



SPECIAL REPORT: **RETAIL CX**

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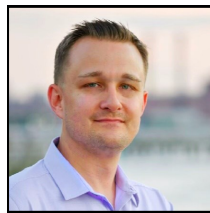
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SPECIAL REPORT: CUSTOMER EXPERIENCE IN RETAIL



In today's era of customer centricity, improving the customer experience represents a universal business focus.

It commands particular importance in the retail and e-commerce sectors.

These industries, after all, are fundamentally predicated on the experience. The experience is their product. It is the heart of what they do, the main mechanism in which they connect with customers, and the primary way they achieve competitive differentiation.

Whereas manufacturers build experiences around their products, retailers introduce products into their experiences.

The retail experience has, moreover, undergone a particularly significant transformation in recent years. The rise of e-commerce radically changed the shopping experience – and thus revolutionized how customers engage with retailers. Customers have developed new preferences, demands and expectations, and retailers face the challenge of adapting accordingly.

The retail industry also plays host to Amazon, the most iconic customer experience disruptor. While Amazon's customer obsession raises the bar for all organizations, it throws down a particularly intimidating gauntlet for other retail and e-commerce organizations. Customers can compare everything they receive from a given retailer to what they know they can get from Amazon.

Retailers also face another unique challenge: lack of control. Retail organizations do not always manage the products they sell, let alone the different logistical components associated with the shopping journey. They nonetheless remain wholly accountable to their customers. A customer may very well hold a poor shipping experience against an e-commerce store – even if the store is not truly to blame for the issue. Retailers must take the necessary precautions to ensure external factors do not adversely impact their customer relationships.

Collectively, these factors create an imperative for swift, significant action. Complacency is completely out of the question in an Amazon-led world. If businesses want to strengthen their existing customer relationships, let alone build new ones, they must fully right their ships.

They must, moreover, identify – and seize – creative opportunities for building unique, meaningful, unbreakable connections with customers. They must aim to be a brand customers love rather than a store from which customers indifferently buy.

Guided by expert commentary, this report reveals how to become that type of retail brand.

It begins by exploring a strategic trap into which so many brands fall. It then reveals the key demands facing retailers – and the silver bullet that can help achieve all of them.

It continues by offering recommendations for taking action – and exploring the benefits of such an endeavor. It closes by offering a quiz for assessing your organization's degree of customer centricity.

RETAIL CUSTOMER EXPERIENCE: AVOID THE TRAP

Let's face it: transactions are the key tenet of the retail experience. The most obvious, most common interaction involves a customer going into a store – or onto a website – and making a purchase.

It is therefore easy to mistake the *purchasing process* for the entirety of the retail customer experience.

Falling into this trap, many businesses intently focus on the shopping component. They advertise discounts to entice purchases. They help customers easily – and quickly – find their products. They make the checkout process as convenient as possible.

Make no mistake: each initiative is incredibly valuable.

Today's customers are drowning in promotional "noise." They receive exciting offers from numerous brands on all of their devices. An organization that can use exciting offers to cut through that noise stands the best chance of attracting new customers – and preventing existing ones from switching to a competitor.

They are also demanding fast, frictionless experiences. **A whopping 70% of customers call speed a top priority** when interacting with businesses, while a **similarly substantial 64% call effort a major concern**. Organizations that prioritize simple, fast, convenient shopping experiences improve their odds of satisfying customers.



A problem emerges, however, when retailers make purchases their only priority. By viewing the experience in a reductive, transactional context, these retailers squander the opportunity to build connections with customers.

They, accordingly, fail to capture the true *lifetime* value of their customers.

Typically, this value comes from other purchases. Few products last forever, and no customers need only one product for their entire lives. In many cases, they will have a future need or want that the retailer theoretically could satisfy.

Even if a future purchase is completely off the table, a customer still carries meaningful worth beyond the first transaction. Customers share their experiences with friends, family members and coworkers. In the digital age, they can also share those experiences with hundreds, thousands or even millions of social media “followers.”

According to a recent CCW Digital study, **90% of consumers share their particularly positive or negative brand experiences.**



If positive, their stories can deliver many new customers – and a substantial amount of new revenue – to the business. If negative, their stories can discourage shoppers from considering a particular retailer, thus imposing a considerable cost on the business.

And even if the advocacy element could somehow be deemed irrelevant or impossible, the customer would *still* have value beyond the initial transaction.

Customer service is a costly endeavor. If an unsatisfied customer contacts the support team, the business must devote time, energy and resources to *fixing* the problem. Worse, because the customer may be considerably upset, the upside of these support efforts is limited.

If, on the other hand, the entire experience goes smoothly, the business avoids the burden of a costly customer service interaction. It gets to reap the rewards of happy customers – and a more efficient contact center operation.



“Every customer has value, and lifetime value metrics don’t give you the whole story,” says Brad Birnbaum of Kustomer. “Even if they might not buy as much as another customer, someone who has a bad experience might dissuade any number of high-value customers with their testimony.”

“Delivering a better experience for all is more important than delivering a just-good-enough experience to customers you’ve identified as the most valuable. It doesn’t mean you can’t be smart and efficient. A VIP, white-glove experience isn’t right for everyone, but you should strive to deliver a fantastic, connected experience informed by customer history and behavior foremost.”

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Ultimately, the correct idea of lifetime value underscores the importance of cultivating relationships with customers. It declares the importance of looking at the entire customer lifetime rather than the mere point of purchase.

The lifetime of a customer contains all of their journeys with a brand or company, encompassing all indirect and direct touchpoints with customers. From the genesis of the marketing strategy, to the sales effort, to the purchasing process, to the post-purchase follow-up, to the customer retention and winback efforts, every potential moment of truth (in every channel—bots, human, self-service...) impacts the health of the relationship between brand and customer.

Mindful of that reality that every moment of truth carries value, customer-centric retailers focus on long-term customer connections as the ultimate path to repeat business and advocacy.

Viewing their business as one of relationships rather than shopping, they are committed to enhancing all facets of every journey. They are constantly identifying “pain points” and seizing opportunities to improve the experience.

They are not looking to be a store at which customers can buy products. They want to be a brand which customers passionately want to do business.



“Retailer-customer relationships are very real and very important,” adds Birnbaum. “When service and post-purchase interactions become as experiential as shopping online and in store, retail brands are able to differentiate and stay true to their core brand promise—which is an integral part of why customers choose to buy from that brand among the countless options proliferating at their fingertips.”

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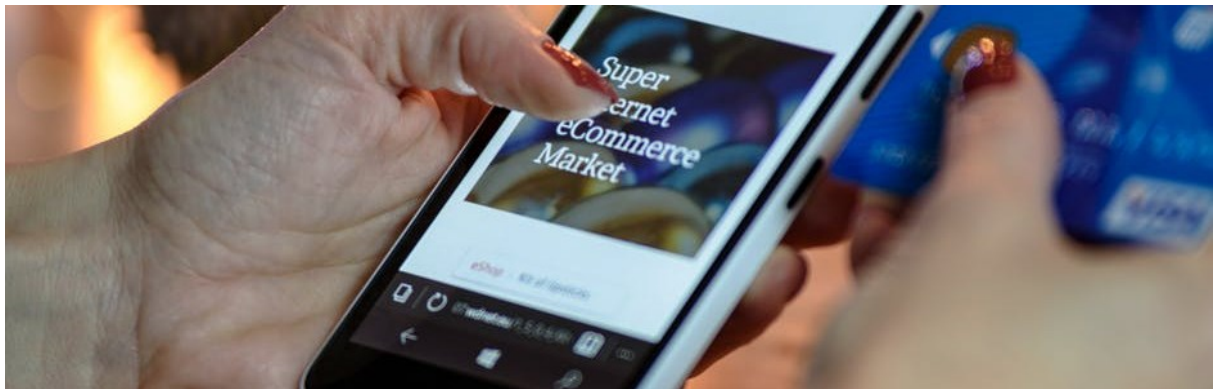
KNOWLEDGE IS POWER – RECOGNITION IS REVOLUTIONARY

To succeed in today's hyper-competitive, experience-oriented marketplace, organizations must value the notion of connecting with customers. They must understand the importance of focusing on the entire customer lifetime rather than individual transactions.

Mindset alone will not, however, yield success. It will not help the retailer become a brand to whom customers want to devote their support, loyalty and money.

Action is essential.

Organizations must optimize every facet of their customer experience journeys. They must identify – and eliminate – all sources of “pain” and friction throughout the customer journey. They must tailor offers, messages, processes, storefronts and conversations to their specific customers. They must proactively create value for customers. They must create seamless, omnichannel engagement experiences.



THE GOOD NEWS

Businesses understand the importance of these initiatives.

In a recent CCW Digital survey, **businesses declared “reducing effort” to be their #1 customer experience focus. Automating the engagement experience ranks as their second-biggest focus.**

Many actually see the two working in tandem; **57% plan to leverage chatbots to create easier experiences.**

Forty-nine percent, meanwhile, will leverage proactive engagement to reduce effort.

Sixty-seven percent of businesses identify “personalized experiences” as the defining trait of a customer-centric brand, and 61% view journey-mapping as a top investment priority for the next two years.

In short, the key customer experience “trends” are not hollow buzzwords being propped up by consultants and industry vendors. They are paramount focuses for businesses. They represent legitimate pathways to transform from a business that believes in customer centricity into one that creates meaningful connections with customers.



THE BAD NEWS

Businesses lack a prerequisite for many of these initiatives: knowledge and recognition of their customers.

“ The best customer experience begins with knowing your customer,” declares Sue Martin of Newegg.

Businesses, by and large, are not gathering the necessary insight.

Some outright lack a mechanism for learning about their customers. While they have the tools to process transactions, they are not equipped to start relationships or monitor journeys.

Some only possess a superficial window into their customer bases. They can identify customers based on their demographics and transactions, but they cannot detect any emotional or behavioral nuance. They do not truly understand a customer’s intent at a given point on the journey. They do not truly know how a customer feels during and after an interaction.

“ Two customers may have the exact same issue, but if they shop differently, the business needs to handle them differently,” explains Martin.

Even if an organization can technically capture this nuance, it may very well be falling victim to another challenge: ensuring the detailed data is consistent, consolidated and instantly available to all agents and systems – in every channel, at every touch point.

Without a singular, universally accessible profile for each customer, the business stands no chance of even delivering an “omnichannel” experience, let alone a low-effort, high-value, intimately personal journey.

The majority of businesses are in this unfortunate boat.

Only 20% say their customers can typically move between touch points without repeating information. Fifty-three percent say customers *never* can. They simply do not have the requisite singular view of their shoppers.

The absence of such a view is an experiential problem in its own right. CCW Digital data reveals that “needing to repeat information” is the number one source of customer complaints.

“In the current climate customers expect the companies they do business with to know everything about them; their journey, previous interactions, purchases, open tickets etc.,” says Rob Poach of Wowza. “This goes further than just your support organization, every employee who has direct interaction with customers needs to have real-time access to this info.”

More importantly, this prevents retailers from executing the initiatives that will cultivate more customer loyalty.



“Many organizations have the data they need to roll out a next-level of customer experience, but they lack the integrated systems and single vision of the customer to anticipate and meet their expectations,” says Birnbaum. “The focus needs to be on tying together information from every customer-facing touchpoint, streamlining and automating workflows, and giving customers what they want before they know they want it.”

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“Systems architected with this [integrated] thought process in mind allow for a seamless flow of information even if you're tracking these data points within different systems,” adds Poach.



“They need to drive the right informed action by every member of the team,” recommends Birnbaum. “An agent needs to be able to address a return and provide the right size of a dress with one click. A CX leader has to provide an automated process to engage whole segments of customers affected by a weather delay. A loyalty marketer should be able to see customer sentiment patterns to ensure repeat business.”

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THE OPPORTUNITY

Organizations that can develop singular, omnichannel records for each customer stand to markedly elevate their experiences. They stand to forge meaningful connections with customers.

A system that can instantly capture, interpret and communicate the complete spectrum of customer data empowers businesses to achieve every major goal and best practice.

Effort Reduction

Only 48% of businesses are making any effort to measure effort. An even smaller group has complete, omnichannel visibility into the customer's journey.

The statistics reflect a problem. Before it can reduce effort, the business needs to completely understand what *causes* effort.

Comprehensive views of the customer and overall timeline view helps organizations quickly and accurately identify and remedy those pain points. Organizations will gain insight into what purchases certain types of customers make, when they tend to make them, which channels they prefer for purchasing, what factors cause them to pause or cancel an order, and what issues cause them to actually contact support.

By making this information readily available to agents and self-service systems, the organization can optimize every facet of every journey. It can create custom digital store fronts that adapt to a customer's past buying habits. It can issue refill reminders (with easy re-purchase links) when a customer's product is likely running low or discounts for trying complementary products. It can offer "one click checkout" for repeat online customers – and proactively prepare "the usual" for frequent in-store shoppers.

The organization can also markedly expedite the support process. By recognizing why the customer is likely seeking assistance, a bot can preemptively offer related solutions. An IVR, meanwhile, can route the customer to a specialist who already has the customer's file loaded on the desktop

Personalization

Personalization is the hallmark of customer centricity. It is also the most meaningful way for a retailer to differentiate itself from other stores that sell the same products at comparable prices.

Recognition is utterly essential for creating personalized experiences.



“The more you know about your customer, the more you can personalize,” says Birnbaum. “There isn’t a limit to how much you can customize, just a limit to how much you know about your customer, and how you can act on what you know. You can personalize everything from the tone of your communications to their frequency and timing. You can segment based on geography, product availability, psychographic profile and sentiment.”

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Granted, not *all* potential personalization is necessary. Customers still value speed above all; personalization should never come at the expense of productivity.

Recognition helps organizations navigate that balance. By intimately understanding how a customer moves throughout different journeys like shopping, returns, inquiry, and delivery, the organization can determine when “personalization” makes sense.

Only 46% of businesses are actively attempting to assess the “personalization” of their experiences.

In today’s world – one in which personal connections create competitive advantages – that number needs to be 100%.

Unified customer profiles can make that lofty ambition a reality.

Omnichannel Shopping

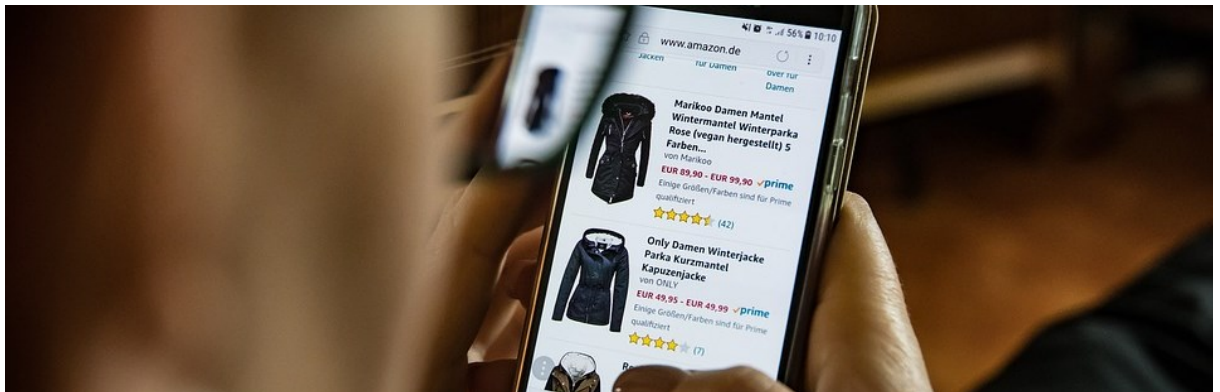
Do not mistake the idea of “omnichannel” for a suggestion that all channels are equal. Customers – particularly in the retail space – have very distinct reasons for engaging in certain channels. It makes sense to buy some products in brick-and-mortar stores and others via website. It makes sense to contact a live agent for help with some issues and use e-mail or live chat for others.

“Omnichannel” does, however, command a *unified* experience across these channels.

Recognition helps achieve both objectives. By revealing how a customer has engaged throughout the journey, a comprehensive profile reveals particular channel preferences. The organization can use that information to deliver offers and improvements when and where the customer really wants them.

It also allows the business to deliver a tailored, frictionless experience *wherever and whenever* the customer interacts. A customer should not have to jump through hoops when returning an online purchase at a brick-and-mortar location, as an example.

“Tie [your] channels together,” advised Samantha Marks of swimsuitsforall in an interview for CCW Online. “If somebody did reach out in an email, and all of a sudden they’re on chat now, how can you circumvent them having to repeat everything they just went through?”



The once-believed myth of journey continuation across different channels is now an omnichannel reality. And that's only possible through truly unifying every data system and touch point around every customer.

Journey Mapping

Customers do not merely expect cohesion between channels; they demand unity between all moments of the customer experience.

An organization cannot successfully analyze – and optimize – these journeys without a unified view of each customer. It cannot reduce each customer to a “buyer” or “ticket”; it needs appreciation for how the customer arrived at that touchpoint and where the customer wants to go.

This information helps a retailer optimize the experience for each individual customer. It also helps the business spot trends, threats and opportunities in its overall experience design.

Contextual Proactivity

Outbound communication and proactive engagement are *not* synonyms.

Outbound communication refers to all messages sent from brand to customer. Proactive engagement involves using specific context to deliver messages of value – or resolve problems – before the customer feels the need to request them.

Any brand can issue outbound messages to customers. Only those with singular, comprehensive customer views can proactively engage.



"You can send the relevant offers to your customers when they are reading in bed, or during their morning jog... Someone who usually shops in the fall and showed negative sentiment and has not purchased yet this season can get a timely coupon... A person with a return issue can get a replacement based on knowledge of their prior purchases... Patterns of delays or issues with delivery to certain geography can drive proactive engagement to replace items for customers at risk of churn," says Birnbaum regarding the power of contextual data.

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“ One of the things we found to be very successful is proactive chat," adds Marks. "You set up very specific rules [based on] where pain points or inquiries [emerge] in the path or in the funnel of your site, and you use [chat] to help your brand and the experience they have."

Human Connections

Fewer than 60% of businesses are actively tracking customer sentiment and emotion, and that is very problematic.

The customer experience is not simply a transactional game; it is an emotional one. Human feelings play an enormous role in the journey – and in the relationship between brand and customer.

A comprehensive customer view helps agents understand customer sentiment. Instead of approaching each purchase or issue as a one-off engagement, the employee is able to understand all the steps – and all the happy and sad moments – that brought the customer into the engagement. The agent can accordingly adjust tone, speed and resolution to best reflect empathy for and commitment to the customer.



“Sentiment adds context and enables service-level prioritization and action: one person might be delighted that their item has shipped in only 3 days, and another might be disappointed it has taken so long,” explains Birnbaum. “Each requires a totally different response.”

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Automation

Increasing customer engagement automation is the #2 customer contact priority for 2018. Seventy-nine percent believe bots are important, and 60% plan to maintain or increase their investments this year.

Bots – and other forms of automated self-service – hinge on a complete customer view.

Bots are predicated on the ideas of context and customization. Unlike static FAQ pages, they dynamically adapt to the specific customers they are helping – and specific issues they are addressing.

Automation tools cannot fulfill this purpose without unfettered access to customer data. They need to recognize the customer before they can support the journey.

Escalation is also a fundamental part of CX automation. No organization expects bots to handle every customer engagement. Some, in fact, have no plans to let bots resolve any issue – they simply want to use the AI-driven tools to optimize routing.

The escalation process needs to be seamless, and that can only happen if bots and human agents have instant access to the same, unified customer profiles.

Bots, moreover, must be implemented at the correct parts of the journey. Using real customer insights, the organization can determine which aspects of the experience are best served by automation.



“Automating can ensure customers are receiving the right experience, product, and service for their unique needs and timely deliveries, like a new dress for an interview, a box of diapers, or jewelry for someone special’s birthday,” says Birnbaum.

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Complex purchases or billing disputes, on the other hand, will probably require agent assistance.

CUSTOMER RECOGNITION: A GIFT FOR THE AGENTS

By developing stronger customer intelligence – and consolidating that insight into a single view accessible from all channels – retailers will create markedly better customer experiences. Customers will be happier and, as a consequence, more loyal. They will *want* to do business with the organization.

Customer recognition does not, however, simply lead to more satisfied and loyal customers. It also creates happier, more committed and more productive agents.

A whopping 55% of businesses say their agents complain about a lack of unity between systems. Systemic misalignment is, in fact, the #1 source of complaints from employees.

Slow systems, which are often a consequence of misalignment between touch points, are the second-biggest gripe among agents.

For all the talk about “culture” and “incentives,” nothing troubles agents more than inadequate tools. If the agent experience is a problem within an organization, system unification is very likely the solution – or at least a solution.

“Happy agents make happy customers,” says Martin. “Show value to your employees first, then teach them how to show value to their customers.”

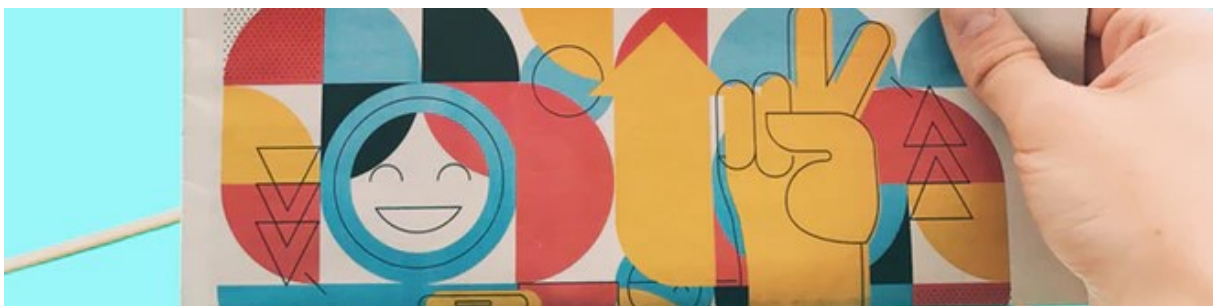
Indeed, integration is not simply a strategy for boosting agent happiness. It also empowers agents to perform more productively.

When agents can quickly access the information they need, they can provide fast – accurate – support for customers.

When employees can quickly access all relevant data about a particular customer, they can tailor the experience (including all upsell and cross-sell options) to the specific customer. They can ensure the experience they are providing is not simply right based on policy but right for the specific context. They can make the most of every moment of truth.

A nice point of differentiation in previous eras, this ability to tailor experiences to customers is becoming uniquely important in today’s era.

Today’s shoppers can easily navigate the brick-and-mortar or web shopping environments. Should they require assistance for basic matters, they can use self-service tools like bots.



As shopping experiences become simpler and self-service tools become more prevalent and robust, customers become increasingly less reliant on agent assistance. They will only need to contact agents for deep, complicated matters – assistance with a very specific purchase or support for a very specific problem.

Agents must be ready to handle these more nuanced, more challenging interactions. They must be able to truly understand the customer's intent, sentiment and expectations. They must know how and why the customer's journey has resulted in the conversation.

Proper coaching will prepare agents for these higher-stakes, more emotionally challenging interactions, but training alone will not produce fruitful interactions. In order to meet this elevated standard of conversation, agents must have access to a meaningful view of the customer. Only then can the agent demonstrate empathy, while providing credible recommendations and ideas (rather than stock answers from the knowledgebase).

MORE PIVOTAL STEPS TO SUCCESS

Embracing the totality of the retail experience – not just the shopping process – is the first step on the road to success. Organizations that view every touch point as a moment of truth will establish themselves as valuable brands rather than anonymous stores.

Prioritizing lasting loyalty and advocacy over short-term satisfaction helps keep the retailer on a desirable path. While typical retailers are fixated on the initial purchase, customer-centric ones are thinking of everything leading up to – and everything after that interaction. What can the business do to create a journey so magical that customers will enthusiastically tell their friends – and excitedly return to buy more?

Developing the ability to know – and recognize – customers empowers an organization to achieve those goals. It allows them to optimize journeys, reduce effort, personalize experiences, tailor offers, proactively resolve problems, leverage automation, and express empathy. Each initiative heightens the chance of building lasting relationships.

These endeavors each position organizations for excellence, but truly customer-centric retailers have higher aspirations. They want to ensure they create truly magical (yet efficient) experiences that eliminate all threats from competitors. They want to stand tall in an Amazon-driven world.

There are some steps they can take.

Emphasize Complete Integration:

Integration is obviously the centerpiece of developing a singular customer view, but its impact goes so much deeper. **Disintegrated systems are the #1 source of agent and customer strife;** connectivity will accordingly boost agent and customer satisfaction. Agents will be able to access information and collaborate without delay. Customers will be able to move between channels without enduring undue hassle or effort.

Create A Single Customer View – That Tells A Story:

Consolidating all customer information into a single record is important. All such records are not, however, created equal. A retailer should ensure the record tells a cohesive, chronological story. This timeline should reveal how the customer's purchasing habits, social media advocacy and support requests have evolved over time, helping the business to determine the "moments of truth" that most directly affected sentiment and lifetime value (and will affect those elements moving forward).

Automate Business Processes:

Agents make their biggest contribution when connecting with customers. By automating transactional matters, data entry, call wrap-up and other mechanical tasks, an organization allows retailers to engage in meaningful, valuable conversations with customers.

Leverage Deep Analytics:

It takes more than a surface-level view to customize experiences. With deep analytics solutions, organizations can acquire the information they need. They can capture sentiment as the customer moves about the journey. They can understand the circumstances that drove purchases – and return issues. They can determine the exact moment (and exact channel) at which an offer will prove most resonant. They can determine which sales or support representative is best suited for a certain customer.

Think Like A Customer:

The real goal of a robust analytics solution is the ability to create an inside-out customer view. By understanding how the customer travels through the journey – and how the customer feels and reacts at different touch points – the organization can surmise what really matters to the customer. It can build experiences with those value points in mind.



“Putting the customer experience first in everything you do only further adds value to the product and service that you're offering,” stresses Poach.

“We constantly look for ways to push the envelope and make sure we are adapting to what customer expectations are, because they do change,” confirms Marks. “Successful companies are the ones that can keep one step ahead of that and bring in the tools and resources they need to focus and deliver those outstanding experiences.”

In addition to garnering input from customers, retailers should ask questions of their front-line (in-store or contact center) representatives. These individuals see the experience at the ground level – and have a very unique, valuable perspective on how to improve.

Create Next-Generation Retail Experiences:

Instead of reducing brick-and-mortar and e-commerce experiences to an “either/or” scenario, leverage each environment’s unique advantages to create a truly next-generation, omnichannel experience. Knowing customers can buy apparel online, a shoe store may want to consider eliminating some in-store inventory – and using the extra space to create a basketball court where customers can test out their new shoes. Knowing customers can order groceries online, a local supermarket may want to devote resources to cooking classes and an in-house nutritionist.

Customers, moreover, should receive an omnichannel view of all inventory. Brick-and-mortar customers should be able to use their mobile devices to see related items that are only available online. Online customers should be able to easily determine a physical location where they can view the product in person.



Prioritize Rewards Programs:

Rewards programs are great ways to demonstrate appreciation for customers, increase loyalty and drive future purchases.

They also play a pivotal role in developing customer profiles, particularly in the brick-and-mortar environment. Rewards programs assign a customer's activity to an account, allowing businesses to gain the insight they need to optimize and personalize the journey.

Emphasize Algorithmic And Human Curation:

With a robust view for all customers, a store is able to track purchasing trends and preferences. It can run algorithms to make predictive, proactive product recommendations. Many e-commerce organizations seize this opportunity.

Decidedly fewer, however, incorporate a human touch. Why not leverage real customer sentiment – and actual product curators – to offer more informed decisions for customers? A customer looking for a new video game mouse, as an example, would benefit greatly from a recommendation from a *real* gamer. With customers valuing human connections and wary of fraudulent, automated reviews, the time has never been better for human curation.

Demand The Most From Partners:

Retailers are accountable to their customers. If an eagerly anticipated product is damaged in shipping, the customer is rightfully going to hold the situation against the store – even if it is entirely the fault of a third-party shipping company.

To put it another way, the reputation of a brand can only be as good as that of its *worst* partner. Mindful of that reality, retailers must exercise extreme scrutiny when selecting partners. They must also maintain constant oversight into how such partners are affecting the experience.

Optimize Reverse Logistics:

Returns may not be ideal, but they are very much part of the customer experience journey. They also play a huge role in building loyalty. A legend about Nordstrom refunding a customer for a tire he bought elsewhere turned the brand into a customer service icon. Zappos/Amazon have built their reputations in large part on a seamless return process.

Returns must be simple for customers. They, moreover, must be part of a reverse logistics cycle that minimizes damage and loss and maximizes the brand's ability to re-sell and profit from returned goods down the road.



CREATING A CUSTOMER-CENTRIC RETAIL EXPERIENCE: A QUIZ

Some steps toward improvement – unifying systems, prioritizing relationships – can and must be made immediately.

Other aspects of retail experience optimization will take time. They will require analysis of customer data, test runs and recalibration.

To assist in this quest for excellence, CCW Digital is proud to introduce a special retail experience quiz. It assesses your organization's competency in various aspects of the customer experience, uncovering what you have done right so far – and what you must fix in the near future.

Not merely a barometer, the quiz also helps to get you thinking about the factors that truly matter to your customers – and thus impact your experience.

CREATING A CUSTOMER-CENTRIC RETAIL EXPERIENCE: A QUIZ

.....

Why do customers choose you over a competitor?

- A. Price
- B. Customization
- C. Unique Products
- D. Free Shipping
- E. 24-7 Service

What is the profile of your typical customer? How does that differ from your competitor's typical customer?

- A. Age: _____
- B. Geographic Location: _____
- C. Channel Preference: _____
- D. Professional Occupation: _____
- E. Hobbies: _____

Can customers quickly switch between channels?

- A. No
- B. Only some channels
- C. Only for some issues
- D. Only at certain times
- E. Always

Do you measure and track customer sentiment?

- A. No
- B. Yes, based on direct feedback, comments or complaints
- C. Yes, based on real-time analytics from each interaction

CREATING A CUSTOMER-CENTRIC RETAIL EXPERIENCE: A QUIZ

(CONTINUED)

Do customers have to repeat information when switching channels?

- A. No
- B. Sometimes
- C. Always

Does your organization collect customer data during a purchase?

- A. No
- B. Only in certain channels
- C. Only for certain purchases
- D. Only when the customer is a rewards member
- E. Always

Can customers quickly switch between channels?

- A. No
- B. Only some channels
- C. Only for some issues
- D. Only at certain times
- E. Always

What information is available to an agent at the start of a customer interaction?

- A. Nothing
- B. Basic profile data
- C. Details from that particular interaction
- D. Details from past service interactions
- E. A complete timeline of purchases, sentiment, feedback and support inquiries

CREATING A CUSTOMER-CENTRIC RETAIL EXPERIENCE: A QUIZ

(CONTINUED)

Is that information available to agents/systems in all channels?

- A. No
- B. Only a few major ones
- C. Most or all channels

How long does it take an agent to acquire necessary contextual information about a customer?

- A. 0-30 seconds
- B. 30-60 seconds
- C. 60-90 seconds
- D. longer than 90 seconds

Do agents complain about inconsistent/misaligned systems?

- A. No
- B. Sometimes
- C. Always

What kind of outbound messages does your brand send?

- A. Information about accounts
- B. Urgent store or product information
- C. Product or service announcements
- D. Routine discounts and offers
- E. Very specific discounts and offers

CREATING A CUSTOMER-CENTRIC RETAIL EXPERIENCE: A QUIZ

(CONTINUED)

To what extent do you personalize outbound messaging?

- A. Not at all
- B. Based on customer's stated channel preference
- C. Based on customer's purchasing history
- D. Based on specific information from the customer's past interactions

To what extent do you personalize the experience?

- A. Not at all
- B. Honor customer's basic preferences
- C. Greet the customer by name in the store (front)
- D. Use customer data to send offers and recommendations
- E. Present certain products based on the customer's profile
- F. Proactively follow-up with customer to ask about satisfaction with products

How do you decide on improvements to your customer experience journey?

- A. "Best practices"
- B. Ensure we are keeping pace with competitors
- C. Through direct customer feedback and requests
- D. Journey-mapping to identify sources of high-effort, abandonment]
- E. Sentiment analysis to determine what makes customers happy or sad

CREATING A CUSTOMER-CENTRIC RETAIL EXPERIENCE: A QUIZ

(CONTINUED)

What advantages does your brick-and-mortar store have over the online store? What advantages does your online store have over the physical location? (open-ended)

Are you using bots in your customer experience?

- A.** No
- B.** Yes, for basic support requests
- C.** Yes, to look up account information
- D.** Yes, to make sales recommendations when customers are on the website
- E.** Yes, to process orders
- F.** Yes, to qualify customers before they are passed to a sales or support representative
- G.** Yes, for specific customer support inquiries

MEET THE AUTHOR



BRIAN CANTOR

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#CCWDIGITAL

Brian Cantor authors the special reports series. In his role, Brian leads all customer experience, contact center, technology and employee engagement research initiatives.

Brian additionally serves as managing editor and director for CCW Digital, which is the largest web publication and community for customer experience professionals. CCW Digital's articles, commentaries, infographics, executive interviews, webinars and online events reach a community of over 140,000.

A passionate advocate for customer centricity, Brian regularly speaks on major CX conference agendas. He also advises organizations on customer experience and business development strategies.

ABOUT KUSTOMER



Kustomer is the CRM for customer experience that focuses on customers, not tickets, enabling companies to know everything about every customer to drive informed actions. Used by Slice, SmugMug, Outdoor Voices, and more, Kustomer provides businesses with a full view of every customer's lifetime. Kustomer unifies all relevant data, customer history, apps, and systems. Kustomer was founded in 2015 with headquarters in New York City.

To learn more head to Kustomer.com: www.kustomer.com

Watch our "About Us" video here: <http://bit.ly/2mwzYqg>

2018 Special Reports Calendar

Special Reports Calendar is subject to change.
Updated as of 1/16/18

Publish Date	Report Topic	Sponsorship Deadline
Jan. 2	2018 Predictions	Dec. 15, 2017 DEADLINE PASSED
Jan. 16	Retail CX	Dec. 20, 2017 DEADLINE PASSED
Feb. 1	Omnichannel	Jan. 18, 2018
Feb. 15	Messaging	Feb. 1, 2018
Mar. 1	CX Automation	Feb. 15, 2018
Mar. 15	Agent Experience	Mar. 1, 2018
Apr. 2	Brand Reputation	Mar. 16, 2018
Apr. 16	Outsourcing	Mar. 30, 2018
May 1	Luxury	Apr. 13, 2018
May 15	Agent Performance	Apr. 27, 2018
Jun. 1	Customer Journeys	May 18, 2018
Jun. 15	Self-Service	Jun. 1, 2018
Jul. 1	FP3 Experience	Jun. 15, 2018
Jul. 15	Outbound & Proactive Engagement	Jul. 2, 2018

2018 Special Reports Calendar

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Updated as of 1/16/18

Publish Date	Report Topic	Sponsorship Deadline
Aug. 1	Actionable Analytics	Jul. 19, 2018
Aug. 15	Customer Complaints	Aug. 1, 2018
Sep. 4	Chatbots	Aug. 21, 2018
Sep. 17	eCommerce & the Digital CX	Sep. 3, 2018
Oct. 1	Learning & Development	Sep. 18, 2018
Oct. 15	Remote Agents	Oct. 2, 2018
Nov. 1	Future Workspaces	Oct. 18, 2018
Nov. 15	Knowledge Management	Nov. 2, 2018
Dec. 3	Live Chat	Nov. 16, 2018
Dec. 17	CX Automation Pt. 2	Dec. 3, 2018

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Your company logo will be on the front page of the report.

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UPCOMING EVENTS



Customer Contact Week - New Orleans

January 22-25, 2018

Hyatt Regency, New Orleans, LA

www.customercontactweekwinter.com



CX Travel & Hospitality

February 24-March 1, 2018

Le Meridien by the Galleria, Dallas, TX

www.cxtravel.iqpc.com



Patient Experience Exchange

March 25-27, 2018

Miami, FL

www.patientexperienceexchange.iqpc.com



CCW Executive Exchange

April 15-17, 2018

Scottsdale, AZ

www.ccwexchangeusa.iqpc.com



Design Thinking

April 23-25, 2018

Austin, TX

www.designthinkingusa.iqpc.com



Customer Contact Week - Las Vegas

June 18-22, 2018

The Mirage, Las Vegas, NV

www.customercontactweek.com

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