




Faran Niaz



Global CX Transformation Leader | Creator of FBX™ CX Audit Framework  
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Friction to Brilliance – Designing Customer  
Experience That Delivers

# Faran Niaz

100 Global CX Thought Leaders of 2021 



## EXPERIENCE



6<sup>TH</sup> EDITION  
**SMART**  
 **SUMMIT & AWARDS 2024**

Lifetime Excellence in  
**Customer Experience Award**

**Faran Niaz**  
 Hala

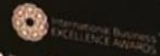
**Congratulations for your Achievements!**



 **AWARDS INTERNATIONAL**  
 Outstanding contribution to  
**JUDGING** since 2018

**Faran Niaz**

Awarded: 16<sup>TH</sup> February 2021



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 CUSTOMER EXPERIENCE | PROFESSIONAL DEVELOPMENT | CX BEST PRACTICE

18 international CX professionals share their current best practice thinking on delivering remarkable customer experiences.



Naem Arif, Siree Phajaj, Diane Magers, Nick Lygo-Bakas, Hamdi Al Amawi, Philip Rörup, Scott Lee-Holloway, Olga Gusina, Georges Essama, Gabriela Geeson, Vahidali Dalani, Natalia Kim, Steve Belgrave, Sebastian Munar, Sandra D. P. Thompson, Faran Niaz, Jonathan Daniels, Ahmed Alkaddag  
 Editors - Naem Arif, Andrew Priestley



'Brilliant. The CX series is an invaluable resource for CX professionals worldwide.'

# CUSTOMER EXPERIENCE5



18 international CX professionals share their current best-thinking on achieving impact and visibility through worldclass, best-practice CX



CUSTOMER EXPERIENCE | BUSINESS DEVELOPMENT | LEADERSHIP

18 international CX professionals share their current best practice thinking on delivering remarkable customer experiences.



James Dodkins, Faran Niaz, Marc Karchler, Ruth Crowley, Gabriela Clupitu, Caroline Mell, Bob Almani, Gregorio Ugliari, Kristin Haynes, Ali Malik, Peter Verhegde, Naem Arif, Andrew Priestley, Diandre Martin, Thera Schaap, Fernando Dantas, Stine Marsal, Neal Topf

Foreword - James Dodkins Editors - Naem Arif, Andrew Priestley

4

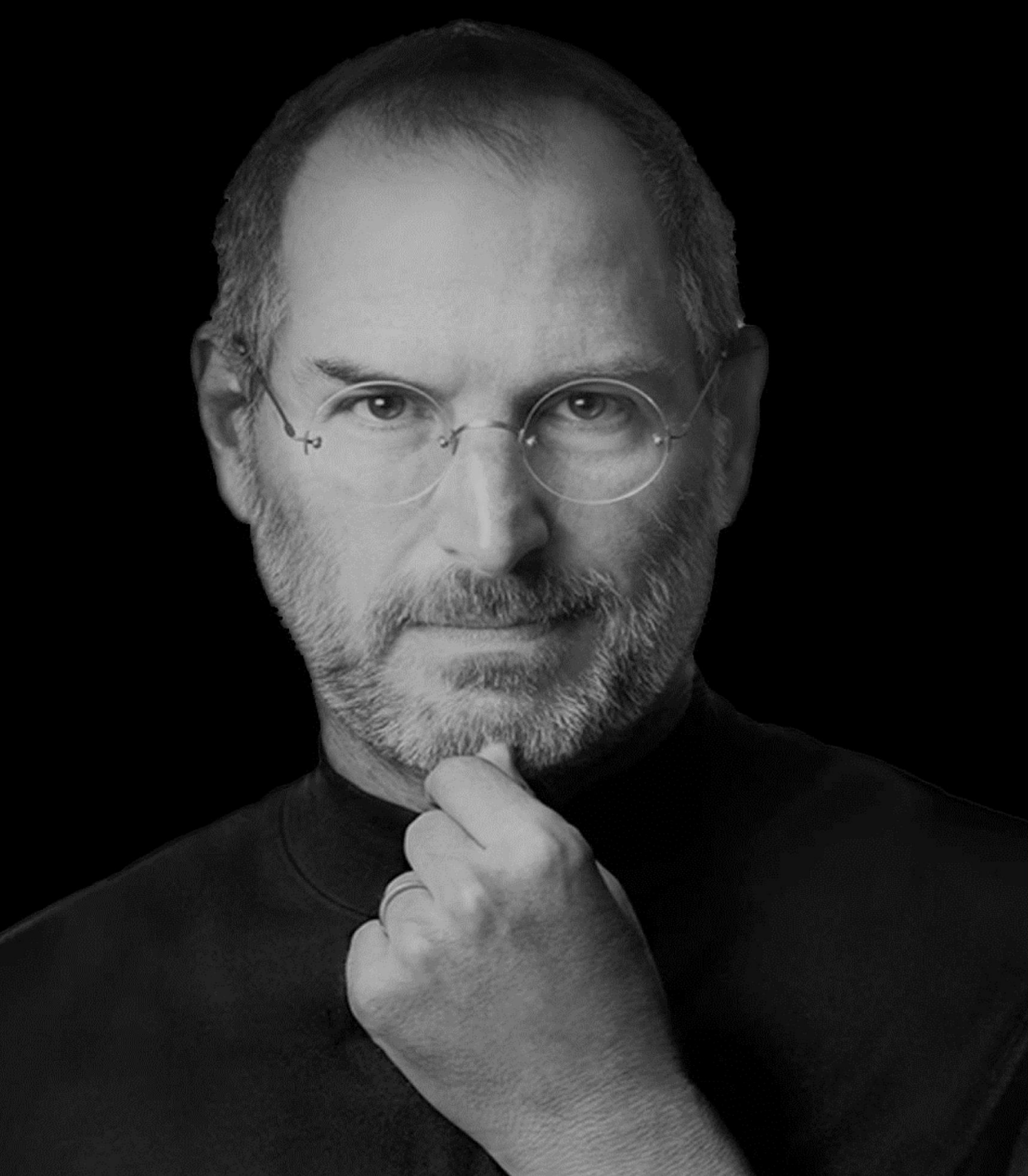
The Worldwide, Best-Ranked, Bestselling Customer Experience Series in Customer Service And Marketing And Consumer Behaviour on Amazon CX3 Qualtrics Top Ten Must-Read CX Books

# CUSTOMER EXPERIENCE4



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**Get closer than ever to  
your customers. So close  
that you tell them what  
they need well before they  
realize it themselves!**

**Steve Jobs**



***CUSTOMER  
EXPERIENCE***

# Customer Experience VS. Customer Service

## Customer Experience

- Proactive
- Cross-functional
- Feelings- oriented
- Attracts + retains
- Across the customer journey
- Defines the customer's entire perception of the company

**VS**

Keeps  
customers  
returning

Benefits  
customer and  
company

## Customer Service

- Reactive
- Single functional
- Single point in time
- Problem-oriented
- Resolving existing customer needs
- Delivery of as service before, during and post-purchase



*What is the difference  
between  
Customer Experience  
&  
Customer Service*



# WHY NORTH STAR IS CRITICAL TO CUSTOMER EXPERIENCE TODAY

**9.5%**

On average, organizations across all 17 industries risk losing 9.5% of their revenue due to bad experiences.

Every industry is at risk

## Why getting on top of these customer experience trends is so important to your organization<sup>1</sup>

Good customer experience brings customer closer



**43%** will pay a higher price for convenient experiences

**43%** pay more if they receive warm, inviting service

**63%** willing to provide more personal data in exchange for good experiences

up to **16%** price increase for products accompanied by better service

Bad customer experience pushes customer away



**59%** will leave a loved brand after a few bad experiences

**17%** leave a loved brand after just one bad interaction

nearly **79%** will stop doing business for unfriendly service in-store

**46%** walk away if a brand's employees aren't knowledgeable

		Poor CX	OK CX	Good CX	Very Good CX
BANKS	Customers Recommend	14%	41%	74%	87%
BANKS	Customers Purchase More	21%	46%	77%	82%

*Which organization is  
considered as the  
North Star of  
Customer Experience*







“Who wants to be satisfied when we can be **AMAZED**. Let’s go there.”



*“How much more can  
I get from my  
customers”*

*“I want more  
customers for my  
products”*

*Transactional Focus*

CUSTOMER  
CENTRIC

*“How much more can  
I do for my  
customers”*

*“I want more products  
for my customers”*

*Relationship focused*

**MOST CUSTOMER CENTRIC ORGANIZATION IN THE WORLD – THE NORTH STAR OF CUSTOMER EXPERIENCE**

**EVERY EMPLOYEE  
THERE KNOWS THAT  
THEY WORK FOR RITZ-  
CARLTON IS TO . . .**

**'MAKE MEMORIES'**

**LADIES & GENTLEMEN  
SERVING  
LADIES & GENTLEMEN**

**IF YOU ASK FOR  
SOMETHING ONCE  
YOU GET IT EVERYTIME  
WITHOUT ASKING**

**EACH TIME YOU STAY  
WITH THEM, IT'S THERE  
IN YOUR ROOM WHEN  
YOU CHECKIN**



**THE RITZ-CARLTON®**

**MEMORIES BY THE RITZ-CARLTON**

*A Collection of Lasting Memories from Around the World*



## *Family Recipe*

*Dallas*

A Russian family was planning a wedding and wanted the menu to be as authentic as possible. And what could be more authentic than recipes from the bride's grandmother herself? The culinary team arranged a visit with the esteemed matriarch, who showed them how to make her granddaughter's favorite piroshki buns, olive salad and Napoleon cake. The wedding — and ensuing feast *à la russe* — was a resounding success.



## Working definition:

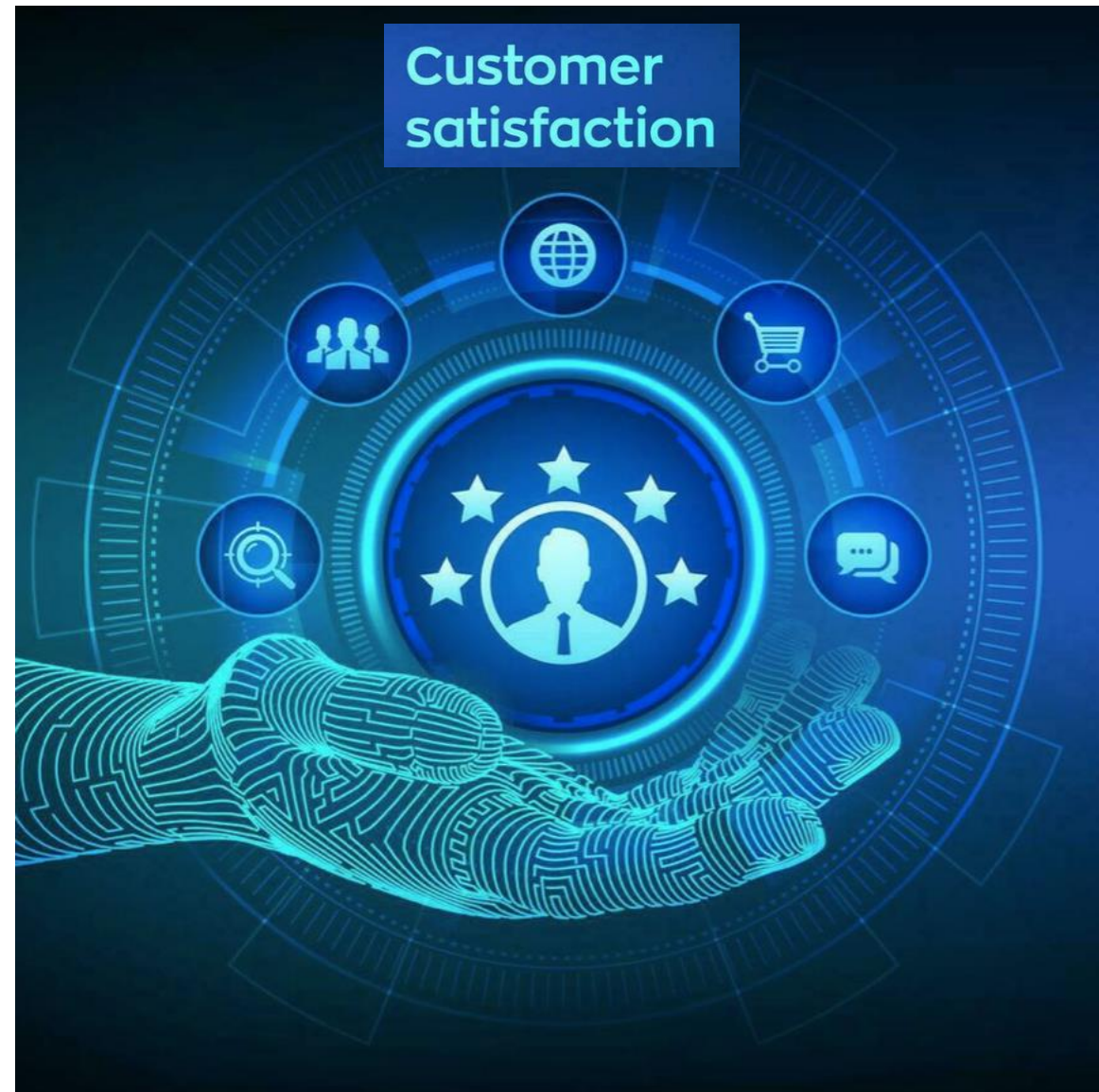
Culture is the shared **beliefs, values, and everyday behaviors** that show people “how we do things here,” especially **how decisions are made when no one is watching**. It lives in hiring, rituals, language, symbols, rewards, and what leaders tolerate.

## CX lens:

Culture determines how frontline teams **treat customers and colleagues**, how quickly they **fix problems**, and whether people **feel safe** to do the right thing—even if it costs more today to earn loyalty tomorrow.



# CX CULTURE





### Zappos (E-commerce) – “Customer service is the business”

1. **No handle-time targets**; agents spend as long as needed to solve and delight.
2. **Cultural fit hiring** outweighs resume; values interviews are mandatory.
3. *CX impact*: high CSAT/NPS, legendary support stories, strong referral engine.



### Toyota (Manufacturing/Service) – “Built-in quality”

1. **Andon cord**: anyone can stop the line to fix quality issues.
2. **Kaizen rituals** drive continuous small improvements from frontline ideas.
3. *CX impact*: fewer defects downstream; trust in reliability.



### Southwest Airlines (Aviation) – “Serve with heart & humor”

1. **Hire for attitude**, train for skill; humor and humanity are part of the job.
2. **Cross-functional teamwork** reduces turnaround time.
3. *CX impact*: friendly, efficient operations; strong brand love despite low fares.



### Amazon (Digital) – “Customer obsession & working backwards”

1. Start with a **PRFAQ** for new ideas (write the customer-press release first).
2. **Bar-raisers** preserve culture in hiring; leaders routinely dive into details (LPs).
3. *CX impact*: relentless friction removal (1-click, easy returns), high CES.

Share a *WOW!* Or  
*Unpleasant*  
*Experience you*  
*recently had*



# COMPONENTS OF CUSTOMER EXPERIENCE



*What is your  
organizations CX  
Vision & Mission?*



# VOICE OF BUSINESS - VOB



# CX METRICS

NPS

PERCENTAGE OF CUSTOMERS RATING THEIR RECOMMENDATION AS 9 or 10 MINUS THE % RATING AT 6 OR BELOW

CES

MEASURES THE EASE OF SERVICE EXPERIENCE WITH AN ORGANIZATION ON SCALE VERY DIFFICULT OR VERY EASY

CSAT

MEASURE OF HOW PRODUCTS & SERVICES BY A COMPANY MEET OR SURPASS CUSTOMER EXPECTATIONS

CLTV

A PREDICTION OF THE NET PROFIT ATTRIBUTED TO THE ENTIRE FUTURE RELATIONSHIP WITH THE CUSTOMER

CHURN RATE

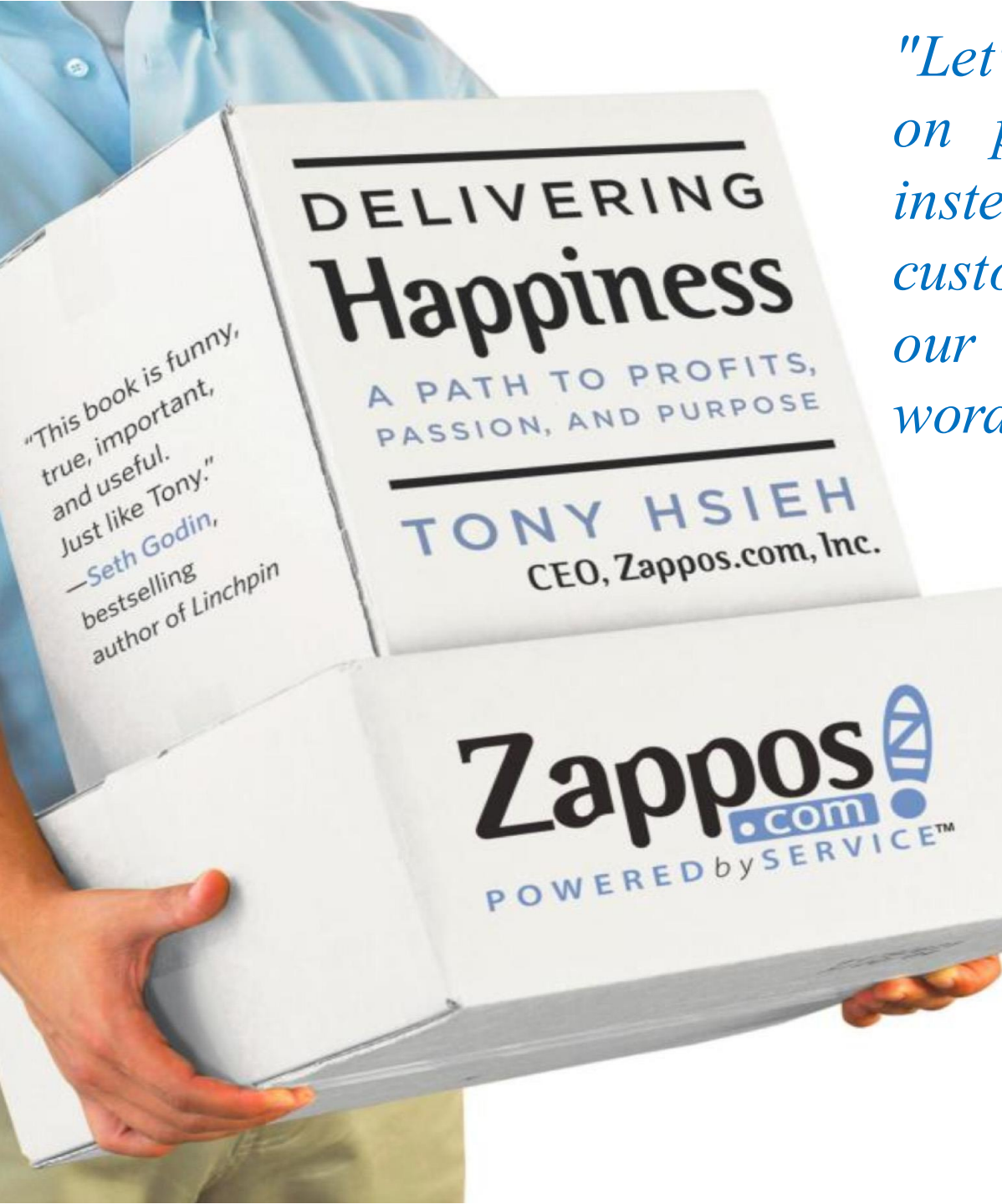
THE PERCENTAGE RATE AT WHICH CUSTOMERS CANCEL THEIR RECURRING SUBSCRIPTIONS

ATTRITION RATE

PERCENTAGE OF CUSTOMERS LOST

CX INDEX / ROI

CONNECTING CX QUALITY & LOYALTY MEASURES TO SPECIFIC REVENUE DRIVERS FOR GROWTH



*"Let's take most of the money we would've spent on paid advertising and paid marketing and instead of spending it on that, invest it in the customer experience/customer service and then let our customers do the marketing for us through word of mouth."*

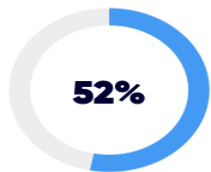


**Tony Hsieh**  
**CEO of**  
**Zappos**

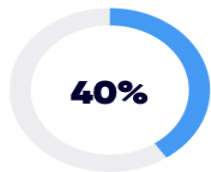
# Why **Artificial Intelligence** Is Important?



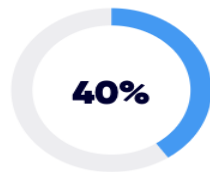
## The CX trends influencing the role of CX practitioners in the EMEA region



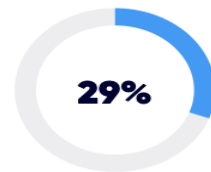
AI-powered technologies  
for operations



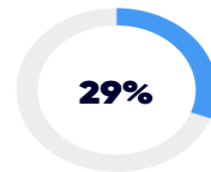
Automation



Data and  
analytics



Digital  
CX



Employee  
Experience

# Transforming Customer Feedback Through Voice & AI



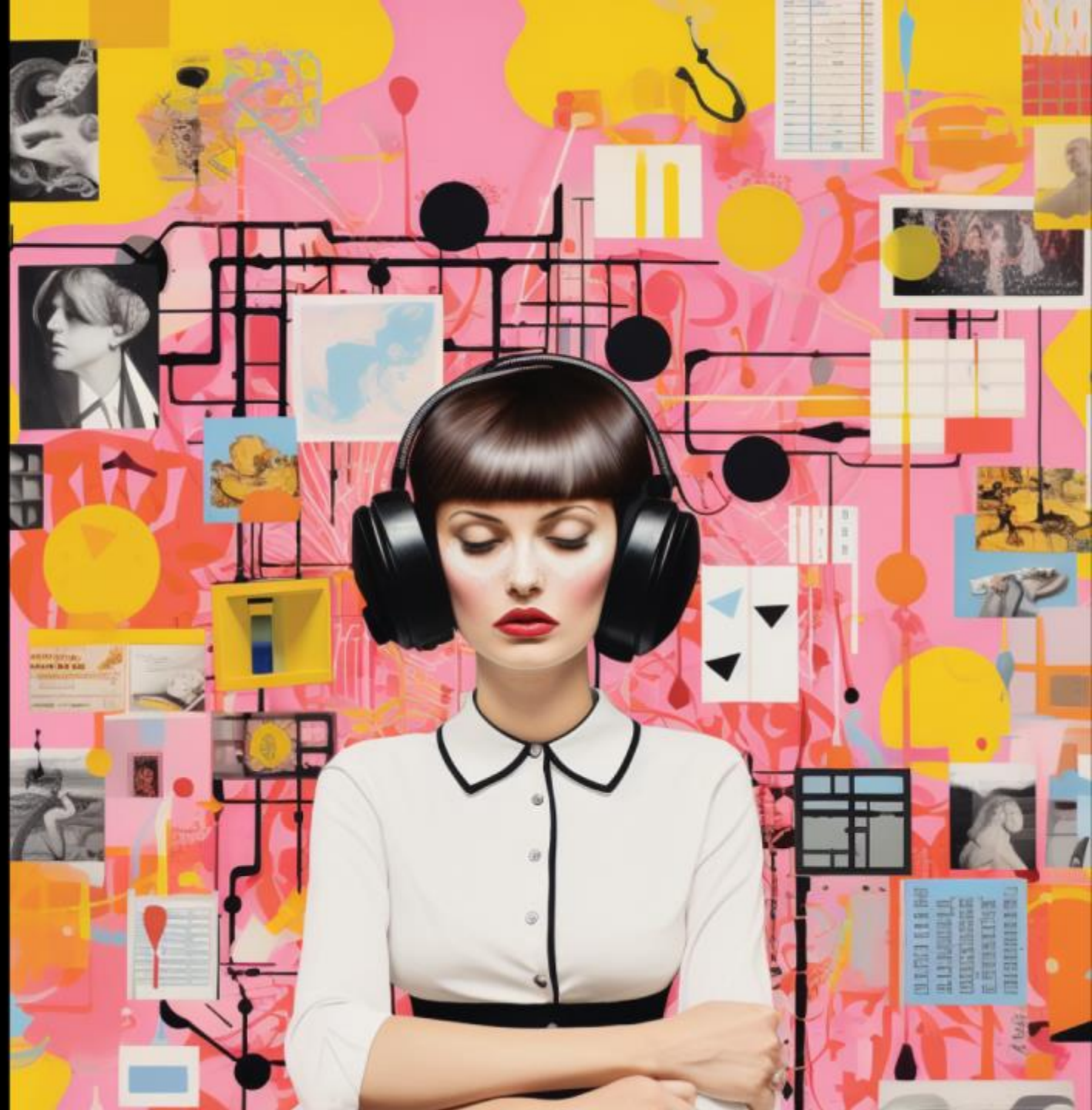
 **Voice Input**

 **AI Sentiment Analysis**

 **Actionable Insights**

# How to Beat AI FOMO ?

Don't do AI for the  
sake of FOMO. Do  
it where it creates  
real value



0 min 



 completed in agreed SLA



## OCR: On Call Resolution

Resolved DURING THE CALL,  
live, in real time.



## FCR: First Contact Resolution

Completed within the agreed SLA,  
follow-up may required.





**FBX™**

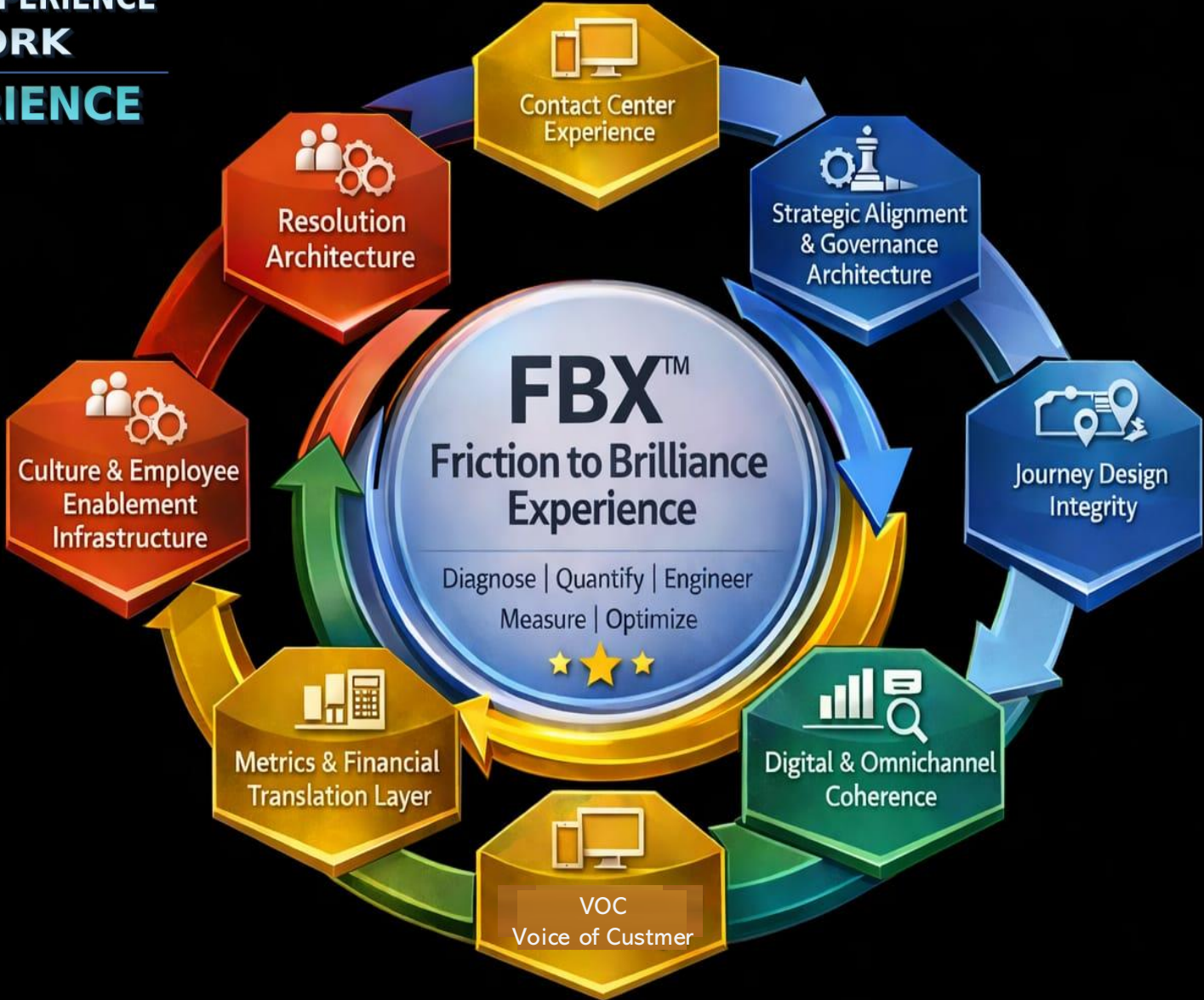
**FRICITION TO BRILLIANCE EXPERIENCE**

**AUDIT FRAMEWORK**

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**CUSTOMER EXPERIENCE**

**FRICION TO BRILLIANCE EXPERIENCE**  
**AUDIT FRAMEWORK**  
**CUSTOMER EXPERIENCE**



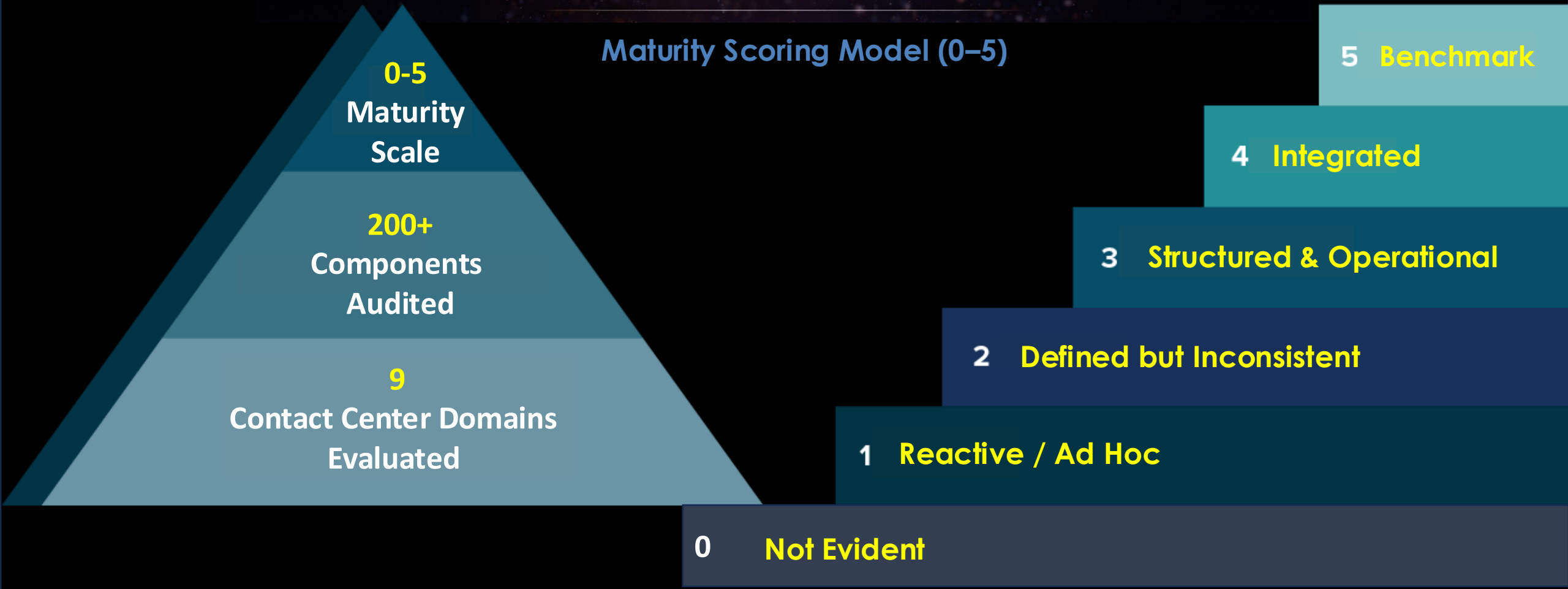
**50+** CONTROL DOMAINS

**750+** SCORING CRITERIAS



# CUSTOMER EXPERIENCE AUDIT FRAMEWORK

Maturity Scoring Model (0-5)



FBX - Audit & Governance Framework

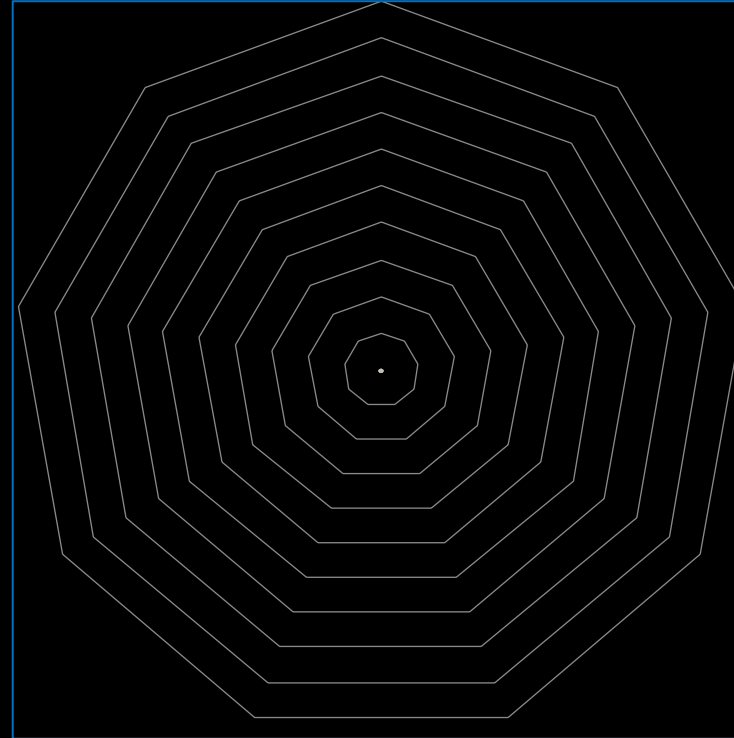
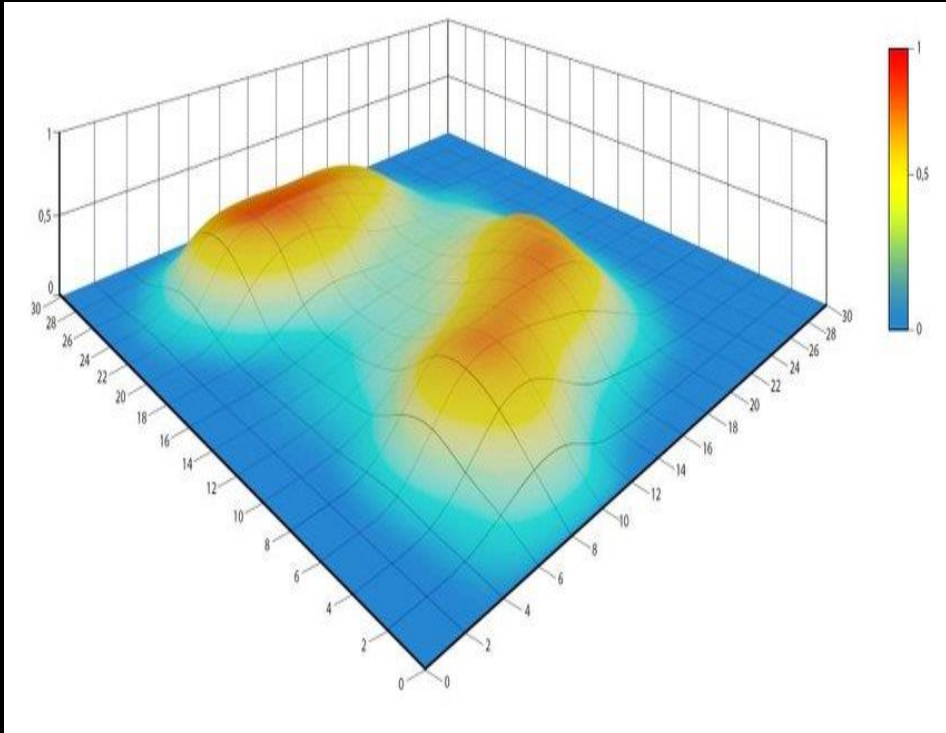


Get your Contact Center **MATURITY** Scores



# CUSTOMER EXPERIENCE AUDIT FRAMEWORK

## Contact Center 9-Domain Maturity Radar & Heatmap



- Strategy & Governance
- Workforce & Capacity
- Call Flow & Routing
- OCR FCR Governance
- Service Level & Economics
- Quality Assurance
- Escalation & Complaints
- Agent Capability & Incentives
- Voice Analytics & Digital

# FROM FRICTION TO BRILLIANCE™

## THE CX TRANSFORMATION MASTERCLASS

### Advanced 2-Day Executive Program for CX Strategy & Execution

**BFSI • Hospitality • Airlines • Healthcare  
Government • Retail**



#### This Masterclass is designed for:

- Heads of Customer Experience
- CX Leaders & Transformation Leads
- Customer Service & Customer Care Managers
- Contact Centre Directors & Operations Heads
- Digital Experience Leaders
- Journey Owners & VOC Managers
- Service Excellence Leaders
- Quality & Process Improvement Heads
- VOC Program Managers
- Training Leads
- Marketing & Customer Strategy Managers
- Product & Channel Experience Leaders

#### Why this Program is Different:

- Built on real CX transformation experience
- Focus on governance and execution
- Covers Strategy, Culture & Digital
- Includes leadership roleplays
- Participants build CX operating model
- ROX / ROI frameworks
- Cross-industry application
- 90-Day Transformation Blueprint
- CX Strategic frameworks
- Real-world case studies (global & regional)
- Interactive workshops
- Roleplay simulations
- Governance design labs
- GAMES based modelling exercises



**DAY 1 — STRATEGY, GOVERNANCE & INSIGHT ARCHITECTURE****BLOCK 1 — CX Foundations & Strategic Lens**

- Customer Experience Vs Customer Service
- Evolution of Customer Experience
- Why North Star is critical to CX today
- CX as a strategic growth lever — beyond satisfaction and service
- Universal experience principles across industries
- Designing CX Vision, Mission & Customer Promise
- Diagnosing structural causes of CX failure
- Cross-industry global examples (best & worst)
- Interactive organizational CX maturity diagnosis

**BLOCK 2 — CX Governance & Operating Model**

- Translating CX vision into execution
- CX Design principles
- Designing a one-page CX Charter
- Governance structure
- CX Council & Journey Owners
- CX Centre of Excellence
- Decision rights & accountability (RACI)
- Operating cadence & reporting forums
- Simulation: Securing executive buy-in for governance

**BLOCK 3 — CX Maturity & Customer Journey Engineering**

- Reviewing your current CX – Maturity Matrix
- Journey mapping done correctly
- Persona, goal & emotional experience mapping
- Friction & effort scoring
- Service blueprinting (frontstage / backstage)
- Prioritization model (Pain × Volume × Value)
- Converting maps into delivery backlogs
- Workshop: Build your priority journey

**BLOCK 4 — VOC & Closed-Loop Architecture**

- Importance of Feedback
- VOB & VOC Channels
- Multi-channel VOC ecosystem design
- NPS vs CSAT vs CES — when and why
- CX Metrics - Future Metrics
- KPI – Performance Indicators
- Insight-to-Action operating model
- Build your VOC Architecture
- Inner Loop (Recovery) vs Outer Loop (Prevention)

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