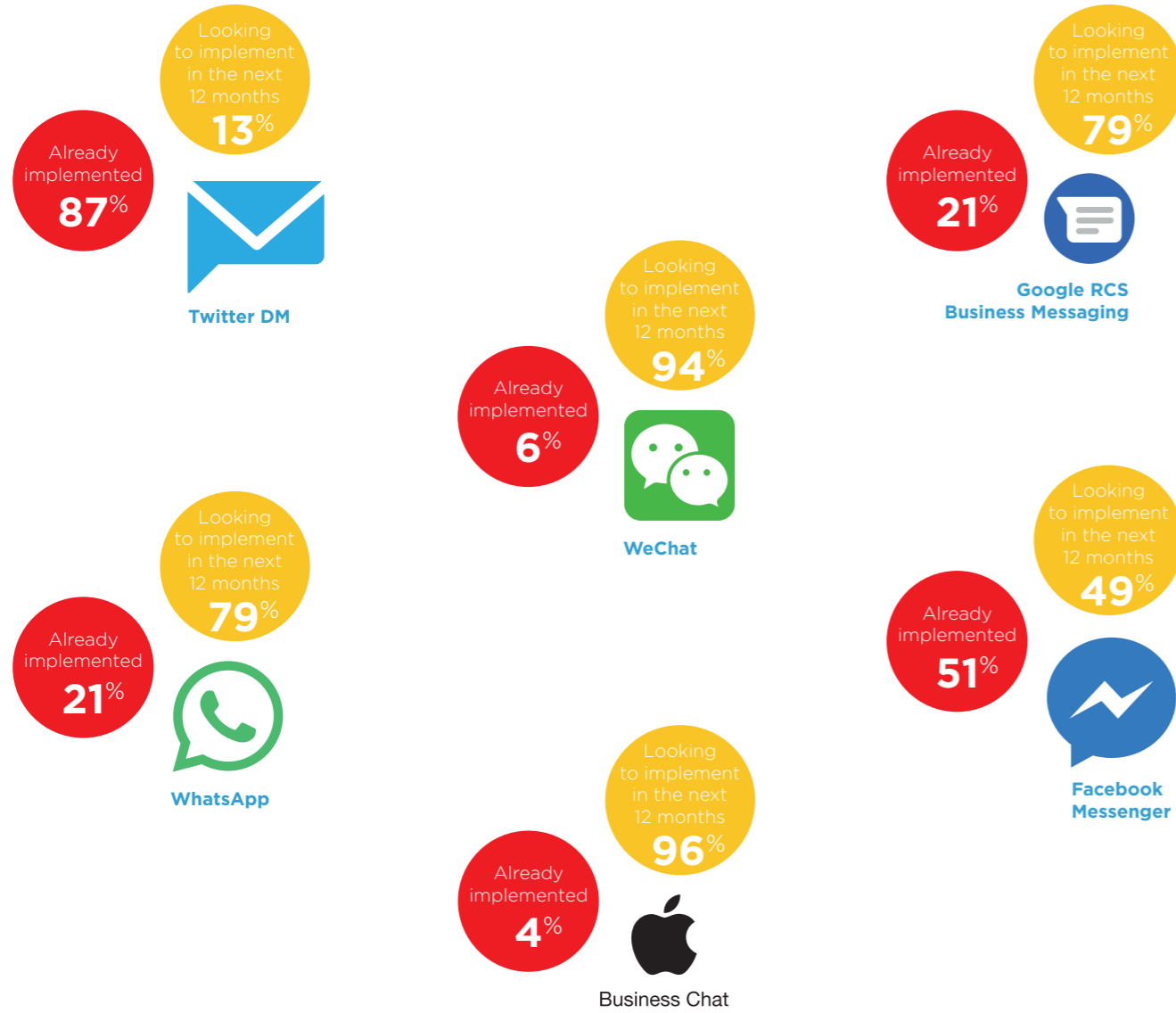
“Almost a third of participants feel that their data is well integrated across mobile and social - which clearly highlights the importance of these critical support channels.”

**Vanessa Leyka**  
 Production & Content Director  
 Corinium Global Intelligence

# Section 3: The Future of Customer Care



## Key customer support channels for customer service now and the next 12 months?



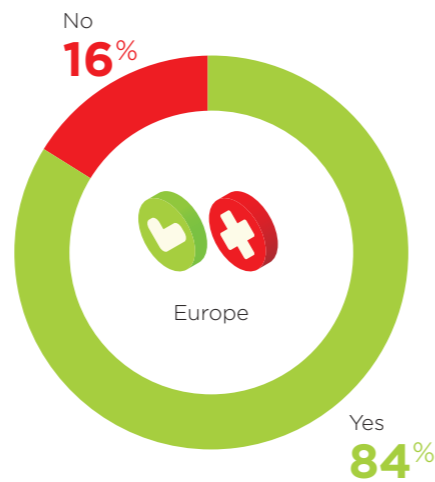
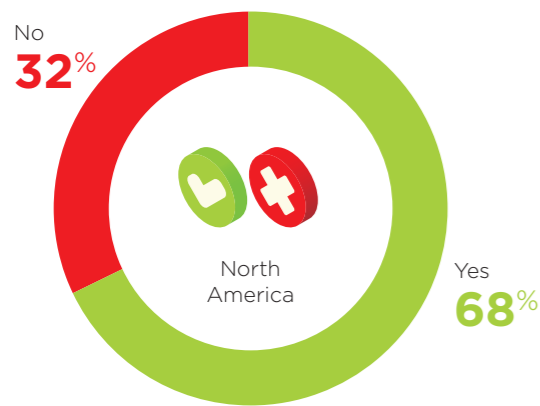
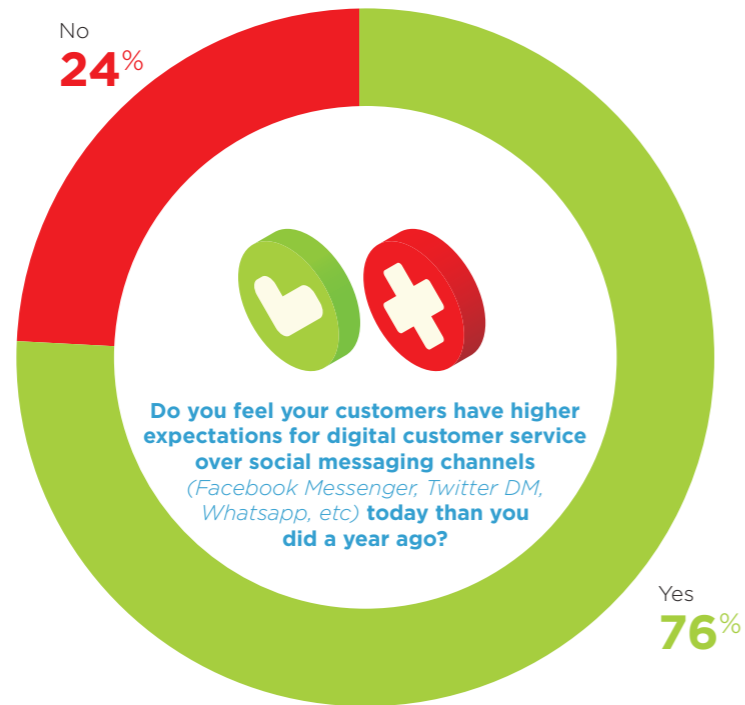
■ Already implemented  
■ Looking to implement in the next 12 months

“It’s no surprise to see 51% of respondents have implemented Messenger, and 87% have implemented Twitter DM, as support channels. Customer expectations are changing; gone are the days of using social just for public venting, customers now want to receive issue resolution over private messaging channels.

Corporate leaders obviously understand this, with 96% looking to implement Apple Business Chat and 79% saying WhatsApp is a channel priority all in the next 12 months. The future of support is private messaging channels.”

**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial

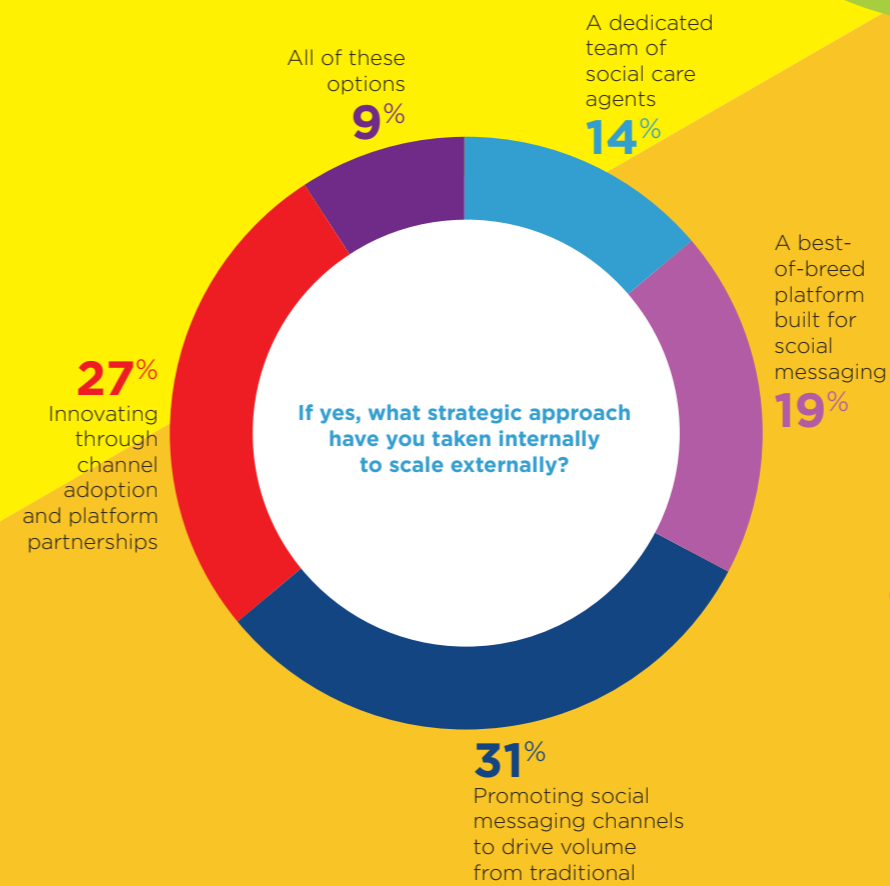
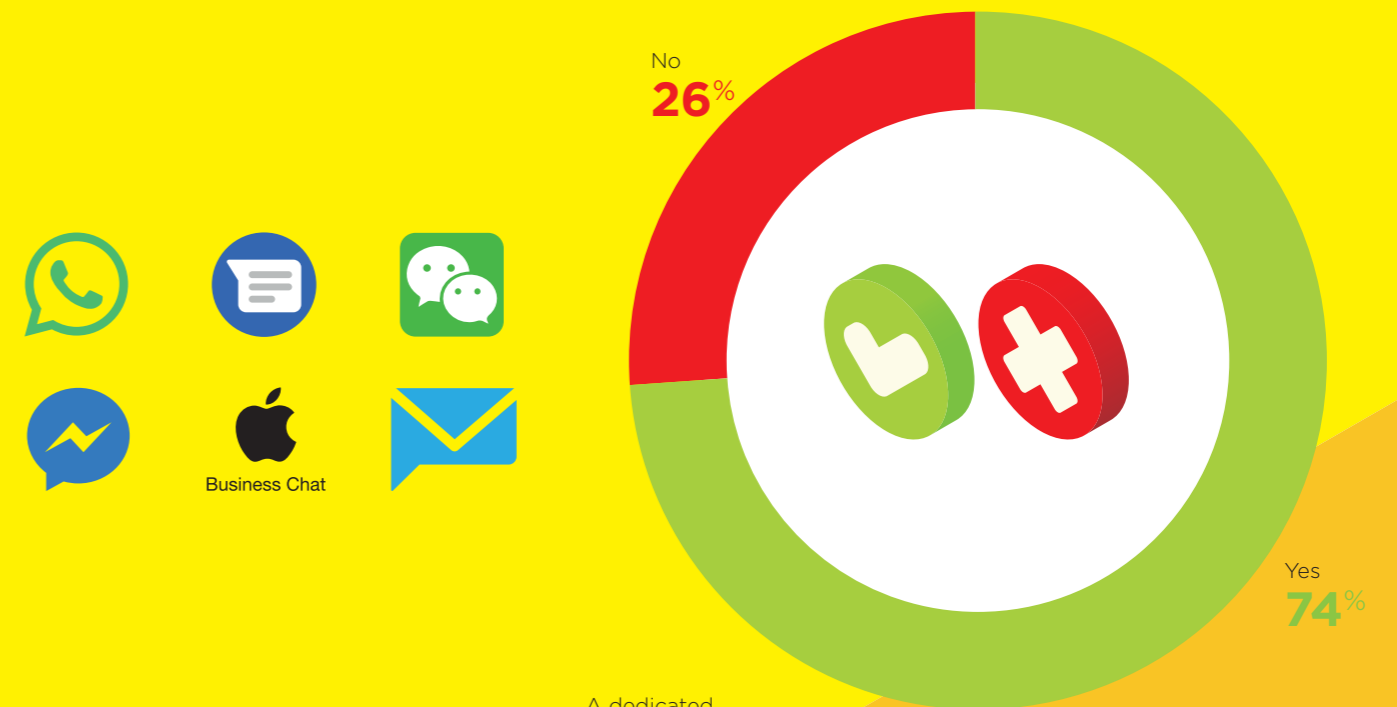
**Do you feel customers have higher expectations for digital customer service over social messaging channels than they did a year ago?**



“Social Messaging channels are ushering in a new generation of customers who expect more and expect it fast. It’s not surprising, Social Messaging support combines full chat functionality with persistent identity and mobile notifications merging all of the best elements of the traditional digital care channels, purpose built for the mobile era.”

**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial

**With requests for customer support through customer messaging apps set to exceed requests for customer support through public social media soon, do you feel your business is prepared?**



“It’s not surprising to see companies are doubling down on Social Messaging channels for support. Messenger Chat alone boasts 1.3 billion monthly users and is still growing - with 8 billion messages exchanged every month between consumers and businesses - Messenger is at the forefront of digital customer care. The platform offers customers a continuous thread of conversations with real-time, personal interactions that span every point in the customer journey.”

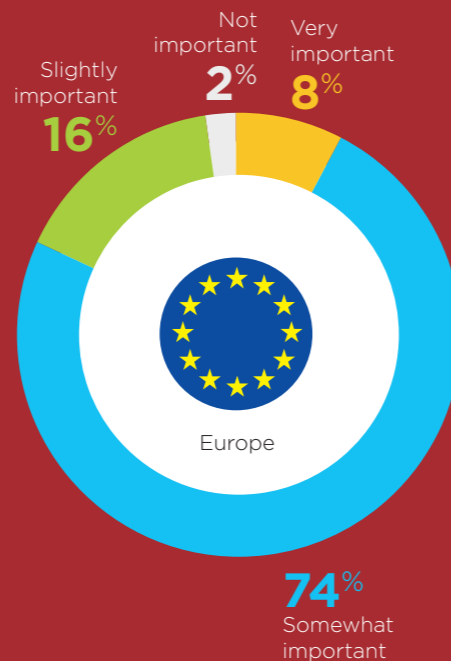
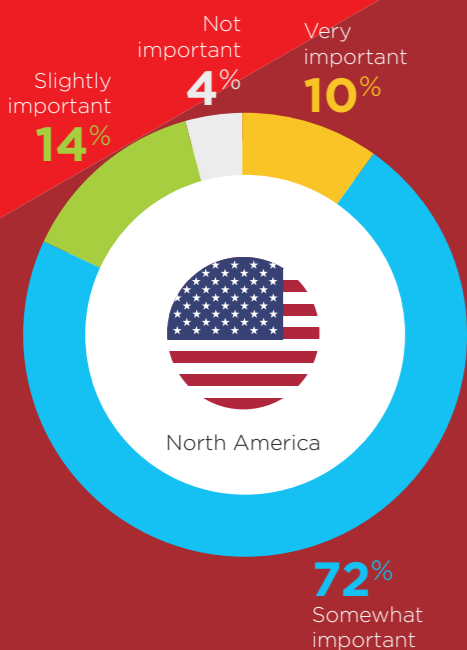
**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial

“While the launch of the bot platforms in 2016 caused a lot of hype (and introduced a lot of bots that turned out to not be very useful at all) we’re now starting to see brands figure out how to use automation to add real value for customers. It’s not surprising that 82% of brands feel they will be at least somewhat important in delivering customer experience at scale.”

**Ido Bornstein-HaCohen**  
Chief Operating Officer  
Conversocial



**How important will automation and bots be to your customer experience delivery in the not too distant future?**



## Discover Customer 360 Africa

### Customer 360 Africa

The Maslow Hotel, Johannesburg, South Africa, 16-18 April 2019

Customer Experience is the new battlefield for differentiation

Organisations recognize that CX is the new battleground for differentiation. However in this very complex world with more data, more channels and a more complicated customer journey, this seems like an impossible feat. The good news is that this rich complexity can drive better Customer experiences and ultimately business success.

This event will investigate ways in which organisations are currently succeeding within their customer experience through the presentation of actual case studies. It will assist you in futureproofing your business in today’s competitive CX battleground...

We have recruited the who’s who in Customer Experience across industry to share the secret of their success and lessons learnt with you. This event offers; local and international keynotes, interactive panel discussions, 4 focused tracks on each day and actual case studies from across all industries.

The event will encompass the entire customer journey. There will be a plenary session that will cover the leadership and strategy type topics and then the event will split into the following streams:

**Stream A:** Digitizing Journeys (This stream will cover self -service, online interfaces, automated decision rules)

**Stream B:** Data & Compliance (This stream will cover the transparency of the client’s journey and include GDPR & POPIA)

**Stream C:** B2B Customer Experience (This stream will cover the CX between Customers, Employees and Investors)

**Stream D:** Trends, Analysis and Insights

For more information go to: [www.customer360africa.com](http://www.customer360africa.com)

View the Agenda:

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