THE STATE OF CUSTOMER SERVICE AND CX

THE 2023 ACA STUDY

ACHIEVING CUSTOMER AMAZEMENT





RESEARCHED AND SUMMARIZED BY SHEP HYKEN, CUSTOMER SERVICE & CX EXPERT

A SPECIAL REPORT ON CUSTOMER PREFERENCES, HABITS, AND WANTS TO HELP YOU CREATE AN AMAZING CUSTOMER EXPERIENCE.



The State of Customer Service & CX

Welcome to the 2023 ACA Study: Achieving Customer Amazement. Once again, we surveyed over 1,000 American consumers to find out what their thoughts are related to customer service and customer experience (CX). The trend continues. Customer service and CX are more important than ever.

Customer Service Is More Important this Year than Last Year (Again)

The importance of service and CX continues to increase. This year almost 80% of the questions we asked were taken verbatim from the last two to three years. This gives us the opportunity to spot trends. While some of the findings were surprising, it doesn't surprise me that the experiences our customers want (and expect) include employees who are kind and helpful, convenient and friction-free experiences, knowledgeable employees, personalized experiences, fast response times, and more.

Customer Service Doesn't Cost. It Pays!

Our findings confirm that an investment in customer service and CX is one that pays. Yes, you may pay for good people, there is a cost to train them, and technology isn't free, but the right investment in these areas should have a strong ROI. The experience helps you be more competitive. Your customers are more likely to come back, spend more, tell others, and leave reviews. Your happy customers can become your best marketing. Give them something (good) to talk about!

B2C Versus B2B

While the ACA study focuses on consumers, the findings also apply to the B2B world. The numbers may not track the same as B2C, but the concept behind them does. Everyone is a consumer, and everyone, regardless of the type of customer they are, is comparing their experiences to the best they've had from any type of business, which is typically retail. This could be Amazon, Chick-fil-A, or the local shoe repair down the street.

It's time to go to work. Look through the report. The findings and commentary will give you the insights needed to make the case for an investment and extra effort in providing an experience that gets customers to say, "I'll be back!"

Always Be Amazing!

Shep Hyken Chief Amazement Officer Shepard Presentations LLC

About Shep Hyken and Shepard Presentations

Shep Hyken is a customer service and experience expert, award-winning keynote speaker, researcher, *New York Times* and *Wall Street Journal* bestselling author, and the Chief Amazement Officer of Shepard Presentations.

As the Chief Amazement Officer at Shepard Presentations, Shep works with clients who want to create amazing experiences for their customers and employees. Learn more at **www.Hyken.com**

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Let's Give Them Something to Talk About!
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BORING, BUT IMPORTANT!

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NATIONAL STUDY GOALS

- Explore and uncover the current concept, approach, and perception of customer service and customer experience so we can then look ahead at the expectations for customer service and customer experience in the next 2 to 3 years.
- Understand and evaluate consumer needs, demands, and behavioral preferences that drive customer service and customer experience.
- Test selected customer service and customer strategies and tactics.
- Benchmarking: 16 of the 26 questions are repeated verbatim from the 2021 and 2022 and 24 of the 26 questions are repeated verbatim from the 2022 study to the 2023 study with the goal of uncovering any year-over-year changes.

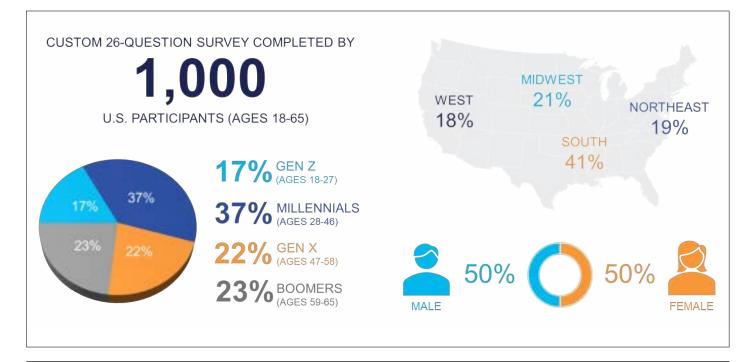
KEY STORY ELEMENTS WE UNCOVERED

- The importance of customer service and experience has continued to increase for customers from 2021 to 2023.
- Significant generational, gender, and year-over-year differences exist when it comes to customers' approach, loyalty, and expectations for customer service and customer experience.
- In 2023, customers are more likely to react positively in almost every way after receiving good customer service compared to 2022 and 2021.



REPORT METHODOLOGY

The sample was weighted to the 2020 U.S. Census for age, region, gender, and ethnicity. Figures are statistically significant at the 95% confidence level. Margin of error is +/-3.1 percentage points. In an instance that a chart total for a single select question does not add to 100%, please note that this is due to the minimal effect of rounding. The survey was conducted online from January 6, 2023, to January 19, 2023.



NOTE: For the purpose of this study, the terms customer service and customer experience refer to the interactions customers have with people, companies, or organizations they do business with. It can happen before they make a purchase, during a sales process, following up for support, help, and more.

Foreword

The goal: to Bring Joy to Customer Experience. Sounds simple. The reality of achieving this goal, however, is complex. Still, today, most people can only count the number of great customer experiences they've had on one hand. Okay, that may be a slight exaggeration. Yet the fight to own the customer, and to retain the customer, has never been more important. Why? Because customers today have more choices and higher expectations than ever before. This, coupled with the advantages in new technology brought about by digital transformation and AI, makes it even more imperative for brands to focus on the customer and the employee experience. One feeds the other.

At Five9, our mission is to enable enterprises to reimagine their customer experience by providing our Intelligent CX Platform combined with passionate experts to deliver joyful CX and better business outcomes. We put relationships first and innovation at the forefront. We commit to delivering the best in human and artificial intelligence. We commit to helping our customers create a differentiated customer and employee experience, not just rip and replace. We understand that our people and our platform together can create something special. We stick with our customers from day one to forever. It's about bringing the latest in innovation and the best of our people when our customers need it most. Five9 is a proud sponsor of Shep's Achieving Customer Amazement report and believes that with this report, you can drive CX success and Bring Joy to CX.



MIKE BURKLAND CEO & CHAIRMAN, FIVE9

Interesting and Intriguing

A focus on customer service and CX is NOT an option, and here's why:

76% of customers would be willing to go out of their way to go to a company that has better customer service.

BOOM! A good customer experience can bulletproof you from your competition!

47% of customers in 2023 would pay more if they knew they would receive great customer service.

Even with inflation soaring and a rough economy, a great service experience makes price less relevant for almost half of your customers.

69% of customers in 2023 say a convenient customer service experience alone will make them come back to a brand or company.

Create a hassle-free, low/no-friction experience if you want customers to say, "I'll be back!"

82% of customers in 2023 are likely to recommend a brand or company to friends/family if it provides a convenient customer service experience.

You want your customers to recommend you, so, like the title of Bonnie Raitt's award-winning song, "Let's Give Them Something to Talk About". In this case, we want them to talk about how easy and convenient you are to do business with.

82% of customers in 2023 say great customer service increases their trust in a company when they make a purchase.

People like doing business with people (companies) they know, like, and trust. Trust is the most difficult of the three to earn. You can't have loyalty without trust. Focus on CX, build trust, and watch loyalty and CLV (Customer Lifetime Value) grow.

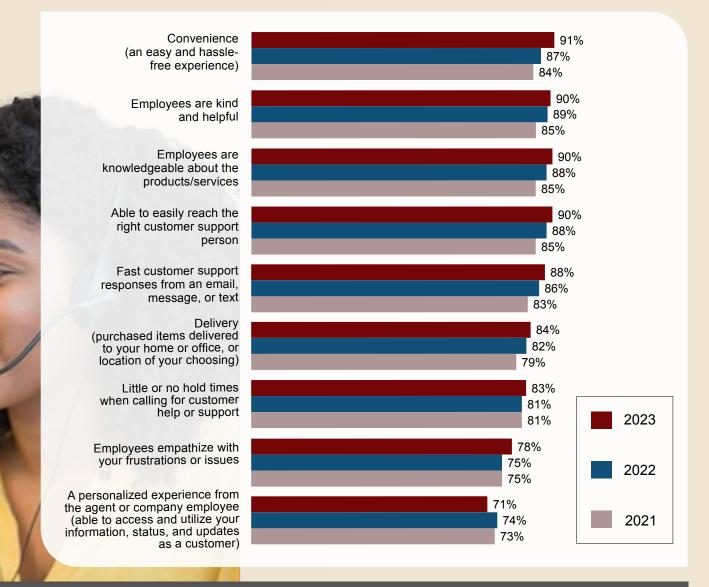
INTRIGUED? Read on to learn more important and interesting findings to confirm why an effort and investment in creating an amazing customer service experience is more important than ever!

The Importance of Customer Service and CX Continues to Increase

Let's start with an overview of what customers want and expect. I don't want to sound like a broken record, but the findings confirm that customer expectations are higher than ever. This is the third year in a row we asked the same question. In almost all areas, customers expect more. Why? Our customers don't compare us to direct competition. They compare us to the best service they have received from any type of business. The best companies out there are setting the example, improving the experiences they create, and raising the bar on what consumers expect.

It can't be ignored that convenience came out on top, even if by just one percentage point. More and more, customers want an easy, hassle-free, ideally frictionless experience. Convenience is a competitive advantage. Customers will choose one company or brand over another – and spend more – if the experience is more convenient.

WE ASKED: How Important are each of the following customer service experiences to you in today's world?

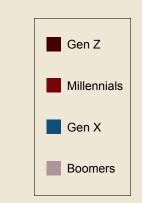


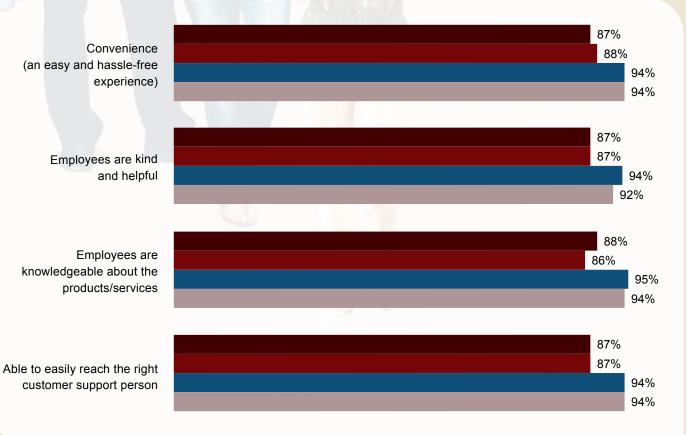
AMAZING STAT: 41% of customers in 2023 say that when it comes to customer service, most companies normally don't meet their expectations.

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Age Matters

Consistent with 2022, in 2023 all customer experiences are more important to older generations compared to younger generations. This is counter to the typical narrative that younger generations have higher standards. That doesn't mean service isn't important to younger people. All the numbers are high. It's just interesting to note that older people put more value on service and experience than younger people. Pay attention to the generational breakdowns. Below is a sample of the generational differences in the top four customer service and CX areas of importance:





AMAZING STAT: In 2023, customers with annual household incomes between \$35K-\$74K value all customer service experiences more than other income ranges.

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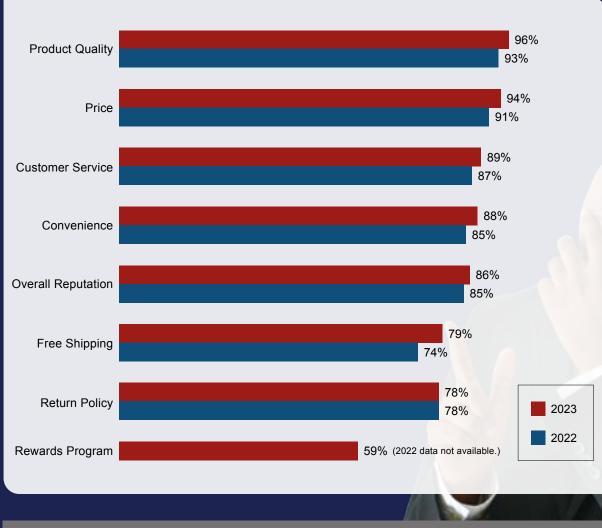
What's Most Important When Choosing Where to Do Business?

Many years ago, I remembered a conversation with a salesperson who said, "There are three options when you buy from my company: quality, price, and service. You get to choose two out of the three."

There are no more options. You must provide all three – and more! Regardless of how good the service or how low the price is, it won't matter if the product doesn't do what it's supposed to do. And if you have the greatest quality product but you have terrible service, the customer will eventually find another business that treats them better. Today, there are no options. You must provide a quality product at a competitive price and with a good customer experience.

We have findings that show customers value service and experience over price, but that doesn't make price irrelevant. Today's economy, with many predicting there will be a recession, raises the importance of price. Still, you'll see the additional findings on this page and in other areas of this report that the experience you provide can't be ignored, regardless of product quality and price sensitivity. (See page 13 for more on price versus customer service.)

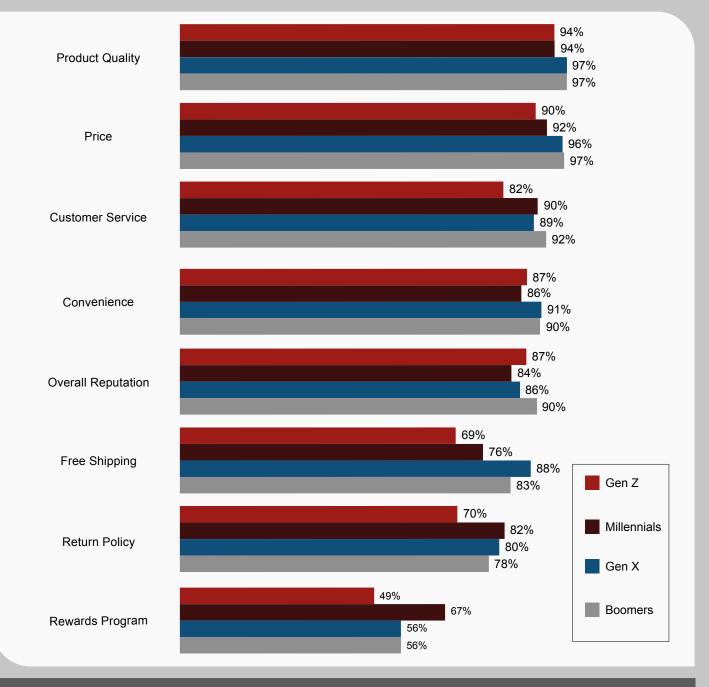
WE ASKED: How important are each of the following when choosing where to do business?



AMAZING STAT: In 2023, product quality, price, customer service, and convenience are all more important to customers than in 2022. In other words, customer expectations continue to rise.

Age Matters

There are some significant differences between older and younger generations. While it's still very important, Gen Z doesn't value customer service quite as much as Boomers. And look at the importance of price. It's counterintuitive, but Boomers, who most likely have more money than Gen Z, appear to be more concerned with how much things cost. That correlates with the findings around free shipping. The older generations care more about free shipping than Gen Z and Millennials.



AMAZING STAT: Older generations care more about how much things cost. That correlates with the findings around free shipping. 83% of Boomers (and 88% of Gen X) feel free shipping is more important versus 69% of Gen Z.

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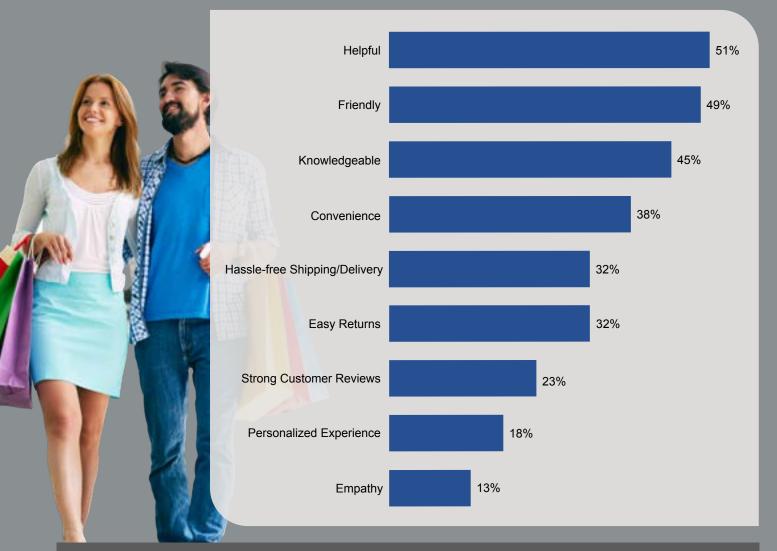
Why Customers Come Back

It's common sense that's not so common. What gets customers to come back is basic. They want helpful, friendly, and knowledgeable people. I like that friendly is sandwiched in the middle. Even if a customer is upset and doesn't get what they want, a friendly employee could be what gets the customer back.

One big observation has to do with the experience that came in last. The concept of empathy has been a hot topic for several years. It's important, but realize what's more important. It's a nice to have, but is it a must-have? It doesn't cost anything extra to show some empathy. You don't need to buy technology to deliver an empathetic response to a customer's issue. You simply need to spend a little time properly training employees on how to show empathy. It's a soft skill that should be emphasized.

Older generations are influenced significantly more to return to a business if the customer service is knowledgeable and it has easy returns. Younger generations are influenced more by a helpful customer service experience and strong customer reviews.

WE ASKED: Which of the following customer service experiences are most likely to cause you to come back? (We asked to choose the top 3.)



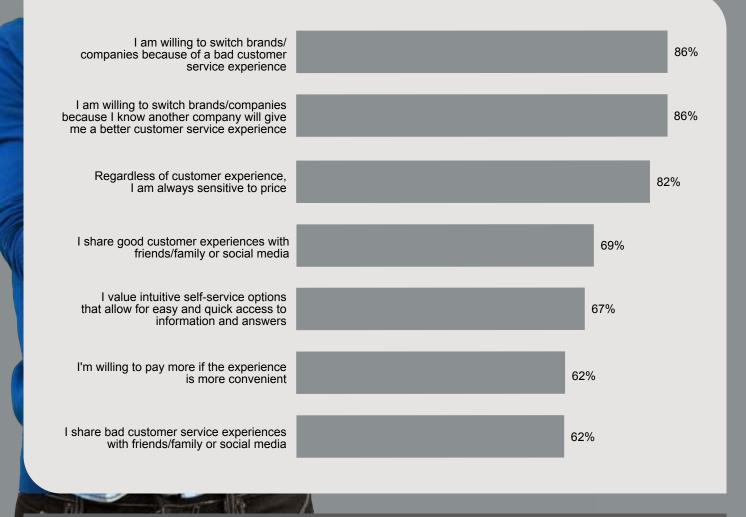
AMAZING STAT: In 2023 a knowledgeable customer service experience is significantly more important to men (52%) compared to women (38%).

Is This Me?

Will your customer leave you because of a bad customer service experience? Are they sensitive to price? If they like the experience, will they tell others? All of these questions (and more) describe a customer's behavior. Let's point out what's most important:

86% of customers will switch brands because of a bad experience or if they know another company will deliver a better experience. You can't afford to ignore the importance of delivering the right customer experience!

WE ASKED: How much does each of the following statements describe you?



AMAZING STAT: 25% of Americans in 2023 think the government delivers great customer service (28% in 2022, 38% in 2021).

The State of Customer Service and CX

Convenience Is Your Opportunity to Disrupt Your Competition

I'm a huge fan of creating a convenient experience. I even wrote an entire book on the topic (The Convenience Revolution). Convenience can be your biggest competitive weapon. It can disrupt an entire industry. Think about what Uber did to the taxicab industry. Or what Amazon did to retail. Of course, you don't have to disrupt your industry, but you can disrupt your competition. Just be easier to deal with than "them."



AMAZING STAT: 65% of customers say a convenient customer service experience (hassle-free, without friction) is more important than a friendly customer service experience (63% in 2022). This is a good one. Convenience trumps friendly service. While this is interesting, don't get too excited. The best companies deliver both. That's what you're ultimately up against.

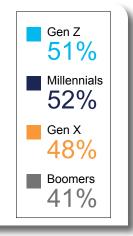
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Great Customer Service Makes Price Less Relevant

Is customer service more important than price? 48% said, "Yes." That's down from 58% in 2022 and 57% in 2021. You can consider this trend two ways. The current economy is making price more important than usual. Or, a good customer service experience is becoming more of a standard expectation, versus something special that makes it stand out.

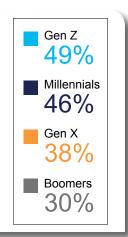


Boomers





41% of Americans in 2023 would spend more money if they knew they would never have to wait on hold for customer support help.





AMAZING STAT: 51% of Gen Z are willing to pay more for great customer service, versus just 41% of Boomers. The younger generation is less sensitive to price.

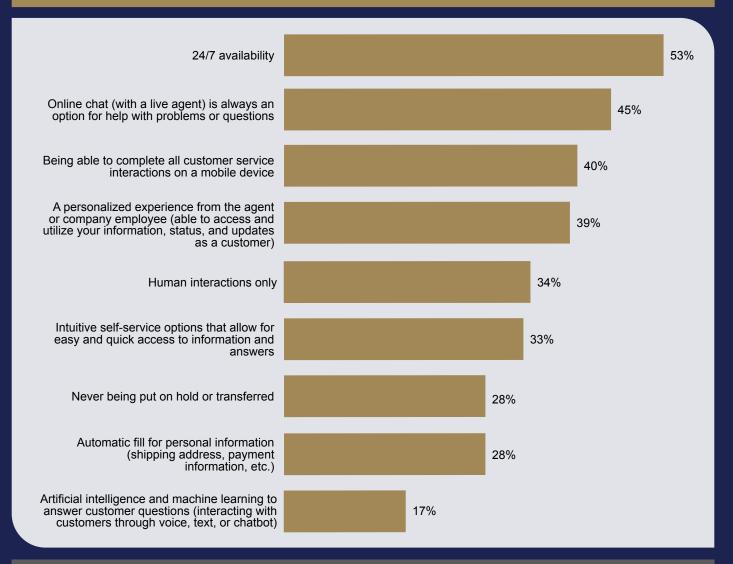
13

This Is What Customers Expect the Future of Customer Service Looks Like

What customers want most is to be able to reach you 24 hours a day, seven days a week. That doesn't mean you have to have customer support people working around the clock. It means you must provide answers to their questions when they want to ask, not when you're available to answer. An intuitive self-service option can suffice for off-hours.

And what customers seem to want least is AI and machine learning to answer questions and resolve problems, but this will change. While the phone is still the number one preference of the general population when it comes to customer support (see page 19), AI-fueled digital options (like ChatGPT) are becoming easier and more intuitive to use. In the near future, customers will shift to using this powerful platform with increasing capability.

WE ASKED: Which of the following customer service experiences do you expect to be essential in the near future (3-5 years)?



AMAZING STAT: 43% of consumers prefer to use digital self-service options over a live human agent when they need customer support or have a question.

Age Matters

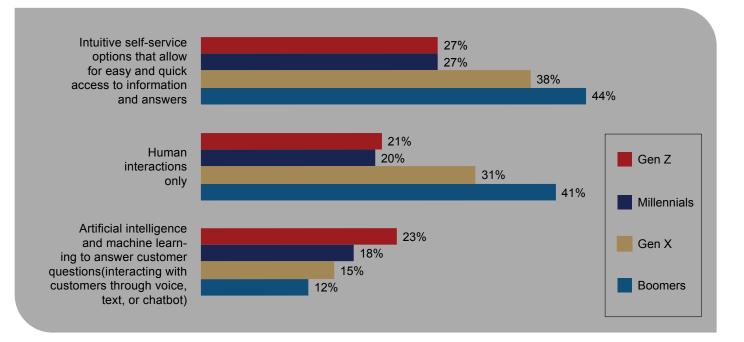


41% of Boomers versus just 21% of Gen Z and 20% of Millennials want human interactions only! The Boomers want someone to talk to.

But then you look at the expectation of intuitive self-service options and see that 44% of Boomers expect that versus 27% of Gen Z and Millennials. That's counterintuitive to the Boomers' desire for human interactions only. Or is it? Perhaps the younger generation doesn't put that much weight into the intuitive self-service options because they are already comfortable, versus the Boomers who need it to be easier and more intuitive. Regardless, you can't ignore the findings.

3

And look at the findings around artificial intelligence and machine learning, such as the ChatGPT platform. Notice that Gen Z's expectation of AI-infused platforms is almost twice as high as Boomers.



AMAZING STAT: 46% of American consumers think companies need to rely on technology more to deliver an excellent customer service experience.

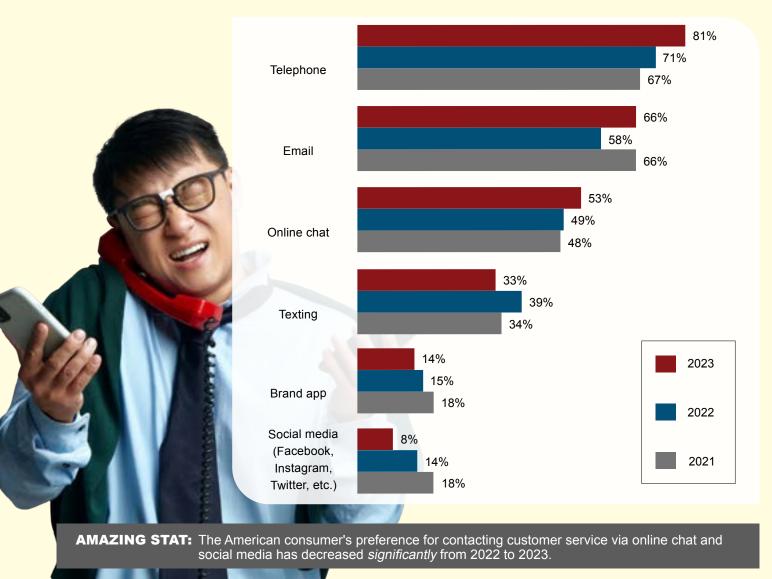
Communication

Preferred Methods of Communication

Here is a surprise. With all the technology driving self-service solutions, and 43% of customers saying they prefer self-service options, it is surprising that the telephone is not only the top choice, but that it has increased in preference year over year.

Also, notice the social media findings. Customers' preferences to use social media drop year to year. Two reasons. First, not enough companies are delivering social media customer care in a way that gets customers to come back to that channel. And of the ones that do, many aren't consistent or effective. One other comment about social media customer care. A social media channel is obviously not the preferred choice, but when some customers can't get what they want through other channels, they turn to a social channel to, as I like to joke, "seek revenge" by not asking for help, but complaining to the world. The social channels present great opportunities for companies and brands to get it right and win over customers in a channel where everyone gets to watch. For those that fail in this channel, it can become a PR nightmare to deal with all the public complaints.

WE ASKED: In general, what is your preferred method of communication when contacting a company for customer service?

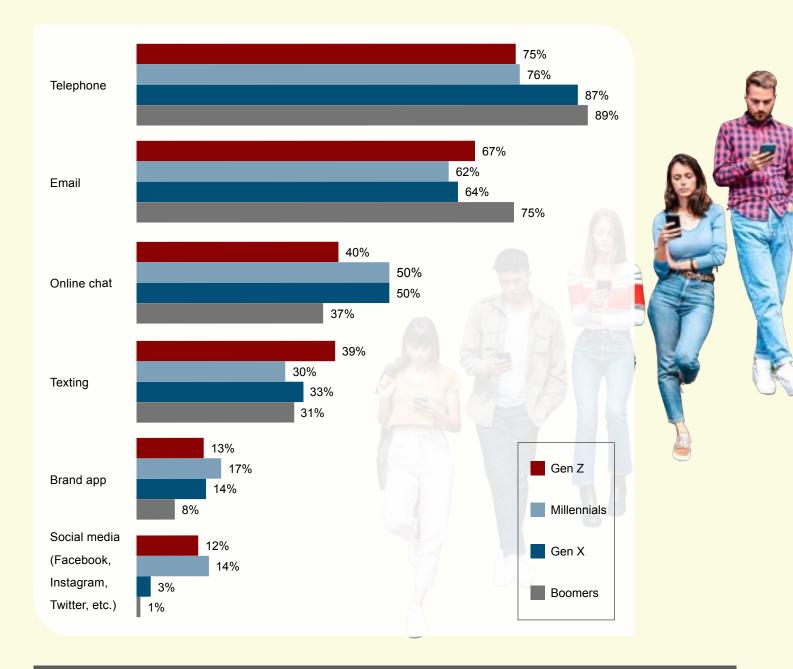


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Age Matters

What generation is driving the increase in the telephone being the preferred method of communication? If you guessed Boomers, you would be wrong. While all ages increased their desire to use the phone, it was the younger generations that are responsible for the big jump.

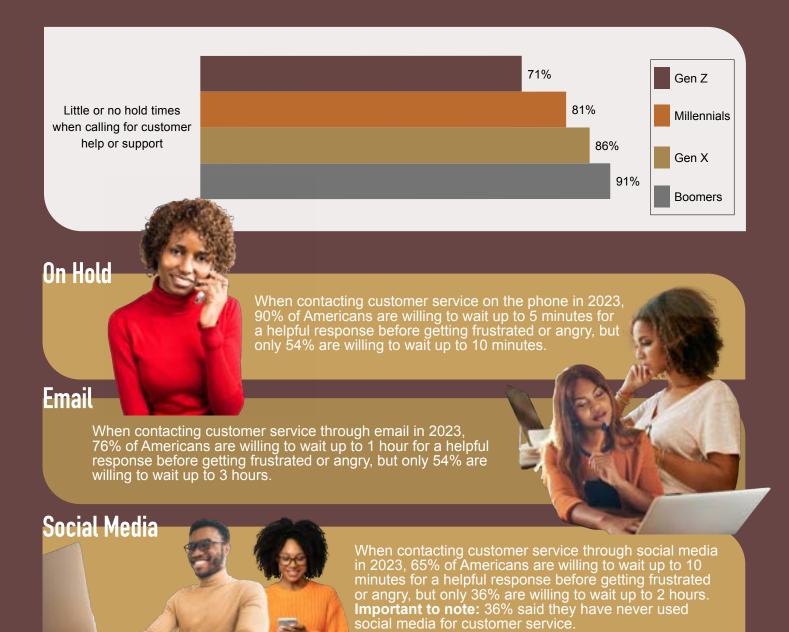
Last year just 60% of Gen Z's preferred the phone to other forms of communication. This year that percentage jumps to 75%! The numbers are similar for Millennials. Who would have thought the younger generation prefers to use the phone?



AMAZING STAT: Gen Z is 12 times more likely to reach out to a company using social media than Boomers.

Don't Make Me Wait! (Or Respect My Time!)

Customers don't like to wait longer than they expect they should. Tolerance for being put on hold or waiting for a response via email or a social media message varies from one customer to the next. For example, when we asked how important it was for little or no hold times when calling customer support on the phone, Gen Z was far more tolerant than Boomers.

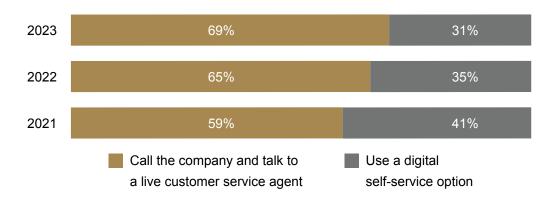


AMAZING STAT: 53% of Americans in 2023 say if companies provided customer service help directly through their preferred social media channel, they would use it.

Self-Service Versus the Phone

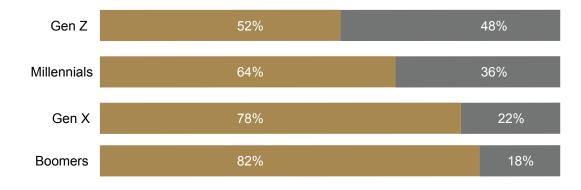
It's obvious that the phone is the preferred channel of communication. But what about digital or automated self-service solutions? It shouldn't surprise you the phone is preferred over a self-service channel, but by how much? Furthermore, we noticed a trend, which is that the desire to use self-service options has decreased over the past three years. I predict this will change as a stronger chatbot platform (ChatGPT) is integrated into more self-service solutions.

WE ASKED: When you have a problem or issue with a company or brand, which solution do you prefer to help solve your problem (phone or digital self-service)?



Age Matters

Younger generations embrace self-service more than older generations. When you look at the breakdown between generations, you'll see a whopping 30% difference.

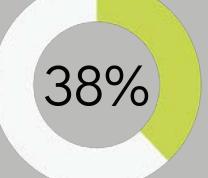


AMAZING STAT: When they need customer support or have a question, 69% of Americans in 2023 prefer to speak to a real person over a digital self-service option, including 82% of Boomers, the highest of any generation.

Bad Customer Service

Bad Customer Service.. It Can Be Ugly

What happens after a bad experience? How do customers react? How many chances will they give you? All of that, and more, is what you'll learn over the next several pages.



of customers would rather clean a toilet than call customer support.





AMAZING STAT: 24% of customers in 2023 have cussed at a customer service agent (33% in 2022).

How Many Chances Do We Get?

If a customer receives poor customer service, how likely are they to switch? What if that customer felt they were loyal to the company or brand? It turns out, you have about three chances before they say, "adios."

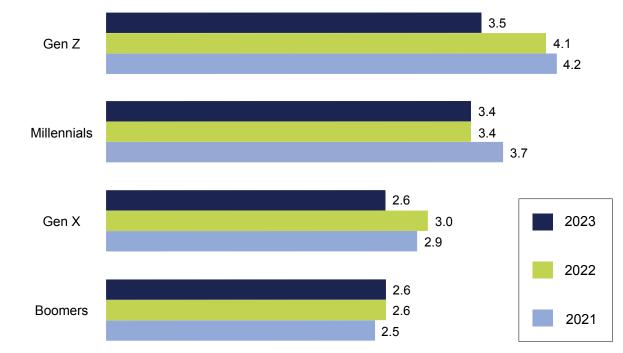
It's important to remember we asked this question about a bad experience with companies that customers were loyal to. If there was no emotional or loyal connection, the tolerance level would be less.

You may notice that younger generations are more tolerant, but their tolerance level year over year is lower.

WE ASKED: How many chances would you give a company you were loyal to after a bad customer service experience before switching to a new company?



Age Matters



AMAZING STAT: 39% of Americans in 2023 have had such a terrible customer service experience with a business in the past 12 months that they stopped working with them even though they really liked them.

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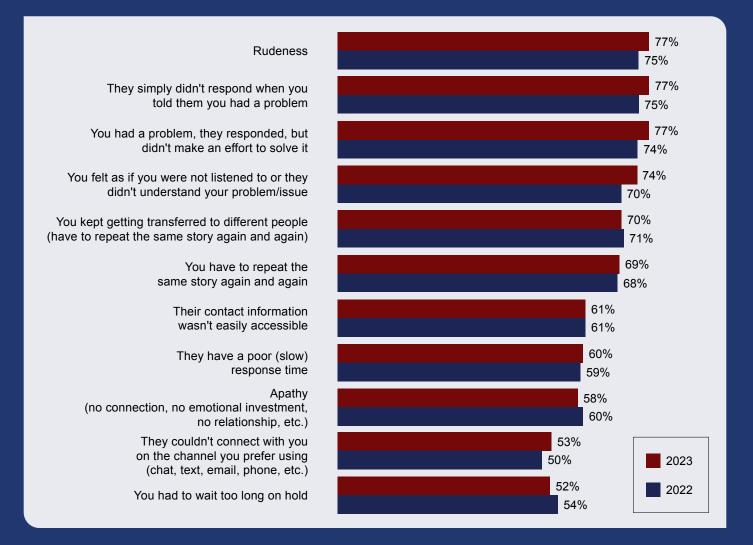
This is Why Customers Will Leave You

In our quest to find out why customers leave or switch to a competitor, we asked questions more than once, slightly reworded, to see if there would be a difference. The answers confirm that customers are more likely to switch (more than 50%) after any of these bad experiences. They may give you a second or third chance (see page 21), but don't always count on that.

The reason behind this question was to discover which of the common customer service blunders would cause someone to switch.

Important: Take a look at the top reason, which is rudeness. In almost every customer service study that has been conducted, going back decades, rudeness (or other words to describe negative behavior) has always been a top reason customers leave.

WE ASKED: How likely are you to switch companies or leave a brand after experiencing each customer service issue?



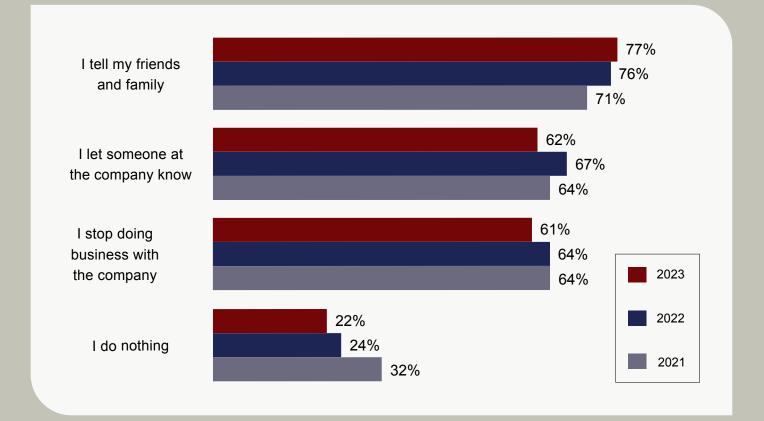
AMAZING STAT: Older generations are significantly more likely to switch companies or brands after experiencing almost every customer service issue compared to younger generations.

After a Bad Experience, Who Do Customers Tell?

When a customer is not happy, who do they tell? More tell their friends and family than they tell the company. The scary stat is that 61% stopped doing business with the company. And for those companies looking to bolster their reputation, right around half of unhappy customers will leave a negative rating or review.

How often do we hear from an unhappy customer? Boomers (67%) are more likely to tell the company versus Gen Z (47%).

WE ASKED: If you experience bad customer service from a company, how likely are you to do each of the following?

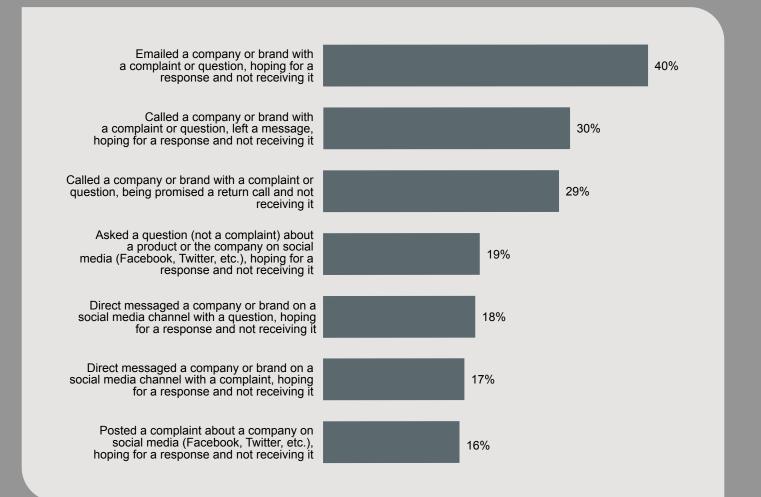


AMAZING STAT: 66% of customers have felt anger toward a company or brand that provided a poor customer service experience.

Do You Get Back to Your Customers?

If a customer left a message, emailed you, or reached out any other way about a problem, complaint, or a bad experience, would you respond? I hope so, but the findings show that many companies don't respond.

WE ASKED: After receiving a bad customer service experience from a company or brand, which of the following have you ever done?



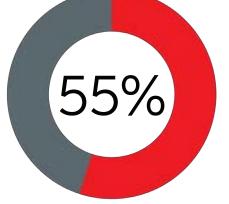
AMAZING STAT: 57% of Americans in 2023 have reached out to a company multiple times to complain or get a problem resolved and never heard back from them. IVE STARS

Ratings and Reviews

Not all customers will tell you about their experiences (good or bad). When they don't tell you, some will leave a review or rating.

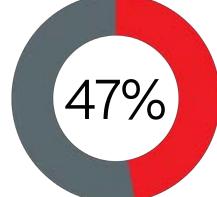
Ratings

Reviews



ELLEN

of customers say they left a negative rating (often a scale or star rating) for a bad service experience.

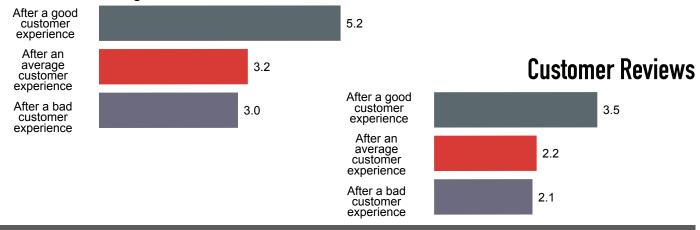


of customers left a negative online review (written/visual feedback) after a bad experience.

Who leaves the most reviews? Younger generations are providing significantly more ratings and reviews across all customer experiences compared to older generations.

WE ASKED: How many customer ratings and reviews have you provided in the past year for each type of experience?

Customer Ratings



AMAZING STAT: In 2023, consumers report providing slightly more customer ratings after a good customer experience and significantly fewer reviews after all customer service experiences in the past year compared to 2022 and 2021.

The Importance (or Not) of Rewards Programs

Loyalty programs don't always create loyal customers. Most loyalty programs create repeat customers. Please don't misunderstand me. I think loyalty programs are great, but you must realize there is a difference between a repeat customer and a loyal customer.

Most loyalty programs are either marketing or discount programs. For example, most programs are designed to reward a customer for spending more money. Typically you get points that are redeemed for discounts or free merchandise or services.

Anything that gets a customer to come back is worth considering. The goal, however, is to get them to come back regardless of the perks or points you give them. What would happen if you didn't have a loyalty program? Would your customers keep coming back? If the answer is yes, then you have the ultimate loyalty program, one that is based on the customer experience you provide – the experience that makes the customer say, "I'll be back!"

WE ASKED: How important are customer rewards programs (points, rewards, coupons, etc.) when it comes to giving a company or brand your repeat business?

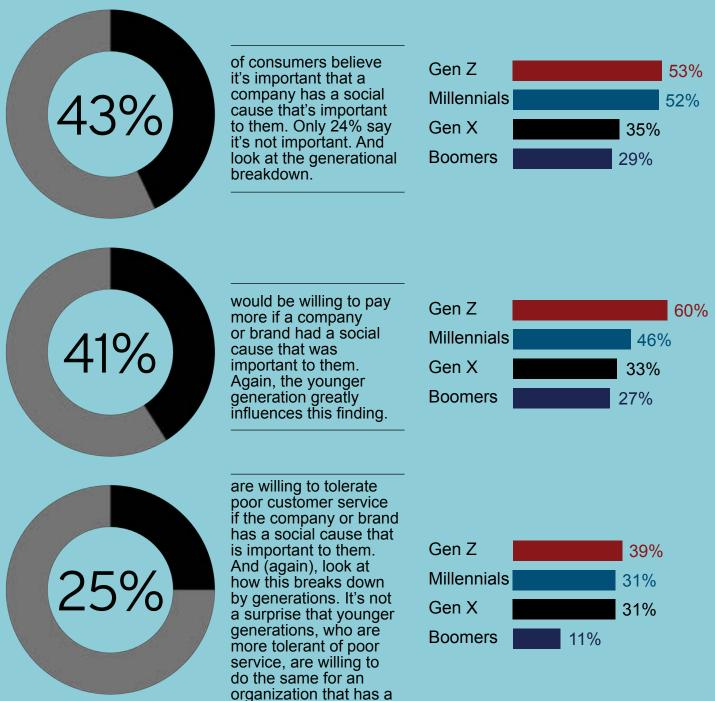


AMAZING STAT: Surprisingly, customer reward programs are significantly more important to Americans with higher incomes compared to those with lower incomes when it comes to giving a company repeat business.

More Important Findings



A Social Cause Can Influence Your Customers



AMAZING STAT: In 2023 (and in 2022), it is *significantly* more important for *younger generations* than older generations that companies have a social cause that is important to them.

cause they care about.

Customer Satisfaction Surveys

Companies like to get feedback, but how they go about it can make a difference. Some companies and brands send surveys after each transaction. Some send too many. Some ask for feedback and never look at it. Consider this. You spend money and go to great efforts to get a customer to call, come in a store, or go to a website. They decide to buy. You want them to have a great customer experience. Do you want the last impression the customer has of your company to be a customer satisfaction survey? Don't get me wrong, surveys are important. Just do them the right way!



What does the "right way" mean? That's really up to the customer but consider this. You deliver an amazing experience. Do you want a long customer satisfaction survey to be the last thing the customer remembers about you?

- 44% of customers say they always complete customer satisfaction surveys.
- 66% of customers say when a company continues to send them the same exact survey, they stop filling them out.
- 59% of customers say they don't ever hear back from the company after they complete a customer satisfaction survey.
- 57% of customers assume the company won't make any changes based on their responses to a customer satisfaction survey.
- 34% of customers say customer satisfaction surveys are too long so they don't complete them.
- 21% of customers say they never complete customer satisfaction surveys.

AMAZING STAT: 20% of customers have stopped doing business with a company that kept sending too many customer satisfaction surveys. 18% stopped doing business with a company because the surveys were too long!

Important Words

We asked, "What three words best describe an excellent customer service experience to you in today's world?" They are:

informative

Helpful

Friendly

Knowledgeable

Other words that rounded out a Top Ten list include (in order of popularity): Empathy, Fast, Kind, Understanding, Quick, Polite, and Listener.

We also asked, "What are the top three companies or brands that come to mind when you think of an excellent customer service experience in today's world?" And the winners are:

carır

Amazon

Walmart

Target

Rounding out a Top Ten list (in order of popularity): Apple, Chick-fil-A, Costco, Best Buy, T-Mobile, Kohl's and Google.



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easy

Final Words

Let's Give Them Something to Talk About!



Something to Talk About is the hit song that Bonnie Raitt released back in 1991. She went on to win the Grammy Award for Best Female Pop Vocal Performance for this song and the album was nominated for Record of the Year, losing to *Unforgettable* by Nat King Cole and Natalie Cole.

Isn't that what you want... Customers to talk about your unforgettable experience?

Customer service and customer experience are your best marketing strategies. If you're like most companies, you spend a lot of money to get people to buy what you sell. How customers are treated throughout their buying journey, as well as after the sale, is what gets customers to come back. It also gets them to talk about you.

Manage the experience that gets them to talk about you and say, "I'll be back!"

Summary of Key Research Discoveries

- For Americans in 2023, product quality, price, and customer service continue to be the most important attributes when choosing where to do business.
- The importance of customer service and experience has increased in almost all areas from 2021-2023.
- In 2023, 86% of customers are willing to switch companies because of a bad customer service experience or if they know another company will give them a better customer service experience.
- In 2023, customers are more likely to react positively in almost every way after receiving good customer service compared to 2022 or 2021.
- In 2023, customers will give a company fewer chances compared to 2022 after a bad customer service experience before switching to a new company, even if they were loyal to that company or brand.

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Shep is a celebrated international keynote speaker who works with companies and organizations that want to build loyal relationships with their customers and employees. Shep is known for his high-energy presentations, which combine important information with entertainment to create exciting programs for his audiences. Shep's most requested programs focus on customer service, customer loyalty, internal service, customer relations, and the customer experience. All of Shep's speeches are completely customized. He works with you to understand your audience, theme, and goals for the presentation. If you are interested in learning more, please reach out to our office at **314-692-2200** or **cindy@hyken.com**.

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