

Issues in Customer Management

Feedback from a Short Survey

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Introduction

The HCCM developed a short survey focusing on issues in customer management that are presenting a challenge to individuals in their role currently, and also their likely impact in the future. The survey asked the three following questions:

1. Thinking about your current role, what presents you with the greatest challenge or keeps you awake at night?
2. From the following list (see Figure 1 for detail), please select up to 3 others that you feel are also a challenge.
3. Finally, can you rate the future impact of the following issues (see Figure 2 for detail) on your organisation (1=low, 5=high)?

The survey was initially distributed to HCCM contacts, members attending a workshop at Henley, as well as being featured on the Huntswood LinkedIn page. The survey was also distributed to Henley Business School alumni who are located worldwide.

In total, 407 responses were received, and the findings are summarized on the following pages.

What Presents You with the Greatest Challenge or Keeps You Awake at Night?

Key Themes

The key themes emerging – in no particular order - include aspects relating to:

- **Data issues** – data transparency; data security; joining up data and information effectively
- **Resource issues** – not having enough staff; working with reduced budgets to deliver (putting customer service at risk)
- **People issues** – employee engagement; having the quality/skilled staff to effectively deliver
- **Cultural issues** – a customer-centric approach; capability to adapt/change and gain buy-in to a culture in a changing world
- **Business issues** - making the necessary improvements to enhance the customer experience; responding to change
- **Financial issues** – securing revenues; winning new business; growth
- **Customer issues** – keeping customers happy; turning feedback and data insights into realistic actions
- **Technology/innovation issues** – the development of; adoption; keeping up with the pace of change; impact on the service offering
- **Regulatory issues** – keeping abreast of changes/new regulations; compliance with; implementation of regulations.

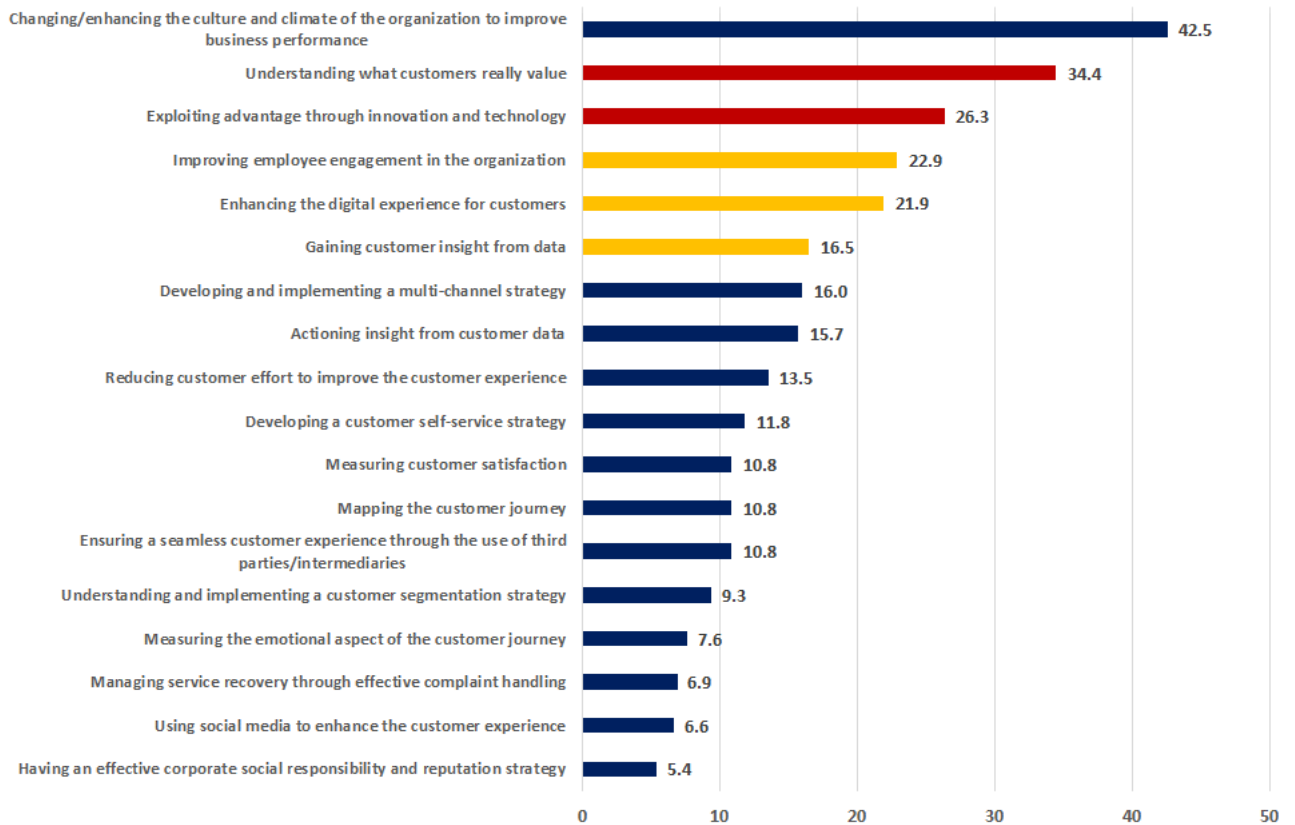
Challenges Currently Being Faced in Customer Management

Rank Order

The top five challenges in rank order are:

1. Changing/enhancing the culture and climate of the organisation to improve business performance (42.5% of responses)
2. Understanding what customers really value (34.4%)
3. Exploiting advantage through innovation and technology (26.3%)
4. Improving employee engagement in the organization (22.9%)
5. Enhancing the digital experience for customers (21.9%).

Figure 1



N = 407

Challenges Currently Being Faced in Customer Management

By Region

Challenges (%)	United Kingdom (n=198)	EU (n=104)	North America (n=32)	Africa & Middle East (n=35)	Asia Pacific (n=24)	Other (n=14)	Global (n=407)
Actioning insight from customer data	16.7	8.7	21.9	17.1	33.3	7.1	15.7
Changing/enhancing the culture and climate of the organization to improve business performance	37.9	47.1	53.1	45.7	33.3	57.1	42.5
Developing a customer self-service strategy	11.6	13.5	12.5	8.6	8.3	14.3	11.8
Developing and implementing a multi-channel strategy	15.7	17.3	6.3	17.1	29.2	7.1	16.0
Enhancing the digital experience for customers	22.2	18.3	15.6	25.7	25.0	42.9	21.9
Ensuring a seamless customer experience through the use of third parties/intermediaries	7.6	13.5	15.6	8.6	12.5	28.6	10.8
Exploiting advantage through innovation and technology	25.8	31.7	25.0	8.6	33.3	28.6	26.3
Gaining customer insight from data	18.7	17.3	15.6	17.1	4.2	0.0	16.5
Having an effective corporate social responsibility and reputation strategy	4.5	3.8	6.3	8.6	12.5	7.1	5.4
Improving employee engagement in the organization	19.7	28.8	28.1	25.7	16.7	14.3	22.9
Managing service recovery through effective complaint handling	8.1	2.9	9.4	11.4	8.3	0.0	6.9
Mapping the customer journey	12.6	12.5	3.1	2.9	12.5	7.1	10.8
Measuring customer satisfaction	11.6	9.6	9.4	14.3	12.5	0.0	10.8
Measuring the emotional aspect of the customer journey	9.1	5.8	9.4	5.7	4.2	7.1	7.6
Reducing customer effort to improve the customer experience	15.7	10.6	6.3	17.1	12.5	14.3	13.5
Understanding and implementing a customer segmentation strategy	10.1	9.6	3.1	8.6	4.2	21.4	9.3
Understanding what customers really value	32.3	33.7	40.6	40.0	41.7	28.6	34.4
Using social media to enhance the customer experience	5.1	6.7	9.4	8.6	8.3	14.3	6.6

Challenges Currently Being Faced in Customer Management

By Region

Challenges (Rank Order)	United Kingdom (n=198)	EU (n=104)	North America (n=32)	Africa & Middle East (n=35)	Asia Pacific (n=24)	Other (n=14)	Global (n=407)
Actioning insight from customer data	7	14	5	5=	2=	11=	8
Changing/enhancing the culture and climate of the organization to improve business performance	1	1	1	1	2=	1	1
Developing a customer self-service strategy	11=	8=	9	11=	13=	7=	10
Developing and implementing a multi-channel strategy	8=	6=	14=	5=	5	11=	7
Enhancing the digital experience for customers	4	5	6=	3=	6	2	5
Ensuring a seamless customer experience through the use of third parties/intermediaries	16	8=	6=	11=	8=	3=	11=
Exploiting advantage through innovation and technology	3	3	4	11=	2=	3=	3
Gaining customer insight from data	6	6=	6=	5=	16=	16=	6
Having an effective corporate social responsibility and reputation strategy	18	17	14=	11=	8=	11=	18
Improving employee engagement in the organization	5	4	3	3=	7	7=	4
Managing service recovery through effective complaint handling	15	18	10=	10	13=	16=	16
Mapping the customer journey	10	10	17=	18	8=	11=	11=
Measuring customer satisfaction	11=	12=	10=	9	8=	16=	11=
Measuring the emotional aspect of the customer journey	14	16	10=	17	16=	11=	15
Reducing customer effort to improve the customer experience	8=	11	14=	5=	8=	7=	9
Understanding and implementing a customer segmentation strategy	13	12=	17=	11=	16=	6	14
Understanding what customers really value	2	2	2	2	1	3=	2
Using social media to enhance the customer experience	17	15	10=	11=	13=	7=	17

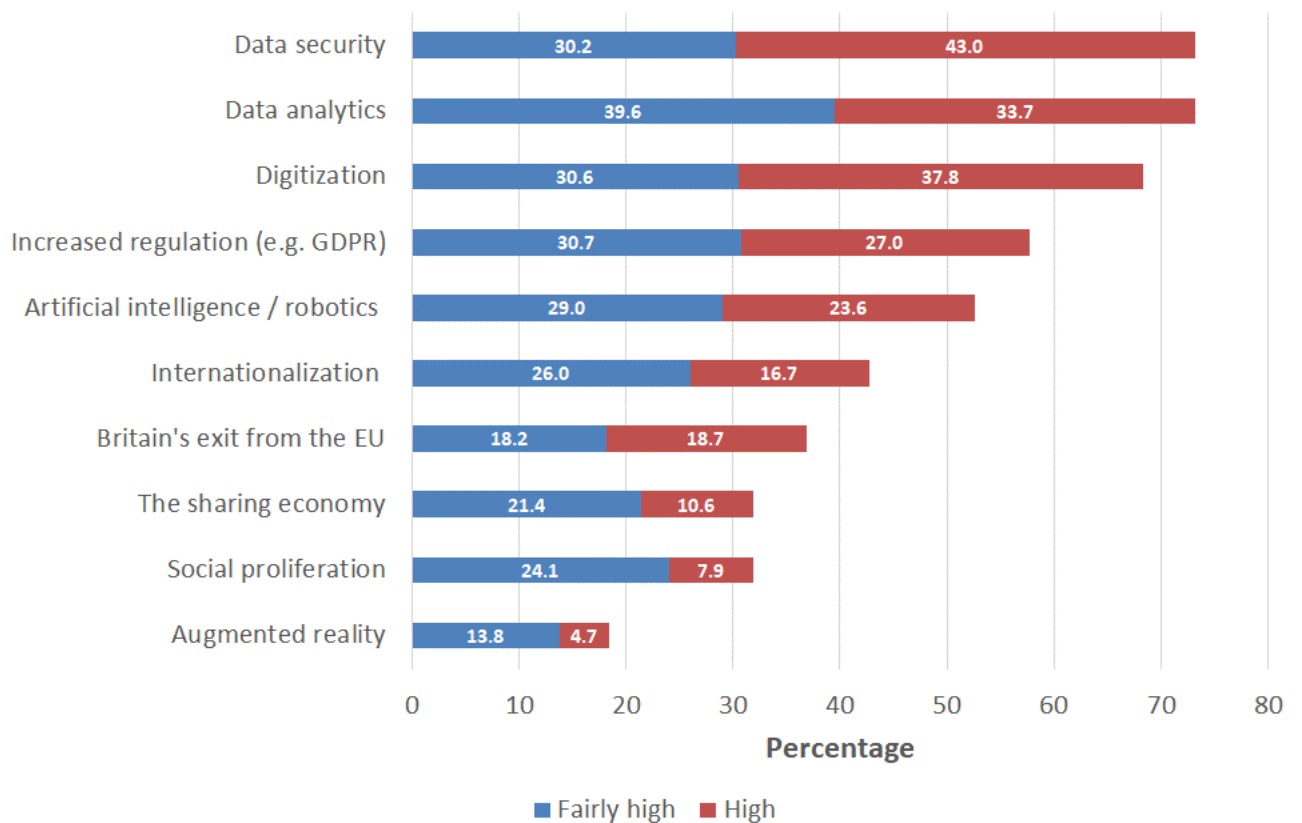
Future Issues in Customer Management

Rank Order

The top five key issues (in rank order) are:

1. Data security
2. Data analytics
3. Digitization
4. Increased regulation (e.g. GDPR)
5. Artificial intelligence / robotics.

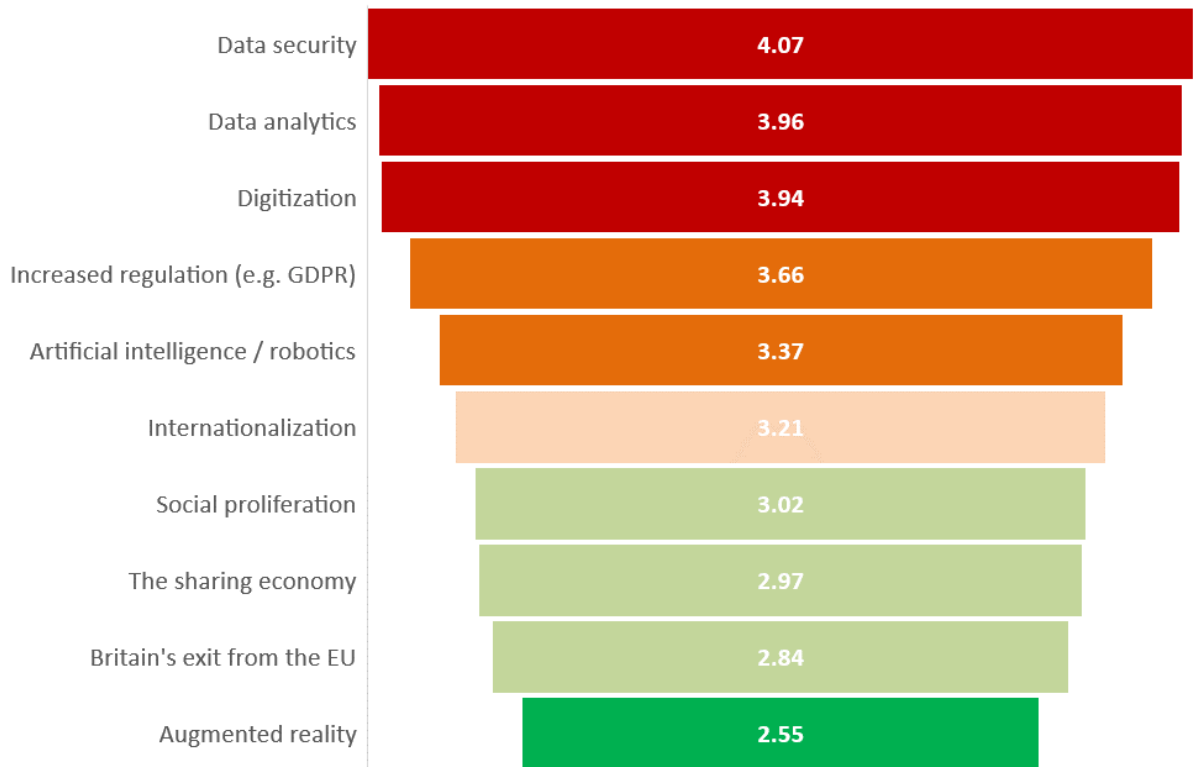
Figure 2



N = 407

Based on a 1-5 scale (ranging from 1=Low impact to 5=High impact)

Figure 3



N = 407

Based on average scores on a 1-5 scale (ranging from 1=Low impact to 5=High impact)

Future Issues in Customer Management By Region

Future Impacts (Average)	United Kingdom (n=198)	EU (n=104)	North America (n=32)	Africa & Middle East (n=35)	Asia Pacific (n=24)	Other (n=14)	Global (n=407)
Artificial intelligence / robotics	3.39	3.54	2.58	3.11	3.58	3.93	3.37
Augmented reality	2.52	2.62	2.21	2.24	2.91	3.21	2.55
Britain's exit from the EU	3.37	2.59	2.00	2.06	2.35	1.79	2.84
Data analytics	3.76	4.11	3.97	4.34	4.39	4.07	3.96
Data security	3.97	4.06	3.87	4.54	4.46	4.00	4.07
Increased regulation (e.g. GDPR)	3.56	3.84	3.23	3.71	4.21	3.64	3.66
Internationalization	2.86	3.39	3.53	3.43	4.25	3.57	3.21
Social proliferation	2.83	2.98	3.23	3.49	3.78	2.86	3.02
The sharing economy	2.85	2.88	2.97	3.41	3.70	3.00	2.97
Digitization	3.83	4.12	3.70	3.79	4.13	4.36	3.94

N = 407

Based on average scores on a 1-5 scale (ranging from 1=Low impact to 5=High impact)

Future Impacts (Rank Order)	United Kingdom (n=198)	EU (n=104)	North America (n=32)	Africa & Middle East (n=35)	Asia Pacific (n=24)	Other (n=14)	Global (n=407)
Artificial intelligence / robotics	4	5	8	8	8	4	5
Augmented reality	10	9	9	9	9	7	10
Britain's exit from the EU	6	10	10	10	10	10	9
Data analytics	3	2	1	2	2	2	2
Data security	1	3	2	1	1	3	1
Increased regulation (e.g. GDPR)	5	4	5=	4	4	5	4
Internationalization	7	6	4	6	3	6	6
Social proliferation	9	7	5=	5	6	9	7
The sharing economy	8	8	7	7	7	8	8
Digitization	2	1	3	3	5	1	3

N = 407

Based on average scores on a 1-5 scale (ranging from 1=Low impact to 5=High impact)