

# SERVICE SERVICE STRATEGY

**Service organizations overestimate the reward for exceeding customer expectations. Adopt a strategy focused instead on providing low-effort service.**

Creating a better, differentiated service experience to drive greater customer loyalty has been the highest priority of service leaders for many years. But at the same time, these leaders have felt pressure to reduce the cost to serve. Perhaps most frustrating to these service leaders, whether they've chosen to focus on quality or cost, is the fact that customer loyalty has been continually flat.

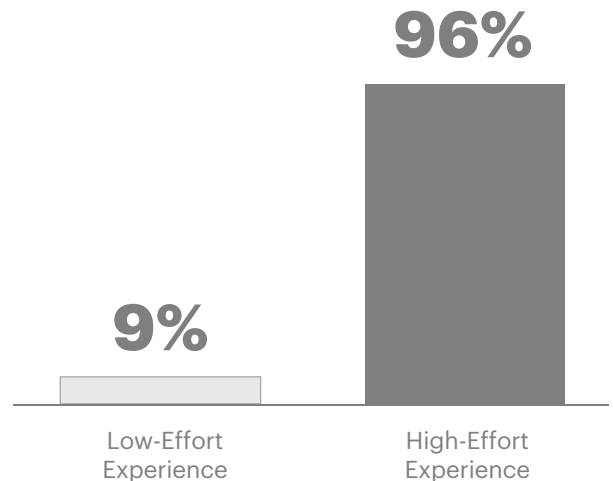
What most service leaders do not realize is that their service center is actually a cause of customer disloyalty. The customer service experience today is fraught with additional hassles and inconveniences that force customers to exert undue effort to resolve their issues. These hassles include repeat contacts, robotic service, channel switching, and other factors that, no matter how small they seem, can significantly hinder the service experience.

As a result, our research finds that customers are four times more likely to leave a service interaction feeling more disloyal to the company, rather than more loyal. Customer effort also has a significant effect on word of mouth. Our surveys show that 81% of customers who experienced a high-effort service interaction went on to speak negatively about that company.

We recommend building a customer service strategy based on providing an Effortless Experience™.

Our consultants can help with refining your customer service strategy. **Contact us** for more information.

## Overall Disloyalty



Source: CEB Research.