



The Frictionless Organization: Discovering and Removing Friction to Build Great Customer Experiences

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The Pitch.Link Sales & Marketing Lit Fest

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Road to *The Frictionless Organization*

US Navy

McKinsey

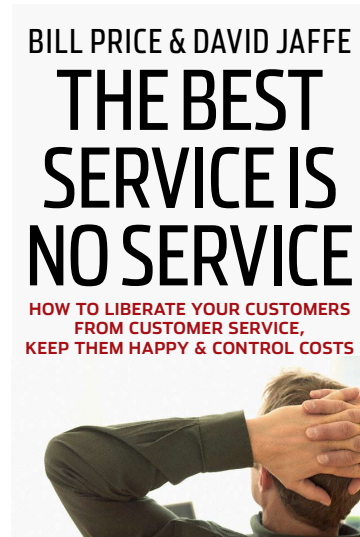
Automated Call Processing

MCI Telecommunications

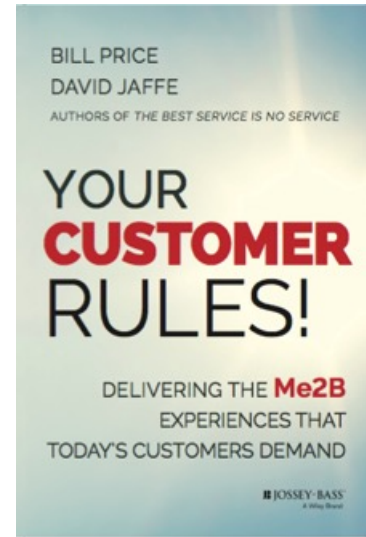
Amazon

Driva Solutions & LimeBridge Global Alliance

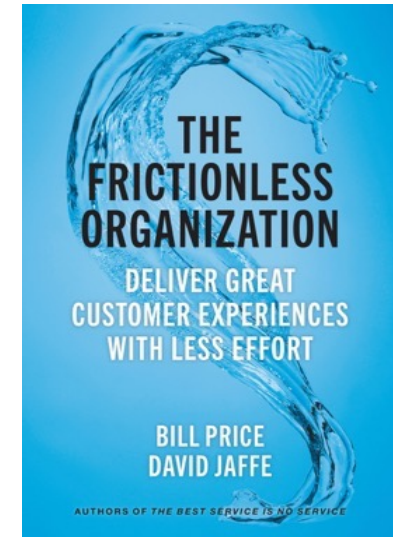
Antuit.ai



2008



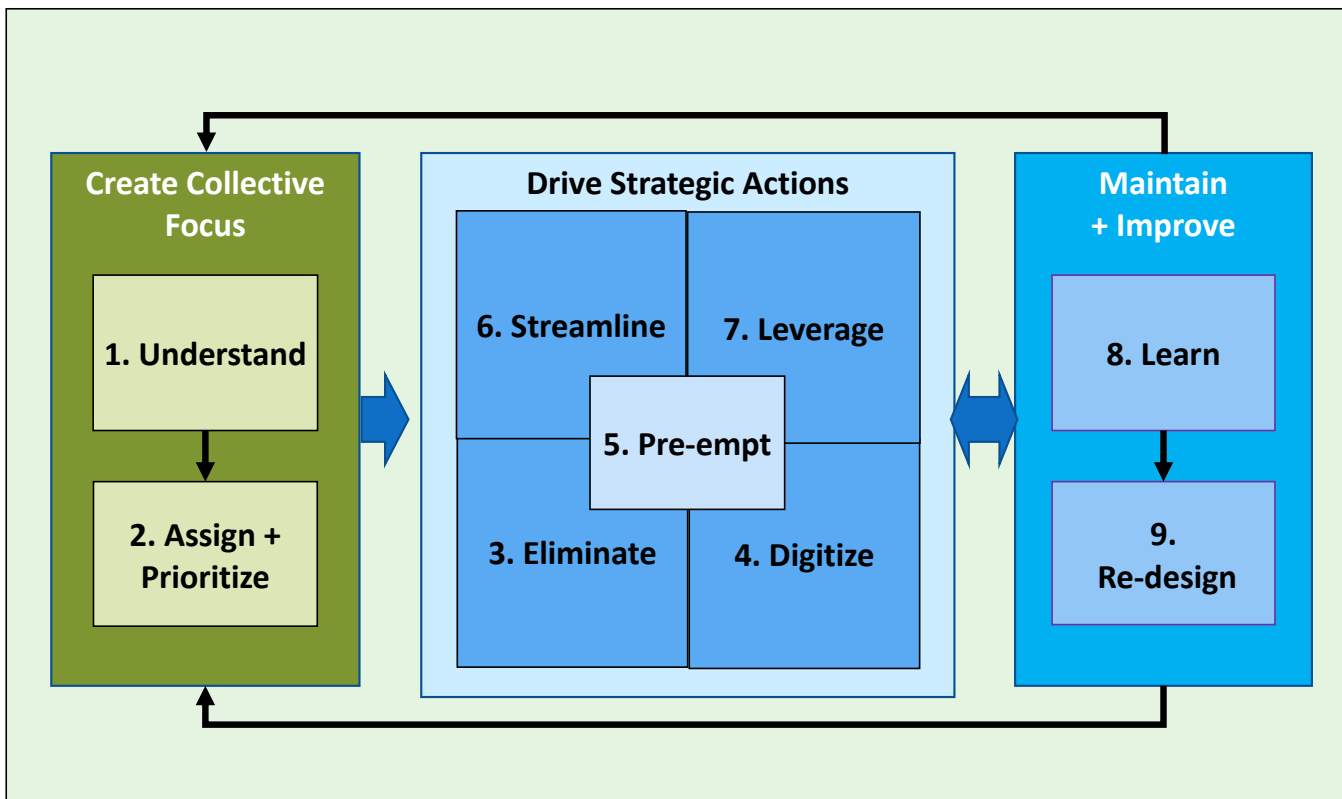
2015



2022
Named by Forbes.com
as #1 business book of
2022

The path to Frictionless

“the book on one page”, 9 steps



Six key concepts:

- Quantify 25-50 customer contacts, max
- Whole of business challenge
- Measure progress using CPX metric
- Eliminate & Pre-empt first
- Create VOC from experiences & timing instead of surveys
- Increase FCR and Digitize containment rates

Why is it so hard to become frictionless?



- Legacy systems and channels not joined up
- Blaming CS when it's other groups' "fault"
- "We've always done it that way"
- Dependence on volumes and averages instead of costs, longest/greatest, and shortest/least
- Not listening to what customers say or do and what they do not say or do
- "Short termism" and focus on shareholder returns
- Not willing to dig into root causes by skating on the surface

Next up ... 3 examples of becoming frictionless

Step 3: Eliminate (Irritates customers + irritates the organization)

- Each owner + CS squad analyzes weighted root causes for reasons
- Often highest assisted volumes + highest costs + worst experience + worst churn
- Include 3 classics:
 - 1) *“Where’s my stuff (or refund)?”*
 - 2) *“My X is wrong (or no longer working)”*
 - 3) *“I’ve told you about X (or why didn’t you get back to me?)”*
- Key metrics = FCR (Snowballs) and lower CPX

wave®

Execs solved costly Eliminate reason *“My broadband (or TV) isn’t working”* after snowstorms or windstorms with a simple solution.



Step 7: Leverage (Customers and the organization all find value)

- Each owner + CS squad conducts root cause analyses for reasons
- Often high volumes and low costs, but great revenue potential (saves, upsell or cross-sell, even down-sell)
- Key metrics = Retention and attachment rates



Decided to route all “Avid Runners” to speak with shoe engineers at HQ, instead of with any CS rep. Led to exciting new products like Flyknit.



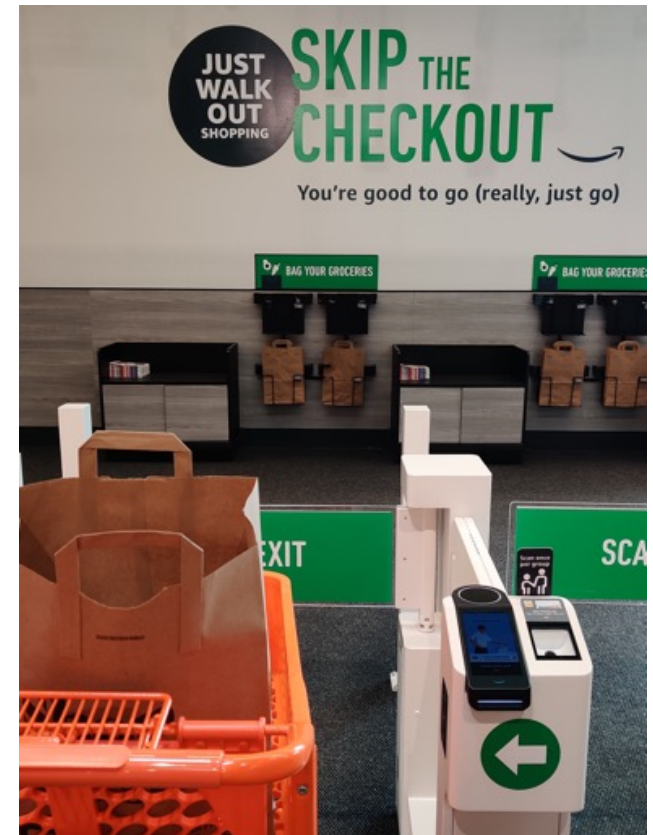
Also led to extensive, free Nike Membership program including “Chat with a Nike Expert through the Nike App”.

Step 9: Re-design (Part of continuous improvement)

- “If it’s not broken, break it” ahead of competitors out-innovating you
- Starts with identifying the need to re-design, followed by realigning the core and making re-design a recurring strategy
- Core to ensure that friction not only goes down, but stays down
- Key metrics = % profits from new stuff with lower CPX



Enter with credit card on Amazon account or palm scan ... place items into your bag ... exit within minutes with credit card or palm scan = “No Touch” ... auto refund clicking on thumbnail image in “Your Orders”



Lessons learned while becoming Frictionless

It's well worth investing in the data across channels

- Getting this right for continuous improvement is an investment but with great upside
- Integrates the channel picture
- Speech & text analytics to the rescue

It is a whole of business problem

- Needs sponsorship and ownership outside of customer support team
- Make the full costs visible incl. "downstream"
- Gets everyone focused on one metric = CPX

These data can help link with VOC, NPS, and CES

- Informs and improves VOC, NPS, and Customer Effort Score
- Replaces surveys with predictive analytics
- It can be more actionable

Digitize is just one strategy

- Eliminate and Pre-empt are even cheaper over time (incl. slashing downstream costs)
- Think hard about simplification (fewer processes, fewer steps)
- Some contacts are good = ones to Leverage

Discussion



Thanks for joining me today.
Good luck on your quest to become
Frictionless!
Now, your questions?

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