

PRINCIPLES FOR DRIVING EXCELLENCE IN CUSTOMER SERVICE



Enghouse
Interactive

WEBINAR



education



CONTACTBABEL



“WHAT IS THE MOST IMPORTANT PART OF THE CUSTOMER EXPERIENCE FOR YOUR BUSINESS”



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QUALITY OF
SERVICE

DELIVERING ACROSS
MULTIPLE CHANNELS

EASE OF
CONTACT

CUSTOMERS
PERCEPTIONS
TOWARDS OUR BRAND

AFTERSALE
PROCESS

SET THE RIGHT
EXPECTATIONS

FIRST CALL
RESOLUTION

DEMONSTRATE CX
INTELLIGENCE

CONNECT WITH THE
RIGHT PERSON

THE CUSTOMER



“PRINCIPLES FOR DRIVING EXCELLENCE IN CUSTOMER SERVICE”



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Kim Bright
**Consumer Services
Senior Manager**



Steve Morrell,
Managing Director



Jeremy Payne
VP of Marketing



“HOW LEGO PUTS ITS BRAND INTO IT’S CUSTOMER SERVICES TO EXCEL”



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Kim Bright
**Consumer Services
Senior Manager**



LEGO EDUCATION

The Power of the Brand in Consumer Service





Agenda

- LEGO Consumer Service
- Brand Values
- FRKE
- 5 Golden Rules
- LEGO Education
- Questions





LEGO Consumer Service

- We deliver CS through three centres: UK, US and Singapore
- We interact through: Webform, phone, chat and Twitter
- We have around 145 advisors which goes to 220 in high season (Xmas)
- LEGO Education is embedded within the LEGO Group CS with specialists at Level 2
- Level 1 are generalists with extensive knowledge base available
- We close 80% at first touch (sometimes with some Level 2 assistance)
- Level 2 are trained at a high level in particular with the software, robotics and apps expertise needed
- We experience an average of 90+% NPS for our interactions



The LEGO® brand values are built on 6 key words:

Imagination

- Imagines explanations or possibilities, and imagines how the ordinary becomes extraordinary, fantasy or fiction

• **Creativity**

- Creativity is the ability to come up with ideas and things that are new, surprising and valuable

• **Fun**

- Fun is the happiness we experience when we are fully engaged in something (hard fun) that requires mastery, when our abilities are in balance with the challenge at hand and we are making progress towards a goal.

• **Learning**

- Learning is about being curious, experimenting and collaborating – expanding our thinking and doing (hands-on, minds-on), helping us develop new insights and new skills.

• **Caring**

- Caring is about the desire to make a positive difference in the lives of children, for our partners, colleagues and the world we live in, and considering their perspective in everything we do.

• **Quality**

- Quality means the challenge of continuous improvement to be the best play material, the best for children and their development and the best to our community and partners.





FRKE

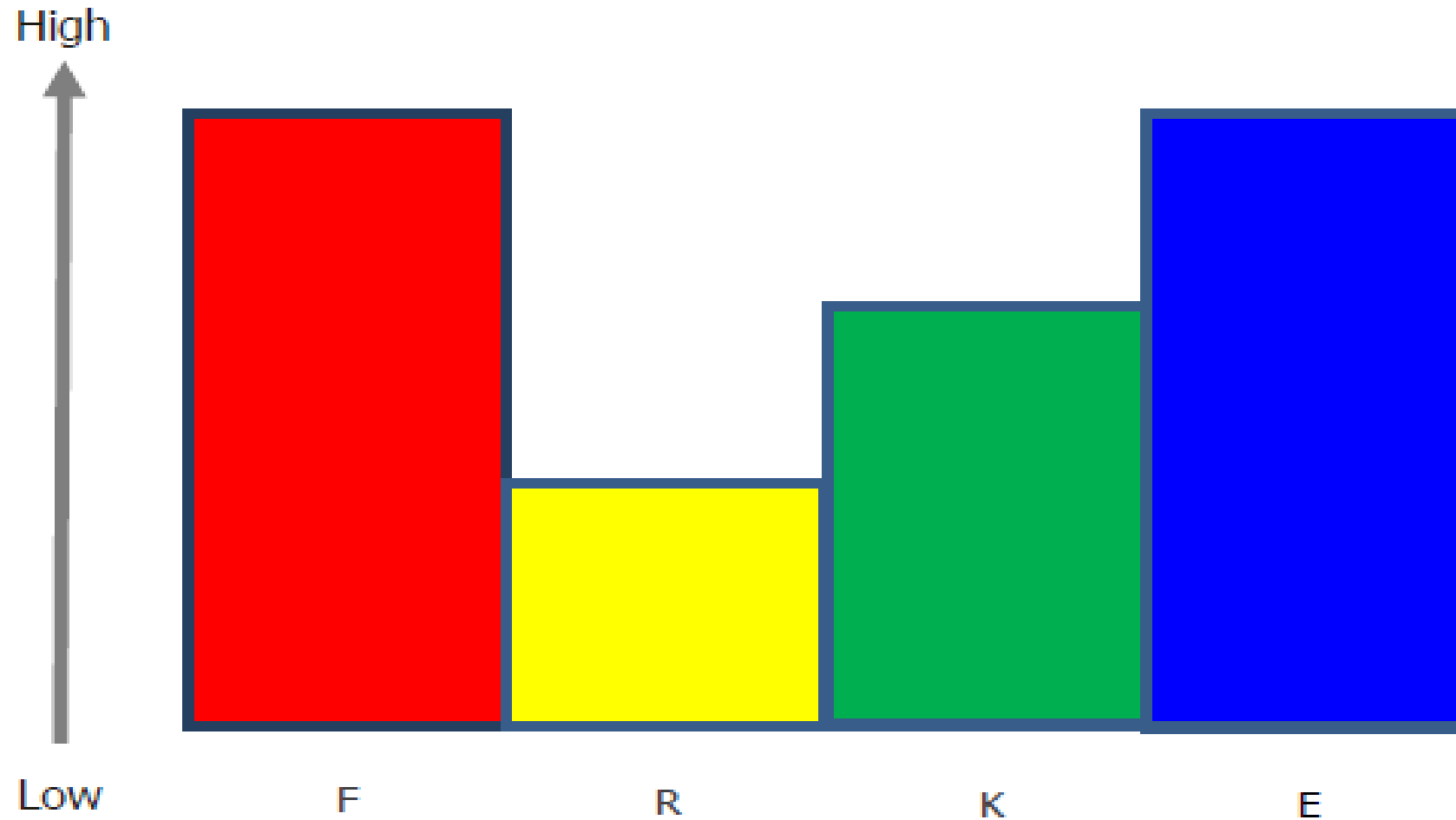
When interacting with the LEGO Group, builders will experience

1. **F**un
2. **R**eliable
3. **K**nowledgeable
4. **E**ngaging

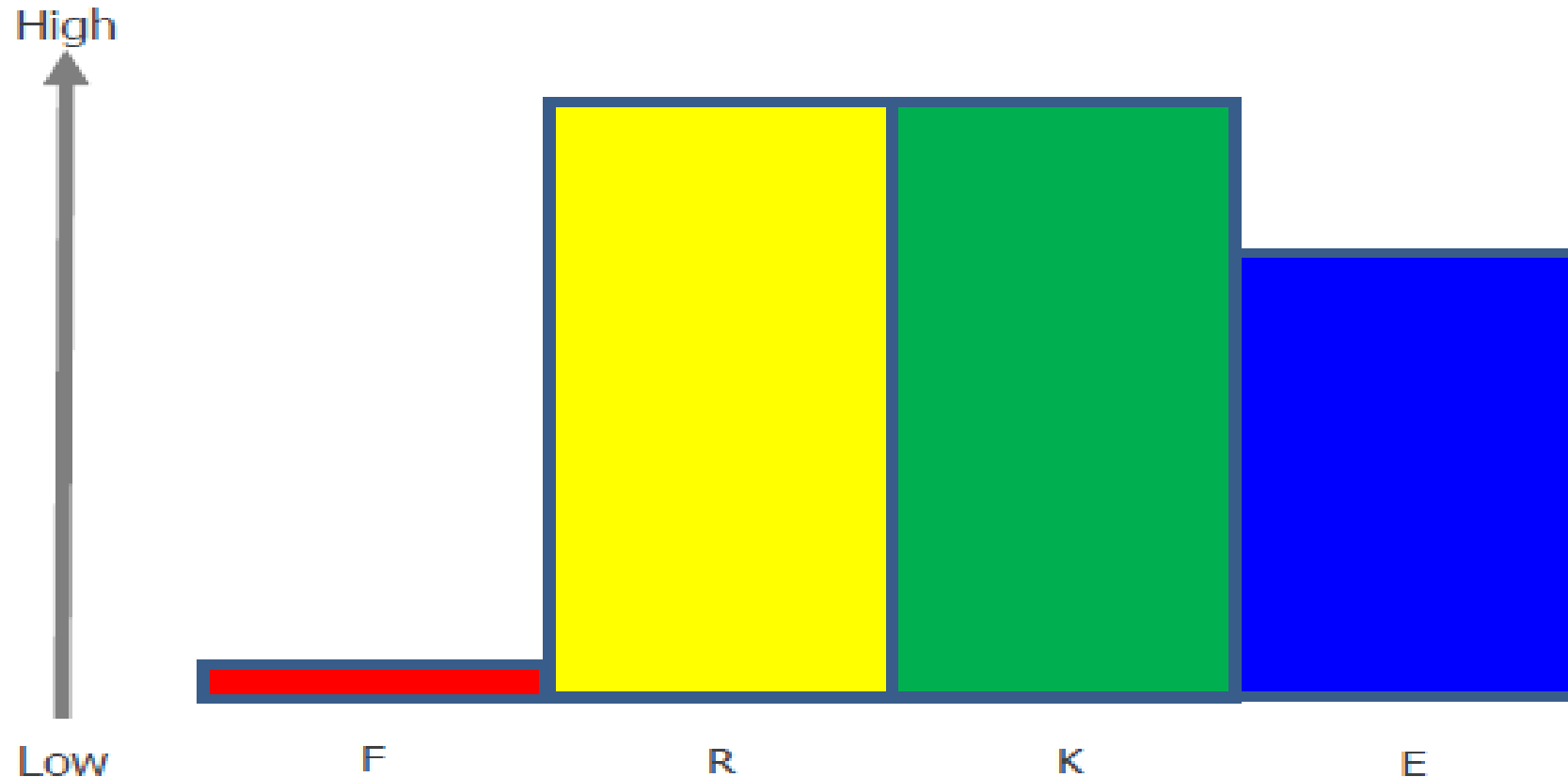




FRKE Scale when communicating with a child



But when communicating with a parent about a serious issue our values will be rebalanced:





5 Golden Rules for Consumer Service

- **Answer the question first**
 - Wherever possible offer a clear direct answer to a clear direct question
- **Be conversational and informal in tone**
 - Avoid “business-speak” and formal terms – adopt a natural, warm, friendly tone
- **Appropriately balance innocence with the real world while never patronizing**
 - We must explain issues in terms that builders will understand
- **Show respect**
 - Approach every communication with respect for the recipient – whoever they are
- **Meet and match the consumer**
 - Mirror the voice and detail of the original query



What about LEGO Education?

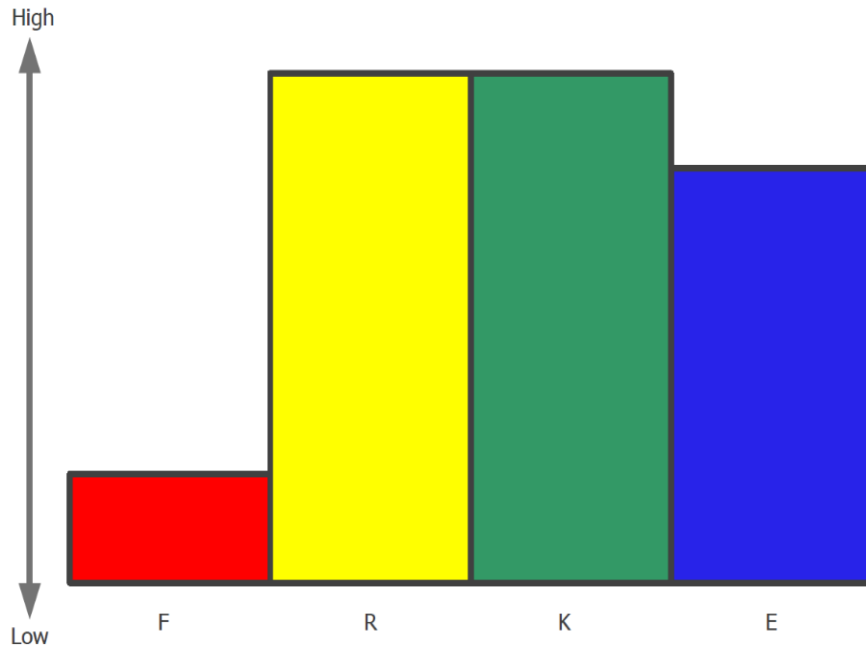
- FRKE still applies but we need to balance based on our personas
- We have Sarah:
 - She is in her 30's and loves her job as a teacher
 - She enjoys being active
 - She is Tech Savvy and interested in new teaching methods
 - She looks to the future to encourage her students to learn through play
 - Her peers aspire to be Sarah and often ask for advise



THIS IS
SARAH



So when communicating with Sarah FRKE may look like this:



But we should also encourage Sarah to be FRKE when teaching LEGO Education products – furthering the experience and values

The advisors will always be aware that LE customers expect a slightly more formal tone, so they appropriately balance words and phrases with this in mind



Extra LEGO Education Rules

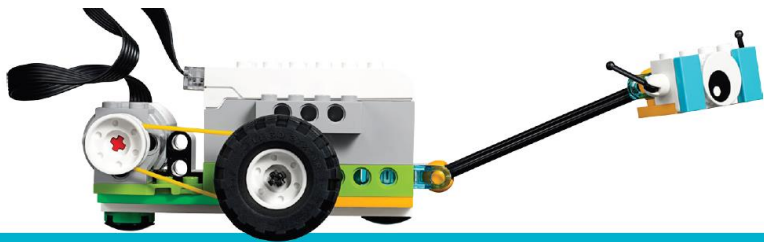
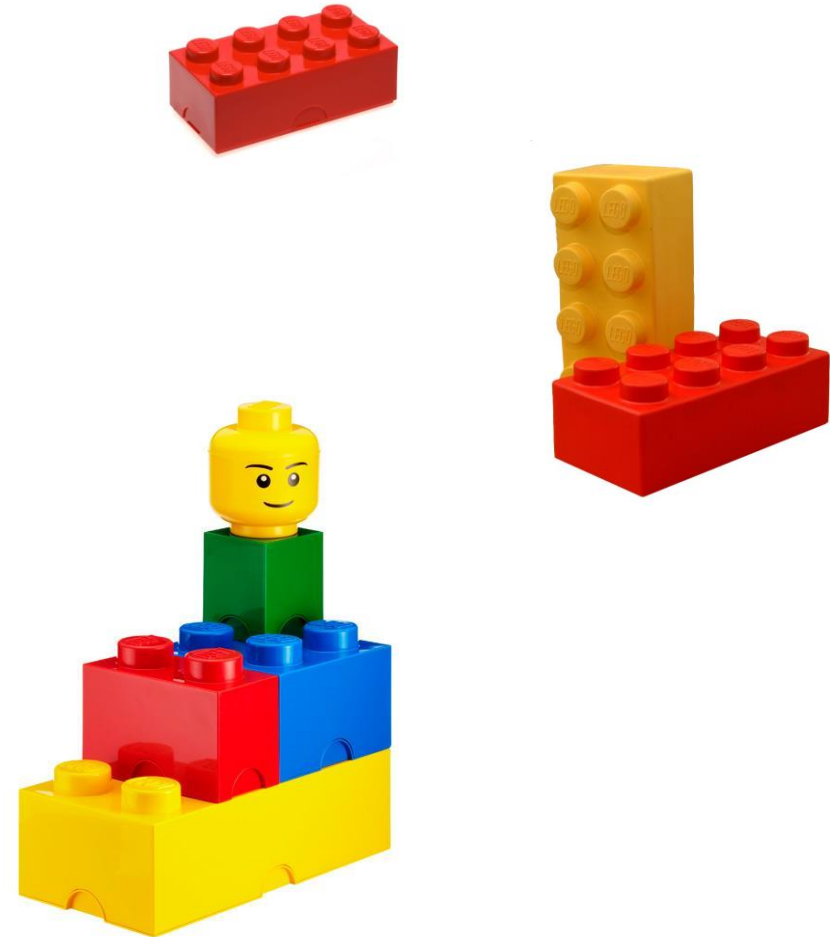
- When dealing with technical terms, keep the instructions clear and simple – assume low understanding but never patronise
- Uses lists with bullet points, but instructions with numbers
- Web links should be kept as few and as simple as possible. When possible hide the URL behind parts of your sentence
- Avoid adding touch points if they are not directly related





How to embed Brand – top principals

- Start with the brick – your basic brand
- Build upon it with the value add
- Always be FRKE – it is who we are and who we are expected to be
- Dial up and down based on who you are speaking with
- End with the brick...





Finally – sign offs

- If the enquiry is about building, buying sets or curriculum
 - Happy Building!
- If the enquiry is about programming, developing or the curriculum
 - Happy Programming
- If the enquiry is generic OR the other options aren't appropriate
 - Best Wishes





“HOW LEGO PUTS ITS BRAND INTO IT’S CUSTOMER SERVICES TO EXCEL”



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“WHAT CUSTOMERS WANT VS. WHAT BUSINESSES THINK CUSTOMERS WANT”



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Steve Morrell,
Managing Director

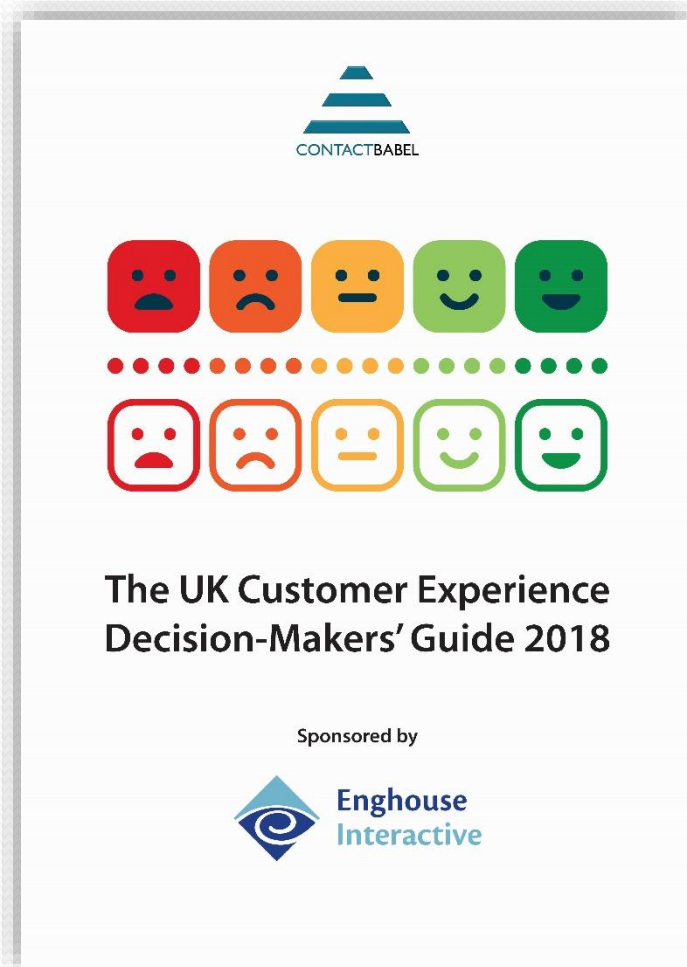


"What Customers Want vs. What Businesses Think Customers Want"

Steve Morrell

Principal Analyst, **ContactBabel**

The UK Customer Experience Decision-Makers' Guide



Launched July 2018

Surveys with 234 UK businesses & 1,000 UK consumers

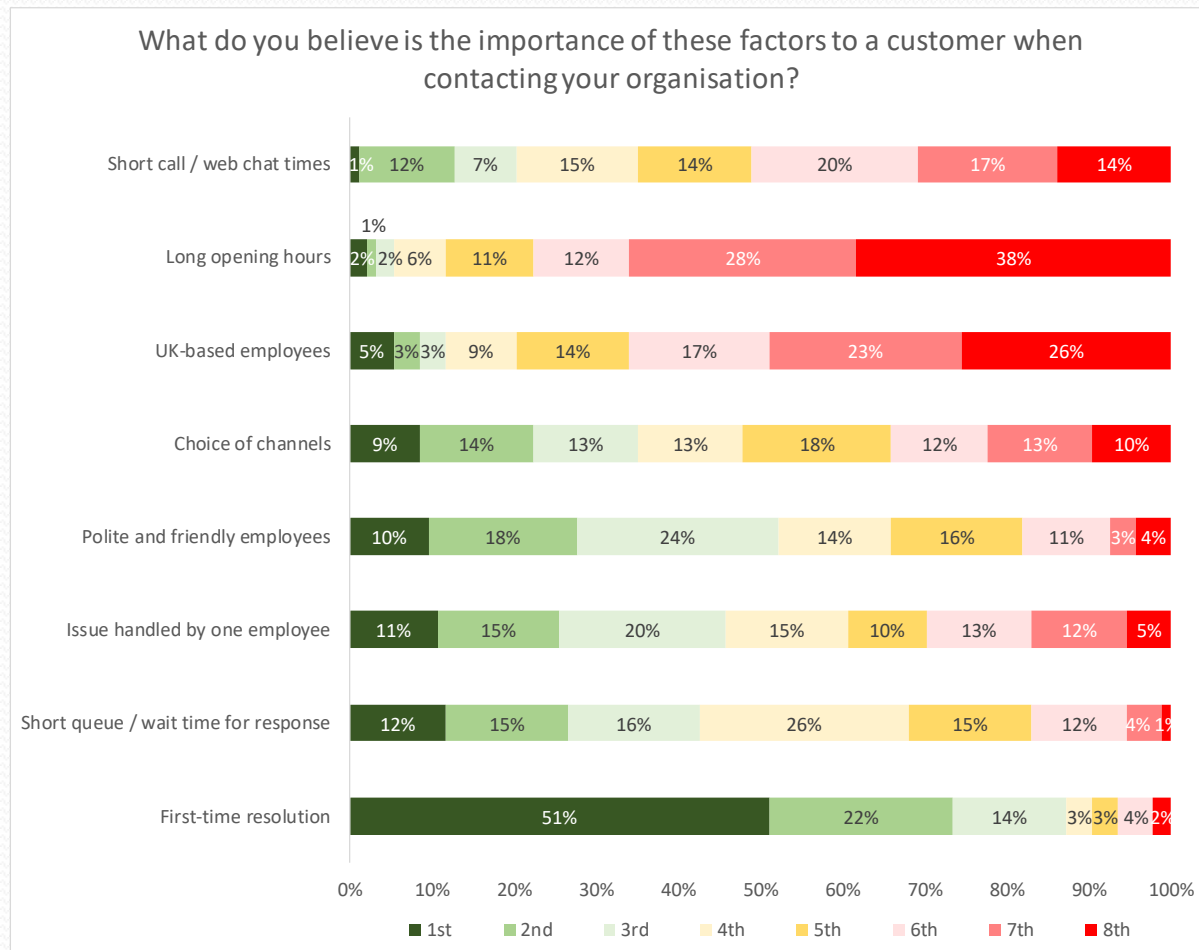
Sponsored by Enghouse Interactive

- CX budgets and investment
- Technology use, and its effect on CX
- What CX really means to a customer
- Automation in the customer experience
- CX benchmarking and measurement

Q1

What are the top 3 most important factors to you when contacting an organisation?

What's important for CX (businesses)

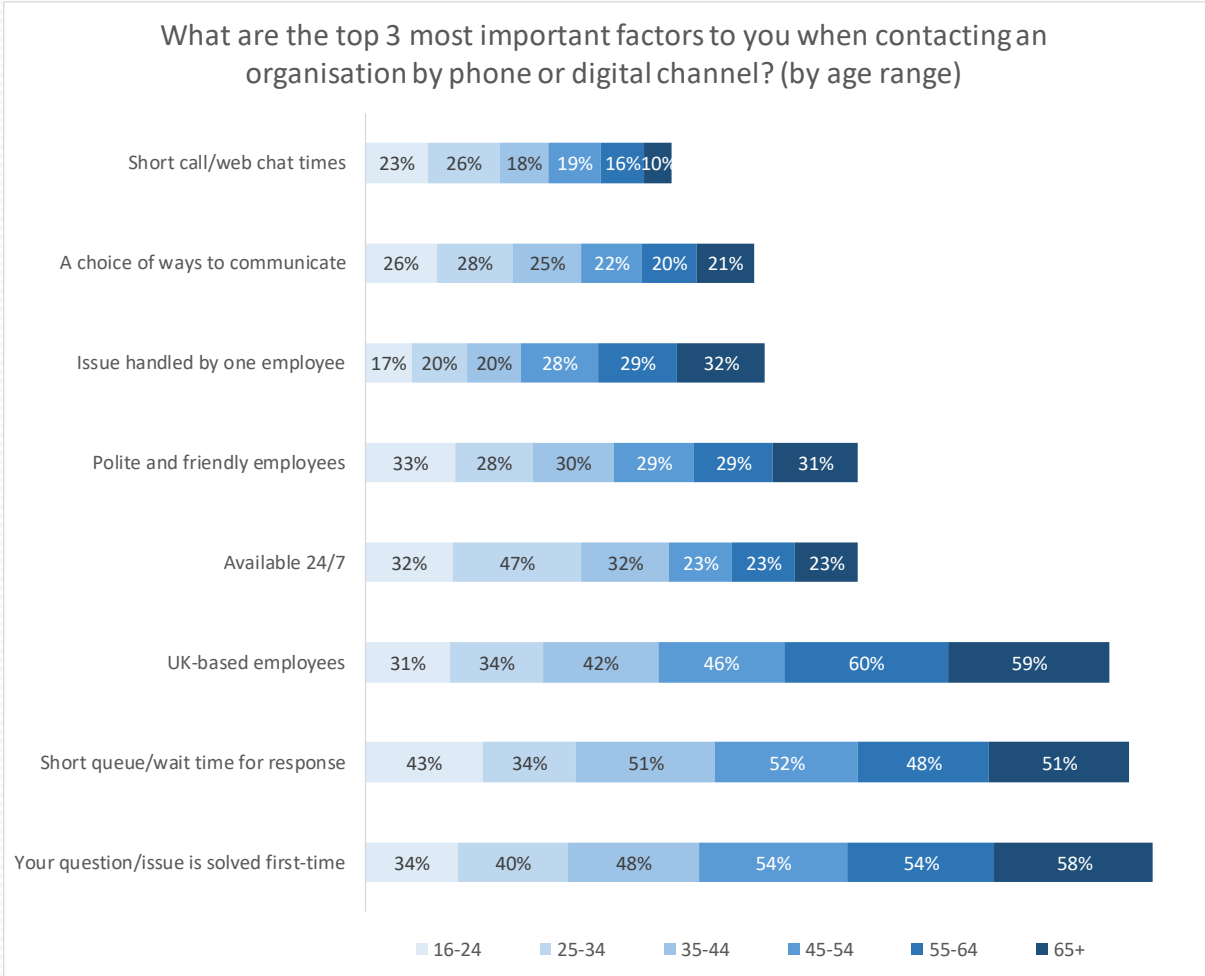


First contact resolution is key

UK-based employees seen as irrelevant by businesses

Long opening hours (24/7) not seen as important

What's important for CX (customers)



First contact resolution is key for most

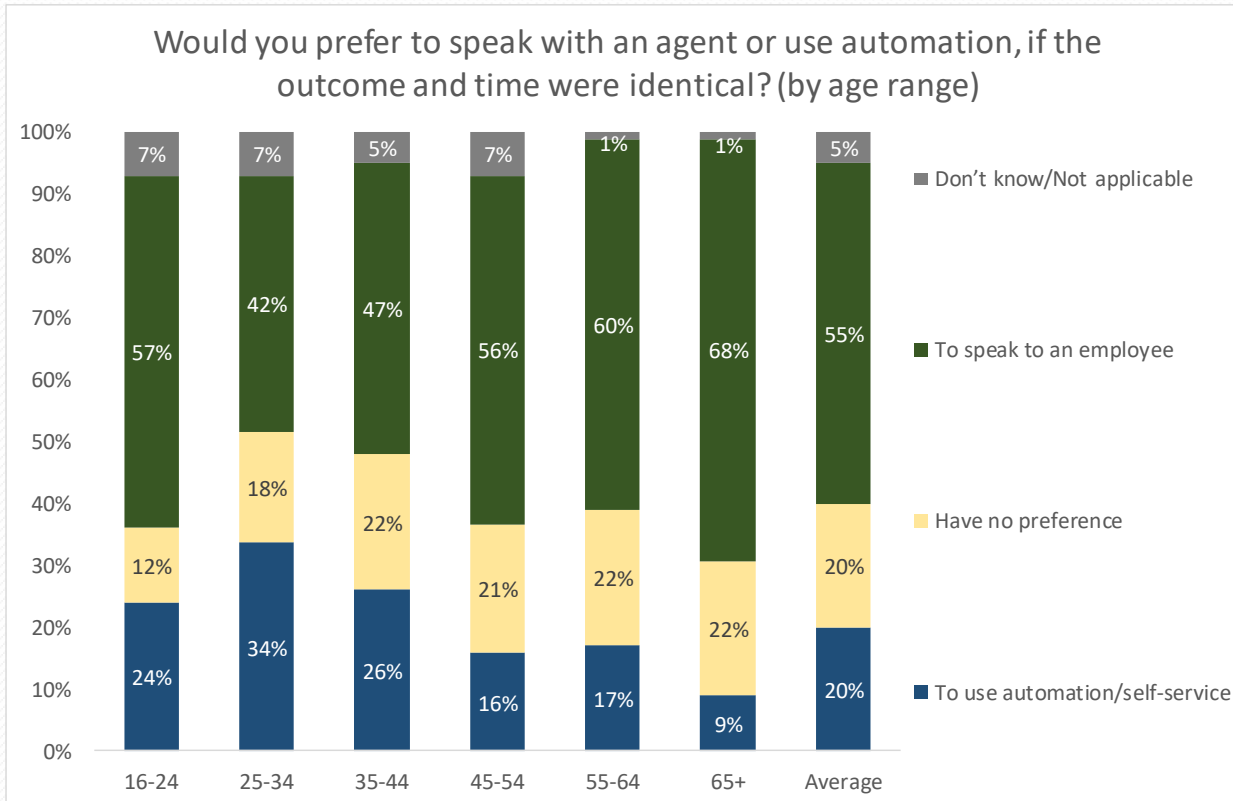
UK-based employees important to older customers

24/7 and short queues most valued by Millennials

Q2

Would you prefer to speak with an agent or use automation, if the outcome and time were identical?

Live vs automation



Over 65s will prefer live contact

25-44 keenest to try automation

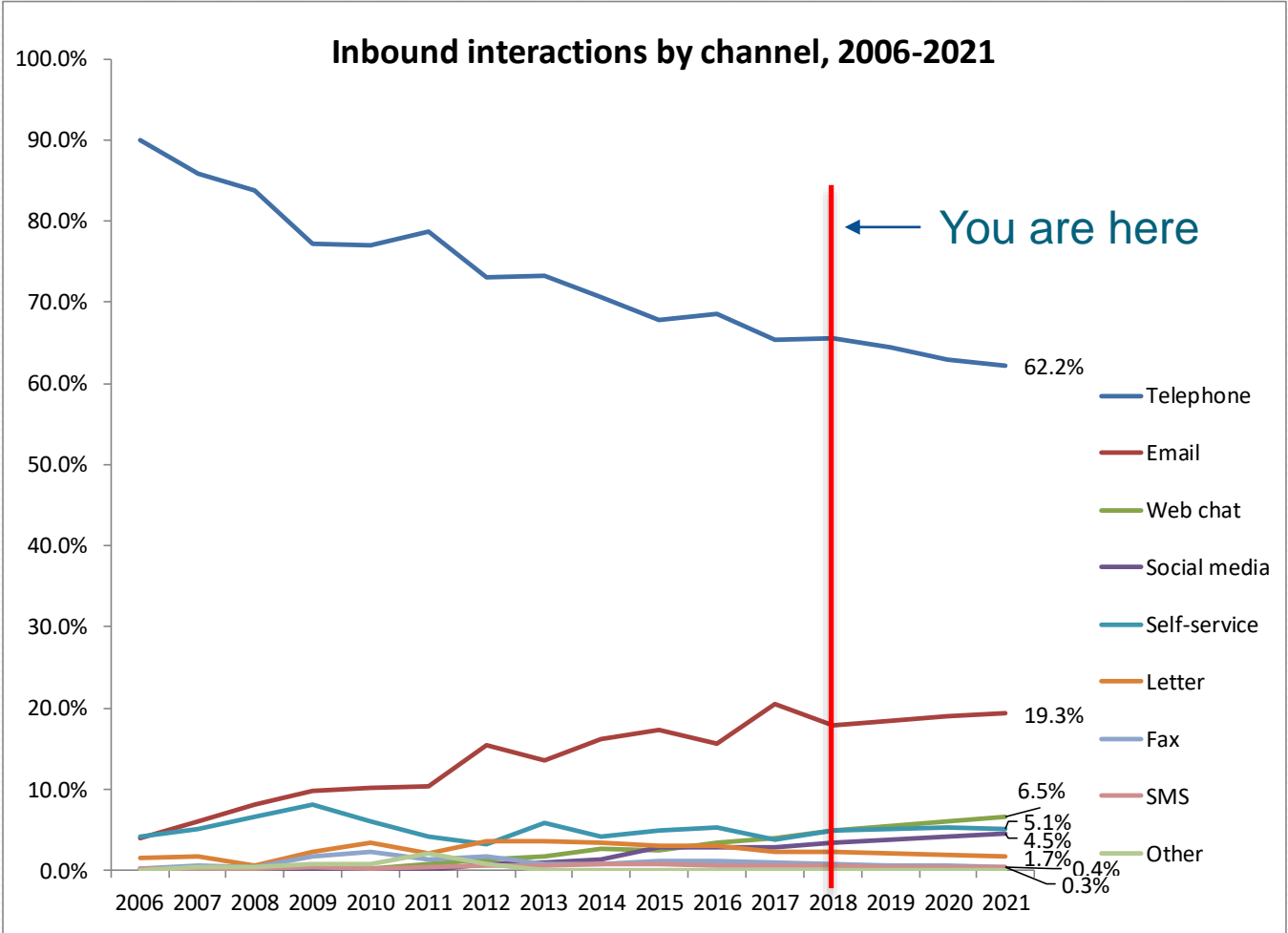
16-24s may not have waited in enough queues to appreciate automation?

Q3

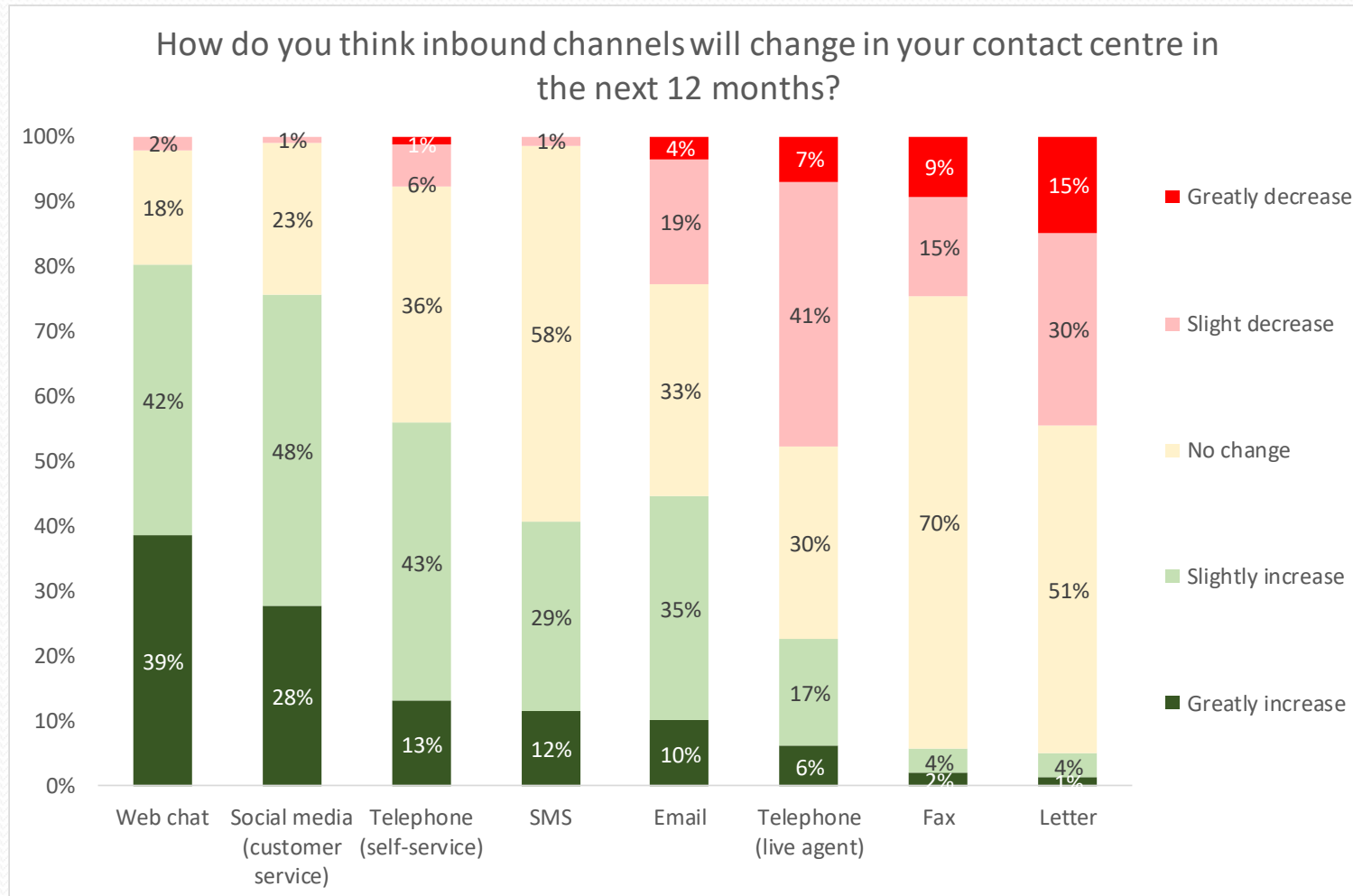
What would be your preferred method for contacting a company?

(in high emotion, high urgency and high complexity instances)

Channel growth (1)



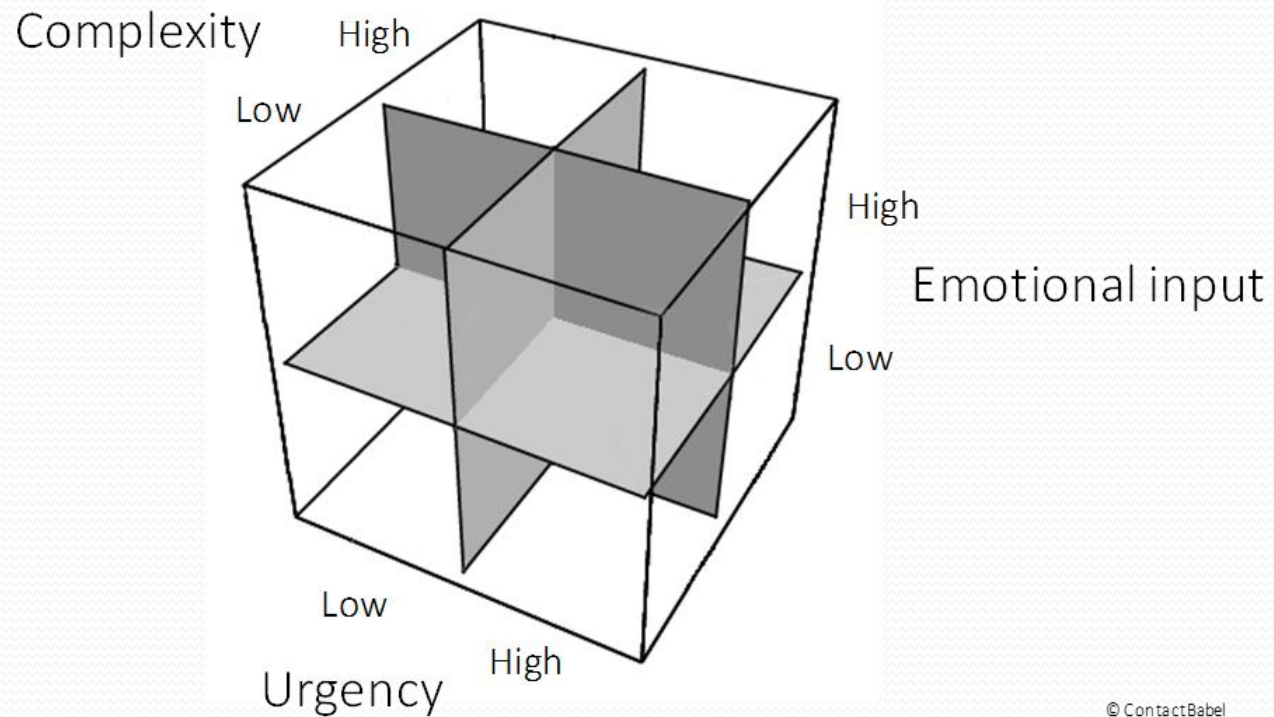
Channel growth (2)



The Customer Interaction Cube



The Customer Interaction Cube

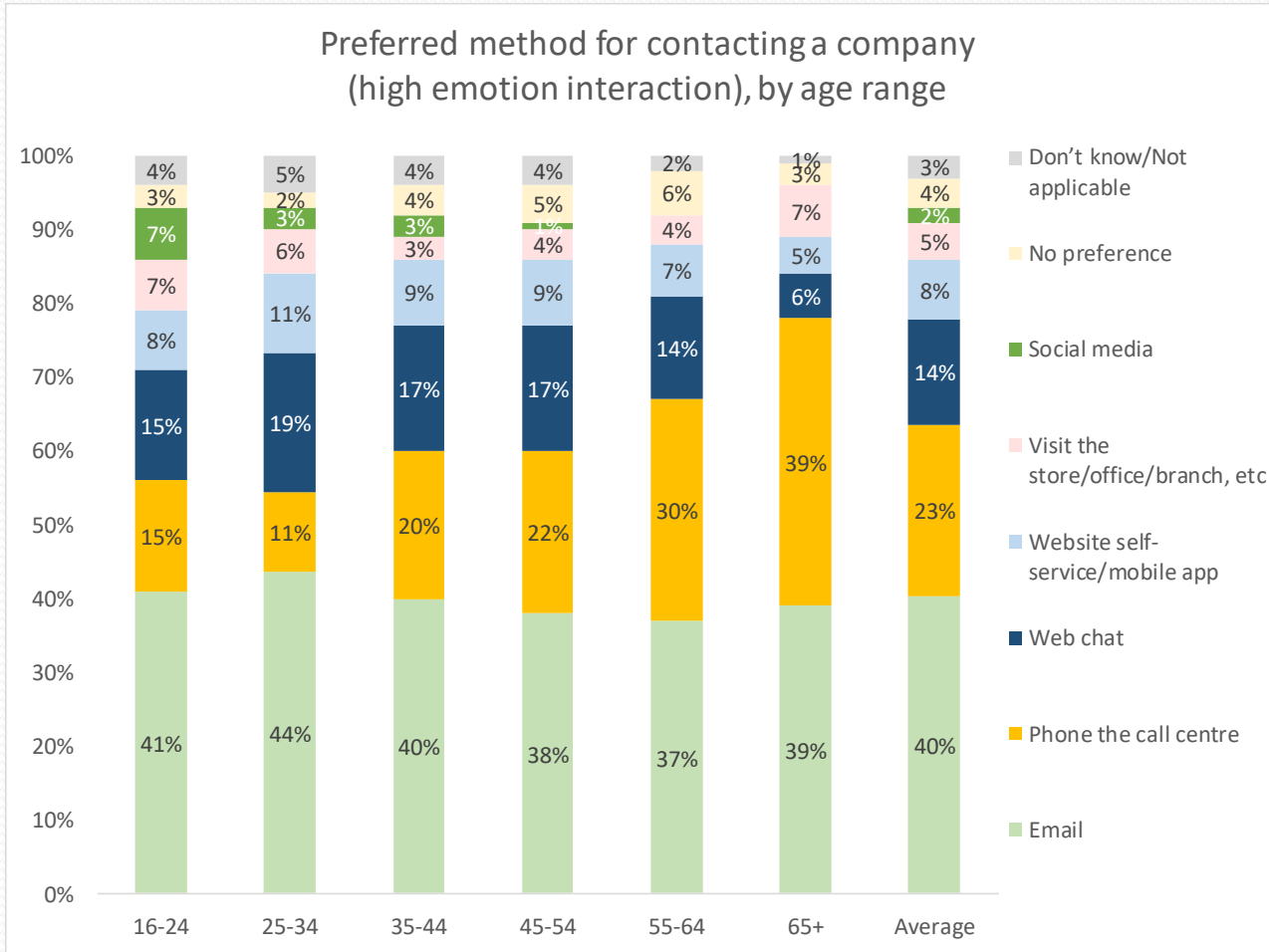


Understanding Customer Requirements



	Emotional importance	Urgency	Complexity	Primary channel	Secondary channel
Returning an incorrect item	HIGH	Low	Low	Email	Phone
Checking flight arrival times	low	HIGH	low	Website / App	Phone
Completing a mortgage form	low	low	HIGH	Phone	Web chat

Preferred channel (high emotion)

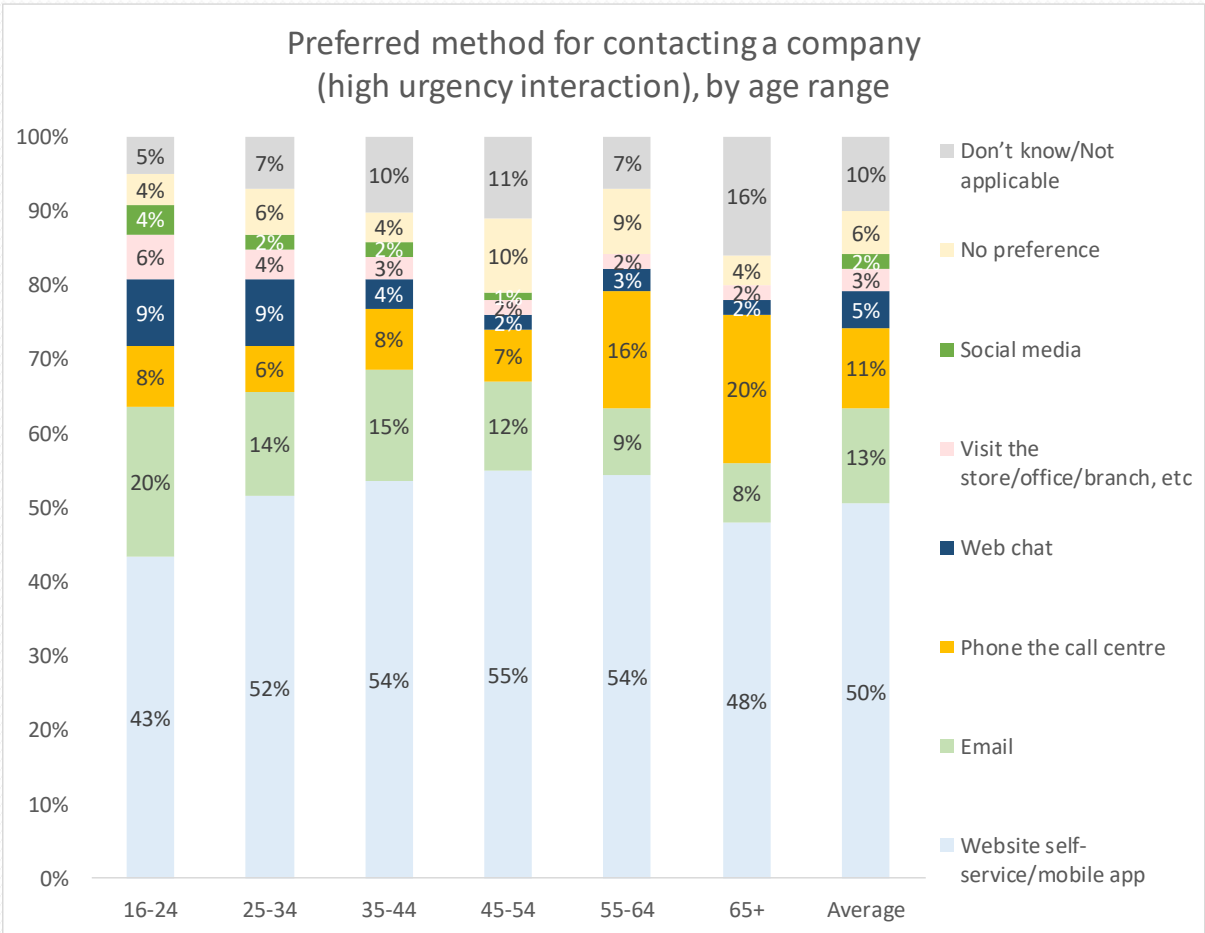


Email is popular with all – suitable channel for complaints

Older generation more likely to phone

Millennials will consider web chat, self-service, social

Preferred channel (high urgency)

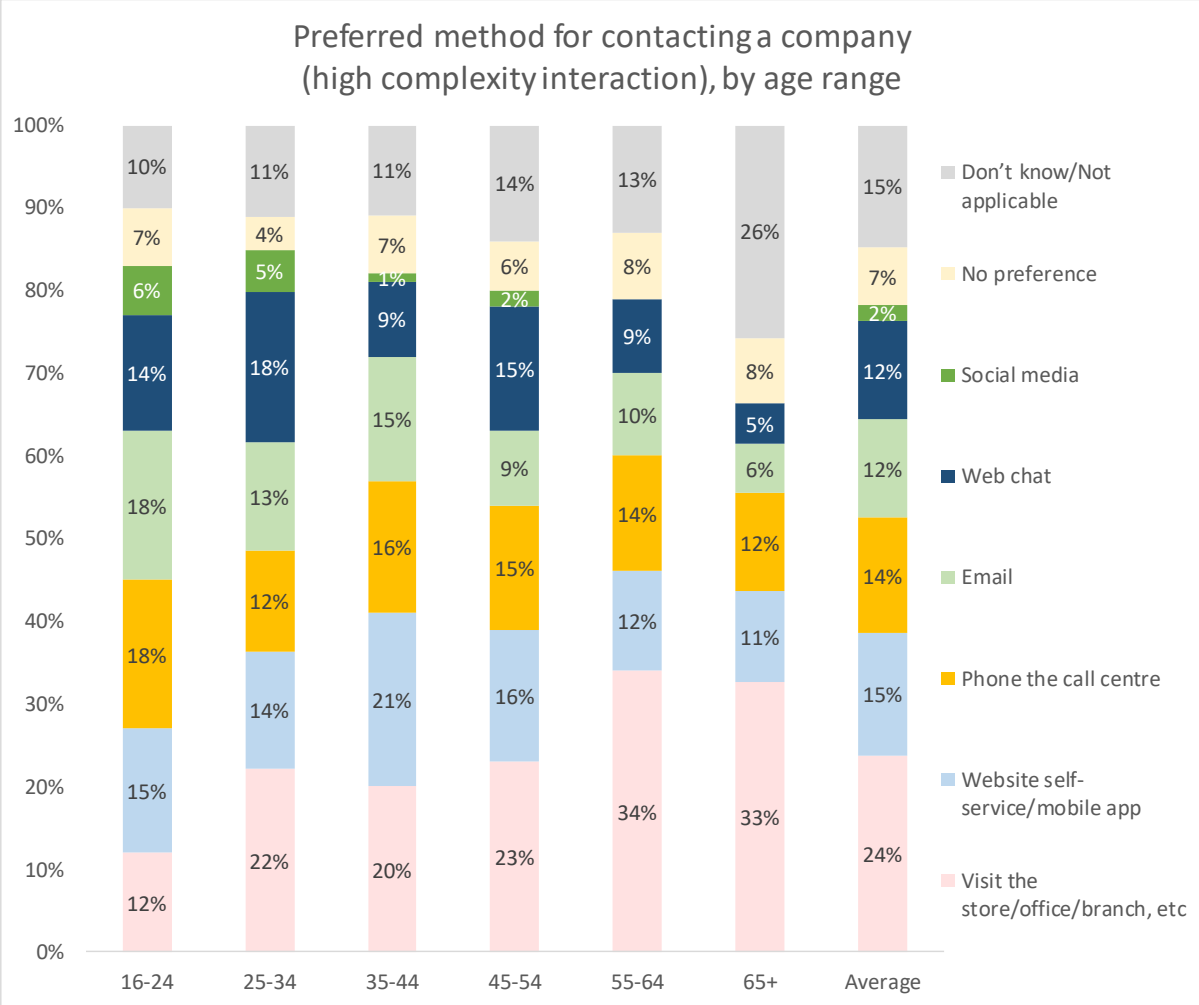


Website / app is popular

Older generation more likely to phone

Millennials will consider web chat – some of the youngest would email

Preferred channel (high complexity)



Face-to-face / voice are more popular with older generation

Millennials more likely to use supported digital channels (email, social, web chat)

Conclusions



Older generation value first contact resolution, and talking with a UK agent (but they really don't want to queue)

Millennials want an immediate response regardless of the time of day (and hate queuing too)

Millennials are likely to use supported digital channels (email, social, web chat) as a preference, and will give automation a try

The youngest demographic seem still to be learning how best to contact a company – an opportunity to educate them?



Principles for delivering CX

Use the Customer Interaction Cube to determine how many of each type of contact you receive

Study your customers' demographics to understand how they prefer to contact you

Understand what drives them to choose a particular channel (and remember the need for human reassurance is always close at hand)

Encourage the youngest customer demographic to use channels that suit you and them, and make sure that they're fully supported

If a channel can't deliver, there needs to be a seamless recovery route



ContactBabel reports

- The UK Contact Centre Decision-Makers' Guide
- The UK CX Decision-Makers' Guide
- UK Contact Centre HR & Operational Benchmarking Report
- UK Contact Centres 2018-22: The State of the Industry
- The Inner Circle Guides to
 - Omnichannel
 - PCI Compliance
 - Outbound
 - Self-Service
 - Interaction Analytics
 - Cloud-based Contact Centre Solutions
 - Workforce Optimisation
 - AI, Chatbots and Machine Learning (Q4 2018)
- www.contactbabel.com to download

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PRINCIPLES TO DELIVERING CUSTOMER SERVICE EXCELLENCE

1

FIRST CONTACT RESOLUTION

“initial first call/ contact with us as this sets the potential clients expectations of how their case will be dealt with by the firm as a whole”

LEGAL FIRM

2

THE RIGHT PERSON

“Having specific customer demand being serviced by the right person.”

ENERGY SUPPLIER

3

EASY TO DEAL WITH

“That we are an easy and satisfying business to engage / transact with..”

HOUSING ASSOCIATION

4

QUALITY AND CONSISTENT SERVICE

“wowed them with our service”

IT PROVIDER

5

CHANNEL OF CHOICE

“Being able to deliver a high quality service consistently across multiple channels.”

PUBLISHER

6

BRAND PERCEPTION

“Impact deeply and positively on our customers perceptions towards our brand.”

FINANCE PROVIDER





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QUESTIONS





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THANK YOU

