The fundamental guide for how to provide excellent customer service in a cost-effective manner

Guiding customer-facing organizations in how to boost customer relations while cutting costs at the bottom line
“A satisfied customer is the best business strategy of all.”

Michael LeBoeuf
Table of contents

The fundamental guide for how to provide excellent customer service in a cost-effective manner 4

Costs in a Customer Service Context 5

The Deloitte Digital approach 6

Step 1: Eliminate 7
Step 2: Deflect 9

Case example: Eliminate & Deflect 10
Step 3: Automate 11
Step 4: Steer 12
Step 5: Empower 14

The three key enablers 17

Let’s make this shift a reality! 19

Appendix: Abbreviations
The fundamental guide for how to provide excellent customer service in a cost-effective manner

How can we provide our customers excellent customer service while also showing a positive bottom line? This Deloitte guide will help you to navigate in what tactical changes to make in an increasingly demanding business landscape.

That the business landscape has become a struggle comes as no news. Almost daily, reports and news are published highlighting the fact that businesses need to be equipped for the challenges ahead.

Conflicting demands to handle
On the one hand, customers and end-consumers have higher demands than ever before, both on products and services. Various reports\(^1\) outline the trend which is growing even stronger by each year: Customers are asking for that the range of products and services they are faced with in the ever-increasing array of contact channels should be more personalized, efficient and adapted to the specific needs of each customer. In essence, this means high demands for seamless, easy to grasp and efficient interfaces where customers only need to ask their question once and being supported immediately. If the customer wants to change contact channel during an interaction, it is expected that the company supports a warm handover between different channels, as well as between digital interfaces and a skilled human.

However, companies are lagging in their digital transformation where they over and over fail to meet key business goals as well as customer expectations\(^2\).

On the other hand, the upcoming recession will very likely impact most parts of a company’s operations, by forcing them to cut costs wherever possible and to minimize planned investments. As companies need to cater for a potential upcoming damage on the bottom line, they need to focus more rigorously on increased efficiency within all parts of the business. That or driving growth to a much higher extent than currently. All in order to survive. This demand however usually calls for more investments to truly become customer centric in all parts of the business to enable fully satisfied customers that can contribute to a positive impact upon business profit.

So, how do we provide our customers excellence customer service that meet their demands while cutting costs at the bottom line?

\(^1\) See Deloitte’s Nordic Customer Service Excellence report
\(^2\) See Gartner (2023) report Driving Growth, Profits and Resilience in a Downturn

It’s time to start utilizing your Customer Service organization to reach the goals to cut costs while keeping your customers satisfied.
Costs in a Customer Service context

First, let’s untangle the concept of cost in a customer service context, which can be defined differently depending on how business leaders view their customer service organization:

- **Cost as investments.** These investments can either be (1) **investments to replace old technology**, such as in legacy or CRM systems that are moving into end of life, or/and (2) **investments in new technology/capabilities** (e.g., chatbots, AI, analytical tools, engagement layers etc.).

- **Cost in terms of redundant costs.** These costs represent organizational inefficiencies, such as multiple teams or employees having unclear boundaries of responsibilities, or/and tools that are utilized to solve similar problems but are not integrated – all leading to suboptimal and ineffective processes and performance.

- **Costs in terms of cost avoidance**, which is a general term utilized by many companies to legitimize current investments with the benefit of higher cost savings in the future. These are often linked to a more or less clear business case. In a customer service context, this type of cost for example represent the costs for redundant agents to cater for an ineffective operating and service model. A typical example is employing or contracting agents to handle an increasing flow of unexpected or unplanned incoming enquiries, especially through telephone and other manually managed channels.

The market situation can be managed through different focus areas within the business: (1) cut costs while maintaining high customer satisfaction, or (2) more heavily focusing upon company growth (cross-/upsell). This article focuses on how to succeed with cost cuts.

So, how can we reduce costs through a customer service setting? In this article, the focus is upon managing redundant costs and strategies for cost avoidance.
The Deloitte Digital approach: How to provide excellent customer service in a cost-effective manner

Deloitte is using a well-developed 5-step model for businesses to undertake for tactically cutting costs while enabling excellent customer service.

In the upcoming pages, we will deep-dive in each of these five steps, what capabilities and tools that can support throughout, and highlighting main benefits from each step including the overall benefits of following through the entire model. From a holistic point of view, the steps are based on two major improvement areas when utilizing a company's customer service organization to succeed with cost cuts while maintaining high customer satisfaction:

1. **Manage Demand:**
The two first steps reflect the strategies and processes that companies need to rethink in terms of how to handle customers' need for support in various ways, primarily before an enquiry even has been initiated.

2. **Manage Operational handling of interactions:**
The final three steps reflect the strategies covering the process when a customer has reached out for support through the channels that the company offer and operates through, to having a solved enquiry.

Each of these five steps will help your business to work in a much more tactical and streamlined manner. This will have an impact both on the bottom line and customers' satisfaction levels when utilized as intended.

Based on our experience, businesses harness the most out of this change when undertaking all five steps of the model.

This model can be utilized as a continuous and tactical cost-cut plan. As progress is being made and as goals and ambition levels might be refined over time, the learnings and progress from each step should generate what actions to make when initiating a new loop of this model.
Step 1: Eliminate
First step in managing your demand

Why needed?
This first step is critical for cutting redundant costs. During this step, the goal is to minimize the actual inflow of customer enquiries by removing the main reasons (i.e. root cases) of customers' need for making contact as far as possible. As personnel is one of the key cost drivers in the customer service context, preventing incoming enquiries can have a substantial impact of the costs of personnel. In other words, through the eliminate step, companies can reduce the number of FTEs in the customer service organization as a whole. This is especially true for those companies that utilize an inefficient operating model for their customer service organization which is not adapted to fit current needs. Eliminate is then a tactical move enabling better prerequisites to enable streamlined customer service operations.

In addition, by utilizing structured processes and the right tools for preventing interactions, also pain points and problems in other parts of the business can be surfaced, understood, and solved together. Insights should therefore be shared within the company (e.g. with Product Development, Customer Experience team) to enable improvements in the product or service and thus preventing issues from arising again. Through this step, customer service can be utilized to enable a more strategic and future-focused perspective for the entire company as well.

We recommend the following capabilities and tools for this step:

- Proactive communication (e.g. proactive e-mails and sms) in line with customer profiles and need for information to inform customers about known issues before they feel the urge to seek help
- Keep good track of your data and insights: Gather and analyze customer and contact reason data in a structured way
- Frequent utilization of analytical tools to generate data-driven insights and to keep track of upcoming and potential reasons for customers to contact. Example, perform root cause analysis for solving pain points in products or services that are the primary reasons for customer contact. The root cause might be a hidden pain point or problem in another part of the business, so utilize your breadth of knowledge to create a win-win situation.

What are the benefits from this step?

- Less incoming enquiries enables more streamlined customer service operations, and reduced number of FTEs when having a stabilized setup and structure
- Better use of existing channels when being adapted to optimal company processes
- Based on client projects, we expect potential cost savings of 5% - 10% volume reduction by solving root causes, and 5% - 10% volume reduction through utilizing proactive communication

What is it?
Prevent interactions in the first place by eliminating the reasons for customers contacting Customer Service
Aim for zero contacts? Reports differ on what a customer facing company’s optimal aim should be when it comes to what enquiries that should be handled through customer service. Our experience from projects with companies of various sizes, across industries tell us that the 80/20 rule is a more viable goal:

- Aim for an 80% cut of incoming enquiries through preventing and deflecting (step 1 and 2) as they mainly represent repetitive questions and require limited knowledge and experience to solve
- The remaining 20% incoming enquiries should be reflected by true value-adding interactions that lead to customer loyalty and higher employee and customer satisfaction. Throughout these enquiries, customer service agents’ skills, knowledge and experience are used as its best.
Step 2: Deflect
Second step in managing your demand

Why needed?
The more manual assistance companies offer customers and where the operating model is targeting “manual first” rather than “digital first”, this strategy will most often generate a higher staffing demand. Based on our experiences, manual interactions carried out through a customer service are most often redundant as there are many other, more effective ways to structure a company’s service model that is more time- and cost effective. This step is therefore critical for cutting redundant costs as it ties back to the costs of personnel.

To support deflection of incoming contacts, there are multiple channels and solutions for preventing redundant interactions which in addition are continuously developing. The market for developing tools aimed for spurring deflection are constantly evolving (see examples of capabilities and tools below).

In line with this market growth, expectations from customers regarding self-service are very high, where self-service solutions need to be offered and need to function smoothly\(^{(3)}\). Self-service is in this context aimed at solving any customer’s enquiry or part of an enquiry without any manual support, with the same or even higher satisfaction than being handled manually by agents. Deploying any self-service solution from the market that is not anchored in a company’s specific processes and strategy is not the way to carry out successful deflection. Instead, implementing self-service tools require clear tactics and process optimization to enable them to function as intended.

We recommend the following capabilities and tools for this step:

- Use a digital first strategy by offering your customers digital means and tools to seek and find answers to any questions on their own based on their needs, and to enable them updating their own data. Examples: web portals, apps, manuals, downloads and FAQs, etc. It’s critical that the content is well-developed and adapted in a knowledge base for the customers to be able to solve their enquiries by themselves.
- Steer customers to digital channels such as self-service by reducing opening hours for assisted channels (i.e. phone or even chat)
- Employ a structured way of using digital analytics

What are the benefits from this step?

- Minimizing throughput time for agents due to better use of digital tools to cover parts of or entire enquiries, which impacts current and forecasted number of FTEs required to solve enquiries. Cost per enquiry will reduce as an effect of reduced costs for staff and from shorter time spent per enquiry. Potential cost savings from 10% - 20% for shorter Average Handling Time (AHT).
- If enabling seamless flow of information, where information and data flows between channels, these capabilities will have additional multiple benefits throughout this step:
  - Reduced number of redundant and repetitive questions with a potential cost savings from 15% - 25% for repeat call reduction, and 30% - 50% for waste calls
  - Improved customer satisfaction from adapted and useful self-service channels that fit customer needs for when and in what channels they need support through
  - Improved employee satisfaction from;
    - Satisfied customers, as there is a clear link between customer and agent satisfaction in the customer service context\(^{(4)}\)
    - Better usage of agent skills and knowledge as the actions of this step aims at using agents’ time for actual value-adding tasks

\(^{(3)}\) In the 2022 years’ Deloitte Customer Excellence report, it was highlighted that only 60% of the participating client-facing companies in Europe offered self-service to their customers.

\(^{(4)}\) The Deloitte Customer Service Excellence report showed a clear positive ink between Customer Satisfaction and Employee Satisfaction in the customer service context.
DEEP-DIVE

Case examples for Eliminate and Deflect

CLIENT 1
Distribution/Logistics

Deloitte was asked to carry out a cost-cutting initiative for a company which operates their customer relations mainly through their customer service organization. Despite having invested in a new mobile app and in self-service capabilities, the client faced high costs per enquiry and with forecasts showing increasing costs over time.

When analyzing the cost base, it was evident that even though the cost per enquiry would remain stable over time, the company still faced increasing costs for their customer service as a result of that the forecasted need for FTEs and FTCs increased over time. As the predominant strategy was to increase the number of FTEs/FTEs for covering a heavy increase of incoming enquiries, the costs for customer service operations would also increase over time.

By focusing on solving root causes, using proactive communication and a digital first strategy throughout the company’s contact channel strategy, this enabled multiple benefits:

- A reduction of incoming enquiries as self-service channels were further elevated and adapted to the client’s goals
- Reduced time spent per enquiry (shorter AHT) as data was leveraged upon further by utilizing current tools better while educating agents in data handling.

By following these 2 steps (Eliminate and Deflect), a double effect on costs was enabled. After a few months, the client had secured a more streamlined cost base. This strategy was not only utilized for the short-term but also for securing a more future-proof customer handling’, leading to more efficient business operations overall.

This case shows large cost savings potential just by streamlining customer service operations through these 2 steps.

CLIENT 2
Retail

Deloitte supported a large retail client with a Customer Service Transformation where the client experienced challenges with a high inflow of customer enquiries. To stop the large inflow, the company utilised a typical reactive strategy of moving the contact details to customer service so that they were challenging to find. However this strategy created more harm than good, since customers in general were even more frustrated when actually finding the contact details and got hold of customer service.

By instead utilizing the actions from the first two steps of this model (Eliminate and Deflect), this client would not have suffered from decreased customer and employee satisfaction. Instead these steps would have provided them with a plan on how to diminish the need for taking short-sighted actions and instead utilized a proactive and structured tactics around the challenges with large inflow of enquiries.

Typical savings from step 1 (Eliminate) and step 2 (Deflect): 5% -10% cost savings
Step 3: Automate
First step in managing the operational handling of interactions

Why needed?
As numerous of processes and enquiries carried out through customer service operations are repetitive or partly repetitive, automating these flows should be a basic capability within the Customer Service context. Automation can provide a customer with well suited information and to process the full service request without human assistance. For example, a company-trained chatbot can be utilized in combination with RPA to change address details or to request a follow-up order and thereby sole the request without human assistance.

There are several ways and tools to use for automatization purposes (see examples below). What tools that are prioritized and best suited for Customer Service departments depend on customers’ actual needs and the industry the company operates within. This again highlights the critical need of gathering and using structured data and insights to enable a good understanding of your customer specific to ensure the right investments to minimize costs over time (i.e. cost avoidance).

These tools naturally require some form of investment (based on the intended need) but as they have proven to enable minimizing of manual handling, these investments could be regarded as cost avoiding tactics for handling current and future customer needs.

What is it?
Automated manual assistance: If the customer still needs further information or requires some kind of transactional process, help the customer to resolve service requests by automating touchpoints and processes.

What are the benefits from this step?
- Potential cost savings from automation in the customer service context:
  - Approx. 25% - 35% of low complexity calls reflected to cognitive channels
  - Decreased AHT of 10% - 20%
  - Decreased time spent on case management efforts, approx. 15%
  - Abandonment rate reductions
- Additional benefits such as cost reductions for IT as a spin-off effect, in addition to added value capturing such as key talent, differentiation against competitors

We recommend the following capabilities and tools for this step:
- Various tools can be leveraged to automate service processes and to reduce repetitive work, such as RPA, Chatbot, Voicebot, Digital Human, workflow automation, speech analysis, intelligent chatbots, intelligent IVRs, Next Best Action
- Make sure to capture all critical inquiry details automatically, such as contact reasons, to utilize the data in upcoming interactions. Single view of the customer/360 view of the customer is almost a necessity to obtain all benefits.
- Seamless flow and journey between various tools, both for customers and for employees to avoid repetitive handling and processes
- Insights and analysis based on actual data is required to optimize operational management

(5) See Gartner (2023) report Driving Growth, Profits and Resilience in a Downturn
Step 4: Steer

Second step in managing the operational handling of interactions

Why needed?

The second step in managing operational handling of interactions concerns further refining the contact channel strategy. If customers still require human intervention for solving their enquiry, they need to be steered to channels that are both cost- and customer effective, such as digital conversational channels.

The goal of steering is to involve human agents only for handling complex inquiries. There are many companies where agent knowledge and skills are not fully optimized. Also, many companies lack digitally mature channels that can be adapted to company and industry needs. For example, it is evident that telephone is still widely used within customer service (see graph below) compared to digital channels. As long as telephony is offered and utilized widely, that channel will continue to drive further costs for your company if not shifting those enquiries over to more cost-effective and digital channels.

Also, to succeed with enabling excellent customer service concerns further developing other more cost-effective channels to enhance customer satisfaction equally high or even better than telephony traditionally have done. As noted in the graph, clear plans for investing in chat can enable a good balance between costs and customer satisfaction. However, to truly steer customers to more cost-effective channels, securing a seamless transfer between digital channels and the human chat agent (i.e. warm handover) is critical. To ensure that the enquiry is resolved at the first contact (FCR) requires a seamless channel transition where important details are captured from one channel and transferred to another. The inquiry details that are captured in prior steps will enable the human agent to focus more effort and time on the customer, in addition to creating better prerequisites for a change of customer behavior to utilize digital channels for all upcoming support needs.

Usage and Investment Plans in Different Channels

<table>
<thead>
<tr>
<th>Channel</th>
<th>Using</th>
<th>Using &amp; Investing</th>
<th>Investing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call</td>
<td>80%</td>
<td>81%</td>
<td>13%</td>
</tr>
<tr>
<td>Email</td>
<td>2%</td>
<td>2%</td>
<td>98%</td>
</tr>
<tr>
<td>Contact form</td>
<td>5%</td>
<td>5%</td>
<td>95%</td>
</tr>
<tr>
<td>Self-Service</td>
<td>23%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>Chat</td>
<td>38%</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>Social Media</td>
<td>35%</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>SMS</td>
<td>25%</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Mobile Application</td>
<td>1%</td>
<td>1%</td>
<td>99%</td>
</tr>
<tr>
<td>Video Call</td>
<td>25%</td>
<td>25%</td>
<td>75%</td>
</tr>
</tbody>
</table>

Graph on the usage and investment plans for various channel, from Deloitte’s Customer Service Excellence report, 2022.
We recommend the following capabilities and tools for this step:

- Even though demands for type of service varies depending on products, service, context and industry vertical the service request is based within, there is a need to develop capabilities within digital conversational channels, such as chat, social media, and assisted self-service
- Engage in developing Customer Journeys to optimize each customer journey throughout your various touchpoints
- Utilise channel analytics and act upon key insights
- Focus on continuous improvements- mindset shift throughout the business

What are the benefits of this step?

- Potential costs savings from 20% - 40% of incoming enquiries on phone migrated to digital channels
- Increased First Contact Resolution (FCR) as focus is on maximizing first time right (ensuring customer enquiries are solved at the first contact), with a minimum of 5% increase (depending on current setup)
- Continuous improvements through this step can lead to cost savings of further decreased AHT by 10% - 20%
- Continuously improved employee satisfaction through better utilization of skills and knowledge for value-adding purposes rather than for transactional ones (even further enhanced during next step)
Step 5: Empower

Last step in managing the operational handling of interactions

Why needed?

The last step in this 5-step model concerns empowering customer service agents to deliver excellent service by supporting them with optimized tools and capabilities to succeed. By following the prior steps efficiently, the actions throughout this specific step will focus to enhance agents’ abilities and motivation to be efficient during the customer interactions. When there is an actual interaction initiated between an agent and a customer with the aim of solving an actual problem that could not have been deflected or automatically handled, this human intervention requires fully customer-centered and personalized service. This is how customer service agents’ skills and competences should be utilized to the most: as value-adders.

As highlighted in various reports, personalized service is key for enabling high customer satisfaction (see graph below). However, being able to leverage upon those interactions require motivated talents with social competences that are empowered to act upon triggers that allow for creating additional value for both customers and the business (e.g. cross- and upsell). It also require clear career opportunities and a company culture that spurs a proactive behavior to continuously look for process improvements as a basic part of the agent’s job. In addition, these capabilities need to be supported by a technical infrastructure of tools, systems and structured data processes that are optimized to ensure efficiency and customer centricity.

So, customer service agents are key for enabling and keeping good customer relations, but also for securing cost-effective customer service operations on the long-term perspective. Their input will feed the continuous loop of this 5-step model, as it leads us back to improving possibilities to eliminate incoming contacts. Then make sure that the agents are supported well enough to harness on those benefits!

---

**WHAT CUSTOMERS CARE ABOUT?**

<table>
<thead>
<tr>
<th>Customer Satisfaction</th>
<th>3.90</th>
<th>3.87</th>
<th>3.76</th>
<th>3.79</th>
<th>3.77</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual, personalized service from your agents</td>
<td>3.85</td>
<td>3.77</td>
<td>3.69</td>
<td>3.79</td>
<td></td>
</tr>
<tr>
<td>The resolution outcome</td>
<td>0%</td>
<td>20%</td>
<td>40%</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>Time required to resolve an issue</td>
<td>3.77</td>
<td>3.69</td>
<td>3.79</td>
<td>3.87</td>
<td>3.90</td>
</tr>
<tr>
<td>Possibility to solve one’s own problems</td>
<td>20%</td>
<td>40%</td>
<td>60%</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**We recommend the following capabilities and tools for this step:**

- Fundamentally rethink the way your company leverages humans (outsourcing vs inhouse, FTEs vs FTCs, full-time vs. part-time, locations) to allow for full flexibility for the business, for your teams and customer service agents.
- Utilize the employees' skills and interest in developing new roles aimed for continuous improvement through the process (all 5 steps) and on focused responsibilities (e.g. Chatbot/Voicebot trainers etc.).
- Upgrade agent profiles to meet market needs and business goals, incl. skill training for generalist and specialized knowledge based on what skills to be considered as hygiene ones in a modern customer service context (e.g. handling multiple chat conversations, efficient use of customer data and sentiment, proactive targeting, securing customer data gaps, handle and act upon customer data etc.).
- Further develop and leverage upon AI, analytical tools (e.g. voice analytics), knowledge base, and your 360 view of the customer.
- Implementing a culture of high performing teams.

**What are the benefits of this step?**

- Increased First Contact Resolution (FCR) from improved skills, data usage and adapted tools for the human interaction: 5% increase.
- Continuous improvements through this step can lead to cost savings of further decreased AHT by 5% - 10%.
- Further improved employee satisfaction by utilizing skills and knowledge for value-adding purposes (rather than for solving transactional ones) with additional career developments outlined for agents and team leaders.
Shift your mindset into start utilizing your Customer Service organization to enable actual value! It’s time to start thinking and acting tactical.
So, what is the most pragmatic way forward to provide excellent customer service in a cost-effective manner?

The three key enablers

Based on our experiences, there are three key enablers to succeed with navigating in this seemingly tricky landscape:

Enabler 1: Go through all steps in the 5-step model

Based on our experiences, there are great cost savings potentials from carrying out the tactical moves outlined, especially through the last three steps of the model (with moderate numbers of 10% - 20% cost savings). However, typical transformation savings of going through all 5 steps, based on our experience from various client projects, are 15% - 25% in actual cost savings.

The actions through each of these 5 steps will depend on how digitally mature a business is and the current ability to drive through changes of processes, mindset and existing patterns. This will in turn also imply varying efforts and timing of when actual impact can be realized, which will differ between companies.

It should be noted that undertaking each of these 5 steps will have greater impact compared to prioritizing only specific steps. That is, the benefits of each step will together be greater than each step per se, as the combination of efforts will enable better prerequisites for cost savings and abilities to enable excellent customer service.

With that in mind, this 5-step model could be utilized as a catapult to start structuring your customer service operations, as the goals (cutting costs while keeping high customer satisfaction) have been outlined. Use the model to create a common goal to strive for!
As noted, utilizing a company’s Customer Service organization is a golden tactical move to reduce costs while enabling better customer and employee satisfaction. So, even when focusing mainly upon cutting costs, there are also possibilities to add real value when realizing that change. This, however, is a tactical move that many companies still have not realized. This includes making the full use of customer service operations, data, processes, people and supportive technologies and systems to enable more value while reducing the costs for those operations.

There are naturally multiple ways of carrying out this transformation. The pace and scope needs to be grounded in ambition levels and the maturity of the organization to make that shift successfully. Only with minor changes, a company can make a large impact upon how they run their business, which will have a positive effect upon customer and employee satisfaction.

Based on learnings from prior recessions and impact from disruptive elements during recent years (e.g. Covid-19), a customer-facing company needs to be prepared. A successful tactics has throughout been to get to know your customers, be proactive, and by that being prepared to make key changes to remain successful. If your company already now is lagging in the digital agenda and fails to meet market needs, the shift of becoming a truly customer centric business will probably require more time and effort than a company undergoing digital transformations on a more frequent basis. In other words:

**The time to act proactively and tactically is now!**

So, make use of these challenging demands to create your roadmap for how to enable excellent customer service in a cost-effective way. But also, start acting on your roadmap right away. Our experience tells us that the more time a business spends on generating the perfect roadmap, the less customer impact they are likely to generate within the upcoming year.

**Enabler 2: Fully utilize your Customer Service organization and transform it into becoming a value driver**

**Enabler 3: Make key decisions asap as the more time passes for making key actions, the longer time before viewing actual outcomes on the business and customers**

These 3 key enablers will support you in your upcoming journey to reach your goals with your customer service. It’s time to take an active tactical decision to get started on your journey!
Let’s make this shift a reality!

Start with fixing your customer insights and processes, then technology.

We at Deloitte Digital can support you in kick-starting and leading you through your journey to become cost effective while increasing your customer and employee satisfaction through your customer service organization.

**Why Deloitte?** We at Deloitte Digital have the skills, experience and interest in supporting your business to go through this change in a pragmatic, tactical and cohesive way, that fits with your business vision, strategy and goals. It needs to be successful for your company, your customers but also for your employees. We know how to succeed with that change.

**What is the Deloitte way?** We work *with* our clients, not for our clients. We believe that co-creation is as it’s best when utilizing the full breadth and depth of knowledge to create and execute on a plan together that our clients feel ownership of. Our experiences from market insights and our global Deloitte network enable us to really understand our clients’ businesses and their customers while being able to nudge their ways of working to succeed. Good relationships is everything.
Get in touch!

Nathalie Ramsbjer
Senior Manager Deloitte Digital
Head of Nordic Service Excellence
PhD in Customer Service
nramsbjer@deloitte.se
+ 46 70 080 39 26

Lina Gustafsson
Manager Deloitte Digital Sweden
ligustafsson@deloitte.se
+ 46 70 080 32 88

Kristina Thelander Svensson
Partner Deloitte Digital Sweden
kthelander@deloitte.se
+46 76 82 712 98

DELOITTE DIGITAL FULLY SUPPORTS YOUR LEAD TO LOYALTY JOURNEY

Deloitte Digital delivers end to end capabilities – strategy, implementation and managed services - across the “lead to loyalty” customer journey to help brands achieve strategic growth.

Generate Demand
Win Customers
Drive Repeat Sales & Cost cuts
Engage Customers
Earn Loyalty & Trust
This is our Deloitte family

We use our expertise in our global network to ensure that we have the most viable and up-to-date skills, knowledge, methods and frameworks, which are built upon and refined through client projects in multiple industries worldwide.
Appendix: Customer Service abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agents</td>
<td>Customer Service employees which role is to handle customer enquiries and be the company representative in customer calls</td>
</tr>
<tr>
<td>AHT</td>
<td>Average Handling Time, also referred to as throughput time</td>
</tr>
<tr>
<td>AI</td>
<td>Artificial Intelligence</td>
</tr>
<tr>
<td>Digital Human</td>
<td>An elevated digital assistant, building upon chatbot functionalities</td>
</tr>
<tr>
<td>FCR</td>
<td>First Contact Resolution</td>
</tr>
<tr>
<td>FTE</td>
<td>Full Time Equivalent</td>
</tr>
<tr>
<td>FTC</td>
<td>Contractors/hired customer service agents</td>
</tr>
<tr>
<td>RPA</td>
<td>Robotic Process Automation, also referred to as a Digital assistant</td>
</tr>
<tr>
<td>Warm handover</td>
<td>That the information shared within a digital communication between a customer and the company (questions, responses, sentiment etc.) is transferred in real-time/gathered in company systems into a new channel/with a human if the customer prefers to change, without a need to repeat him/herself.</td>
</tr>
</tbody>
</table>
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte's more than 415,000 people worldwide make an impact that matters at www.deloitte.com.

Our advice is prepared solely for the use of the client. You may not disclose it or its contents to any other person without our prior written consent. No other person may rely on the advice and we accept no responsibility to any other person.

© 2023 For more information, contact Deloitte AB.