



Customer Experience
Professionals Association™

Black Friday & Cyber Monday CX Risk Management Guide

Managing your CX Black Friday & Cyber Monday

Introduction

Black Friday and its rambunctious younger sister Cyber Monday, will be upon us in no time. Retailers of all stripes will approach this key trading period with a combination of excitement, trepidation and possibly outright fear. For many this hectic weekend may be the make or break period operationally, financially and to your reputation. If things go wrong then the drama is played out in front of millions of prospective customers via social media from the Twitterati whose retail dreams haven't been realized and whose wrath knows no bounds.

Drawing on the broad and deep experiences of Customer Experience (CX) practitioners, professionals and leaders, the CXPA has developed this guide to help you and your teams negotiate this potential banana skin by identifying potential areas where things can and will go wrong and providing real world advice, coping mechanisms and methodologies to navigate the weekend and welcome Tuesday with a smile!

This is the first in a new series of guides that the CXPA will be publishing aimed at addressing key challenges our membership has identified via the daily forum and feedback from conferences and webinars. And the floor is open for more nominations of important, timely and relevant topics in your region or country.

Technology

Cause (as a result of...)	Risk (this can happen..)	Consequence (which can lead to..)	Mitigation (how can we avoid/reduce the probability of this risk)
Increased web traffic	Website crashes Delays in virtual queues Customer dissatisfaction	Reduced sales/profits Impact to CX metrics Negative word of mouth & social media comments	Check your website is fit for optimised performance, security, mobile payments, ease of use, engaging for visitors, integrated with social media Do you need to have all the rich features running on these days e.g. recommendations, third party plugins, complex checkout processes?
Unavailability of payment gateway	Customers are not able to make payment Customer dissatisfaction	Reduced Sales/Profit Impact to CX metrics Negative word of mouth & social media comments	Consider multiple payment gateways Ensure that you can still take payments via phone if necessary
Unsecure website	Fraud Customer dissatisfaction	Customer details are compromised Legal/Cost implications Impact to CX metrics	Utilize PCI DSS solution that ensures no customer financial data is stored on-site or in company databases and card payments are made remotely directly to card providers
Utilising AI Bots as service agents	Used for contact deflection	Dehumanised interaction/ experience that impacts your brand	"Brand Check" your Bot use cases and verify they are supportive of your brand and can transition to humans easily

Technology 2

Cause (as a result of...)	Risk (this can happen..)	Consequence (which can lead to..)	Mitigation (how can we avoid/reduce the probability of this risk)
Additional Voce traffic due to web-site problems	Website crashes Delays in virtual queues Customer dissatisfaction	Unhappy customers unable to take advantage of deals Impact to CX metrics Negative word of mouth & social media comments	Have back-up advisers in place to take call either in-house or out sourced Ensure that other channels such as email and social are available to keep customers updated and if necessary provide alternative, post event ways to complete purchases
Slow responses from legacy systems	Extends Average Handle and Wait times for customers Increased load on other systems	Increased pressure on agents Loss of business and/or incorrect data on stock availability and other key order information Negative word of mouth & social media comments	Investigate having more flexible cloud solutions for faster access to customer data



Process

Cause (as a result of...)	Risk (this can happen..)	Consequence (which can lead to...)	Mitigation (how can we remove/reduce this risk)
Surprise marketing promotions	Customer Service teams are not able to respond to queries or provide the offer Customer dissatisfaction	Increased Customer Churn Impact to Sales Revenue Impact to CX Metrics	Proactively connect with the Marketing team
Suppliers run out of stock	Insufficient stock to sell Customer dissatisfaction	Competitors benefit/ Loss of Customers Decrease in sales Impact to CX Metrics	Plan what you will offer Identify backup suppliers in advance
Unplanned queue forecasting	Missed Service Levels Poor Customer Service Agent/Staff burnout	Increase in Costs Impact to Sales Revenue Loss of Customers & Staff Impact to CX metrics	Review staff forecast plans Be sure to manage staff utilization properly and open up roving queues (tablet checkout, mobile)
Difficult, complex and time consuming returns process	Increase in AHT, FCR Customers and Staff are frustrated	Increase in Costs Decrease in sales Loss of Customers & Staff Impact to CX metrics	Ensure that flexible procedures are in place and employees are empowered to make customer benefitting decisions

People

<i>Cause (as a result of)</i>	<i>Risk (this can happen)</i>	<i>Consequence (which can lead to)</i>	<i>Mitigation (how can we remove/reduce this risk)</i>
Insufficient tools or training for staff to respond to difficult queries	<p>Customers get the wrong information & forms negative opinions of company</p> <p>Customers immediately look for alternative solutions</p> <p>Poor morale and increased staffing issues</p>	<p>Loss of sales & impact to reputation</p> <p>Increased in returned goods or service</p> <p>Impact to CX & EX Metrics</p>	<p>Run very situational and specific scenario based training sessions</p> <p>Ensure sufficient experienced agent back-up & coping strategies for newer staff</p>
Staff absent	<p>Service Queues/Calls Answered are delayed</p> <p>Customers frustrated & angry</p> <p>Increased complaints</p>	<p>Loss of sales & impact to reputation</p> <p>Impact to CX Metrics</p>	Resource Forecasting that includes out-source /temp options
Use of large temp workforce to manage peak loads	Customers get the wrong information/Poor service	<p>Lost sales & reputation</p> <p>Impact to CX & EX Metrics</p>	Be sure to include your Branded CX cultural principals into your temp staff training material and leverage 'buddy' system pairs teaming temps to seasoned professionals

Brand Consistency

Cause <i>(as a result of)</i>	Risk <i>(this can happen)</i>	Consequence <i>(which can lead to)</i>	Mitigation <i>(how can we remove/reduce this risk)</i>
Deep one time Discounts	Unless you are a persistent discount provider, the brand impression of your pricing strategy now becomes suspect	<p>Lost margins on future sales due to discount pressure being introduced</p> <p>Lost loyalty of our premium priced customers</p>	Make sure your year around pricing strategy which is a strong proof point of your brand is in balance with the types of season discounts you are considering
Flash Sales to drive traffic	<p>Overwhelming online sales and service touchpoints</p> <p>Impacts "Easy to do business with"</p>	See technology section (increased Web Traffic section)	Develop contingency plans to manage increase sales
<p>Highly Manual discount entry at point of sale</p> <p>Fast Scanning vs. Manual discount 'codes' which need to be entered separately for each item</p>	<p>Frustrated customers and staff – long queue lines in store</p> <p>Shopping cart abandonment</p> <p>Social media troll attacks</p>	<p>Lost future sales</p> <p>Impact to CX Metrics</p> <p>Makes your brand seem antiquated and oblivious to long queue lines</p>	<p>Leverage flat discounting pricing for the entire purchase</p> <p>Create special item SKU's already discounted and re-tag your discounted items with the new SKUs</p>

Environmental

Cause (as a result of)	Risk (this can happen)	Consequence (which can lead to)	Mitigation (how can we remove/reduce this risk)
Unmanaged crowds during sales	Employee/Customer Violence Increase in work related hazards Unfavourable News Stories	Impact to Brand reputation	Ensure Occupational, Health and Safety procedures are in place and clearly communicated Develop crowd management plan
Unforeseen weather conditions/Natural Disaster	Road closure - Customers and staff not able to get to store Shipping Delays Customer Dissatisfaction	Loss of Sales Revenue Inventory disruption Impact to CX metrics	Ensure Business Continuity Plan is in place Modify marketing promotions in line with weather forecasts Ensure consistent and clear policy procedures for customers and staff are in place
Power outage	Customers not able to purchase online Customer dissatisfaction	Loss of sales revenue Impact to CX metrics	Ensure Business Continuity Plan are in place



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***We are focused on advancing
Customer Experience as a discipline.***