The New Rules of Customer Service

Enabling a personal, timely and seamless experience

Five key considerations for organizations as they adapt, modernize and optimize their customer service strategy

The pandemic has accelerated the shift to digital across industries. While many organizations have rapidly upgraded and adapted their sales capabilities to respond to this market disruption, the same cannot be said of the service function.

There is no question that organizations must adapt their service capabilities by incorporating more self-service channels, integrating service as part of the digital supply chain and leveraging advanced technologies to automate routine tasks, as well as augment the agent experience.

At the same time, organizations cannot fall into the trap of deploying point solutions without developing a broader service strategy— one that leverages customer service channels as a means of driving revenue growth, building loyalty and affinity and serving as a differentiator for the brand. This is especially important given the phenomenal growth of eCommerce, the very emergence of which has created the need for new and specialized service.

In this paper, we explore five new rules of customer service that can guide organizations as they adapt, modernize and optimize their service offering.

1 Ensure all KPIs are linked to actionable insights through data-driven customer service decisioning.

In the quest for efficiency, organizations need to think in practical terms, defining those key performance indicators (KPIs) and metrics, such as the first contact resolution (FCR), average resolution time, the abandon rate of calls/chats, and customer satisfaction score that can help the business measure the speed and efficacy of their service function.

Feedback from customers is another important component that helps the business understand where improvements can be made. Monitoring the feedback loop and extracting actionable insights helps organizations deliver the enhanced customer experience across the service channels.

"Taken together, measurable KPIs and pointed feedback will help the business better organize and optimize customer service," says Julien Leblois, Vice President, Customer Experience Transformation, Europe SBU.

"It's a matter of redesigning the customer journey so that people gravitate to the channels that deliver the best experience to the customer and the most efficiency to the business."

"The customer journey doesn't stop once the service or product is delivered," adds Kim Zelders, Principal Solution Architect, SAP Center of Excellence, The Netherlands. *"In fact, the journey kicks into another gear where the goal is to continue to deliver value to the customer."*

As such, it's important to ensure that the feedback and KPIs drive action within the business.

"In some cases, the business takes a "set it and forget it" approach to KPIs," notes Kim. *"The real value isn't in tracking metrics but rather taking that information and developing insights that, when applied to the business, can improve overall performance."*

> **Budgets are decreasing at the same time customer expectations are rising. Organizations must find ways to create a customer experience that presents the ideal service channel — be it a self-service portal, chat bot or augmented agent — to address customer needs in the most efficient way and generate the maximum impact for the business."**
>
> **Sarah Bell**
> SAP CX Practice Lead, UK

Exploring Customer Experience KPIs

Improve Customer Service Experience	Increase customer engagement/ satisfaction	• Customer knowledge • Increase client centricity • Customer journey with process guidance for each service type • Feedback management (e.g. claim management, surveys) • Service quality monitoring, analysis and insights • Loyalty programs
	Optimize customer journey	• Customer journey analytics • Design of customer journeys • Optimize channels • Develop new service channels • Develop omni-channel customer experience strategy

01

Case Study:
Sustaining growth by driving contact center productivity

After experiencing a sustained period of organic growth, a global retailer realized that their contact centers were under-resourced, which negatively impacted employee productivity. The organization engaged Capgemini to conduct an operational review across seven markets and create a tailored work program to serve the needs of each market.

Program components:

Maturity Index Assessment: Delivery of an external review and a dimensioning analysis which identified core challenges and their root causes, as well as a future state vision for all contact centers.

Foundational Investments: Delivery of the foundational changes required to stabilize operations and enable the roadmap for the future capability.

Hothouse Program: Implement a rapid improvement program through quick test-and-learns, to demonstrate gains across a range of benefits, including in customer experience, employee satisfaction, capacity release, revenue generation and cost reinvestment.

Introduced web chat, with 80% Customer Satisfaction

Increased Employee Satisfaction scores by 9% incrementally

2 Omnichannel service is now… channel-less is next.

Most organizations offer customers a variety of service channels: phone; chat; in-store; self-service portals; social media; e-mail; mail; video chats… the list goes on and on. Over the years, many organizations have managed to fold these disparate channels into an omnichannel strategy—by which we mean they have connected the channels and platforms through centralized data and real-time updates.

However, what sometimes gets overlooked in an omnichannel strategy is the customer experience itself. Though an omnichannel strategy connects the different communication platforms for the business, it often still results in a disconnected experience for the user.

Businesses must begin to adopt a channel-less mindset to customer service—one that is organized not around the channel or the business, but the customer experience.

"Most omnichannel strategies still segment customer service efforts by channel because it's the simplest way for the business to organize and action many different request streams," explains Julien. *"However, that approach is counter-intuitive in that sorting by channel and creating processes according to a communication path does not optimize the experience for the customer."*

A channel-less approach is focused exclusively on the customer experience. In this approach, businesses do not distinguish between channels. In so doing, the business creates a centralized repository of all customer requests and interactions. By removing the barriers between channels at the outset, it becomes easier for the organization to serve the customer continuously throughout the journey, even if the person switches channels.

Assuming a channel-less mindset is especially important given that new channels are continuing to emerge while existing channels are in a constant state of evolution. Brands that fail to unite all of these capabilities in service to a single, unified customer experience run the risk of creating new inefficiencies in the business or in advertently building silos between the functions.

"In the future, customer service must increase the application of face-to-face video communications, real-time messaging and augmented reality (AR)," agrees Sarah. *"This is due to the rise of artificial intelligence-enabled service professionals, as well as the emergence of social media as a mainstream channel for customer service."*

This is an especially important point for customer issues that cannot be resolved during an initial contact.

"Customer service isn't just about the first call, it's also about the delivery of the service and communication throughout the process," explains Simon Rixon, Utilities Industry Principal at Capgemini. *"There is now a far greater push to think about service not in terms of channel and integration, but about that total customer experience—from call to resolution."*

3 Service must be proactive, pragmatic and timely.

Most customers understand that resolving their issue will take time. However, few are willing to wait indefinitely while the company processes their case.

Communicating with the customer throughout the process and letting them know the status of their case, the next steps and an estimated resolution timeline can help establish that the organization values the customer and their time. It goes a long way in building a loyal relationship.

Avoiding handoffs from one department to another can also help customers feel a sense of continuity in their case. This isn't just a matter of peace of mind for the customer—it also helps the service function operate more efficiently.

"A poor service interaction can have a snowball effect," warns Simon. *"When companies communicate proactively throughout the resolution process and provide a clear sense of timing, people are less likely to place another call, or try a second channel."*

Another important aspect of customer communication is around prioritization. This can be done when there is a huge influx of customer requests.

One example occurred during COVID-19 pandemic when travel plans for millions of people were cancelled virtually overnight. Many airlines recorded messages for their call lines and added instructions to their website requesting that customers who did not have immediate travel plans kindly wait so that the business could serve other customers whose needs were more urgent.

In true emergency situations, customers can be quite accommodating of the need to prioritize service. At the same time, businesses should also consider how to structure their service function so that it is relatively easy to reconfigure resources to support certain channels or cases in the event of a major issue.

"The classic 9-to-5 service window is no longer applicable," explains Kim. *"It's a 24/7 world and the always-on customer expects immediate, continuous, high-quality service."*

"

Scalability is an important factor in service. That's one advantage of a cloud-based system. With the cloud, you have the option to scale the solution, to add people and resources when and where they're needed."

Simon Rixon
Utilities Industry Principal at Capgemini

02

Case Study:

Driving consistent, profitable growth through a data-driven service function

A leading chemicals company wanted to drive consistent, profitable growth by optimizing business processes. The organization engaged Capgemini to develop a compelling omni-channel experience for customers and customer-facing employees. As part of the engagement, Capgemini implemented SAP Sales Cloud, which united the organization's data into a single cloud-based repository. This was used as the foundation for the deployment of SAP Sales Cloud and SAP Marketing Cloud to transform the respective business functions.

Over 80% adoption of the solution as a single source of truth

4 The ecosystem must be expanded to include extended customer service.

The rise of self-service channels has empowered countless customers. In fact, many prefer to solve their issues on their own terms as opposed to using traditional service channels, such as call centers.

"From the customer's point of view, the most important factor is that their problem is solved," notes Simon. *Whether that requires a conversation with an agent, using a self-service channel or watching an instructional video is really beside the point."*

As a result, brands can now consider a natural extension of the service function to include customer-owned channels, such as public forums, video tutorials and other content developed by customers to help others solve issues, share recommendations or otherwise interact as a community.

One of the most popular examples of this trend is video tutorials. Many customers begin their troubleshooting process on platforms like YouTube when they need to repair appliances or electronic equipment, operate products, troubleshoot technical issues or maintain a purchase.

"Extended customer service is an important concept for brands," notes Kim. *"In some cases, people are bypassing the official channels and crowdsourcing their repairs or maintenance. Ultimately the brand needs to decide how these platforms fit into the service strategy, and what opportunities exist to optimize them."*

5 Service is technology-enabled, human-led.

To launch a modern customer service strategy, brands need to be able to do three main things:

1. Access the right data to inform the business and create a strong knowledge base.
2. Apply the right technology and analytics to draw actionable insights out of the data in real time.
3. Build their internal capabilities to apply those insights when interacting with the customer.

Technologies like speech to text conversion and AI-generated next best action recommendations can help brands evolve the customer experience.

At the same time, brands should think of technology as an enabler, as opposed to the solution itself. The service function still requires human oversight and interaction.

"Champions of customer service have found the optimal balance between automation and technology-enabled recommendations and the capacity of the agent to act independently," explains Julien. *"Customer service may be making use of digital technologies, but the function will continue to be human-led."*

In addition, delivering personal customer experience with augmented agents is crucial for tackling deeper, high-value and complex requests and interactions.

"The agent is augmented by the system, but he or she is still responsible for driving the experience. We are giving them the tools to do more quickly, the information to make more precise and relevant recommendations," notes Julien. *"Technology can guide the interaction, but it cannot replicate the human experience."*

Finally, it will be necessary for organizations that have not yet embraced technology within the channel to do so.

> **Service is the new sales. Organizations must consider how they can break the silos between sales and service and merge these two touchpoints in order to create efficiencies for both the customer and the business."**
>
> **Kim Zelders**
> Principal Solution Architect, SAP Center of Excellence
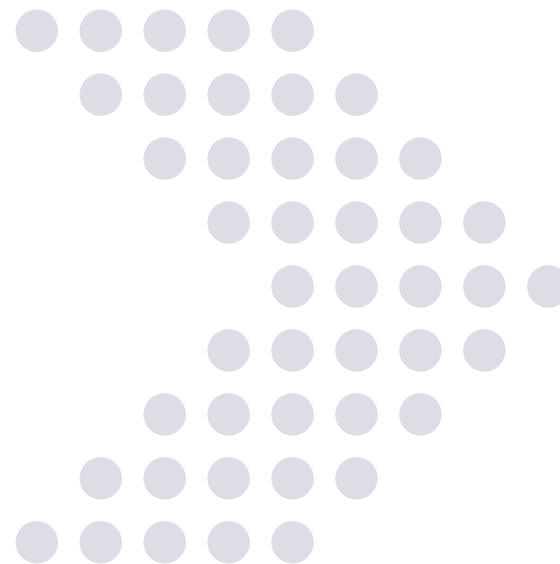
03

Case Study:
Supporting global growth through a next-generation customer care approach

One of the world's largest office and work solution providers had an ambitious goal to grow 25% in two years. Standing in the way was a customer service function that lacked human and technical resources to handle complex customer requests.

The organization engaged Capgemini to help them design the vision for an omnichannel customer care approach, both on the customer and the employee side. The project included:

CUSTOMER CARE

- Recommendations for personalized management of customer requests based on segmentation.
- Implementation of self-service tools to increase customer satisfaction and easily manage simple requests.

- Definition of target customer journeys to ensure an end-to-end vision on customer interactions.

AGENT EMPOWERMENT

- Deliver a benchmark of relevant tools to improve customer request management, employee satisfaction and data collection.
- Design the transformation agenda, including a cultural shift to a more sales-oriented approach.

- Shift the service model to focus on building lasting relationships, as opposed to completing transactions.

5 critical customer journeys created

Estimated 15% reduction of Cost-to-Serve

# Designing the service function of the future with Capgemini and SAP

In order to address these new rules of service, organizations must rethink their service function and strategy to meet the needs of the customer—delivering personalized, effective and fast service at every stage of the customer journey.

With advanced domain expertise, transformation capabilities, business accelerators and technology expertise, we help clients:

- Define and execute a holistic service strategy that is built around the experience, as opposed to individual channels
- Create a single view of the customer to better serve them, based on service history and interactions with other departments
- Use AI, machine learning (ML) and other advanced technologies to automate routine and recurring customer communications and take relevant actions
- Oversee the change management aspect of the service revolution across business functions and with agents
- Leverage automation, the cloud and advanced technologies to execute at scale

Our Methodology

Domain Expertise + Accelerators + Automation = Execution at Scale
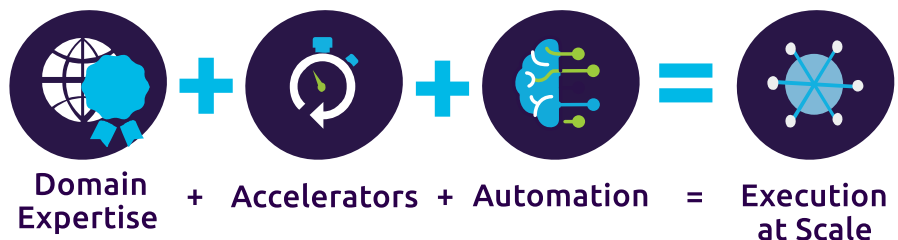
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Case Study:
Securing sustainable growth through a first-class customer experience

A global industrial materials provider wanted to improve efficiency within the customer service function through channel harmonization and enhanced data quality. The organization engaged Capgemini to define a new service strategy and transformation target.

Core components:

- Define vision and target blueprint for the future Service strategy with clear recommendations to create a strategic, elevated service.
- Design a two-year prioritization roadmap, including digital tools optimization and metrics monitoring, to drive a gradual program implementation, and a cultural shift from product to service.
- Develop a mock-up for the "quote to order workflow" process for Sales and Customer Service teams.
- Deliver detailed specifications for a digital tool based on the Salesforce platform.

Estimated 30% reduction of low-added value tasks

Putting the five new rules of service into action with Capgemini and SAP Service Cloud

SAP Service Cloud provides the foundation and technical capabilities from which organizations can build the service function of the future.

Capgemini, a long-time strategic partner of SAP, is uniquely positioned to help organizations craft a comprehensive service strategy that leverages the full capabilities of SAP Service Cloud. Our proven track record in delivering SAP Service Cloud solutions, particularly within the retail, utilities and public sectors, has established our organization as an ideal partner to help businesses revolutionize their customer service function.

Executing the five new rules of Service

Improving performance and efficiency through actionable insights

- SAP Service Cloud offers service analytics and **Capgemini's Customer Experience offering** helps organizations with real-time insights into the team's performance across KPIs.
- SAP Service Cloud integrates with the business enterprise applications, providing access to real-time data and insights that will help agents make the best possible customer service decisions.
- Capgemini's market-leading business consulting and transformation experts oversee all aspects of the service strategy and program integration, helping organizations ensure they are identifying the right metrics to drive actionable insights.

Embracing a channel-less approach

- Capgemini is at the forefront of the shift to a **channel-less service strategy**, helping businesses organize all channels and resources in service to the customer experience. Our **Next Generation Contact Center** captures and understands customers' feedback and sentiments in real time across all channels, enabling a customer-first service function.
- SAP Service Cloud offers multi-channel ticketing that enables a unified agent experience across all interaction channels, including email, web, chat and phone.
- SAP Service Cloud provides self service tools, enabling organizations to provide 24/7 support to customers and reduce contact volumes in customer service.

Shifting to proactive and pragmatic service

- SAP Service Cloud offers Knowledge Management, equipping service agents with integrated information from the business's existing knowledge base so they can respond intelligently and consistently in real time.
- **Capgemini's best-in-class data, analytics and intelligent automation** capabilities ensure that insights from SAP Service Cloud support all aspects of the organization's broader service strategy, as well as the organization's overarching transformation agenda.

Benefits of SAP Service Cloud

- **Unified omnichannel customer experience across digital, phone and ecommerce**

- **360° view of the customer for fast and personalized customer service**

- **Improved SLA estimation and service level reporting**

- **Increased automation and efficiency through artificial intelligence and machine learning**

- **Increased service agent efficiency and productivity**

Leveraging extended service channels

- SAP Service Cloud supports social media channels and allows the business to provide seamless service in social media.
- Capgemini's expertise in new and emerging service channels, as well as deep content creation and optimization capabilities, helps organizations drive **"personalization at scale."**

Ensuring a human connection

- SAP provides intelligent technologies like AI and ML that automate and accelerate service processes and enable service agents to be more efficient.
- SAP Service Cloud provides the underlying technology that supports agents in delivering faster, more efficient service responses.
- Capgemini's **Field Service solution** is a business accelerator that helps organizations transform their field service function and position it as both an engagement driver and a profit center.
- Capgemini's leading change management capabilities ensures that all aspects of the business, including agents, are equipped and excited to execute the new service strategy.

Conclusion

Service is the new Sales. If you agree with that statement, then chances are your organization needs to take bold and deliberate steps in order to activate service-enabled revenue opportunities.

Capgemini's service experts—and our dedicated SAP Service Cloud team—are here to help your organization adapt, modernize and optimize its service function so that it delivers the maximum value to the business and a superior experience to customers.

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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