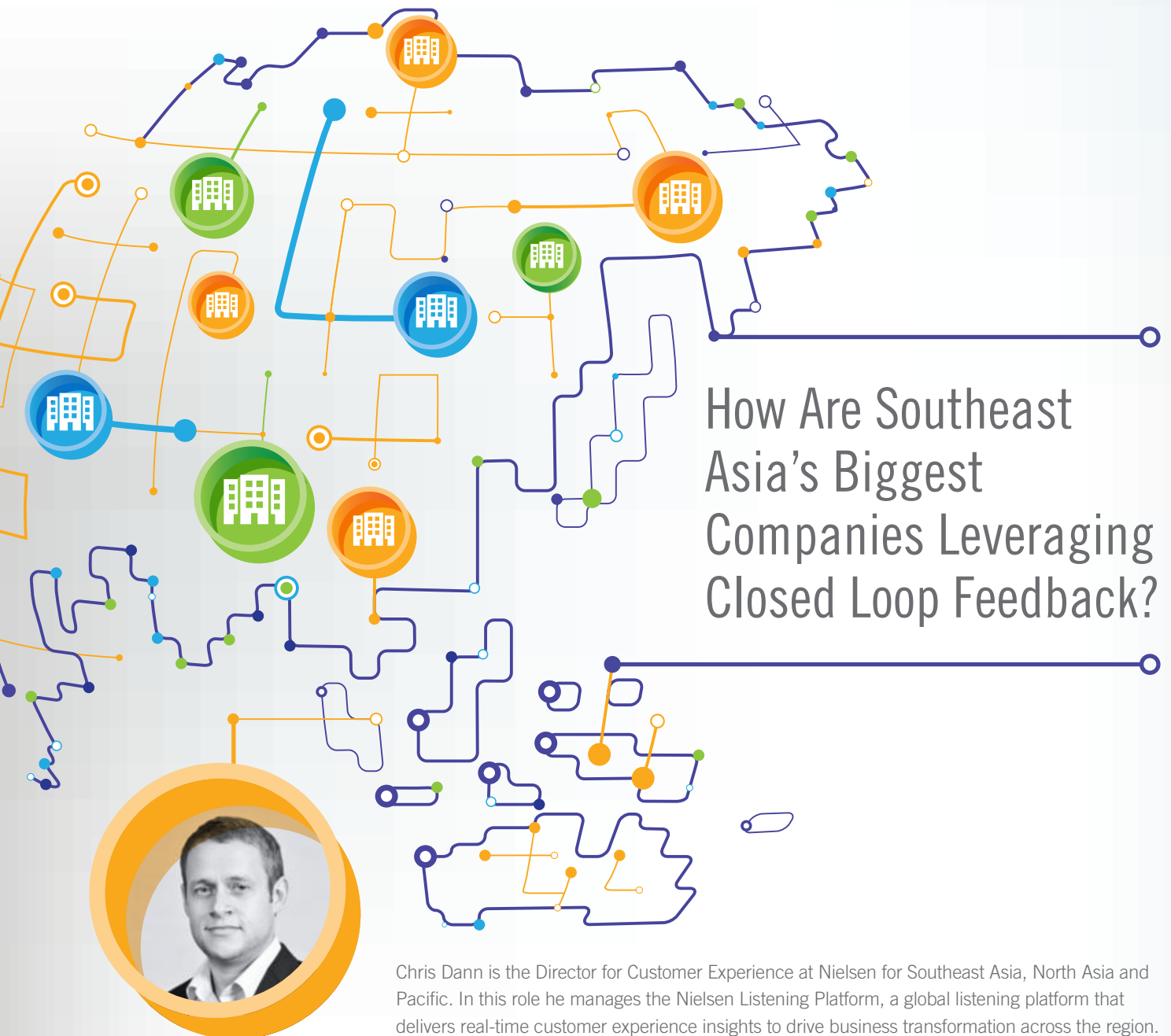


CUSTOMER EXPERIENCE BENCHMARKING REPORT:

AN ANALYSIS OF REAL-TIME RESULTS



How Are Southeast Asia's Biggest Companies Leveraging Closed Loop Feedback?

Chris Dann is the Director for Customer Experience at Nielsen for Southeast Asia, North Asia and Pacific. In this role he manages the Nielsen Listening Platform, a global listening platform that delivers real-time customer experience insights to drive business transformation across the region.

One of the hottest topics in CEM is closed loop feedback, the ability to collect and monitor customer feedback in real time and then respond, closing the loop. Whilst some companies already have this in place, others have trouble calculating the ROI and making the business case to justify the investment. To find out how companies in Southeast Asia are using closed loop feedback, Chris Dann, Director for Customer Experience at Nielsen, ran a live polling session at the CEM Asia Summit 2015, which featured the customer experience business leaders from over 300 of Asia's biggest companies. Read on to see their responses and an analysis from Chris Dann himself.

CEM Asia: Why is having a closed loop feedback system important for companies looking to enhance the customer experience?

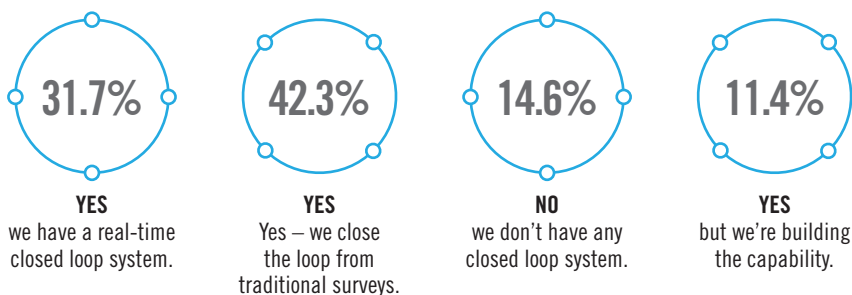
CHRIS

Our research shows that resolving customers' issues, (or recovering service) to the customers satisfaction, will actually create an uplift in their levels of loyalty to a brand to beyond that of those who didn't have an issue in the first place. Furthermore, customers who have their issues resolved then go on to speak positively about the brand, recommend the brand and ultimately spend more. This really highlights that effectively dealing with customers issues, or recovering the service, should be a key part of any service providers CX strategy.

When implemented correctly, CEM platforms can measure very granular elements of moments of truth in the customer journey. Also, due to the real-time nature of the information collection, we have found that customers provide answers based on the actual experience delivered rather than on perception, (which is usually the case with traditional survey collection). All of this aids the collection of more accurate and actionable data.

QUESTION 1:

Do you have a closed loop feedback programme in place?



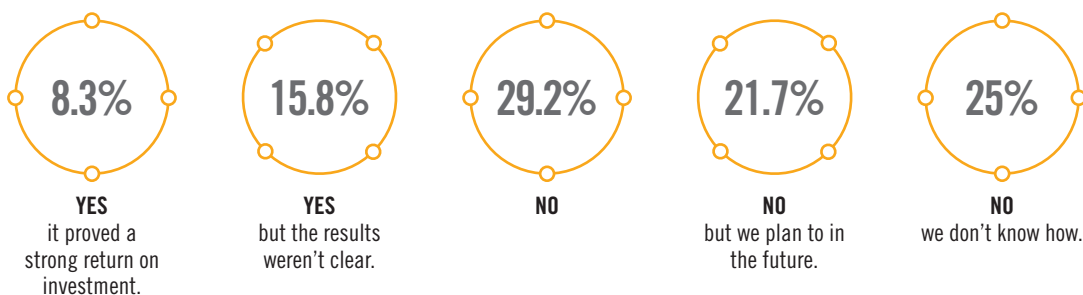
CEM Asia: Were you surprised by the ratio of respondents that had a closed loop system in place already?

CHRIS

This was surprising at first, as it seemed high, but given the audience at the CEM Asia Summit were all CX specialists, it probably makes sense. Globally it's more likely to be between 5% - 20% of companies who have a program in place. It's very encouraging that the majority of attendees are looking at this seriously in this region.

QUESTION 2:

Among those who have a closed loop feedback programme in place - have you calculated the return on investment of your closed loop feedback programme?



CEM Asia: The majority of respondents said that they had trouble calculating the ROI from closed loop feedback programmes, why do you think this is?

CHRIS

This is not surprising since there is an industry struggle to tie the CX results back to the bottom line. This is demonstrated as only 8% claimed they had managed to prove the ROI.

It's actually very easy to prove the benefits of a closed loop feedback system towards improving CX delivery – we know that our clients see a significant year-on-year improvement in their NPS. However, showing solid financial results which are directly tied to the CX improvement is difficult. Despite this, when models are built correctly, they are very powerful for clients to build a business case for further investment in their CX or expansion of their closed loop systems.

As a side to this, we now encourage our clients to not only act on negative customer feedback, (where you can easily prove ROI through retention) but also on positive feedback, because customers are more open to cross and up-sell offers after a good experience. So this is another way for clients to prove a financial return from their programmes.

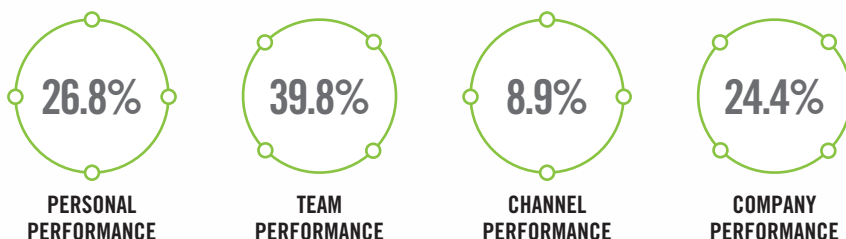
QUESTION 3:

Which customer service segment would you place your organisation in?



QUESTION 4:

To what extent do your front-lines receive/see/have access to customer feedback (select the most specific)



CHRIS CEM Asia: What is your opinion regarding the answers to question four, when you asked, “To what extent do your front-lines receive/see/have access to customer feedback?”

The results seem very high for individual level feedback. When we say “having access” we really mean a personalised dashboard for their front-line customer service agent, teller or retail assistant etc. This will show the individual level feedback of that employee, include internal operations data and show the results to all the survey questions. I think this may have been misunderstood by the audience. After talking to attendees at the conference, I think they understood this as distributing information at team meetings and posting results on intranet etc. – not individualised dashboards. The benefits of individual level feedback are huge and we encourage all our clients to consider how they can incorporate this into their programs.

QUESTION 5:

What survey metrics do you use as your KPI in your transactional CX surveys?



CHRIS CEM Asia: Most respondents indicated that their survey metrics mostly relied on measuring NPS and customer satisfaction. Does this surprise you and what are the benefits of the other lesser used metrics?

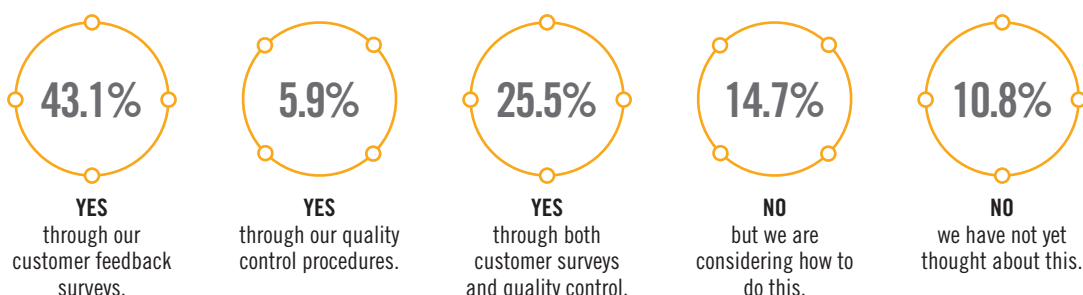
It's slightly surprising given the number of respondents that indicated they were using closed loop systems, which usually indicates a more mature CX strategy. Based on those earlier results, I would have expected the types of KPIs being used would have followed suit and evolved further in-line with the latest thinking. Despite this, we know that NPS in APAC remains a key favourite in the C-suite and these results reflect this trend.

Organisations should consider moving away from individual KPIs such as C-Sat and NPS, or combine them with other measures in an index. Granular indexes show less fluctuation and can cover rationale and emotional measures when needed to – which usually allow much more effective action to be taken.

These measures will become increasingly important as the concept of customer experience delivery moves towards “On-Brand Strategy”, which was one of the key discussion points at the CEM Asia Summit 2015. This refers to the idea that organisations will seek to differentiate themselves in service quality and experience by reinforcing their brand promises through their front line delivery.

QUESTION 6:

Do you measure the delivery of your brand promise at the frontline?



CEM Asia: It appears that most respondents, but not all, measure the delivery of their brand promise via customer feedback surveys. What advice would you give these companies?

CHRIS

While some form of brand promise may be measured through surveys, I'd be surprised if this is via a real-time closed loop feedback system. It's important that organisations start to measure whether or not they deliver differentiated service at every moment of the day – moving away from traditional sample approaches, to an almost census collection that utilises technology in real-time. This allows organisations to identify what parts of their omni-channel service actually reinforce their brand promise, engaging other functions of the business and facilitating changes to their frontline strategy to ensure on-brand delivery.

CEM Asia: How do these results compare to similar surveys in other parts of the world and what do you think the future is regarding the use of closed loop feedback systems here in Asia?

CHRIS

It's not as mature a market as the West, if you think of the CX maturity continuum then we are probably still in the earlier stages. But saying that, we do see some of the newer brands, with no legacy systems, jump straight into technology based solutions because they can do so easily.

As for the future, I predict that technology will continue to drive further adoption of CEM platforms, allowing organisations to measure their omni-channel servicing in real-time. We are already seeing organisations utilise their mobile apps for collection, or using NFC and beacon technology, all of which makes it easier for customers to provide feedback and which helps boost response rates.

This will raise the standard of customer service in Asia and widen the gap between companies that choose to differentiate themselves using customer experience and those that do not. This shift is already underway and should serve as a catalyst for companies to seize the quick wins presented by implementing or enhancing their close loop feedback system.

SAVE THE DATE FOR 2016!



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