

Ready, Aim, Engage!

Best Practices for Employee Engagement in CX



Overview

Wouldn't it be magical if every customer experience was like a day at Disneyland ... where employees will do just about anything to make a customer happy ... a joyous smile on every face is the ultimate goal ... and a guest complaint will almost certainly be resolved immediately. When considering examples of fully engaged employees, the carefully crafted kingdom of enchanting experiences tops many lists, and those employees get a lot of the credit for creating the customer experience itself.

While your organization may not be as experiential as a day at a Disney theme park, there are likely some steps you can take to boost the level of employee engagement to improve your customer experiences.

This ebook explains the importance of employee engagement in the success and maturity of your customer experience program.



Are Your Employees Delivering on the Promise of Your Brand?



- A customer-minded executive
- A “do-the right-thing” legal team
- A knowledgeable sales rep
- A helpful customer service rep



- An unrelenting billing agent
- A bait-and-switch marketing manager
- A grumpy service technician
- A condescending sales agent

“You can design and create and build the most wonderful place in the world. But it takes people to make the dream a reality.”

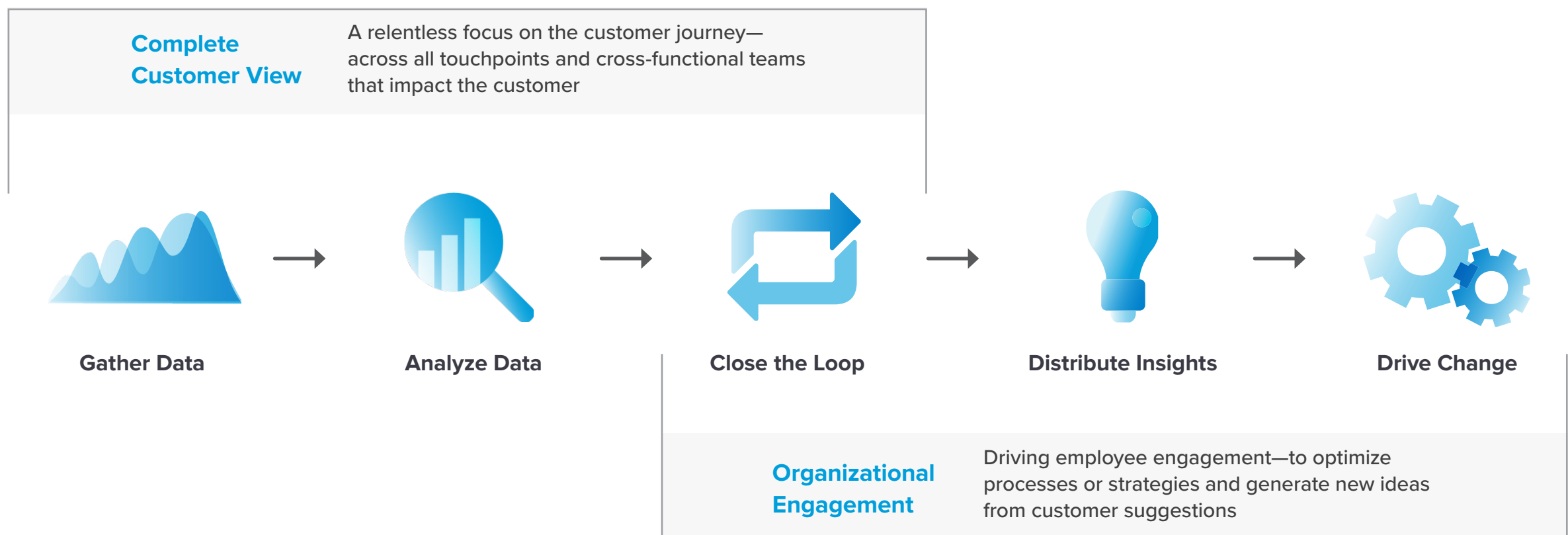
- Walt Disney

A Quick Refresher

What is CEM or VOC?

Let's start by quickly reviewing the concept of a comprehensive customer experience program. Whether you call it customer experience management, CEM, or you prefer the term voice of the customer, VOC, there are a lot of misconceptions about what customer experience management means. When CEM efforts don't bear fruit, it's often the result of a failure to treat CEM, or VOC, as a comprehensive, multi-faceted undertaking.

As a first step, VOC involves gathering customer feedback data from surveys or other sources; analyzing the data to understand what the feedback means to your business; closing the loop with customers; acting on the feedback data; and driving positive change within your company.



Employees in the Context of CEM

A robust program is driven by the customer journey, and the success of your program ultimately depends on employee engagement.

Plan Employee Engagement

Align Employees to the Customer Experience



Document your Customer Journey

- Think like your customers, and keep it simple.
- Consider creating separate journey maps for different types of customers.



Align functional areas to your Journey

- Create clear lines of accountability with each phase of the customer journey.



Align employee roles to discrete journey stages as well as end-to-end relationship

- Focus on roles instead of titles.
- Figure out which employees are connected to one stage of the customer journey and which employees touch customers at every stage of the journey.



Establish reporting requirements, close loop responsibilities, and line of sight by role

- Ensure that all employees know who's responsible for follow-up, improvements, or praise.
- Determine which employee roles have a direct line to the customer, e.g., sales reps or technical support personnel.



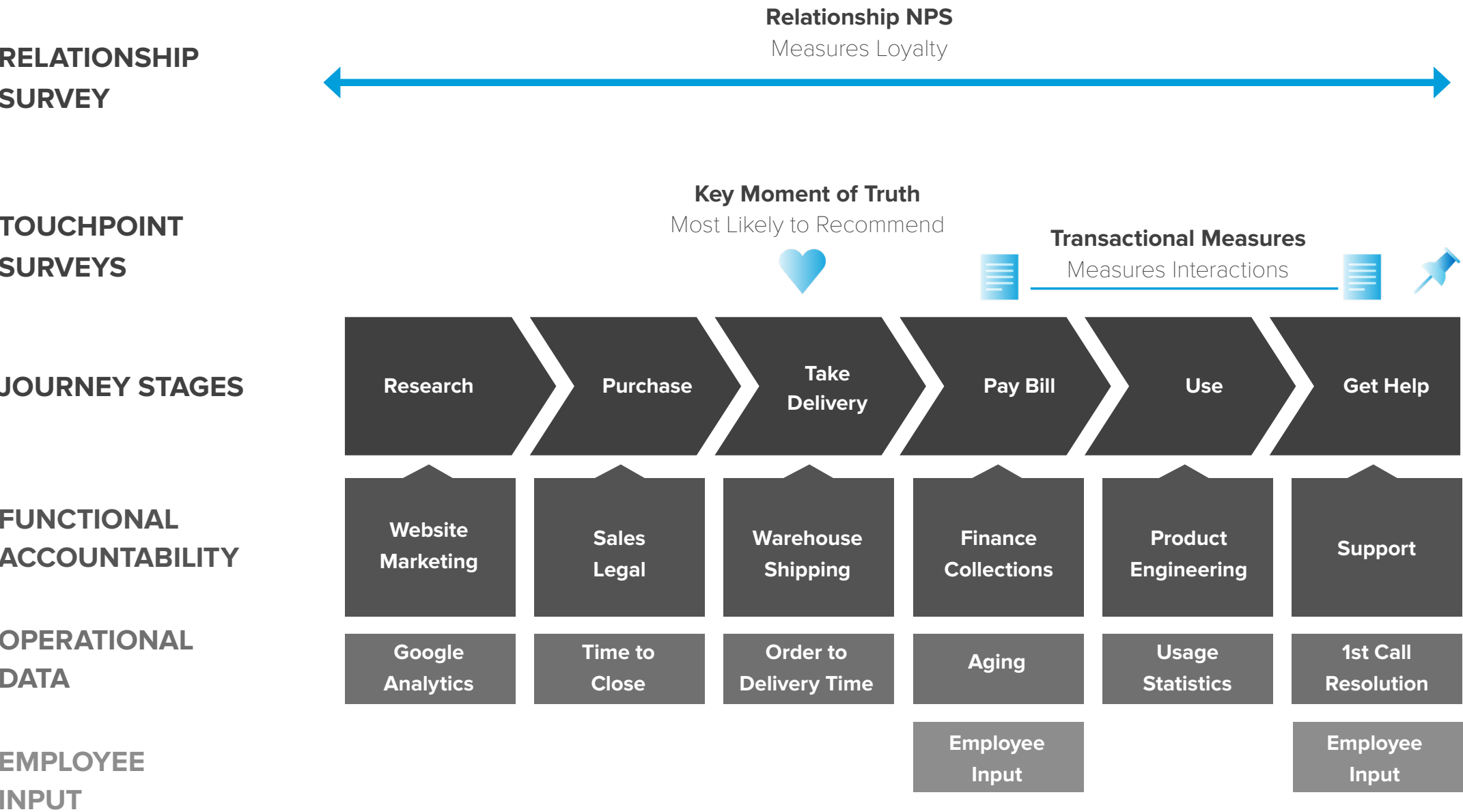
Ask for employee input

- Include opportunities to collect employee insight.

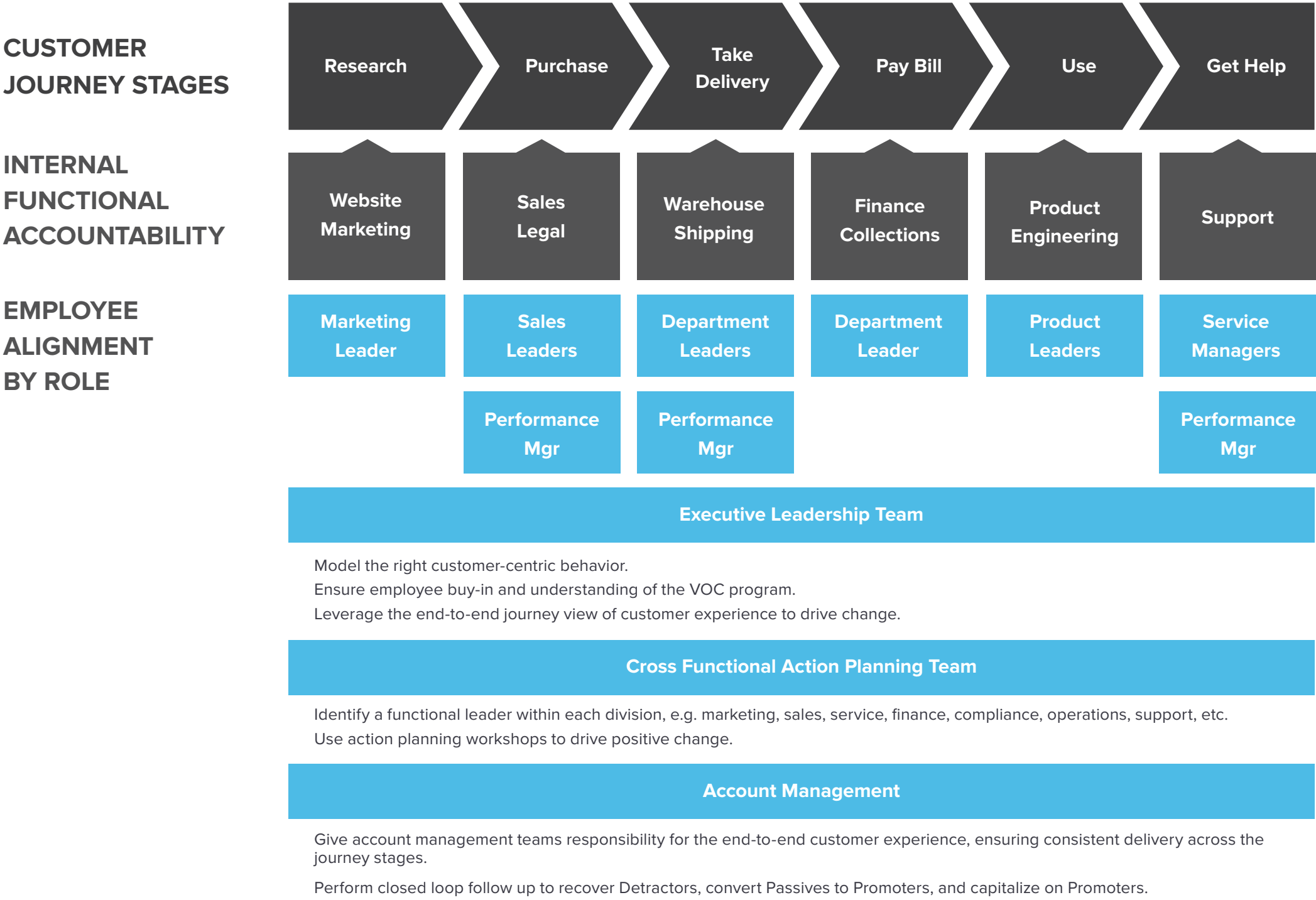


The Journey View of a CEM Program

Your Essential Planning Tool



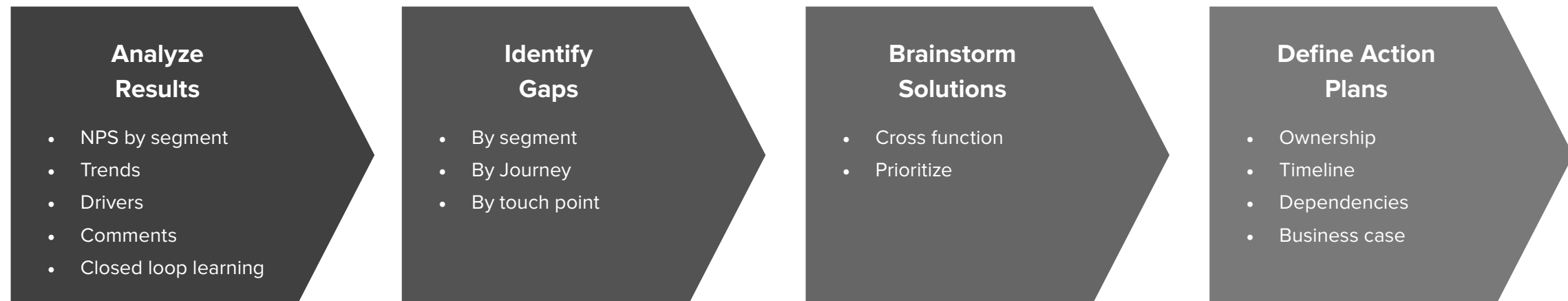
Aligning Employees to the End-to-End Experience



Mobilizing Cross-Functional Action Planning Team

Workshop Purpose and Agenda

Bring business leaders and functional area leaders together to define action plans — and drive change.








Sample Agenda

- Kick-off by senior executive
- High-level review of feedback and NPS data
- Agree on focus areas for improvement
- Explore root causes of customer friction, define gaps
- Brainstorm solutions
- Prioritize actions
- Define action plan (owners, timelines, dependencies, success measurements)

From Planning to Execution

Equip and Empower Your Employees

-  **Socialize your Customer Journey Map**
 - Use a multi-pronged communications approach to ensure understanding, e.g. a high-level presentation to all employees about CEM program, small-group Q&A sessions, hang posters, etc.
-  **Provide CEM education by role, including goals and expectations; follow up with software training**
 - Provide training sessions with specific guidance about desired behaviors, such as how to greet customers and how to follow up on support calls.
 - Be sure to cover CEM software training, in NICE Satmetrix software for example, so employees know how to document customer interactions.
-  **Hire for customer centric fit; VOC education becomes a part of onboarding**
 - Look for potential employees who are attuned to a customer-centric culture.
 - Build the concept of CEM into your culture from Day 1.
-  **Design an employee-inclusive Closed Loop Process - It's not just for the front line anymore!**
 - Show employees in various roles the impact they have on customers to reinforce positive engagement practices.
-  **Establish a Cross Functional Action Planning Team accountable for developing action plans for improvement initiatives**
 - Set the stage to drive positive change.

Data Democratization

Get Your Employees “Hooked” on CEM Data

When you regularly share customer experience data with your employees, it becomes ingrained in the way you do business. Much like people have become accustomed to looking at social media posts and responses for validation, frequent customer experience data can motivate employees to more fully engage in the CEM program—because they can see the correlation of their impact on a positive customer experience.



Frequent Access to Data is Habit-Forming

Data becomes ingrained in the way you do business. Employees care about customer sentiment when the data is relevant and becomes a part of their everyday job.



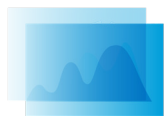
Continuous Flow of Real-Time Data Drives Action/Employee Engagement

The more current and frequent the customer experience data, the more employees will view it as trustworthy. Conversely, with only periodic data collection, you essentially have to retrain employees about how to understand the data every time you run a survey.



Role-Specific Insights Make Data Relevant to Employees

When employees regularly see data they care about, they become self-sufficient in how they interact with customer experience data.



Embed/Integrate Data into Familiar Systems

Enable employees to access data in the systems they use every day, like a CRM system, so they don't have to go somewhere else to find information.

Expand the Follow-Up Loop

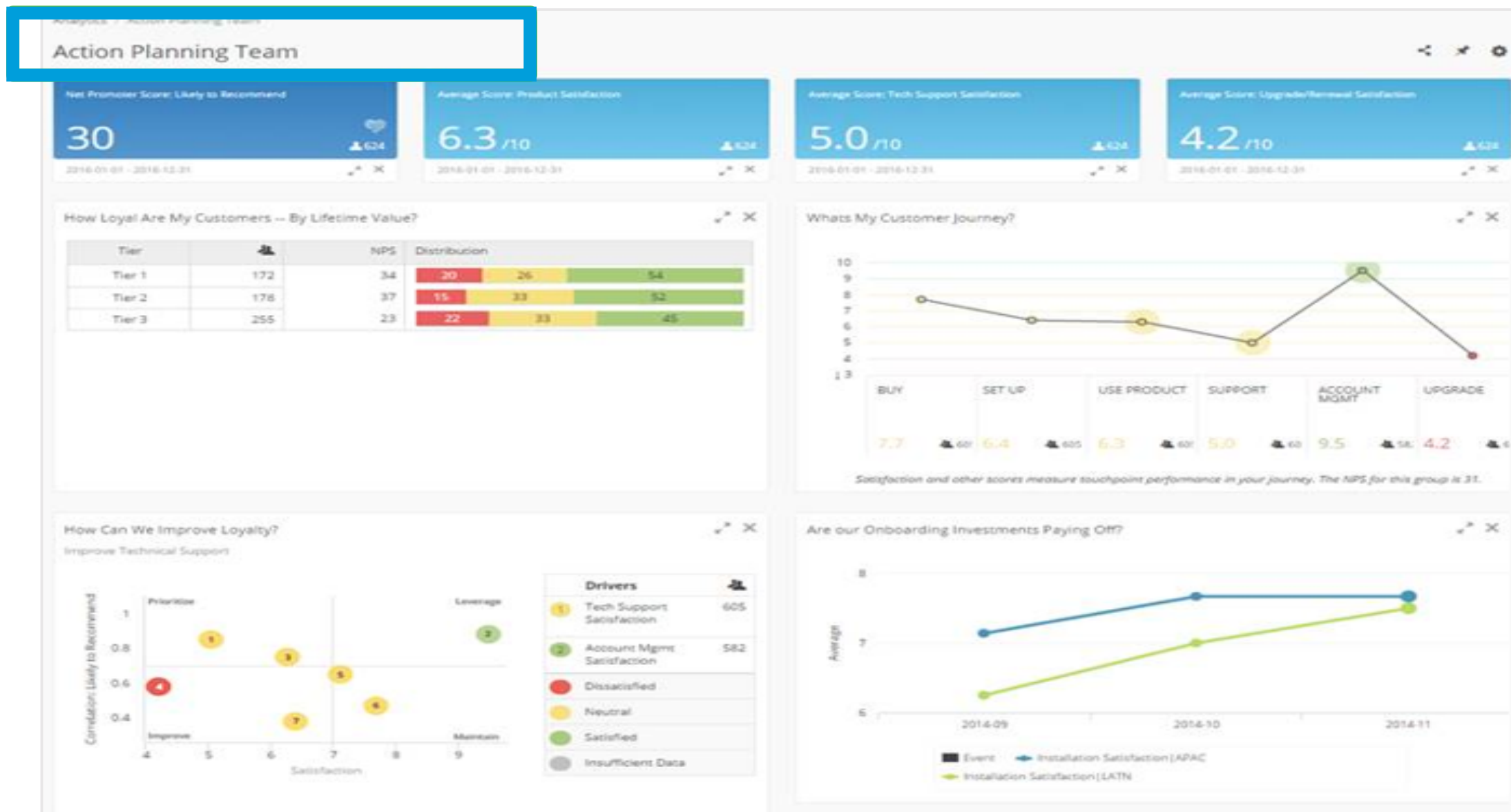
So All Employees are Engaged

Engagement Opportunity	Recommendation	Desired Effect
Ask every C-level executive to follow-up with a Detractor once a month.	<i>Be sure to give your executives talking points about the situation with the Detractor, details about the desired outcome, and guidelines for a remediation effort.</i>	Your Detractors will know how important positive customer experiences are to your company, and you just may move some Detractors to Passives or Promoters.
Create a focus-group setting where product leaders can hear opinions from a sampling of Detractors, Passives, and Promoters who mentioned “product” in their comments.	<i>Be sure to use an experienced moderator who can lead the discussion to uncover both positive and negative insights in a constructive way.</i>	Your product teams can hear positive and negative customer opinions first-hand. They can also ask probing questions to gain insight about the best path to make improvements.
Develop a “Passive-to-Promoter” initiative using employees who are appropriately aligned to the customer journey phase to call or meet with Passive customers.	<i>Similar to the executive engagement recommendation above, be sure to give your employees talking points about the situation, details about the desired outcome, and guidelines for a remediation effort.</i>	You can lay the foundation to move the needle to increase Promoters, and you can also build trust and goodwill with customers. ★ This tactic works!
Create a customer user or advocacy group.	<i>Building a customer group into an effective engagement opportunity can be quite an endeavor. Be sure your company is committed to investing the time and resources to this effort before you launch this initiative.</i>	You can create a loyal group of customers to ask for insights and referrals.

Facilitate Employee Engagement with CEM Software

Enable Collaboration for Action Planning Teams

With CEM software from NICE Satmetrix, you can set up dashboards and push reports to deliver data to cross-functional action planning teams to facilitate collaboration to plan and execute improvement initiatives. This will allow your action planning team members to review data ahead of time so they can focus their meeting time on strategies and tactics.



Facilitate Employee Engagement with CEM Software

Share Insights and Strategies Across Teams

Executives, action planning team members, or other key employees can add comments, ask questions, and share praise with CEM software from NICE Satmetrix.

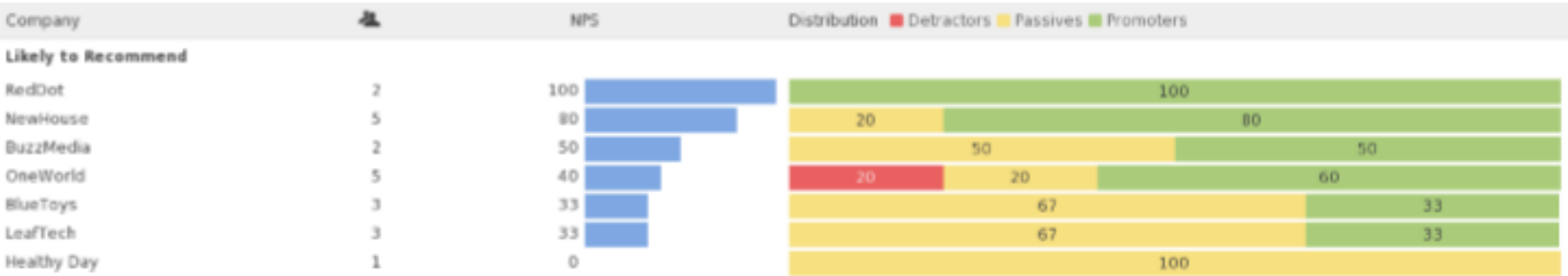


NPS By Account

What's going on with Healthy Day? Let's set up a face to face meeting with the Athletic Director. Nice work with Red Dot. Can we get them to do a testimonial?

NPS by Account



2015-01-01 to 2015-12-31 21



Facilitate Employee Engagement with CEM Software

Encourage Employee Input

NICE Satmetrix software allows you to set up an employee feedback loop—so employees can record notes about a specific customer interaction and also suggest improvements. This allows you to align customer feedback with employee feedback, and it gives employees a stake in the game to impact positive change.



Save

Close

Owner

Elliot Employee

Severity

Critical

Due Date

2017-05-14

Status

Closed

Follow Up Notes

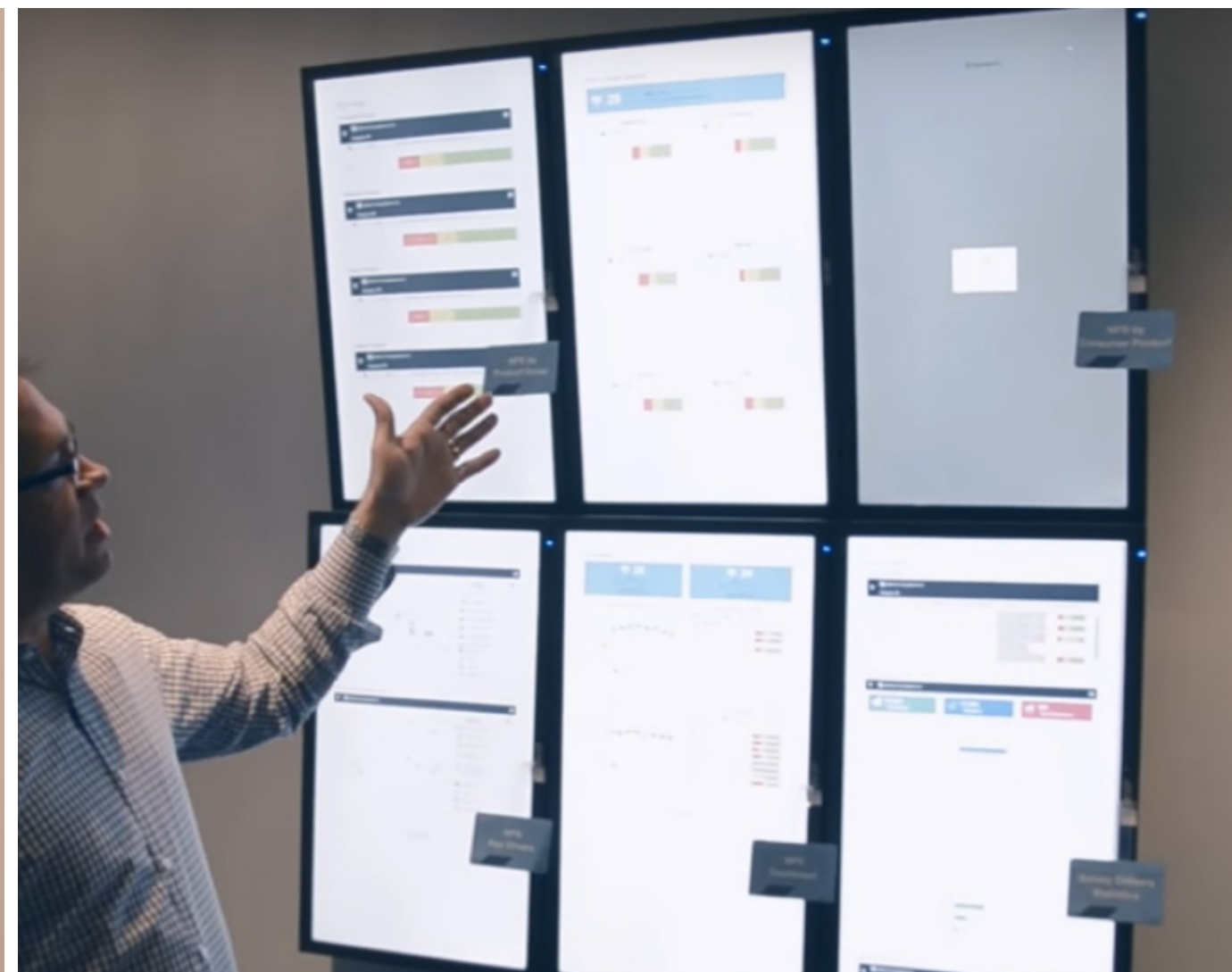
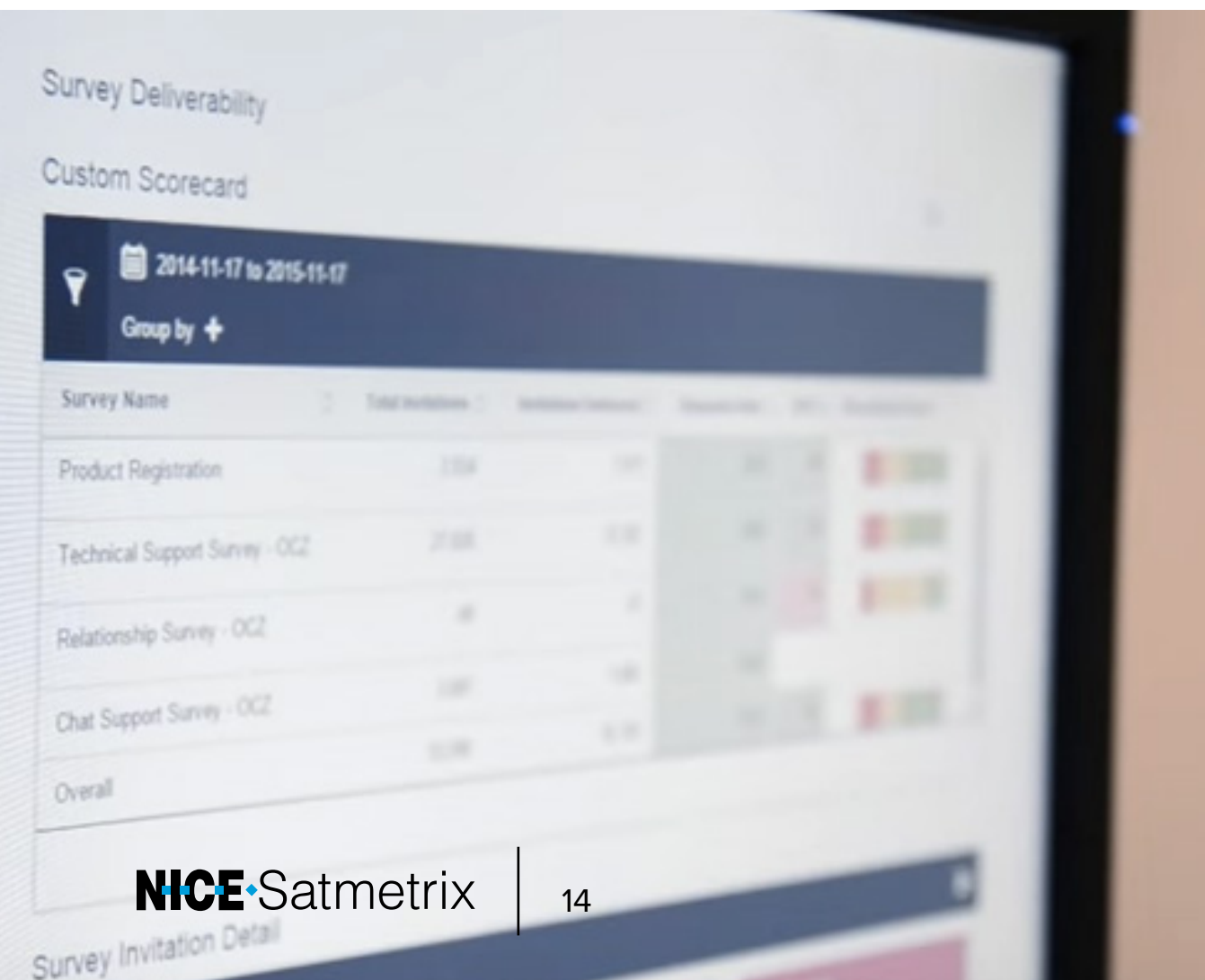
Today

Enter Follow Up Update

Facilitate Employee Engagement with CEM Software

Personalize Customer Comments

When employees read or hear comments from customers, whether positive or negative, it humanizes your data and makes it real. It also reminds employees that customers are people, not just numbers, price points, or statistics. With CEM software from NICE Satmetrix, you can stream comments for all personnel to read to keep the voice of the customer top-of-mind.



Showcase Engaged Employees

Be sure to recognize employees or teams for customer experience successes. Here are a few ideas to boost enthusiasm and internal support for your CEM program:



- **Launch an employee recognition program featuring Promoter comments**—For example, call out employees for a job well done with a “Your Name in Lights” program. You could offer prizes, such as restaurant gift certificates or a free PTO day, for every employee who was positively mentioned by name in a customer comment.



- **Share VOC success stories**—Ask employees who have turned negative customer experiences into positives to write up a short summary of the situation, their resolution, and the customer impact. Sharing successes highlights engaged employees and spreads enthusiasm to peers.



- **Reward CEM superstars**—Just like top sales reps are rewarded with bonuses, prizes, or trips, you could create a similar rewards program for your most CEM-engaged employees.

Empower Your Employees to Boost Your CX Success with CEM Software from NICE Satmetrix

After you've mapped your CEM plan, equip your employees with the tools they need to deliver top-notch customer experiences and drive profitable growth.

Request Demo



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