

BearingPoint®

Customer Experience 2023

**Excellence
on all fronts**





Editorial

As a result of successive crises - economic, health, geopolitical, etc. - customer relationship management has been turmoiled.

The return of inflation and the critical environmental and geopolitical situations have been impacting all individuals: citizens, users, members or consumers. The above events have been changing their relationship to the world – and that includes the companies of which they are clients/users.

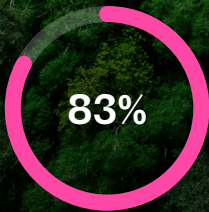
The increase in contact digitalization and automation did not have the desired effect on reducing the number of inquiries, and customer services are struggling to respond to increasingly complex requests.

In a society calling for sobriety, with weakened and weary customers and employees to be re-engaged, companies and public institutions will have to be on all fronts to hope to maintain a good level of customer satisfaction. Quality of execution, simplicity, autonomy, personalization, emotion... All the ingredients must be there, as customers will not make any compromise!

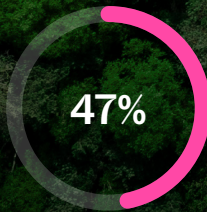
To re-launch this quest for excellence and meaning in a changing world, we are pleased to share with you the Customer Experience 2023 trends. Do not hesitate to share your feedback with us!

TREND N°1

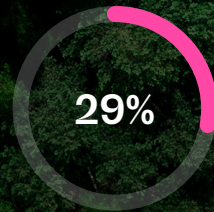
A responsible experience



Customers consider it important that the company behaves responsibly



Customers consider that a responsible approach is a determining factor in their choice to be a customer of a company



Customers feel that the company is indeed behaving responsibly

What are we talking about?

47% of customers make “responsibility” a key criterion in their choice to purchase from a company. Successive crises have been accelerating this topic, which is not the exclusive scope of the CEO or CSR department anymore. For the CXO, the entire customer experience system must be questioned to rethink a more ethical and responsible experience: what digitalization and “zero waste” policy? What is the carbon impact of my flows and tools? What security for customer data? What fairness in practices? What autonomy for employees?

How to get started?

Initially, the link must be made between responsible customer relationship, the company’s purpose and its CSR strategy. Defining and implementing responsibility in the processes then allows to provide concrete proofs (e.g. location/labelling of customer relationship centers, scoring of suppliers, customer commitment charter, choice of eco-responsible alternatives, guarantees on data protection and transparency, etc.).

Good practice



Rent bikes and act responsibly: Decathlon offers a new service based on re-use with a rental system for children’s bikes. Also with My Decat’club, customers earn loyalty points through responsible actions.



Support for jobseekers: MACIF covers part of the insurance premiums to enable members who are unemployed and have a significant loss of income to continue to be insured.



Second-hand corner:

Kiabi is offering a second-hand clothing corner in its shops as part of a circular economy approach.

TREND N°2

A proactive experience



<30%

Companies believe in using data effectively and having a unified view of the customer

54%

Customers say that most companies do not use their data in their favour

58%

Customers feel that their digital experience lacks personalization

What are we talking about?

Customers expect brands to provide a personalised and proactive experience. 63% of them even say they are in favour of sharing their personal data in exchange for an adapted service. Companies, on the other hand, have an interest in improving their proactivity to reduce the number of incoming calls to their customer services.

However, too few companies feel that they are effectively using customer data for this purpose. Cross-referencing customer feedback (opinions, complaints, etc.) with demographic, CRM or customer journey data is a key step in designing individualised journeys and proactive actions. This data also helps to demonstrate the ROI of projects by correlating customer satisfaction and financial performance results with statistical models.

How to get started?

Accelerate data governance issues, consolidate customer knowledge, build and test use cases on proactive actions supported by predictive platforms such as deep learning and reinforcement learning.

Good practice



Self-repair of its Internet installation. This solution, based on the analysis of thousands of data points generated in real time on the network, allows us to propose the right solution to the customer's problem.

SEPHORA

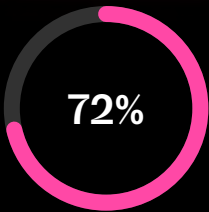
Adapting its offer and services in real time. Implementation of a system of algorithms allowing a predictive analysis of the impact of different factors (daily marketing plans, site navigation data) on e-commerce sales forecasts.



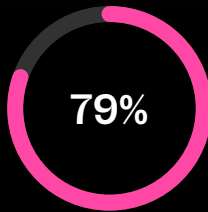
Combat customer journey irritants. Data analysis of all customer journeys to identify friction points and implement corrective actions.

TREND N°3

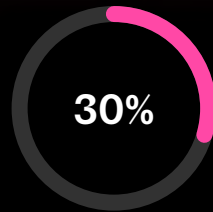
An orchestrated experience



Consumers prefer to find the answer without going through a customer service



Companies do not think that customers can easily contact them



Customer service organisations deliver proactive customer service using AI, process orchestration and continuous intelligence

What are we talking about?

The development of automation (AI, RPA, etc.), self-care (chatbot, dematerialised paths, etc.) and digital uses (social networks, etc.) imposes a new channel mix on companies. Moreover, customers are no longer satisfied with a standard path but create their own path according to the channels available to them: call, chat, web portal. This forces companies to question their relationship model in order to strengthen customer commitment while respecting their budgetary constraints. Thus, the company will be able to orchestrate the processing of multi-channel flows according to the path, the customer segment/value or the commercial challenges. The brand will be able to allocate by flow typology and adjust in near real time, an automated treatment, an agent or a hybrid device. Orchestration platforms can be used to industrialise this processing and assign the right flow to the right device at the right time, to guarantee cost control and a high level of customer satisfaction.

How to get started?

Define a flow orchestration strategy based on customer value, implement policies to encourage and discourage the use of channels and industrialise this flow processing through an omnichannel orchestration platform.

Good practice



The best of human and digital: whatever channel the customer uses to complete their journey, they can talk to a human capable of accessing the history of their previous journeys.



Selfcare but we care. Amazon manages to automate 87% of customer requests. Automatic follow-up emails, push SMS, click to call, Bot, etc. When a customer calls and needs to speak to an advisor, the waiting time is almost zero.

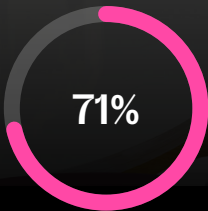


A digital contact hub that adapts and recommends means of contact (video, chat, messenger, twitter, etc.) to the customer according to the type of request (e.g. product, order, follow-up).

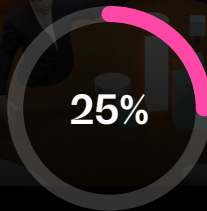
TREND N°4

MUSIC IN

An **Immer...cial** experience (immersive but above all social)



Consumers admit they would buy more from brands if they offered augmented reality



Internet users will spend at least one hour daily in the Metaverse by 2026



Organisations will have meta-version ready products and services by 2026

What are we talking about?

Web 3.0 promises to reinvent the customer experience by combining best practices from the physical and virtual worlds.

By creating ever more immersive and community-based experiences, brands can engage their customers in journeys that evoke emotions and create a bond, both with the brand and between customers. These new universes bring generations together by creating a continuum in the different worlds, the challenge is that of “experience porosity”. The promise of a reinvented experience also concerns employees and constitutes a lever for retention and enchantment (innovative training courses, collaborative work spaces, etc.).

How to get started?

Design and test immersive journeys in this new 3.0 ecosystem and integrate them into a global and coherent multi-channel strategy, combining digital, virtual and physical interactions.

Good practice



FDJ has acquired a plot in The Sandbox to create an immersive experience that will allow users to trade, play within this virtual space and collect NFTs (golden clovers) for exclusive rewards.



Creation of its own virtual world “Nikeland” in Roblox with sports fields and a showroom for the products with the aim of engaging 7-15 year olds.

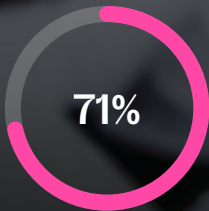


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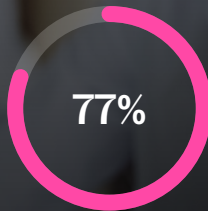
Thanks to digital replicas of its infrastructures, Roland Garros and FTV have joined forces to allow spectators to take part in sports, entertainment and cultural activities online.

TREND N°5

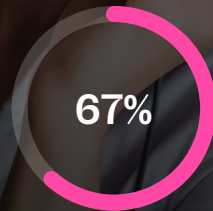
A genuine experience



Employees find it easy to serve the customer



Employees enjoy serving the customer



Employees consider themselves autonomous in serving the customer

What are we talking about?

Less than 20% of employees consider that their company has an exemplary attitude towards customers. This figure illustrates the scale of the step that companies will have to take to transform themselves into fully “customer-centric” organisations. Strengthening the customer culture within the company is becoming a crucial issue, on the one hand to engage teams around common values and on the other hand to build loyalty among customers who perceive the commitment of employees in the service delivered. To contribute to this, BearingPoint and Kantar have developed a score, the C3 or Customer Centric Culture Score, which aims to measure within teams :

- “Simplicity” in serving the customer - in terms of tools, processes, pathways, etc.
- The “pleasure” of the employee in serving the customer; a key axis that is directly perceptible by the customer.
- The “autonomy” given to employees (room for manoeuvre, empowerment, management methods, etc.)

How to get started?

Becoming a “customer-oriented” company cannot be decreed and is everyone’s business, over the long term. Establishing a diagnosis (our model includes areas such as values, rites and routines, tools, training, etc.) allows us to focus on actions that have an impact: raising the awareness of the COMEX? Involvement of customer experience referents? Change in the attitude of agents?

Good practice



Empowerment: giving responsibility to employees who develop the levers of engagement with their customers.



Leroy Merlin: has a department dedicated to Customer Culture. Cycle of inspiring conferences, customer week, MSTeams community open to all, are part of the initiatives to “re-connect with the customer”.



The Customer Experience Awards are an annual ceremony that aims to highlight the internal projects carried out over several months by employees to optimise the customer experience.

**In 2023,
Customer Relations
will be...**

Responsible

#CSR #Sobriety
#BusinessModel
#CustomerJourney



Proactive

#PersonalData
#DataDrivenCX
#Personalization



Orchestrated

#Omnicanality
#Personalization
#CustomerService



Immer...cial

#Metavers
#VirtualReality
#Social



Authentic

#SymetryOfCare
#EmployeeExperience
#CultureClient



To go further, to make an appointment

BearingPoint is an independent management and technology consultancy with European roots and a global reach.

The firm has a global consulting network with more than 10,000 people and supports clients in over 75 countries, engaging with them to achieve measurable and sustainable success.



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Illustrations of our work Customer Experience

Strategy & Transformation

Define/reposition a Customer Experience strategy, set ambitions and build a transformation plan

Digitalisation & Technological Innovation

Framing digitisation/technological innovation needs, choosing solutions and implementing them

Organisation & Customer Culture

Structuring missions and roles Customer Experience, supporting cultural transformation

Customer Journey & New Services

Optimise customer journeys to deliver a multi-channel experience that promotes customer acquisition, satisfaction and retention

Voice of the Customer

Putting the Voice of the Customer and the Employee at the Centre of the Strategy

Cockpit Client

Define and lead a dashboard with customer KPIs, operational indicators and an action plan at the comex level

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Sources

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About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three units: Consulting, Solutions and Ventures. Consulting covers the advisory business; Solutions provides the tools for successful digital transformation, regulatory technology and advanced analytics; Ventures drives the financing and development of start-ups. BearingPoint's clients include many of the world's leading companies and organizations. The firm has a global consulting network with more than 10,000 people and supports clients in over 75 countries, engaging with them to achieve measurable and sustainable success.

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