



**CX Mystery Shopper
Awards 2017**

ACTIVEO SINGAPORE PTE LTD

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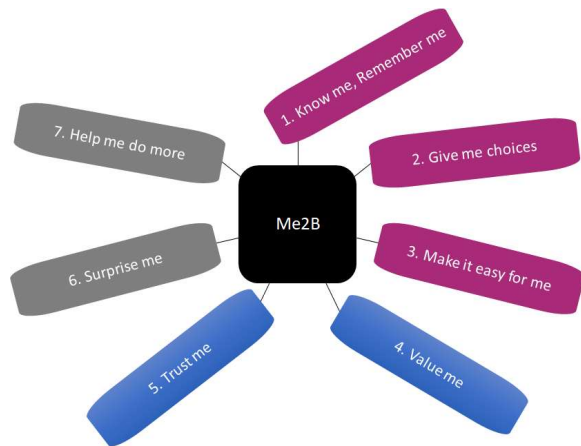
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Introduction

This white paper highlights the performance and trends by the best teams in the industry who had participated in the Contact Centre Association of Singapore (CCAS) International Awards 2017 in Singapore for Voice, Email and Webchat channels.



Methodology used for assessment - Me2B

The 7 pillars of Me2B were used as the key assessment for all the participants who joined in the Awards regardless of Voice, Email or Webchat. The Social Media channel was opened for entries, however there were no participation this year.

Background

There is a total of 8 industries with various participants from each industry. The participants are primarily from the Airline, Banking, Energy Utilities, Enterprise Software, Express Logistics, Government, Hospitality and Transportation.

Each participant is subjected to a sample size of 30 for each channel that they have entered in their Awards participation.

Fieldwork was conducted from July to August 2017, Awards were given to the following winners on 6th October 2017 at the 17th annual International CCAS's Awards Night. The winners were also published on the Straits Times newspaper on the 9th October 2017.

Customer Experience (CX) Mystery Shopper Awards	VOICE	GOLD	SP Group Delta Air Line, Inc DHL Express (Singapore) Pte Ltd		
		SILVER	Marina Bay Sands Pte Ltd Express Services Marina Bay Sands Pte Ltd Paiza Services		
			Marina Bay Sands Pte Ltd Frequent Individual Travellers United Overseas Bank Limited		
		BRONZE	SMRT Corporation Ltd		
		EMAIL	GOLD	Teledirect Pte Ltd Infocomm Media Development Authority	
			SILVER	Marina Bay Sands Pte Ltd Express Services Marina Bay Sands Pte Ltd Frequent Individual Travellers Marina Bay Sands Pte Ltd Paiza Services	
	CHAT			SILVER	Intuit Singapore Pte Ltd

Image above is extracted from the full winners' list published on the [CCAS website](#).

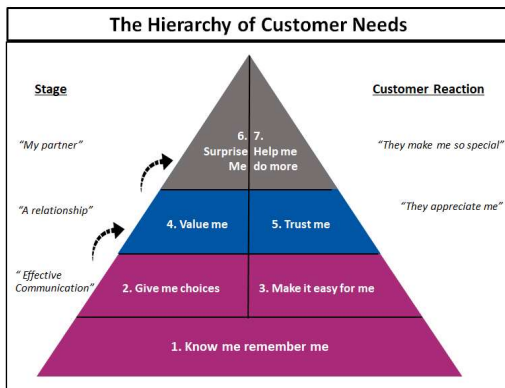
We will not be going into details on Me2B in this whitepaper, our purpose is really to share more about the industry's performance and best practices in Customer Experience, which, in this instance, are shown through the Me2B pillars that are applicable to the participants in the Mystery Shopping Audit for the Awards. The drivers under the M2B pillars are used more to validate or assess a company's Customer Experience vision and journey as a whole and should be done using various tools and methods. As such, with only Mystery Shopping, assessing only one channel per participant, and with limited customer scenarios, there are only certain drivers that we could assess and audit on.

We consider the webchat interactions similar to call conversations in terms of auditing, therefore the results were combined together with Voice for the purpose of this whitepaper.

Verbatim are provided as examples throughout the whitepaper. All the verbatim shown have been re-worded ("masked") to provide confidentiality to the participants due to the Awards Submission terms signed between the CCAS, Activeo and the participating company.

The Hierarchy of Customers' Needs

The seven customers' needs are not created equal. Like Maslow's famous hierarchy, they form a pyramid (see Figure 1.1). The first three (Know Me; Give Me Choices; Make It Easy) are fundamental to most interactions and form the bedrock for all Me2B relationships to deliver great customer experiences.



Price, Bill. Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand (p. 10).

Figure 1.1 The Hierarchy of Customer Needs.

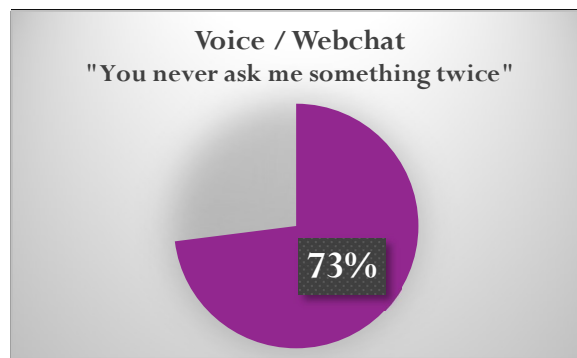
We will highlight the success and failure examples by each pillar from the dataset collected from the participants.

1. Know me, remember me

The highlighted drivers are what we assessed the participants on for this pillar.

Success Drivers	Failure Drivers
You know me everywhere and all the time.	You don't recognize me when I return or switch channels.
You never ask me something twice.	You force me to repeat myself.
You know my preferences.	Can't you remember that I've already told you what I like and dislike?
You predict my needs intelligently.	You keep suggesting things I don't want and can't even use!
You predict my needs intelligently.	You keep suggesting things I don't want and can't even use!
You know me and mine.	But we're the same household!
You know when I don't want to be known.	Leave me alone!

Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand (Table 2.1).



Most of the failures came from primarily human factors when the Agents did not listen effectively and hence causing a repeat. There were a few cases where the Customers had to repeat themselves when they were transferred to another department.

Failure examples:

- "How old did you mention your child is again?"
- "Sorry Mdm, which country are you looking at again?"



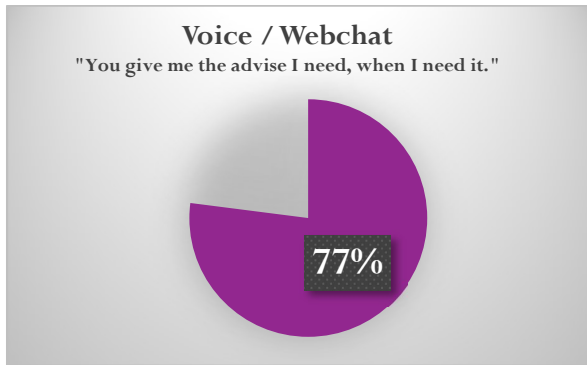
Admittedly, tracking and making sure that all Customer’s questions are answered is definitely much easier in an Email setting vs Voice.

2. Give me choices

The highlighted drivers are what we assessed the participants on for this pillar.

Success Drivers	Failure Drivers
You let me choose “what” and “how much.”	You restrict my purchase range or volume for no good reason and without providing an incentive for me.
You let me decide how and where I do things.	You only offer one purchase channel or require me to return to same channel (or location, even worse) where I made the purchase.
I can do it on my time.	You restrict me to hours of operation that don't fit my schedule or time zone.
You give me the advice that I need, when I need it.	Your product information is clearly promotional, limited, or overly filtered, introducing doubt or confusion.
I get to control with whom I work.	You force me to work with someone who doesn't appreciate me or doesn't speak the same language as I do. (For example, I keep meeting a new salesperson when I've been a very frequent shopper.)
You let me design it.	Your way doesn't always fit my needs, and you won't let me help.

Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand. Table 3.1 The Customer's Experience of Success and Failure



This driver is more applicable to assess real-time channels such as Voice / Webchat.

Since the easier and straight forward questions are mostly filtered off by self-serve options, we expect that the skills and knowledge set of the Agents are higher and are able to question and provide solutions / alternatives.

Successful examples:

- *“Understand you are celebrating your wedding anniversary, I would like to congratulate you on that. For the room, I have several recommendation- one of which is the Mayflower suite with city view- it’s mostly for couples who are celebrating wedding anniversaries. The other room that you can consider would be....”*
- *“I recall that you're in the retail line, let me share with you an article on how to set up your product...”
May I know where your business is coming from so that I could provide you a link for you to try our free trial?*
- *“Based on the number of people staying, I would suggest you book two rooms ... and book an extra bed for the children.”*

Failure examples:

- *“Unfortunately, Mdm, there is no other available person who can answer your query.”*
- *“It might be included, not guaranteed.”*



For Email, this is usually when the Agent offered more than one channel to the Customer to complete their query/transaction. A failure would be when the Customers are restricted to only one channel with no good reason provided.

Successful examples:

- *“Yes, beside registering online, you can go to any of our counters to sign up as a member.”*

- "If you require any further assistance, please do not hesitate to contact us via on 1234567 and email us at example@abccompany..."
- "Application form can be downloaded from our website at http://www.abc... and physical copies can be found at XX centres."

Failure examples:

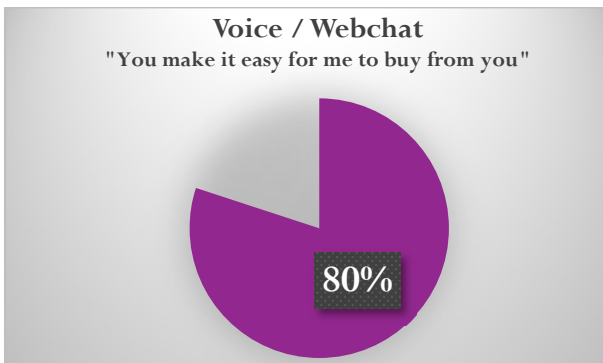
- "You need to visit us at our counter to proceed with..."

3. You make it easy for me

The highlighted drivers are what we assessed the participants on for this pillar.

Success Drivers	Failure Drivers
You make it easy for me to buy from you.	You delay me or confuse me when I want to buy something from you.
You allow me to use your product or service without contacting you.	You insist on phone conversation or other personal contact when self-service would work better. (The same principle applies in reverse when the customer does want to make contact.)
You let me make the process easy for me.	You make me jump through your hoops, repeating known information or following tortuous paths.
You don't make me have to learn to navigate your organization.	I would require an org chart to find the right department when I don't even know, or want to know, how you're organized.
You get it right for me the first time—or if not, you fix it once and for all.	I keep running into the same blocks; I get no resolution from my previous request for help; it's like being stuck in the movie Groundhog Day.
You don't ask me about my effort.	You send me a survey asking how hard it is when I already wasted thirty minutes trying to figure out what to do.

Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand. Table 4.1 The Customer's Experience of Success and Failure

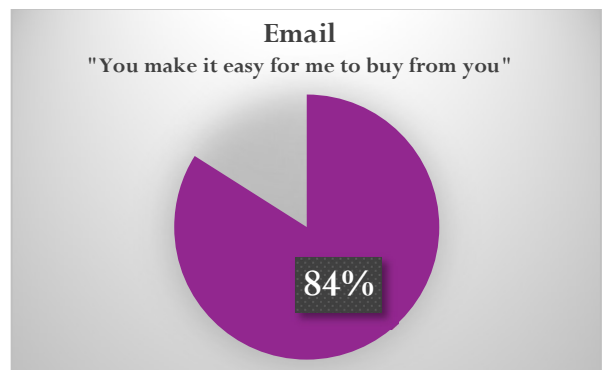


Making it easy for the Customers has increasingly become an important attribute in organizations, especially when you see more management using indicators such as Net Easy Score, Customer Effort Score, Customer Easy Score, etc.

In the scenario of a voice conversation, to make it easy for the Customers to 'buy' something from you, it requires attentiveness, listening skills and proactiveness to allow an Agent to provide the right level of information and assistance to make things easier for their Customers.

Successful examples:

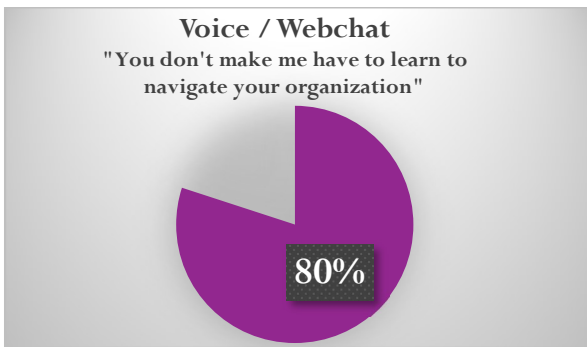
- "May I know which country are you located as well? For Singapore version, please subscribe under Singapore's website <www...>"
- "Would you like to stick to this for now, because we have a cancellation from now to midnight, would you like to secure your fare?"
- "Do you need me to schedule any booking for you today?"
- "You can proceed with the registration online or otherwise, you can let me know your address, I can proceed to mail the form for your registration."



Email is not always the easiest channel to buy something from. By proactively providing the direct channel/link or even offering to complete it via the email channel is commendable for any transaction-based enquiry. Achieving 84% across all participants is a good indication that this is thought through and is executed well within.

Successful examples:

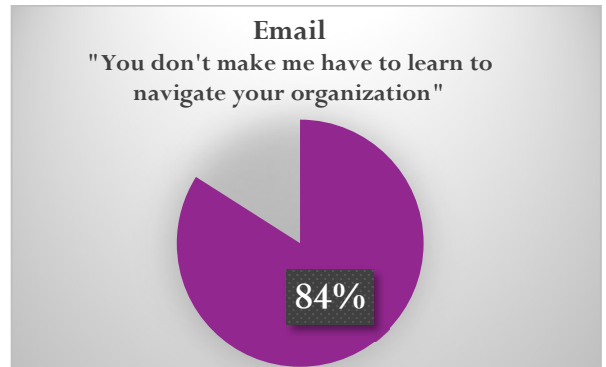
- "If you are interested in booking a room with us, please feel free to contact our room reservations team via email at Or on 1234 5678."
- "Could you provide the following details and complete the attached credit card form to confirm reservation?"
- "For your convenience, you can click on this link for a list of our participating partner outlets to redeem your rewards points."
- "Please complete the application form attached and mail it together with the necessary supporting documents via post to relevant XXX. Alternatively, you may request for a hard copy of the application form at any of our XXX."



80% of the audits did not require the Customer to find their own way to the right department/team.

Failure examples:

- "I can provide the direct in-house reservation number in China"
- "I can provide you with the direct number for you to contact them"
- "You have to call back this number and press 1 to get through the correct team for your enquiry"



In Email, it is probably easier to deflect the enquiry by informing the Customer that they have to reach out to another department, however we see a surprising high percentage where Emails are being tracked and forwarded on behalf of the Customers which is highly commendable.

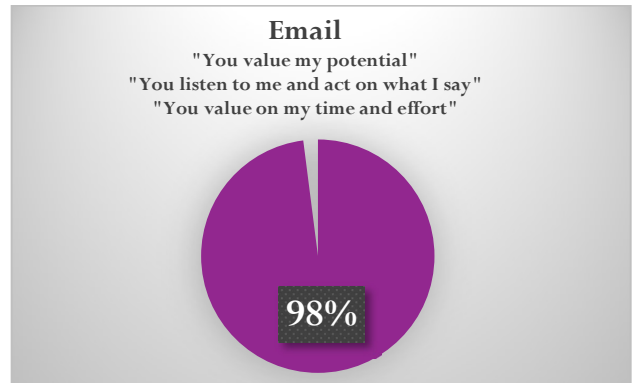
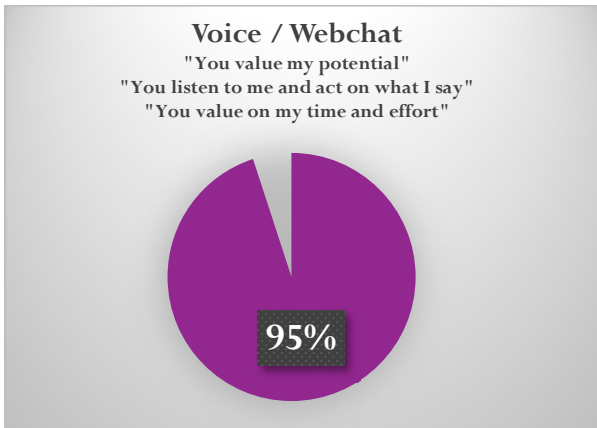
- "I have forwarded your group to our XX dept who is currently looking into the matter."

4. You value me

The highlighted drivers are what we assessed the participants on for this pillar.

Success Drivers	Failure Drivers
You value my potential.	You treat customers well only if they have already produced large amounts of revenue.
You value the length and depth of my relationship with you.	You offer me discounts to join and then full rates after a few months.
You listen to me and act on what I say.	You force me to give feedback in ways and at times that I don't want to.
You value my time and effort.	You see company and staff time as more important than mine. You make me wait frequently and repeat information and processes.
You make sure your partners value me as you do.	Your partners and related businesses show no understanding of my relationship with you.

Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand. Table 5.1 The Customer's Experience of Success and Failure



Before conducting the Mystery Shopping Audit, this is a pillar that we thought it would not be well represented and in fact, we were pleasantly amazed at the effort that each company displayed in how they paraphrase, in showing how they value their customers over the phone.

- "Do note that we offer 10% discount for our online member. It is applicable for all?"
- "Just to let you know that you can secure the current rate and it's cancellable within 24hours."
- "I suggest you to reserve your room first. You can cancel it anytime, 5 days before the reservation date."
- "It would be great if you can give our free trial accounts a go and see if you are comfortable with it. The trial account is available for 30days."
- "May I know where is your business located? Let me get the website link with current market discount rate."
- "Please note that the ABC version, you will be paying only \$9.99/month instead of \$99.00/month. The discount is good for the first 12 months."
- "But it's actually a brilliant idea to have a phone support and please know that we are taking that one into consideration."
- "Thank you for your feedback on the details of XYZ Restaurant."

Email is much more straight forward in terms of identifying the words used to value a Customer, however it is also much more mechanical or rather standard words were used which will likely not register with the Customer when compared with a voice conversation.

- "We appreciate you writing in to provide us with constructive feedback for service improvements."

5. You trust me

There are no highlighted drivers here as we were not able to assess the participants for this pillar due to the nature of this audit.

Success Drivers	Failure Drivers
You don't tar me with the same brush.	You treat all customers as not worthy of trust because of the actions of a few.
You don't impose an arbitrary policy on me, and you allow exceptions.	You have no room to maneuver even in a situation that is exceptional.
You trust my version of events without my jumping through hoops.	You force the customer to prove things with documents and physical evidence.
You enable me to trust you.	You provide misleading or dubious data and fail to keep some (or most) of your promises.
You trust me to advise others.	You stamp out customer commentary in social and other media.

Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand. Table 6.1 The Customer's Experience of Success and Failure

6. You surprise me

The highlighted drivers are what we assessed the participants on for this pillar.

Success Drivers	Failure Drivers
You do more than I expect at key moments and delight me with random acts of kindness.	You do the bare minimum to satisfy me and say it's not your problem.
You make the complex world simple for me.	You make everything more complicated.
You treat me like a new customer all the time.	You treat me as a commodity once I'm on board, and only give the best deals to attract new customers.
You only surprise me when it is appropriate.	You surprise me when it is inconvenient.
You do things I didn't think or know were possible.	You just meet my expectations.
When you fail me, you do more than just fix it.	You barely fix problems you make.

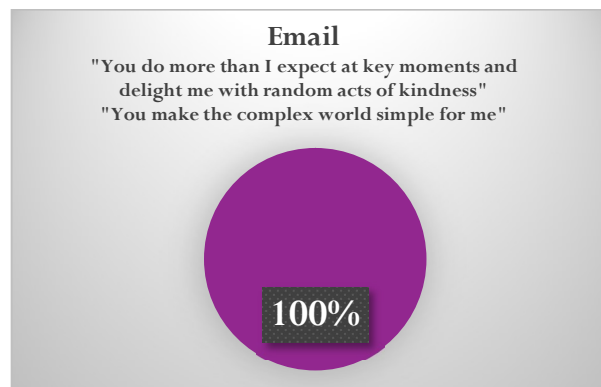
Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand. Table 7.1 The Customer's Experience of Success and Failure



Again, this pillar being high in the hierarchy of Customer needs, we did not expect that the performance of surprising a Customer would be very evident. However, in the case where we were only able to audit 2 drivers, the delightful act of kindness especially through thoughtfulness for the Customer and making it simpler was extremely commendable.

Successful examples:

- "Let me guide you the steps to create it."
- "Let me help you further, in the web link that I sent you, you will see the 'Important pricing terms, offer details and disclosures' below the page."
- "Allow me to do another thorough check in our system."
- "There are two ways to do it, let me explain to you..."



In voice / chat conversations, you are still able to build rapport with the Customer which will result in that random acts of kindness and that is evidently tough to do so in an Email setting. To see it somewhat being done in Email is good effort shown by the organizations.

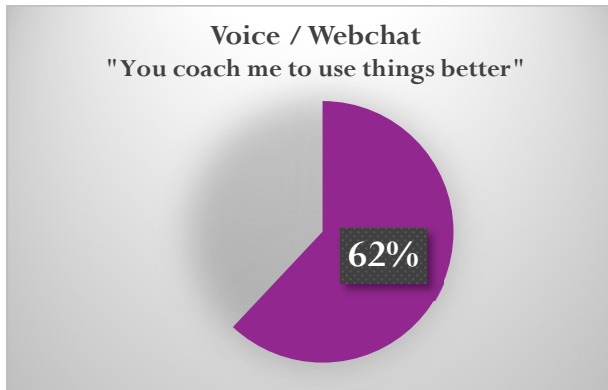
- "I will like to recommend you the new restaurant called ABC and XYZ. For the month of August 2017, enjoy a 20% off total bill."
- "As for the rates, if they wish to call to Spain, the IDD charge is SGD\$1.50 per minute and for local call, it is chargeable at SGD\$0.50 per call."

7. You help me do more

The highlighted drivers are what we assessed the participants on for this pillar.

Success Drivers	Failure Drivers
You support me beyond the product.	You do the bare minimum to sell this product or service.
You coach me to use things better.	You leave me on my own and hope I work it out.
You help me use less of your stuff.	You sell me things I don't need.
You help me look forward.	Once you have sold to me, you move on to the next sale.
You help me get things that I didn't think I could.	You only care about the purchase of these products.

Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand. Table 8.1 The Customer's Experience of Success and Failure



Being the pillar on the highest hierarchy of the Customer's needs, a performance of 62% is not surprising but definitely encouraging as coaching or advising a customer requires more skills, as well as understanding a product to be confident enough to advise / coach a Customer to use their products /services better.

Successful examples:

- "I recall that you're in the retail line, let me share with you an article on how to set up your product. Fees for the account and can get up to 6 users."
- "When you click on the flights, there is an option for you to continue and it will bring you to a different page already. Then the changeable are highlighted in blue"
- "Note that after you have successfully registered, you are entitled 10 % discount for ABC, XYZ per month, also you

wish to visit our HFG, there will be a 10% offer à la carte and packages."

- "In the future, if you are not around, you may want to consider calling us to arrange for a meter reading."



In an Email setting, coaching/advising is tougher, however sharing of additional information is definitely easier, which are shown in the examples below.

- "You can press on the link below for more information <http://...> You may consider bringing your family to watch the show. Location... Admission... Show times..."
- "In the meantime, please note that some packages need full prepayment upon reservation so please check the Terms and conditions when booking"
- "We would like to take this opportunity to share that a safety mechanism in the system..."

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The methodology of Me2B was extracted from Your Customer Rules! Delivering the Me2B Experiences that today's Customers demand, authored by Bill Price, David Jaffe (Authors of The Best Service Is No Service).

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