



Using Customer Experience Analytics to Delight Customers



Since its founding in 1856, venerable outdoor apparel and equipment retailer Orvis has based its success on providing two things: superior outdoor equipment, and superior customer satisfaction.

Today Orvis is an international, multi-channel retailer with approximately 1,700 employees. Its award-winning website offers more than 5,000 products and attracts 32 million visitors each year. The company mails more than 44 catalog editions every year with a total annual circulation in excess of 45 million. As of 2017, Orvis has 69 retail stores and 100 outlets in the US, and 18 retail stores in the UK, as well as a wholesale division servicing more than 500 independent dealers worldwide.

At that scale, maintaining the “customer is always right” level of service that Orvis is famous for can be a challenge, especially in today’s rapidly changing consumer environment.

With that in mind, Orvis Director of Customer Experience, Lisa Lavin, needed a way to understand the behavior of their millions of customers, both at scale — where trends and emerging issues become apparent, and down to the individual interaction — where the deep qualitative context about specific issues lies.

Customer Success Story:

ORVIS

For more than 160 years the Orvis mission has been to guide its patrons to lead more fulfilling lives through a deep, personal connection to the adventure and wonders of the natural world.

With only 25% of the market having deployed these kinds of analytic tools, Lisa saw another opportunity for Orvis to lead instead of follow.

Customer Experience Analytics

Orvis partnered with Khoros, whose CX Insights solution can aggregate data from every customer touchpoint including phone calls, chat sessions, emails, SMS, surveys, social media, and online reviews.

The Khoros CX Insights platform customer classification model, based specifically on Orvis' business processes and products, to every customer interaction fed into the platform. Once classified, the contextual details of each interaction can be analyzed and explored as a unified whole using intuitive data visualizations, revealing common patterns, anomalies, and emerging trends. Meanwhile the complete text or call recording of every interaction persists in the system, so users can drill down to the actual conversation level.

Turning Returns into Exchanges

Like all retailers, a portion of Orvis' calls were centered around product returns. Returns present a very high cost to retail companies due to the lost revenue and associated logistics expense. More importantly for Orvis, calls such as these have a higher propensity for a negative customer experience. While some returns are unavoidable, Orvis was determined to limit the avoidable ones.

Lavin made it a priority to reduce these calls about product returns through business process optimization. To do this, she needed to qualify and quantify what their customers were telling them.

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Prior to CX Insights, Lavin's team listened to calls randomly and used spreadsheets to track issues and opportunities. This time, the team was able to use CX Insights to uncover important root cause insights in a fraction of the time.

Using CX Insights's classified call types, Orvis was able to identify calls where a return was discussed. Further, the software could determine how an agent responded to the request. Did the agent immediately process the return or did they suggest an exchange for another size, color, or another suitable Orvis product? That analysis helped Orvis discover that its original return process was cumbersome for both the customer and agent, and therefore, exchanges were rarely considered. In addition, this call type could result in a customer experience that was not up to Orvis' high standards.

The company modified its agent CRM to make exchanges easier, resulting in far greater revenue preservation, happier customers, and a 2-minute reduction in call time — around 20% for calls about returns. Most importantly, Orvis was able to quickly implement training that enabled its agents to convert 58% of Orvis' return calls into exchanges.

Beyond the contact center, Orvis took those key learnings and revised its website and re-engineered its email cadence to add clarity to the process. As a result, the company saw a 43% reduction in customers calling for return instructions, a 20% reduction in calls from customers asking for receipt confirmation, and a 37% reduction in calls alerting the company that a customer had sent a return.

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Discover and Address the Root Cause

In another example of process improvement Orvis quickly identified, through CX Insights data, that its number one non-sales interaction was customers wondering about the status and location of their order — Armed with that information, Orvis rolled out an opt-in, SMS “order status” update for customers, resulting in significant reduction in calls of this type and a clear improvement to customer experience.

Ms. Lavin and the Orvis team are still finding new and innovative ways to apply CX Insights to maintain, and even improving Orvis' legendary level of customer satisfaction. Based on CX Insights data they are looking to make subtle website adjustments that will improve the online shopping experience, ultimately decreasing calls from active online shoppers and increasing online conversion rates. Orvis will also be utilizing CX Insights to gauge their customers' response to new channels of communication, including surveys and email outreach.

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Outcomes

- ✔ **20% reduction in handle time for calls related to returns**
- ✔ **58% of returns converted to exchanges**
- ✔ **43% reduction in calls with return process questions**
- ✔ **37% reduction in calls where customers asked if an order had been shipped**
- ✔ **20% reduction in calls requesting receipt confirmation**

Outcomes, Cont'd



Insights led to supply chain improvements that reduced the number of negative calls regarding out-of-stock items



Reduced volume of inquiries about store hours, locations, and inventory by 19%



Enabled Orvis to analyze and adjust marketing campaigns on the fly, based on qualitative customer response data

With CX Insights, Orvis is proving that even a company that has delighted shoppers for 162 years can turn to disruptive new technology to continue its legacy of incredible customer experience. Charles F. Orvis would be proud.



Khoros CX Insights unifies data from every customer communication channel, VoC platform, and customer intelligence source for analysis as a single data set. The cloud-based solution contextualizes conversations based on your organization's products, processes, and common issues, for deep understanding of the root causes behind customer behavior and sentiment. CX Insights turns customer interactions into leading indicators for organizational KPIs, and paves the way for improved customer retention, expansion, and acquisition.

To learn more, visit www.khoros.com