SOCIAL CUSTOMER SERVICE

Building a consumer excellence strategy:
case studies and practical framework

Good Rebels

A WORLD POWERED BY PEOPLE

Brands have already accepted social into their marketing mix. However, most companies are still in the initial stages of integrating social into the customer experience. In our efforts to help companies become more Human-Centered, we work to develop integrated digital strategies where people come first at every stage of their customer relationship. As ubiquitous as Social Media has become for branding purposes, there is still some room for improvement when it comes to integrating digital customer service across the organization.

This is why we at Good Rebels have decided that it was time to share some of the best practices from three clients who are pioneers in Social Customer Service: Toyota, IKEA and Vichy (L'Oréal Group).

A LITTLE BIT OF CONTEXT

In our recent study on <u>Messaging Apps</u>, we analyzed the presence of brands in what was previously considered a highly personal space and how this has led to new possibilities in developing customer relationships. When constructing the brand experience, **companies that do not integrate customer service in their digital strategies are guaranteed to lag behind their peers.** According to Harvard Business Review, reducing customer effort is the #1 factor in customer loyalty. Incorporating social media channels in the relationship makes it possible to reach more people more quickly and more effectively. In fact, a speedy resolution will increase advocacy by 25%.

Which is your preferred channel for customer care?

34.5%   Social Media

24.7%   Live chat

19.4%   Email

16.1%   Phone
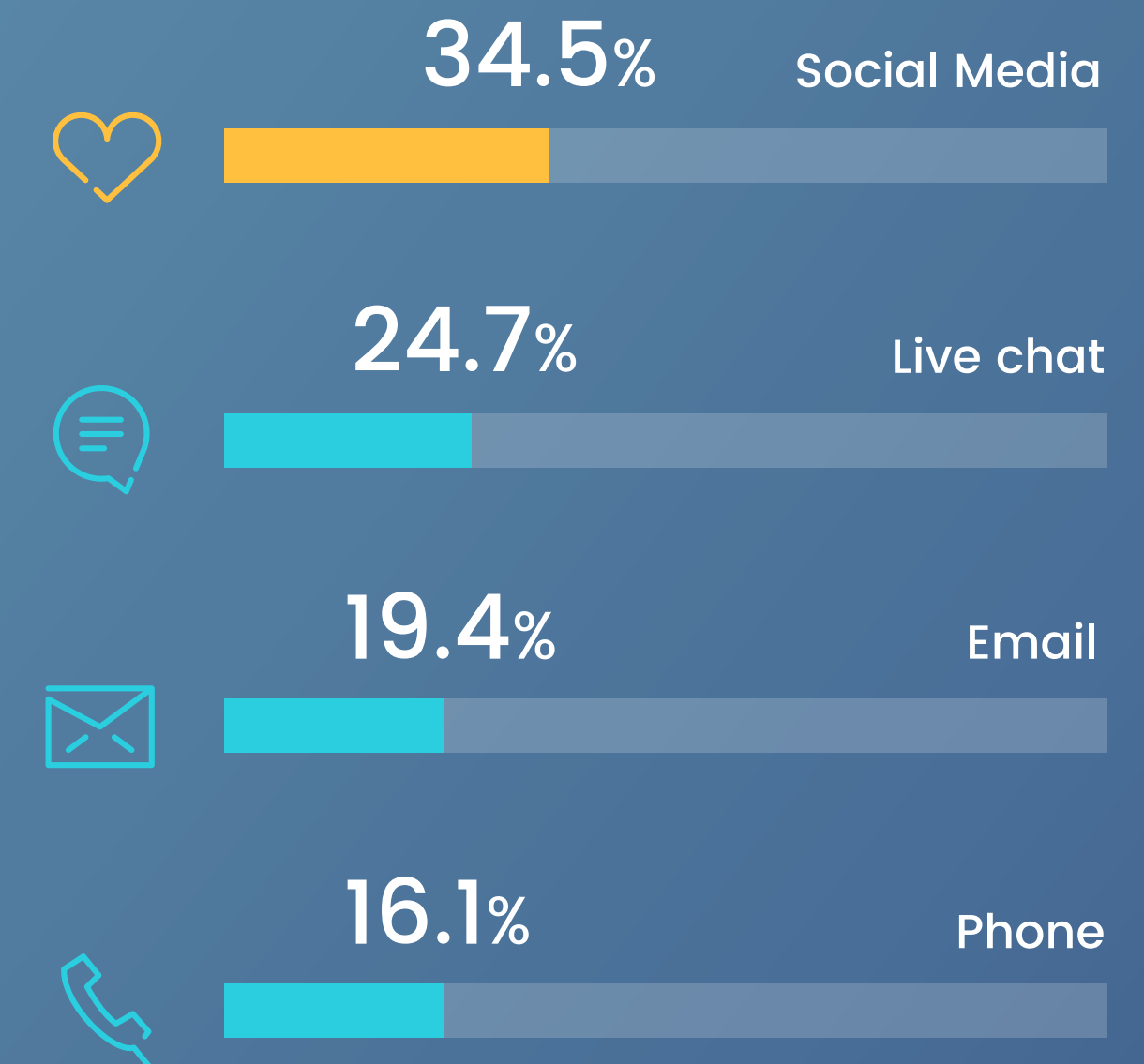
<u>The Rise of Social Media Customer Care | webistebuilder.org.uk</u>

When we analyze online consumer behavior, interacting with brands is second only to personal connections. **Brands are more relevant than celebrities when it comes to the social media feed.** Given the decreased attention span (8 seconds) and the ubiquity of digital channels, the imperative to be meaningful is greater than ever.

Who do you follow on social media?
Top 10 social media profiles followed

1	People you know in real life	64 %
2	Brands you like	**35 %**
3	Singers, musicians or bands	34 %
4	News / media organizations	28 %
5	Actors	24 %
6	Contacts relevant to your work	23 %
7	Brands you are thinking of buying something from	**21 %**
8	Comedians	21 %
9	Bloggers	18 %
10	Sports stars	17 %

Which of the following actions have you done in social media in the past month?

Left feedback or a review on a brand's website	10 %
Asked a question to a brand on a social network	10 %
Used a company's live-chat service on a website	8 %
Interacted with a brand on a messaging app	6 %

Source: Global Web Index Data from Q3 2017, Europe and North America

Beyond interacting with content (likes, shares, views, posts), consumers are aware of their impact on a brand's image and take responsibility when it comes to leaving feedback or expecting quick resolution.

Consumers understand their active role in constructing a brand's identity. In exchange they expect to receive not only personalized content but also personalized attention in real time.

THE EVOLUTION OF SOCIAL CUSTOMER CARE

Digital transformation has permeated all levels of organizations. Customer touch points have become shared across areas, leading to the need for new workflows, tools and resources. In short, **effective social customer care has broken out of the silo of the Customer Service Department** as all areas impacted by the customer journey become equally responsible for responding to consumer needs.

	Traditional customer care		Social customer care
WHO	Specific departments	▶	Everyone
WHAT	Company-centric process	▶	Customer-centric process
WHERE	Defined channels	▶	Customer-driven dynamic channels
WHEN	Set business hours	▶	Customer set hours
WHY	Transaction	▶	Interaction
HOW	Messages are distributed	▶	Messages become conversations

STARTING POINT

There are two trends that have sprung from this new brand-consumer dynamic:

- **Consumer proactivity**, and
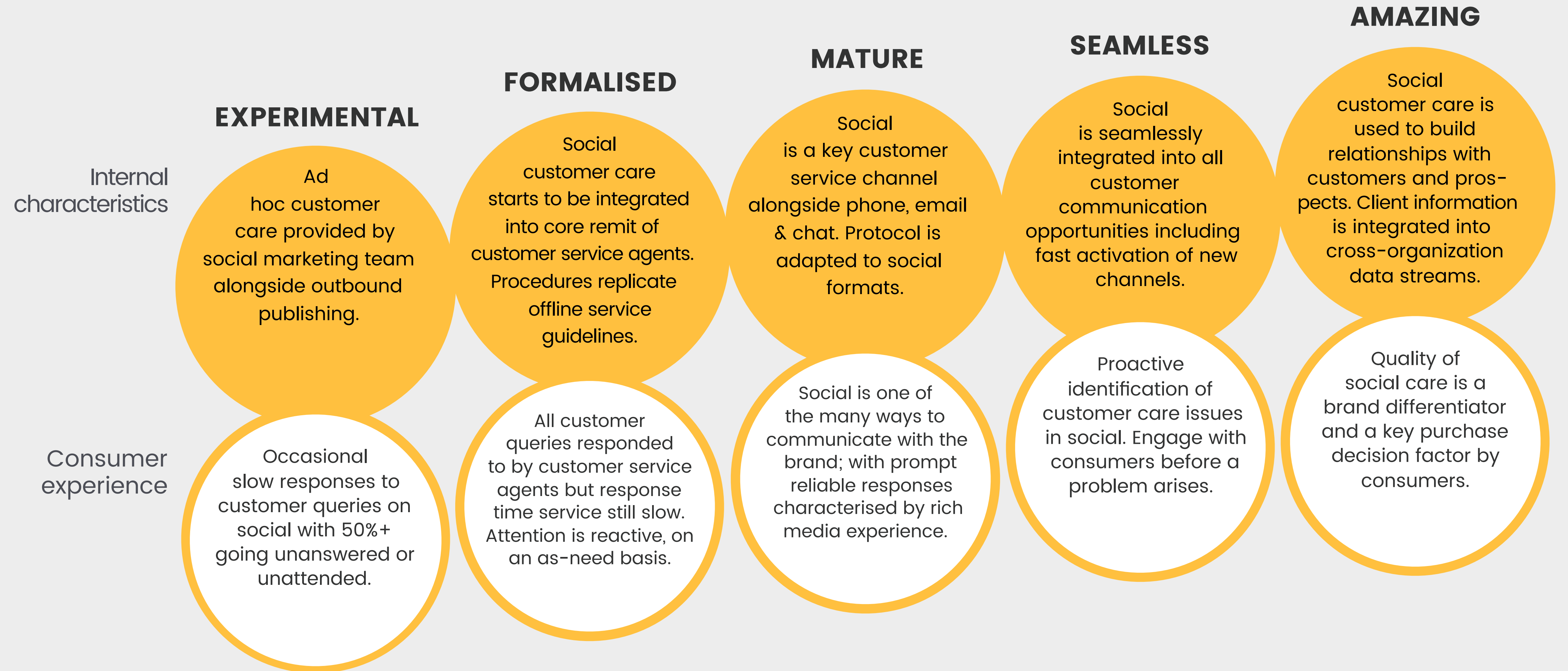- **the increasing relevance of content in the consumer experience**.

Consumers are more informed, more empowered and more independent. To resolve their problems or doubts they are reticent to engage with brands directly through traditional channels such as phone, web formulas, or in-person help desks; making useful content and personalization more relevant than ever.

As we've outlined, a reactive and siloed approach to customer service will only serve to isolate consumers and make them trust your brand even less. How mature is your customer relationship management?

Where do you stand?

What defines a mature social customer care organisation? To a greater extent, it's the ability to provide a consistent customer experience across channels and the capacity to integrate new data and new tools to facilitate this.

AMAZING

SEAMLESS

MATURE

FORMALISED

EXPERIMENTAL

Internal characteristics

Ad hoc customer care provided by social marketing team alongside outbound publishing.

Social customer care starts to be integrated into core remit of customer service agents. Procedures replicate offline service guidelines.

Social is a key customer service channel alongside phone, email & chat. Protocol is adapted to social formats.

Social is seamlessly integrated into all customer communication opportunities including fast activation of new channels.

Social customer care is used to build relationships with customers and pros-pects. Client information is integrated into cross-organization data streams.

Consumer experience

Occasional slow responses to customer queries on social with 50%+ going unanswered or unattended.

All customer queries responded to by customer service agents but response time service still slow. Attention is reactive, on an as-need basis.

Social is one of the many ways to communicate with the brand; with prompt reliable responses characterised by rich media experience.

Proactive identification of customer care issues in social. Engage with consumers before a problem arises.

Quality of social care is a brand differentiator and a key purchase decision factor by consumers.

FRAMEWORK
SOCIAL CUSTOMER CARE

We have developed the following framework as a guide to developing a Social Care Program. As every brand as unique as its consumers, how you incorporate these platforms into your brand's customer service strategy will depend on the customer experience that is most relevant to your consumers.

CULTURE 1

COORDINATION 2

CHANNELS 3

CONTENT 4

COST EFFICIENCY 5
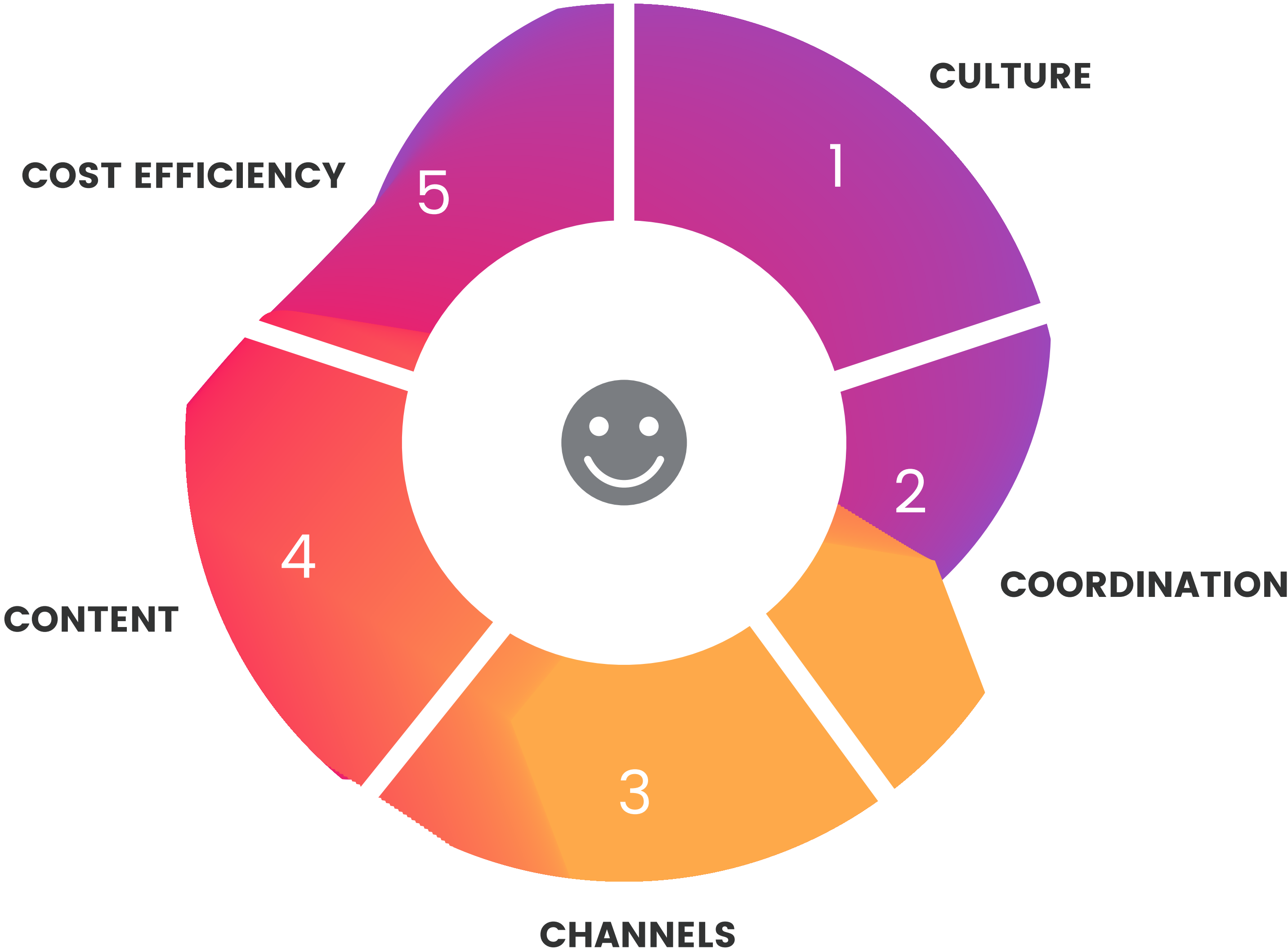
APPROACH
ASK THE RIGHT QUESTIONS AND YOU'LL BUILD THE RIGHT STRATEGY

1 CULTURE

How important is social customer care excellence to the business? What level of investment is dedicated to social customer care? Is it a strategic priority? Do any social customer care metrics form business KPIs?

2 COORDINATION

Is there a robust governance infrastructure in place for managing processes and collaboration, supported by best-in-class tools and technology?

3 CHANNELS

Can customers resolve issues in-channel across core and 'new' channels (e.g. Facebook Messenger, WhatsApp) in a seamless manner?

4 CONTENT

Are queries resolved using relevant, engaging, up to date content that is proactively created based on changing customer needs?

5 COST EFFICIENCY

Are social customer care metrics being used to measure impact on traditional customer service workload (call center, help desks) and response times? How much time and money is being saved? What is the ROI of a more positive Brand Advocacy Score?

The Social Care 5C Framework

This **framework** reflects our human-centered vision of Digital Transformation, in which in order to provide a 360 Customer Experience, **the employee journey is fundamental to constructing a lasting relationship with consumers.** Culture and Coordination are factors that will determine which Channels and Content are to be developed. After all, if an employee is not willing to purchase your product or service on a personal level, how can you expect them to convince potential consumers to do so?

By integrating social customer service data into strategic dashboards, brands will be able to track the direct impact of these new dimensions on Cost Efficiency. The more obvious benefits are related to workflow savings and customer satisfaction, however depending on the depth of the program, Social Customer Care will contribute to higher brand value, brand advocacy and ultimately, sales.

THE ROI OF CARING

Companies with Social CRM leading practices must measure and optimize their customer care strategies based on a real time scorecard with ROI indicators. The Indicators must encompass customer experience, brand advocacy and financial dimensions.

The key dimensions of measuring Social Customer Care Excellence has a direct impact on the following strategic objectives.

1. **Customer experience** across all channels and touch points.
2. **Revenue and Profitability.**
3. **Consumer discovery** and deeper customer relationships.
4. **Innovation and Differentiation.**

Effective social care tactics generate brand power, high net promoter scores and sales traction for the most innovative companies (KLM, Warby Parker, Whole Foods, Toyota, Spotify, Starbucks, etc.). It also has enables companies to improve cost of acquisition, conversions and revenue.

With algorithms and advanced data sets, companies are finally understanding the relationship between the value proposition of digitization across the consumer's decision journey, technology and consumer behavior. Innovation always pays off when brands are coherent and smart in their social care operations.

In 2018, developing a Social Care Strategy is indispensable for game changing companies looking for new ways to differentiate their value proposition and generate a connected brand powered by its consumers.

THE EVOLUTION OF SOCIAL CUSTOMER CARE

Effective Social Care strategies must be consumer centric and deliver real value in innovative ways.

This scorecard is mean to accompany the framework to serve as a starting point to measure the financial impact of the strategy and help optimize the strategy over time as you eliminate friction along the consumer journey.

CUSTOMER SATISFACTION	ENGAGEMENT	BRAND SENTIMENT	SHARE OF VOICE
RESOLVED CASES	COST OF ACQUISITION	BRAND POWER	P2P REACH
PERCEIVED CARE VALUE	CONVERSION RATES	USER GENERATED CONTENT	P2P IMPACT
CUSTOMER CARE EFFICIENCY	NET PROMOTER SCORE	INNOVATION PIPELINE	LIVE TIME VALUE

CASE STUDIES

As companies begin to accept **social customer care as a part of an overarching customer experience strategy** it is clear that a more integrated approach is necessary in order for these programs to reach their full potential.

We will take an in depth look at how 3 clients in different sectors (automotive, home furnishing and beauty), are building their social customer care strategy. At the beginning of our collaboration with each brand **we were challenged to help the client evolve from a reactive to a proactive approach to customer service** in which social media gave rise to a new perspective on the Brand-Consumer dynamic.

TOYOTA

IKEA®

L'ORÉAL

PEOPLE FIRST AS A STRATEGIC INITIATIVE

While the cases we will analyze belong to diverse industries, they started at a similar point and share a common commitment to being customer-centric. They began a reactive approach to social care, characterized by:

- **Emphasis on phone / email channels**; responding only when contacted

- **Lack of or inconsistent follow up** to queries; common among companies that are trepidatious about engaging on social.

- Content which is **product focused** rather than question focused

- **Lack of clear protocol**

- **On/Off service channels not integrated**, at both tactical and strategic levels

- **Social care not included in business objectives**, and an overall lack of strategy surrounding the social customer relationship.

Our approach

We brought different teams to the table to gain a clear understanding of how they currently managed their customer relationships as well as obtain insights on what motivates and characterizes their respective social communities.

The result is a tailored approach to customer service management which continues to evolve alongside the ability to integrate social data into core data streams across the organization.

Driving customer excellence thanks to an integrated social strategy

Photo credit: toyota.com

Integrated processes for a 360° service

Using social to provide the best customer service and complete the user experience.

Customer Support has long been one of Toyota's **strategic pillars**, predating their social media strategy. In 2012 they were challenged to extend their vision of customer care to their new social media strategy.

The launch of social media was an opportunity for Toyota Spain to:

- Increase communication effectiveness
- Improve customer and prospect service
- Start proactive conversations with the digital community
- Detect new business opportunities
- Decrease response time

Social Service Strategy Snapshot

Departments involved	- Customer Excellence - Customer Relationships - Digital Marketing
Key Metrics	- 1st response time ON/OFF - Case type - User satisfaction - Sentiment - Platform
Benefits	- Increased internal efficiency - Reduced Customer Service Workload - Enriched customer knowledge

Challenges and approach

Previously customer care was managed primarily by the Customer Relationships department, so one of the big challenges Good Rebels faced when designing the program was to **understand how to integrate the various departments** as well as how to **generate content to help address frequent questions raised by the community** in a proactive fashion.

Analyze Current protocols

Design Scenarios and funnel

Implement New workflows & protocol

Measure Results
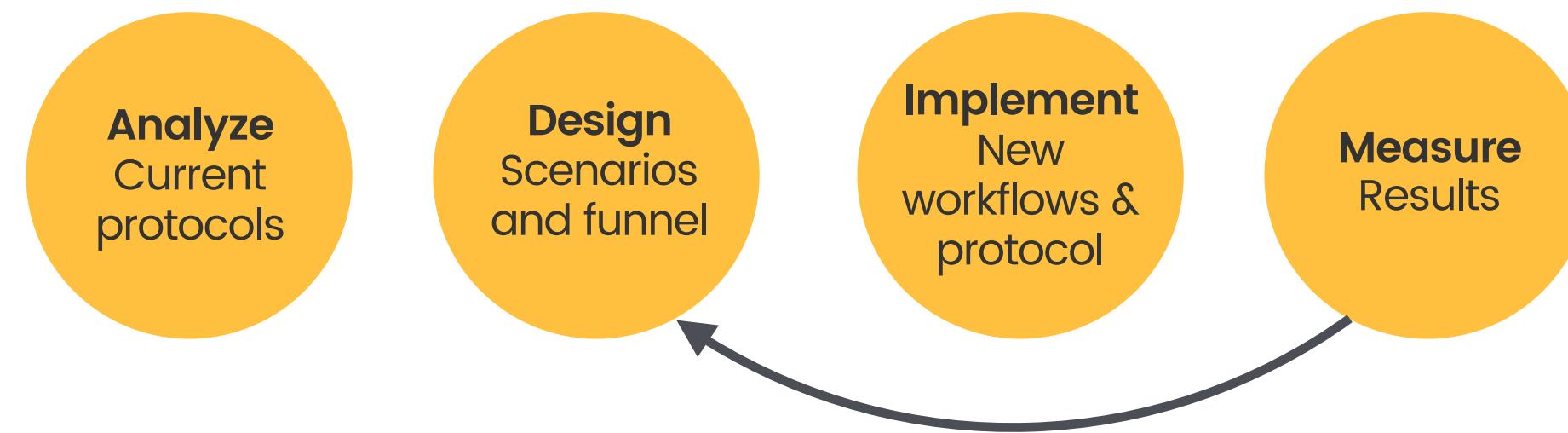
The cornerstone of the strategy was to establish **internal alignment** across the organization. While led by the Customer Relationships and Customer Excellence Departments, the whole company is involved when it comes to providing customer solutions. Responses must be given in real time, and this implies coordination among all agents through an agile process.

*"We are faster than ever in being able to categorize, interpret and coordinate responses to consumers. This has been made possible by a high level of coordination and more sophisticated integration of social data with other customer databases. As a result, we directly manage 20% of all cases, this not only has had a **direct impact on internal efficiency,** we have seen a really positive reaction from the community as **positive sentiment has increased greatly.** This is absolutely a key piece in the Customer Excellence Strategy."*

Raúl del Cuadro
Digital Strategist, Good Rebels

Transversal coordination

As we have mentioned, internal alignment was crucial In order for the social customer care protocol to be successful, but how was this achieved?

Social measurement played a big role. By centralizing the conversations we were able to create uniform metrics that were shared across the organization, and which later were included in key strategic digital dashboards.

The reporting structure includes both a monthly and quarterly reports which combine social metrics and direct customer feedback. This information is then used by Toyota and Good Rebels to re-evaluate changes in protocols, modify FAQs and develop new content.

Taxonomy was a critical factor in designing protocols and aligning teams. It was important to document and validate the language used among the different areas in order to create new efficiencies in both attending to clients and measuring customer interactions. As the protocol has evolved having an aligned taxonomy has allowed us to update the digital dashboard quickly.

20% of all Customer Service cases are managed in **social**

75% of social customer service cases are managed directly by the social media team. This is made possible by continually updated FAQs and collaboration with the Customer Service area which intervenes when client data is involved.

Driving Customer Excellence

Intelligence based protocols

The need to create a unified understanding of digital communications with consumers has led Toyota to centralize the Customer Relationship Management in one tool to be accessed by all areas. The database of client interactions that has been developed over the past five years has allowed the social team create content that anticipates recurring queries and to reduce the workload of the Customer Relations department.

Real time benefits

One of the greatest values that the social media strategy has brought to the Customer Excellence Department is to start a new dialog across the company to communicate and share customer data in a way that makes it possible to provide personalized service in real time. In addition to reducing response times, reducing risks in service gaps, these new procedures supported by dynamic content have also led to an increase in customer satisfaction levels.

TYPES OF CASE

Each interaction or case was categorized according to the type of consumer and its strategic relevance to the company.

Prospect — Client

PRODUCT
Information about products and suggestions.

AFTERSALES
Information and doubts about after sales services or car specifications.

BREAKDOWN
Incidences with vehicles of current consumers.

CR

EMPLOYMENT
Users ask for employment.

PARTNERSHIP
Advertising and parnership matters.

OTHER
General suggestions about brand, digital or PR matters, etc.

CR — Brand

Interview with...

Rebeca Guillén
Content & Social Media Senior Manager Toyota Spain

Why is social customer care important to your business?

Our goal is to achieve customer satisfaction. Our communication channels have to satisfy consumer expectations and improve premium brand consideration. How can we achieve this? By providing an excellent user experience and satisfying users' needs.

Social is one of the key points of contact with our clients and also the perfect opportunity to **create relationships with new customers as well as establishing Toyota as a meaningful social brand.** Cases from social are increasing every year, for example, this year we duplicated number of cases being between 20% – 25% of global cases attended in social.

With regards to customer service, how are your customers' needs changing?

It's clear that consumers are now digital; **they expect to find answers quickly and expect brands to be there to satisfy their needs on time.** That's why we have extended social customer care hours to weekdays 9am – 10pm. We aim to reply to all clients in less than 25 minutes during this schedule.

Social media allows us to engage in 1 to 1 conversations; this means that we have had to adapt our tone of voice. **Customers need to feel close to brands, to feel understood.** We've had to establish new social customer service protocols to make this possible. Today's consumer is also more self sufficient, so this means that we are constantly updating our FAQs document both internally and in our digital channels. All of this continual improvement is possible because of the fluent communication between the brand and the client.

What's next for social customer care? How do you see this evolving in future?

We continue improving our strategy and protocols all time to be adapted to customer needs and technology.

Currently, we are working on integrating social customer care in our CRM in order to have all cases directly crossed with our system. This will allow us to be **more effective while at the same time provide us with a better knowledge of our clients.** Of course, simplifying process between departments make our time response decrease.

Also we are continually analyzing new ways to communicate with customers. One of the technologies we are investigating about is artificial intelligence. We know that AI is being implemented in many markets and areas. We are looking for the ways to include it in social customer care. It will take time to design the right communication flows and personalized messages, but we feel that including **AI will have a big impact on improving our efficiency and ultimately being able to increase customer satisfaction.** This is part of our strategic roadmap.

The 5Cs framework in action

1

CULTURE

As Social is part of the company's Customer Excellence Department, it reflects Toyota's commitment to creating a multi-channel service approach, directly tied to a primary strategic initiative. Additionally, social customer care metrics are included in business KPIs.

2

COORDINATION

Coordination is facilitated by a shared database, a CRM software that integrates social channels, and a shared taxonomy for processing conversations. The social team works directly with the Customer Relations Department to resolve client cases.

3

CHANNELS

Toyota is always looking for new ways to provide the best customer service, this includes creating digital brand identities in new channels. 75% of cases are managed directly by the Social Customer Care team, reflecting the high level of coordination with the Customer Relationships team.

4

CONTENT

At monthly reviews, the FAQs database is regularly updated and key client cases are discussed so that they can be included in the social media editorial plan to anticipate consumer concerns.

5

COST EFFICIENCY

The autonomy of the social media team in responding to customer cases has led to a reduction in the customer service workload. At the same time positive brand sentiment has increased, raising the brand value.
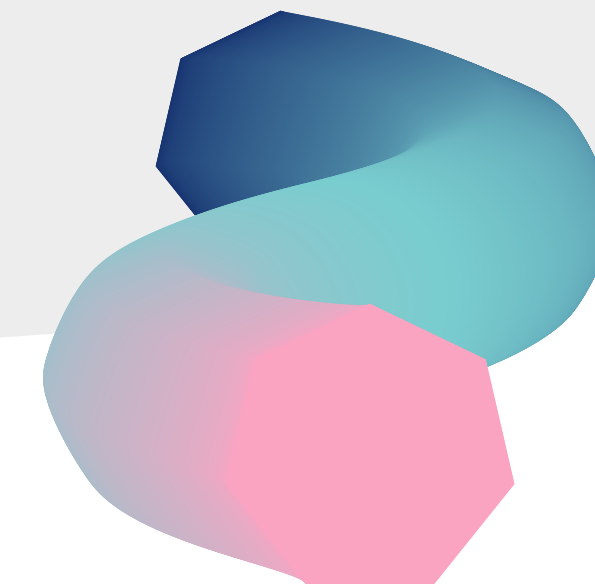
Empowering teams to build a more human brand experience

IKEA

IKEA empowered their teams to humanize the brand experience

Leveraging digital strategy to become a service love brand.

At IKEA, the digital strategy is closely tied to business needs; digital relevance was key to the brand's strategic vision.

Good Rebels first began to work with IKEA on their social media strategy in 2015. Our proximity to their consumers through digital community management allowed us to detect an important opportunity for IKEA to build its brand experience by integrating customer service into its social media strategy – or as it turned out, vice- versa.

Incorporating the Customer Service Area became crucial to the overall digital strategy as the brand's objectives themselves became more transversal to the organization's vision and purpose.

Social Service Strategy Snapshot

Departments involved	- Marketing: store coordination, product communication - Corporate: oversees corporate message and alignment with IKEA goals - Customer Service: case resolution coordination
Key Metrics	- Volume - Case type - Topic frequency - Sentiment - Platform - Channel type - Average response time - Customer satisfaction
Benefits	- Internal alignment - Motivation - Increased positive sentiment

IKEA

A new vision for social service that turns queries into valuable business insights

Like many companies, IKEA used to have a reactive approach to customer care. Most Customer Service departments are not usually connected to the social team, and Our objective was to transform this by:

- Unifying Customer Care tone and style with the social brand identity
- Defining service protocol and workflows
- Optimizing time and efforts on shared platforms
- Leveraging social formats and innovation
- Defining specific social care goals and objectives

It was our goal to help IKEA see how an area such as Customer Service could take advantage of social and digital spaces to go beyond reducing response time to help achieve more ambitious business goals. Our strategy was constructed on the premise that by an integrated strategy would also generate interest in Home Furnishing, create Brand through the product, drive web traffic, and showcase IKEA as a Best Place to Work.

"We felt strongly that integrating customer care into the social strategy alongside Marketing or Corporate would help them understand how important they could be in order to solve transversal objectives such as brand positioning and awareness. It was also important to make sure that we supported this effort by helping the teams develop new skills and capacities."

Joel Calafell
Digital Strategist, Good Rebels

The DIY approach (with a dynamic manual, of course)

We first started by trying to optimize the existing system, then we realized that best way to create an amazing social brand experience, was to get the IKEA team involved; as experts they would always do a better and faster job when it came to understanding their people, brand and products.

The program we created involved a specific platform to help train the team. Web, technology, data, content and creativity all contributed to this approach by creating synergies not only between areas but also with clients. Our goal was to provide fast and reliable information through creative answers using smart and innovative tools and services.

Conclusion:
Training clients is really the way to go!

Instructions for social care

1 **Social Media Sensitivity and Training:** we helped identify and train a specific Social Customer team in Social Media

2 **Guided Practice:** Good Rebels oversaw the first steps. They were already excellent at customer care, we just had to make sure they knew how to do it on social!

3 **Optimize Time and Resources:** Managing internal resources led to better results.

4 **Create great communication:** the creative department worked with insights to develop relevant messages to teach customers to do things in advance.

5 **Make the IKEA team more visible:** we showcased the team on IKEAs digital platforms so that the community always knows the person behind the brand.

Measuring time and resources to create a bright future for social care

¿Por qué IKEA debería personalizar su servicio de atención al cliente en RRSS?

★ Forma ya parte de la estrategia de **humanizar al equipo**

★ IKEA va hacia una visión de transparencia alrededor del objetivo **Best Place to Work**

★ Es una forma de dar un **reconocimiento público al equipo** cuando hace bien su trabajo

How do we measure performance? We currently analyze queries by volume, category, area, sentiment and channel. These are then tied to more tactical goals such as reducing the number of requests, replicated queries and average response time.

Now that the team has the skills and experience to provide the best social service possible, a new all-in-one tool will be implemented to help management be as efficient as possible.

Next steps:
- Maximize audience knowledgde by integrating social care activity in one platform with sales and CRM channels
- Automate replies and workflows
- Predict common queries by using big data
- Integrate real time dashboards with relevant indicators.

Benefits of a consistent tone and style beyond advertising to customer service

When we started the social customer care program in 2015, 99% of Customer Care was managed by traditional channels such as phone, email or in person. By 2017, 4.67% of Customer support was managed through social media. **The team has grown by 78% in two years**, from 90 to 160 hours of service a month.

The team is working together, and motivation has increased in the department. For the first time positive social sentiment towards IKEA's Social Customer Care has risen. IKEA has always been a love brand for its great communication style, and now this recognition has extended to its customer care team. Some of the clever answers on social media have become viral, getting as much press as the SLACK table.

IKEA's social customer support team has been named one of the top customer support channels 2 consecutive years, improving its ranking each year from 6.88 to 8.88 points (scale of 10).

Customer Service Award 2017 2018

These awards are given in function of: **response time, quality of answers** (tone, formats, personalization, functionality, accessibility, creativity).

Source:: http://www.lideresenservicio.com/ganadores-2017/sta.

IKEA®

Interview with...

Ana Bordonaba

Social Media Specialist in the Customer Service Area

Why is social customer care important to your business?

IKEA's Customer Care is the paradigm of our loyalty efforts. For us, **caring for our customers comes precisely at the moment in which they decide to make us part of their homes.** For this reason, we believe that the way we are engage, help and support them during the entire acquisition process is what will be at the top of their minds when thinking about IKEA.

In our Social Media strategy, we are currently evolving Customer Service not only give specific service to clients, but also to care for and make all fans feel special. Customization, personalization, personal follow-up and constant support given to each query in every digital platform, will make all the difference.

To be able to guarantee all those efforts and, in order to get constant results we think two main factors are responsible: 24/7 availability during all the year, and having a constant communication across all departments (Marketing, Corporate and Customer Service) along with our digital agency: Good Rebels. Of course, **the key to all success is investing in people who really make this possible.**

In short, customer experience is one of the pillars of a strategy that is focused on really knowing consumers and people all around us, trying to be relevant for them through every connection with the brand, and to also collect relevant insights that will allow us to develop new experiences to really answer their needs; either at this moment or in the future.

Conoce al equipo de Redes Sociales de IKEA España

Detrás de una gran respuesta siempre hay una gran persona (o muchas). Trabajamos para resolver todas sus dudas en redes sociales. ¡Pregúntanos!

Interview with...

Ana Bordonaba
Social Media Specialist in the Customer Service Area

With regards to customer service, how are your customers' needs changing?

IKEA is going through a digital transformation process in which **multichannel experience and being customer-centered are really changing the rules.**

Nowadays, social listening and social customer tools are helping us **understand our clients and their needs better than ever.** For instance: figuring out the best possible answers with predictive analytics, creating synergies across online and offline, tracking post-purchase service…

Mostly, people are changing their day to day habits, which is one reason to get closer to them through full assistance whenever and wherever they want. This also implies that our **physical stores have to join the effort** as they are still the primary point of contact with the IKEA brand.

Year after year, client contacts grow exponentially, challenging us to keep improving every day. But social customer care seems to be well accepted and expected now, and at the same time **it fuels our understanding and knowledge of what really matters to them.**

What's next for social customer care? How do you see this evolving in future?

Social Media is now one of the most powerful point of contacts a brand can have to optimize its client relationship. A high volume of cases are currently focused on near-purchase or during purchase, so we have clear opportunities to demonstrate our value for IKEA as a whole.

In order to take on this new strategic paradigm, we have decided to invest in new solutions, platforms and technologies that can help us integrate, analyze and manage all the customer care information in one space. This might suppose also **working closer to CRM synergies,** optimizing and offering as much value as possible to all our clients in every step of the customer journey – building on a **360° vision.** The way we see it, **the future of Customer Care is totally linked to enabling a 'Single View of the Customer',** knowing each client 100% individually by connecting data on each brand contact. But most of the time, brands are still missing some piece of the puzzle…

Our main strategic goal is to be the world leaders of Home Furnishing. Our ambition: to make IKEA one of the most loved and trusted brands. **We want to be perceived as unique and relevant.** And, in order to achieve that knowledge and customer care are really they keys to success.

The 5Cs framework in action

1

CULTURE

One of the greatest things we've found about working with IKEA is that all departments get involved when needed. Transparency is very important at IKEA; this is tied to strategic goals of being a Best Place to Work.

2

COORDINATION

While initially social was not on the radar for the Customer Service team, this strategy has created new synergies within the organization. Training was the cornerstone of the Social Customer Care program we designed. Once we recognized the importance of having the service provided from the internal teams, we built a program to help them take their already reknown offline skills to the digital context.

3

CHANNELS

As digital has become an integral part of the business strategy, KPIs from the new social channels have been included in the general strategic dashboard, including social customer service metrics. IKEA is dedicated to creating a strong digital identity in the channels most relevant to its consumers.

4

CONTENT

This new integrated structure allows the social media team to incorporate insights from Customer Service team into the editorial plan, but also to create real time content to respond to relevant cases. Creativity, data and technology innovation are all present in every publication.

5

COST EFFICIENCY

The IKEA social customer care team has grown as a direct response to their effectiveness and efficiency in reducing the workload of both the call center and the customer service desks in store. The awards the team has achieved not only recognizes their skills, but also the increased brand value because of this enhanced experience.
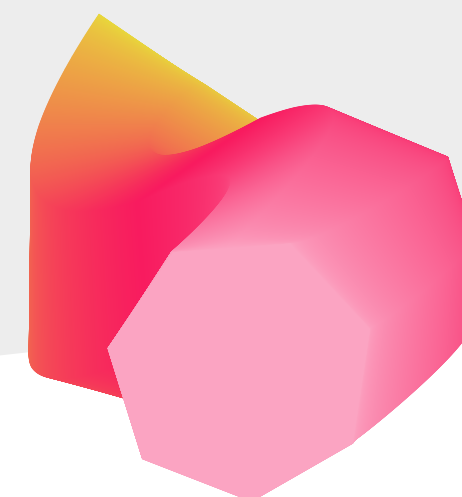
Sharing product expertise to help you take better care of your skin

LA ROCHE-POSAY
LABORATOIRE DERMATOLOGIQUE

VICHY
LABORATOIRES

Service as a means to position as product experts

At L'Oréal, Customer Service has always been a key part of the overall strategy of the Active Cosmetics Division (DAC), so a clear methodology was needed to integrate social.

We work with the skincare brands La Roche Posay and Vichy in México. Before implementing the social customer care program, one of our key goals was to **position the social care as an extension of the in store experience**, where clients are attended to by professionals with the same objective: quality care of skin.

To do this we had to refocus customer service to:
• Provide ongoing, personalized attention
• Follow up on community inquiries
• Focus on resolving questions

Social Service Strategy Snapshot

Departments involved	– Marketing – Communication – Call Center – Good Rebels
Key Metrics	– Message Volume (organic vs. paid) – Comments – Topics – Sources – Customer Journey
Benefits	– Increased positive sentiment – Increased brand engagement

L'ORÉAL

Formula for customer satisfaction: people in the center

Our approach to integrating social into the Customer Service strategy centered around empathy; understanding consumers' concerns or doubts, and personalizing our response. In collaboration with the Contact center and e-reputation area we designed a traffic light system to integrate the crisis management procedures and help organize the workflow, organizing service based on product, experience and crisis/reputation management.

Even though social media is an informal space, we have decided to use a respectful, cordial and friendly tone. Above all, we want our clients to understand that the service team was composed of skincare professionals who were available to answer their questions.

Social Customer System

AGENCY TEAM

- Queries and comments related to product application and promotions
- **Frequently asked questions, controlled risk**
- Managed directly by social media and PR team

BRAND TEAM

- Queries and comments related to product incidents
- **Consumer complaints**
- Require technical support

REPUTATION TEAM

- Queries and comments related to **brand crisis** and **reputation**.
- Attacks on the brand
- Requires special response team

L'ORÉAL

Clear roles make for clear skin care customer service

Each department had a specific role to play in servicing the community:

- **Marketing** is the area that helps coordinate responses related to product information or promotions and prices.
- **Communication** (e-reputation) is responsible for reputation related interactions.
- **Call center** will notified in the case of allergic reactions or situations that require immediate attention, and follow up will be managed through social channels
- **Good rebels (Agency)** the team has been trained on the brand and products, and maintains constant communication with marketing to resolve questions and coordinate with the other areas.

"Our main objective is to put people in the center, therefore our whole relationship with the community is based on generating empathy; taking care of the health of your skin as if it were ours."

Daniela Ferrer
Director, Good Rebels Mexico
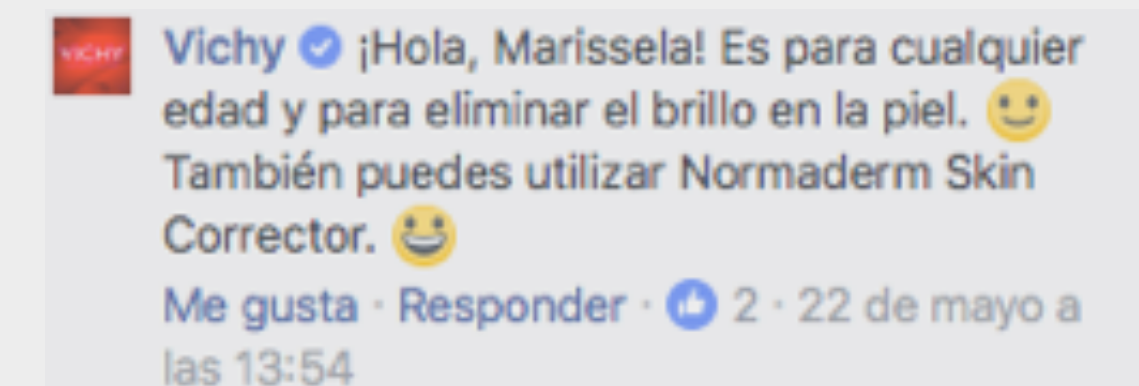
Challenges & benefits

Redesigning the social customer service program had 2 main challenges: Product knowledge and response time.
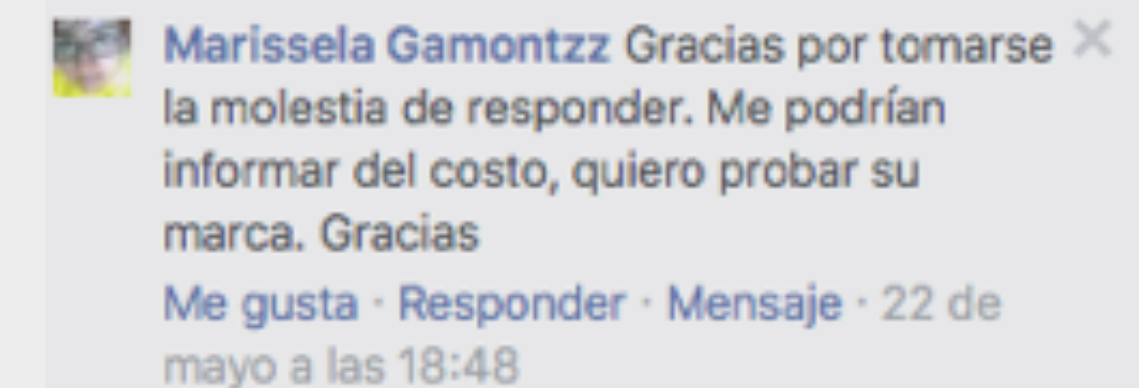
The social media team needed to be knowledgeable about the products in order to understand how to scale or manage each conversation. This required constant communication with the respective departments in order to provide timely responses.

The stoplight system has been very effective in helping organize interactions on a daily basis. We have noticed an increase in positive sentiment and increased engagement as we work to build the direct relationship with the online community through personalized attention.

We categorize interactions on a daily basis and update the monthly report with key insights from these conversations.

Interview with...

Alma Elizalde
Marketing Director,
Vichy Mexico

Why is social customer care important to your business?

Because it reflects the interest and the proximity that we as a brand have with our customers or potential customers, **offering a personalized service beyond the product itself.** For Vichy, it's a highly relevant point to build a better Brand-Consumer relationship and to develop first-hand knowledge of their needs questions or comments.

With regards to customer service, how are your customers' needs changing?

Consumers are more informed and more demanding which is very good and makes the brand-consumer relationship more lively, more dynamic. Consumers nowadays look beyond what a product offers them and make it notice to brands, customer care service helps us to better understand this relationship.

What's next for social customer care? How do you see this evolving in future?

The next step I imagine it will be something even more personalized and immediate. Customers will be able to solve a question on a product or a topic first hand with the brand and immediately. In the future I imagine **more points of contact with the consumer in a very friendly way without complications in the platforms that the consumer uses in his day to day**, that is to say, through a Chat in Whatsapp or WeChat for example.

The 5Cs framework in action

1 CULTURE

Customer Service has always been part of the global strategy for the Active Cosmetics Division. This commitment can be seen in the resourced dedicated to training teams and the autonomy that teams have in coordinating responses.

2 COORDINATION

With clearly defined roles and a methodology that was designed in collaboration with the related areas, it was easy to facilitate onboarding of key teams. Social Customer Service is viewed as a shared responsibility across various departments. The focus on positioning the brand as skin experts has resulted in significant dedication to training external teams in product and brand knowledge to make coordination more efficient.

3 CHANNELS

The stoplight system allows cases to be resolved across channels, diverting cases to other channels for direct resolution when necessary and following up in the original channel to preserve the conversation where clients have first interacted.

4 CONTENT

The system used allows for a high level of personalization. Skin care is highly personal, so it is important that content answers frequent, generalized queries, but the key element to the content strategy is being able to provide timely responses.

5 COST EFFICIENCY

The positive reaction from the community has not only led to an increase in brand perception, but has also led to increased sales. The higher engagement rates have helped reduce call center demand.
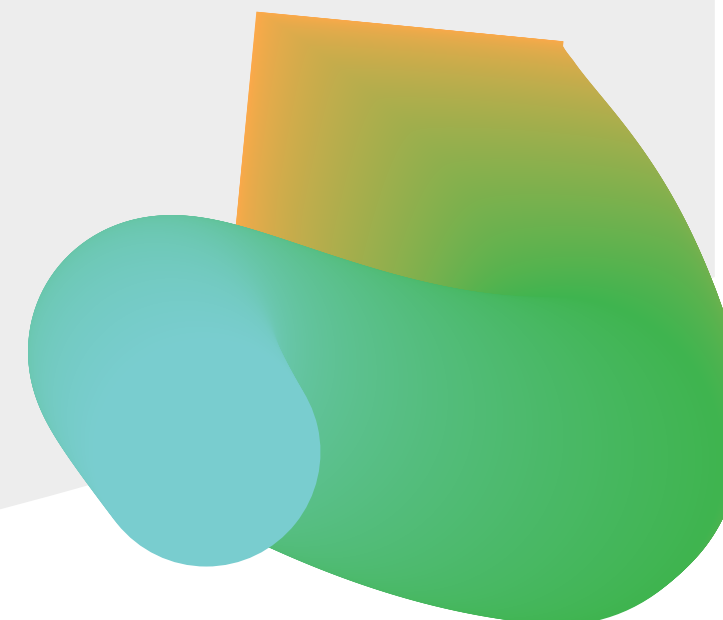
3 DIFFERENT SCENARIOS 1 COMMITMENT:

CUSTOMER EXCELLENCE

While each of the companies profiled have come up with a distinct way to approach to social customer service, according to their brand culture and identity there are three things they all share:

- They are **people-centric.**

- Social Media is seen as an **integral part of the customer experience.**

- **Internal alignment and coordination** are vital to converting social into a driver in achieving key business goals.

When executed correctly, a social customer service program will help a brand's positioning, elevating brand perception and supporting the brand's digital identity in a way that reflects the interests of its online community.

IN CONCLUSION

As brands continue to learn how to interact with their consumers in digital spaces, we remind you that digital innovation is only as effective as its ability to satisfy people's needs.

Consumers quickly adopt new habits as their favorite apps incorporate new functionalities that facilitate communication, sharing and creation. **They are conscious of their role in influencing a brand's perceived value and expect brands to participate actively in this new dynamic.**

This autonomy has come as a double edged sword for brands who have greater insight than ever into what their customers think. As we have seen in the cases presented, **ensuring internal alignment and multichannel integration will be the cornerstone for creating the elusive omnichannel experience.**

Integrating social media in the customer service program is more than adding another channel to save costs, it is a statement of intent by brands who are committed to providing superior a customer experience. In other words, such service strategies must be on the executive agenda in order to preserve a brand's value.

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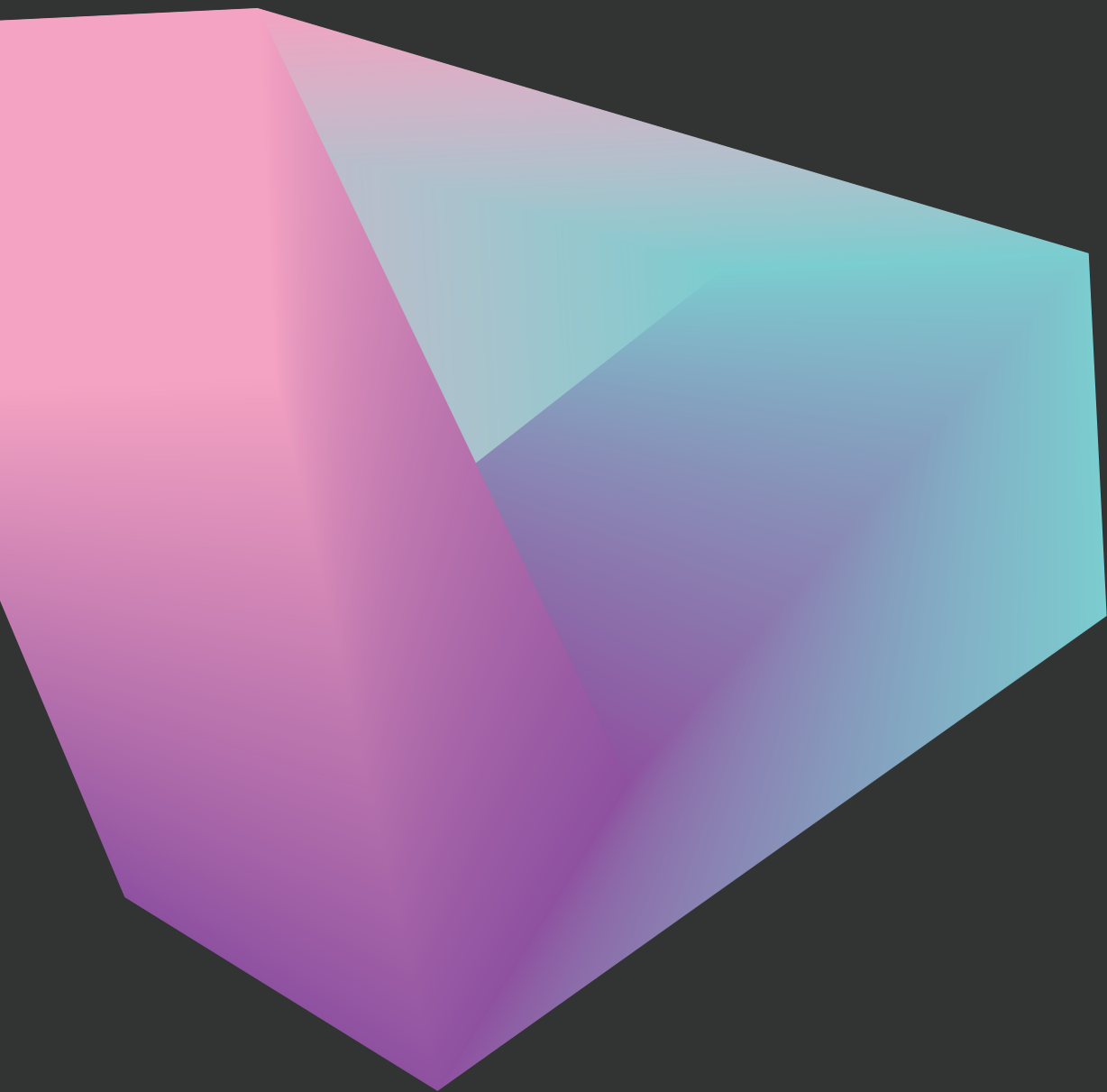
Thank you

Toyota, IKEA, L'Oréal México, with special gratitude to Alma Elizalde, Ana Bordonaba and Rebeca Guillén for their time and contribution.

Reach out

We'd love to speak to you about your social customer service concerns.

Amelia Hernández
Julio Fernández-Sanguino
Kevin Sigliano

Sources

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Good Rebels

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We are Good Rebels

We create experiences at the intersection of people, brands and technology.

Our purpose is to improve the companies relationships with their clients, their employees and society as a whole. We inspire organizations to focus on people, boosting the short-term results, while we enable them for tomorrow's disruptive scenarios.

We believe the most solid organisations are those focused on people. Those who work their human relationships as an intrinsic part of the business. Those which respond to the demands of different social actors so as to generate value and transcendence.

We are powered by 130 Rebels working from 6 offices in the UK, Europe and Latin America. Our work currently spans over 30 clients, across 9 countries and in 15 languages.

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