Balance of AI and EQ in "Customer Experience Management"

Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]

[1] Research Scholar

[2] Departments of Management, Research Advisory Committee, Faculty of Research & Development, Capital University

Abstract – This paper is focused on marking a balance in AI and EQ. The paper combines both theoretical assumptions and practical examples. The general idea is that a customer journey is crucial. Reaffirming the belief that the prime pillar in a business process of production plan and marketing efforts is a customer centric culture. Transformation of personalised data connect to AI necessitated with the changing times. It has enabled easy capturing of big data. Each industry maximises their business potential with this data. A big dream of converting customer base gradually to big data, as customers modified to consumers. Eventually directing the need to install CRM solutions. Considering the potential, the race of customised industry specific solution providers, multiplied. They designed plug and play, quick to install methods enhancing digitization from conventional tiring and delayed data communications. This was in 1990 and we heard CRM innovation building success stories. A new role of CTO emerged in the company. The tools of analysing, freedom to add algorithm. Automated instant responsive communications from good old phone support with waiting and holding changed to surprised customer satisfaction. In this process, we discovered a new glitch. The CRM technology convinced to reform landscapes of speed and engagement to forfeiture of human connect. Direct voice communication filled with an elementary human need of "empathy" vanished. Contactibility challenges resulted in high grade of frustrations for customers. Just when companies thought Customer experience upgraded, harsh truth announced CRM as a imperceptible. Worry of capturing data resolved, however only in numbers, concluding CRM as single entry, one way.

To find the balance of AI and EQ for various industries who are misled into digitization. CRM was a desolate trail in proving the true essence of the connection between the touch points and VOC. Many companies struggled to tackle on either side of the drift to gain the equilibrium. To reduce volatility, in these challenging and unexpected times, we use the best tools of technology. The insight of every walk-in customer is a gold mine. This increases a three-way journey of communication, which is essential at the operations and front office levels.

CUSTOMER ⇄ BRAND ⇄ OPERATIONS OWNER

We must create a relay, so the brand's most important leaders, operational heads can hear it. Aren't they curios, at every stage! The leaders must be alert and want to resolve the customers issues!! While customers can also communicate painlessly. Touchpoints have a voice (VOE), its validated only if it is communicated / received by the leaders too. The data is at every level, all service feedback calls, customers talk to their best heroes in the company or notify the gap occurred due to erroneous communications. Customers are vocal about their experiences, which is good for business. They want speed and personalized resolution.

Key Words – VOE, CS, (CES) Customer effort scores, Customer satisfaction, AI, EQ, CRM, Customer journey, Feedback, VOC, customer experience strategy, Customer service, (AHT) Average Handling Time.

- x -

INTRODUCTION

In the CX and CSAT, customer experience and satisfaction journey, brands and customers proved a unique behaviour, They chose not to succumb to the one way digital communications. We all sincerely admit, that we enjoy the convenience and speed of the technology on multiple gadgets with AI tools.

Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]

130

www.ignited.in

Even though we are dazed in the dense forest of the jigs and gigs of individual gadgets, our lifestyle is attraction to the new phenomena. As a human body and mind, we connect and commit to nature. Human nature is born from "natural process". currently nature is combined to the evolutionary tools. Dynamism has paced faster than natural process and the growth is unmeasurable. There is no limit, as each CRM solution has a short life to live. Before, the CRM solution is outdated, we have already paved a path to a new question.

Can we treat customer experience as a financial asset, nurturing significant business transformation? Is the real strategic commitment to deliver excellent customer service and experience. Macro observations combined with presence of intellectual minds in a panel of high profile board members. In many ways the companies that struggle to improve the operation and business process, are improving profits and bottom lines by upgrading the customer service and retention ratio.

Customer experience has sometimes been underrated. In the ROI scales, it is categorised as an additional cost. Assuming its currently intangible in nature, in its efforts and extra edge towards memorable customer experience. The focus is to learn from each step to create a pro customer process. This directly creates opportunities to enhance the knowledge of a customer, who can be well guided leading to a brand advocate.

I envision a remarkable achievement, if the customer expectations are on the elevation pedestal from their first purchase. Marketing brand strategies collaboration is a challenge. Many a times, brands expect the customers to act with discipline with their profound strategies. Each organization allocates customer experiences, from an overpowered mindset. Aim is to increase revenues before a CRM vision. Low knowledge of ROI conceals the scope of a clear road map. Passage to rewards, recognition tiers and points. It cannot be accelerated from day one. But for sure, it can be a vision with an open panel of customer centricity. Easy to adapt CRM software, can address the matter. A model promises the company first level of solution, that engages promotable success. It looks like we have fulfilled the elementary juncture towards a proactive and responsive customer experience box.

OBJECTIVE

When we first realized that CX is a tangible brand value, all the marketers and Chief Technical Officers (CTOs) started moving the directives to organize this zone.

Soon the focal point from a business perspective was the customer service and experience domain!!!

On the strategy level - there is a dual theory varying within the sectors. Some feel it's a game changer and some progress in terms of growth and stability! A major portion of the company budgets outflow, should be towards customer experience! But since the tangibility evidence is not instant, the question arises, how much!!

What is the line!! Do we simply just install the technology enhancing the customers dynamic omni channel digital access, on all the platforms and portals. Is it as simple as that!! Will it take care of all the customer expectations and optimise the brand's efficiency in using these tools. How complicated is the integration of an old ERP or POS software to the independent CRM software!

Any definition of "Customer Experience" has different interpretations. Customer Experience Management is a relatively new notion and hypothetically it may apply uniquely. For results appear with different interpretations. In fact, it may be found foundation is from customer engagement, excellence, satisfaction, service and effortless journey [CLC].

Universally many specialists are accepting the n neoteric results. Dedicated CX teams revolutionised the modes, of solving the problem of Customer Experience Management. To a certain extent it is unanimous. New outcome are that, the journey of a customer can be endorsed, explained and analysed, with the help of effective tools and software. Who are using the software and for who, humans ! We will park this here and see the reality check

Let's understand the balance of the original entity and current advance techniques and tools amplifying the interpretation.

The notion of Customer Experience Management is obvious. Marketing section, are probing other divisions, to build a concept. Focus is on the essential interpretations of this notion. This needs business conviction and resilience leading a distinction of CX goals. Customers place their emotions on a skyscraper and the business owners base the facts on a profitmaking approach. To achieve and design a vision with impact on both, it is necessary to design and define them. We evolve and constantly work on these dynamics.

"We see often, organizations think of technology as a eureka resolution, rather than customer's priceless chronicle of events which has a deep sentiment".

Their substandard concept is to consequentially reduce costs in customer operations. The immediate future is not (as the media landscape might suggest) replacing humans with technology, rather augment each other. Collaborative working provides the best possible service to customers. In order, to be the most successful, brands need a human lens when they turn towards automation.

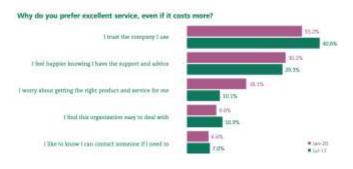**Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]**

This new invented term is HX, 'human experience'. HX is all about putting human experience at the heart of everything: taking an end-to-end view of the customer journey, leveraging digital technologies to augment human interactions, and engaging colleagues on this journey." This is not only being noticed in the reports of 2019 that the principle of human link has become viral and overpowered the cure basis technology fever.

In all my customer experience research and reports, the brands are expressing concerns. Via surveys of customers, they have arrived on a strategic thought, that to substitute the human limited approach to the vast accessibility of technology, there is amiss. From the forecasts of high-tech sophisticated elements, arises a question on the human connect link. We should know in a customer experience, it's not entirely possible to depend on technology. Its the human, who transmits the HX factor of the brand. It will be under a crackdown if its delinked. Silo is due to dependency on high-tech segmented tools of the solution by departments.

So truthfully leaving the agents behind, in this model, will handicap the system.

Is the customer willing to talk to an inactive customer service wall! Or willing to deal via technical support alone! To increase the brand satisfaction, the new solution should avoid putting a living heartbeat of the customer on a pacemaker. It will not survive with a dead heart if the brand does not interact on a human subsist.

Now, the point we are crammed up with 59.9% customers expecting good service with balance in price, wherein 25.9% customers are willing to pay more for good service. A preference for premium service is most marked in the tourism, automotive and services sectors. From July 2017 there is a significant increase in the customers who give high leverage to customer service and trust on a brand based on CSAT satisfaction.

Why do you prefer excellent service, even if it costs more?

84.5 % customers say they are ready to pay more, may be marginally, to first walk the path of mutual trust. Then even better as they have experienced the true customer service standards.

It is understandable why the customers are ready to have frill free products! The needs are minimalistic, thereby their position is not content with less goodies. The average satisfaction index is 74.2%. As they desire less, thus don't have the realm of what is missing. So, the rating is substantial, no addition will show changes.

A review of the last decade shows that alongside transactional experiences, emotional connection, customer ethos and ethics have become more prominent as drivers of superior customer satisfaction. The foundation of an excellent customer service, in the organizational culture, fortify customer and employee empowerment. Institutes, teach customer service, which is a cardinal component, with the shark rising number of companies.

METHODOLOGY

Traditional steps are considered for the fact that it is essential for leaders, to understand and manage an excellent customer experience.

The first step is customer data, every single information collected, requires a purpose and effort. Customers will contribute to the purpose, if the context is appealing. The automation of data collection encounters with the customer and human touch points and personal contacts, it is manual. In the latter, the human resource signifies the consequential success. The AI is now matched to quick and central data registration at one point and the human resource connect is still satisfying the customer's expectations of personalised service.

The second step essential in the data, is validation e.g., confirm, contact number, email ids, are entered correctly. As we automate campaigns in the CRM software, based on these information points. The positive side is the data grows generically. If the validation is set as a SOP in the initial stage, we can avoid many sorry figures to the same customers.

The third step is centralised access of the data for the purpose of benefiting the customer. As many a times this data is so secured that it is not put to good use in building the experiential platform.

The fourth step is data should be connected while the tiers are segmented. the chain within the company should not work in isolation. So, the journey starts at one department but the other takes over managing the customers, then the data should record a history and the customers should not have to run pole to pillar narrating their situation again. Make convenience the first tool for customers.

Tiers of customers always increases the effort efficiency grades, governing the investment at a balanced scale.

The fifth step is that the data should be analysed on entire CLC, not one issue. The customer is expressing the loopholes, gaps, blind spots, not just current problem. Their feedback is gold and insights are for us to benefit in improving our CX business processes.

Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]

132

www.ignited.in

Sampling used in qualitative research, with a goal of finding information-rich cases. Not to generalize, the customers positive intent, using the product or services is visible. But we learn about the perception, that is offered vs. expectations, there is a gap that defeats the scores of high CSAT and low CES and reduce AHT.

I decided to use grounded theory as a methodology, as I believed asking customers (VOC) and inhouse team (VOE) about their experience. I used in-depth interviews, with questions on levels of entry, table allocation, dining, feedback, ordering and contactibility with the emotionally connected people in the brand.. This is the best way to elicit the information we were seeking. I did more research by consulting related resources and discovered with theoretical sampling. I also decided to use the end-of-rotation assessment scores to help select your sample.

We all are customers? We scored an accurate representation of our learning. As customers, are we auto allocated a loyalty category or segment? Did the brand attend to a global exposure, an expectation or retention of traditional styles? How does the brand history shape the way a customer seeks to find balance in the growing expectations? I seek to challenge, elaborate, and refine all the assumptions throughout the research.

As I proceed with the interviews, it triggers further questions and I decide to make an architecture of the UX/UI of this digital application. This will give a more elaborate visual learning with the emotional and every step of the customer journey, in the process of CX strategy in this brand.

Quantitative research is collected with evidence of validity and reliability

Consider the customers demographics, I had to be fair in reporting style of my results. I elaborated some research approaches, to appropriately quantify results through frequency or numerical counts. In this case, instead of saying "10 respondents reported call centre assistance," I considered "respondents who reported call center collected information, mismatched at the front office level".

In some places the use of case study included to reveal the operational CRM processes.
The Role of Theory in the Case Study Approach

Listening is integral to gathering the right insights at the right time and then turning those insights into action.

REVIEW OF LITERATURE

'Journal' - In 2017,(United Kingdom Customer Service Institute UKCSI published The Customer Service Dividend25, tracking the relationship between organisations' customer satisfaction scores in the UKCSI and key financial metrics. It showed that organisations who perform consistently better than their sector average for customer satisfaction have achieved stronger financial growth in their books of accounting in EBITDA, gross margin and revenue per employee.

Our research26 has shown that there are significant "hidden costs" caused not by creating a customer service centre, when the customer service is poor or nil on AI and EQ levels.

'Employees' - Each employee spends at least 72-96 hours per month dealing with consequences of their organisation, either trying to resolve a gap in communication or transmission of guidelines or even the deadlines that are caused due to complexed operational systems. Many of these problems are caused by suppliers, vendors or logistics and even sometimes the poor relay of backend automated notifications.

In aggregate almost half of the employees have spent up to six hours per week at work dealing with problems experienced within the organisations that transmit to the external customer and create more interrelated service lapses and grudges. Failing ot good efficient and productive work environment.

A customer complaint typically generates 2.8 contacts to an organisation, of which 70% are telephone calls.

So let's prevent from any mishap and see in the Genesys and Frost & Sullivan report. Their research builds a business acumen intact on digital work, but integrates maximum access for the contact centres. This conveys that the role of every customer satisfaction channel is indispensable.

The Customer Service Dividend shows that organizations who consistently outperform their sector's average customer satisfaction have achieved higher productivity, revenue, EBITDA and revenue per employee than others.

UK research highlighted the financial costs of poor service and the opportunities to simplify experiences and empower the employees who boost value through customer relationships.

Mark Palmer, CEO at Gobeyond Partners, said in PRESS RELEASE: New Research - The Future of Work and Automation in CX in CCA Global Excellence Awards 2020

The UKCSI says in their 2020 January report, that since 2015 the customer satisfaction has gone to the lowest level. As it consistently drops from 78.2 to 76.9% points. What makes the matter concerning is, instead of improving its dropping, we need to create a balance.

www.ignited.in

Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]

133

So what is to be done

1. Design experiences around the customers' needs

2. E demonstrate high ethical standards in the relationships with customers, employees, partners channels

3. Combine technology and people to create experiences that work and feel personal.

These are authentic and use customer service, to improve the relationships. The above clearly express their purpose, relevance and the impact they create.

In general, in the UK trends report of 2020 in the initial stage of the year, we have rated the most improved organization's that have performed better than last year for satisfaction with complaint handling, getting experiences right the first time and they have generated fewer problems for their customers. Whilst these measures are obvious priorities to reduce customer dissatisfaction, achieving levels of satisfaction that match or exceed the average for each organization's sector also requires "A broader focus on measures of Experience, Customer Ethos, Emotional Connection and Ethics."

Forbes Shane Snow, Contributor, May 2021 How Emotional Intelligence Separates Us From A.I. It starts with a fascinating statement, "Emotions are technically information". The point we are hunting with several instincts is that the AI makes faster calculations and gives us high scores and mathematical results. But the human makes connections, this is the word we are missing in making the CX strategy and thereby the loss of this connection leads to a downfall of affirmative customer experience the emotional responses from a human is natural and adaptable. As we can placate it vs. the computer generated reply can always be partial and painstaking. In the era of AI running as a hare, the human emotions is still the wining turtle. So the research shows that the components of human emotions are manged in a interactive 360 degree manner and visible on the spot creating a prodigy.

"InMoment now delivers global customer experience, employee experience, and market experience solutions to 90 percent of the world's automotive companies; eight out of 10 of the top banks; nearly 20 percent of the top 50 retailers, and 40 percent of the top hospitality companies".

CONCLUSION

Customer experience has been in the industry and an eminent component for over three decades.

Brands execute strategic ranking to price and product, their first and last strategy succumbs when they lose loyalty, VOC declivity, attrition and the loss of qualified customer data.

Companies who serve the customers, respect the key role of the intelligent quotient in a human. This enriches coalescence between human understanding and technology automation.

Hence, it is a flawless area to raise where we can question the start of a research on the direction to which, we all understand that the human experience is a minor part of customer satisfaction thereby increasing the business on a long run.

But to its disappointment, the CRM solution is treated as a first shot in the bird's eye. Now as believed both in performance and financial terms, they should follow a wait and watch policy. The CRM software automation seems as a magical wand, which will steer the customer on a full spin of customer experience journey.

In order, to achieve customer experience excellence, Experience Intelligence (XI) platforms are collaborating in their functionalities and human thinking to design the new architecture for their automated forms. This is a pivot that will continually analyse and evaluate enterprise experience data and VOC. The human may be active at the backend, but the customer needs to interact with the face, voice and a sensitive responder. This needs to be repositioned, as no matter what you do, any customer experience or loyalty fails after reaching a 43% of the total customer base.

The VOC and VOE add immense value and shape the customer experience making all the customer expectations viable. Companies often think that the cost to maintain a call center or CRM division is not unjustifiable. The fact is losing the critical observations, verifying their reliability, addressing the gaps in training or flow process, joining the dots, to optimize the tools of CRM and make a perfect balance in CX- AI and EQ.

Once we achieve this, we are constantly running after the attrition and not working on the retention.

The outcome of our research shows that Customer experience is now a journey and CRM is not a destination. Since the data is a science, we can use these CRM techniques for analysis, leave some part decision making on it. We should not lose the equilibrium with treating the human observations as outdated. Mapping the values gives us definitions.

RECOMMENDATIONS AND SUGGESTION

Even with the world loaded with CRM software solutions, this shows the demand to complete a significant topic that aroused curiosity. The principal of this new customer experience program brings on board customer connect and more tangible business results. The assessment is that the old ones did miss a critical and an undeniable point. Studies revealed, this as a clear opportunity for brands to wake up,

Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]

improve personalized customer experience, listen and elevate human interactions.

To substantiate my theory, I have to clear this illusion

Customer Service is not an obsession. "Customer obsession" is misinterpreted

"Serving customers well", is more about customer-centricity. Only those brands which "look for an attitude rather than aptitude serve customers well". Training, business process, operational flow fall, as the connecting doors in this passage of delight and excellence. Ingredients as engagement, prompt solutions and rational AHT deliver valuable and creditable service in all channels. Do not trim ends of the personal connection on phone or online, identify standards of customer focus. If it deviates from the original purpose of customer-centricity, then these announcements of good customer interactions is merely one of the many theories of vision and mission values.

Brands marketing and CTO divisions say, best of all efforts to CX has retained 43% active customers. It means the value of lost customers is higher. Not to be ignored. We must be reactivated, assuring neoteric customer experience plans. This not only needs new automation, but demands a reason to active the dormant customers. Here, human intervention is expedient.

Quoted by Adam Posner in his eBook – "Volume is vanity, activity is sanity"

The dynamic need is addressed when a brand genuinely drives value in CRM to the customer. A buoy handy system of the backend commands dynamism and communication friendly at the front end. I suggested a 360 degree three level relationship management of the app called a diner app. As we understand the restaurant business and its speed is enormous. The different participants need empowerment. So this app allows the customer a wide range, yet exclusive features. Register one time, data is easy with scan the name via QR code at the waiting desk. Operators at different levels can see the queue management, thereby meticulously manage table allocation. Business is gushing, a three time turnover of 60 tables. The seating order is perfect and customers are piloted with sms, and table number. This upscaled the ethnic way of calling out names and managing the tables via mobile call from one operator to other. The full flow of dining experience was convenient, and data based.

Integration is a vital though time taking part of the CX. With companies prone to using their old and convenient billing software, avoids the repetition of the customer data and personalizes the experience. The feedback is instant, alarming and relay is prompt. We acquire CLC of the dining time, waiting time, allocated table and the dining experience element. The unique

result was the menu history is also recorded thereby marketing, promotions and campaigns are targetted. Special days can be also recorded and the rewards can be calculated like airlines creating your own unique loyalty program. Feedback is real time.

Created Date	Apps	Total registration
OLD DATA 30 Months	Old App	493
7 Months	Customer App	2992
7 Months	Scanner App	25561
7 Months	Management App	104
Total		28160

COMPLAINT FEEDBACK	
TOTAL COMPLAINT	250
PENDING	127
IN PROGRESS	47
SOLVED	44

COMPLAINT RE-VISITED	
COMPLAINT VISITED CUSTOMERS	44

TOTAL NUMBER OF CUSTOMERS VISITED AGAIN AFTER GIVING COMPLAINT FEEDBACK

COMPLAINT FEEDBACK	
COMPLAINT	118
CUSTOMER GAVE MORE THAN ONCE	11

SUGGESTION FEEDBACK	
SUGGESTION	1443
CUSTOMER GAVE MORE THAN ONCE	60

COMPLIMENT FEEDBACK	
COMPLIMENT	7476
CUSTOMER GAVE MORE THAN ONCE	799

BIBLIOGRAPHY

1. https://www.cxnetwork.com/events-cxn-live-voice-of-the-customer-2021/?ty-ur

2. https://link.springer.com/referenceworkentry/10.1007/978-3-319-24612-3_300232 in CS the personality is important

3. https://www.ronkaufman.com/uplifting-service/ lifting from what we feel is the best service level is right here

4. https://www.youtube.com/watch?v=pgbpsz EoWK4 world's best Cs levels created here

5. https://cx-trends-report-2022.zendesk.com/events read to know software offers

6. https://www.challengerinc.com/blog/what-your-customers-want-today/

7. https://www.uxteam.com/blog/every-dollar-invested-in-ease-of-use-returns-10-to-100-dollars/

Magnum and quick to implement software in isolation or integrated features designed industry specific, to the operation flows. That are read and managed to instate in the CRMs. Like real estate, health, travel all has custom designed CRM software. Though this caters to the needs of the data collection and secured methods of data communications. Assessing, reading, analyzing data from the collection points, insuring safety and security of the data. The front face touch points or the data validation process, sees the customer behavior patterns in true sense. But the analysis still

www.ignited.in

leads to a one-sided monologue behavior of the brand and this crashes when the data is multiples.

They are the carriers of responses and receive first-hand feedback whether these systems are working effectively. To learn if the client expectations are met with the installation of these processes, that are acquired. As soon as it seems the customers achieve a full-scale journey, the customer relationship system, we get to know it is just the START. A ramp made for the needy END. The end of the ramp is broken leaving the customer bereaved in disappointment. As the customer walked until here, the choices started getting bleak. The human connect to who he can call out for help was his victory of, SPEEED. But how soon is it attended due to the CRM is now the limitation. Customer wishes to hear appropriate and content replies, but the automation sends static responses. His satisfaction is reduced.

We walked into a store of luxury apparels where we believe that personalized connect and relationship plays a significant role. The team is expected to also increase and contribute in the incremental business from walk in and new customers. So, new methods and processes are put in place. But who will train, handhold, check, their queries and confirm that they are using and the basic CRM process of collecting valid customer data, as it cannot run full scale just by the word go. Unfortunately, it took the back seat. The users are not aware to use the software and many a times it is dormant. Let's say if it is used then the relay of information is abandoned.

In another institution, they buy a software to only create a customer care division who takes customer emails and calls to auto response and tickets are either answered with standard email responses or passed on to the department and close the tickets EOD.

Process of the organization with a limited vision of the leader ultimately, betrays the customers many times. Like we don't buy a computer or a server hardware everyday. But we can launch the CRM with effective and guided training. Initiate the existing data clean-up which is a primitive level but essential task in customer satisfaction and relationship management. We can't let go off any data. A customer human connect seems an expensive deal. We want the software to be the façade while the true business still comes from the SMS from random data. In each campaign, we run a test, if the customer turnout ratio is good. From there, we experiment to see how we can market to these customers and create campaigns. However, there is a blind turn that we miss during VOC and VOE. The touch points that are using our software can be corrected if the component of operational flow and its true results are supervised. This area is left on a loose process. We don't have to invest really in a full-time training manager, however the organization may set some standards of customer experiences.

Communication and the true voice that is the customers free offering. It can be treated as a bonus and without offering any discount or goodie we get to collect in the room of their purchase and attempt to connect with us.

Corresponding Author

Ms. Jyoti Mamtani Kamaal*

Research Scholar

jokamaal1@gmail.com

www.ignited.in

Ms. Jyoti Mamtani Kamaal[1]* Prof. S. K. Datta[2]   136