



Emma®

The Sleep Company





Meet your hosts!



Cláudia Cardoso


Customer Experience
Performance



Sara Ceia

Customer Excellence
Platform & Process





We are on a mission to become the No.1 brand in the world of sleep, creating sleep comfort products that empower our customers to **Awaken their best.**



2023 EMMA

- ➔ Since launching in 2015, Emma has expanded into more than **25+ markets globally**
- ➔ Ended 2023 with **revenue nearing \$1B**





2023 EMMA

- Since launching in 2015, Emma has expanded into more than **25+ markets globally**
- Ended 2023 with **revenue nearing \$1B**

- Emma's sales grew by **13% year-on-year in 2023** - *its **sixth** consecutive year of profitability*
- Emma successfully collaborating with over **200** retailers and available in over **2.000** stores
- One of the **world's largest D2C** sleep brands





When everything grows faster than you can scale...

- **New system products and platforms** leading to **operational challenges**
- Decisions with **partial visibility**
- Value proposition impacted by **Delivery Time and Returns** predictability **deterioration**
- **NPS decrease 33 points**





...service often becomes the first casualty



- **Voice platform + CRM** for **email** and **chat**
- **Disconnection** across company systems
- **Unreliable** support **data**, spread across all systems
- **Capacity** management **standalone** solution



- **NPS CS** decreased by - 50 points
- **CSAT** drop -15%
- **Contact Rate** +17%
- **Automation** <2%
- **Demand variation** +0.4
- **Trustpilot** -0.6 points





Sales will sell the dream, CX must match it

REQUIREMENTS

- **Omnichannel experience** (including 10+ channels and social media)
- **360° customer data**
- **Data accuracy** for performance and capacity management
- **Global service** coverage
- Rollout before **Black Friday**





Our DNA - We Dream Big

We don't settle for what is,
we strive for what could be.







Our DNA - We thrive through execution

We know when to test and learn fast,
and when to perfect with foresight.





Ruthless prioritization catering to ambitious goals.

1

- **Tight** timeline
- **Small** project team
- Operations with **different maturity** levels
- **1K people** team to onboard
- Rollout during **peak season**

CHALLENGES

2

- A highly empowered cross-functional '**central brain**' team
- **Decentralized** customization
- **Change Management** focused on execution

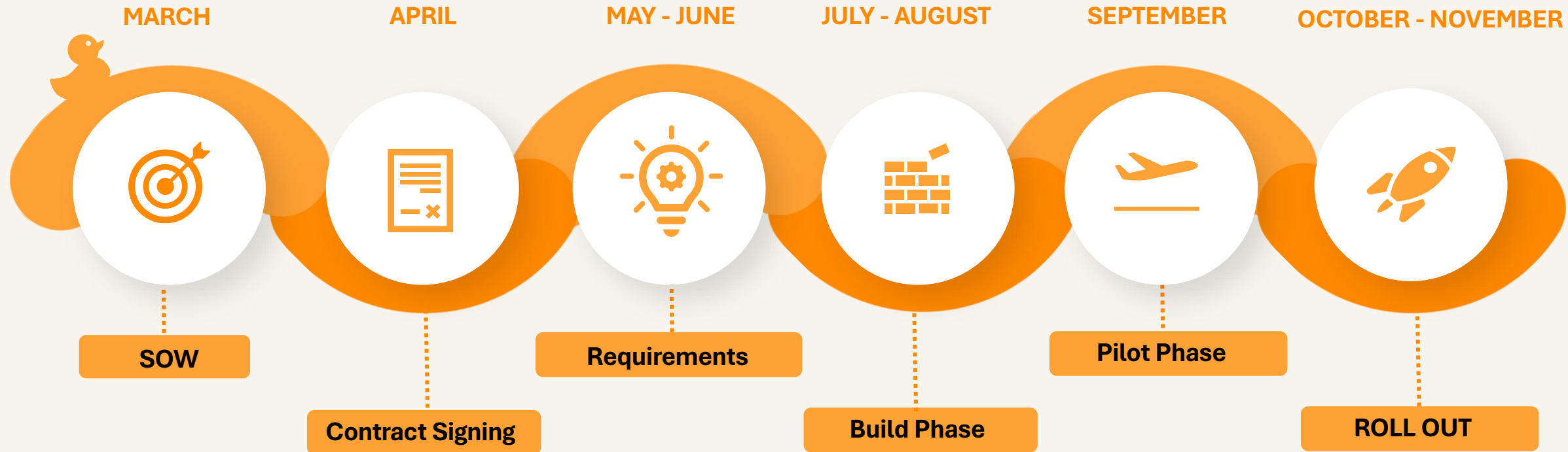
STRATEGY

3

- One **omnichannel** tool
- Advanced **Automation & AI readiness**
- **Customizable metrics**
- Workflow **standardization**
- **Consistent** customer experience
- Clear tool **governance**

THE NEW REALITY

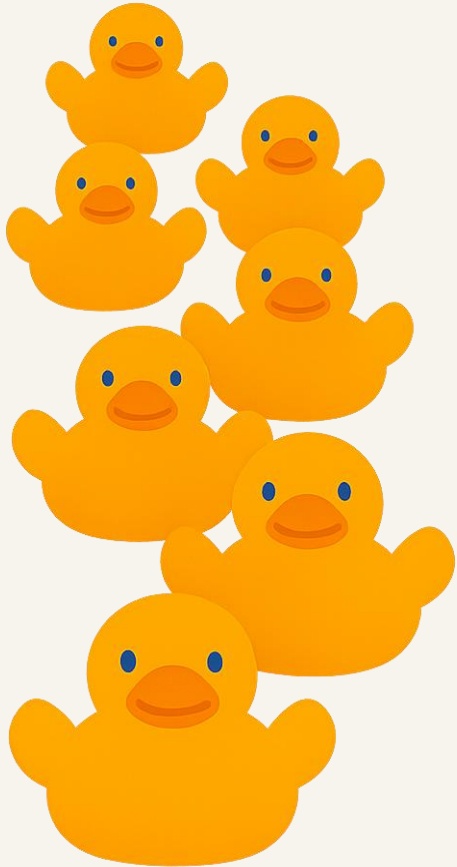
A new Omnichannel tool in under 7 months





Know yourself. Know your customers.

Systems & Data integration



1

Unified Customer Data Systems Integration

CCaaS and Order Management integrations delivered real-time inquiry visibility and Voice-of-Customer driven decisions

2

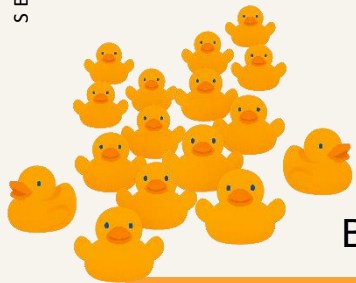
Operational clarity Data Accuracy

Clean, reliable data improved forecasting and service predictability. A 360° real-time visibility empowered decentralized governance for more agile operations



You can't automate what you don't understand.

Intent-based bots



Decisions

Became evidence based

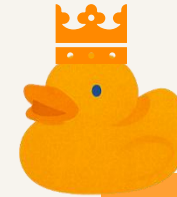
- Self-categorization flow
- API for Customer Authentication
- Customizable channel experience



Conversations

Became structured

- Customizable intents based on customer segments
- Skill-based routing
- Live agent skill management
- Volume split



Automating

Became possible

- Automated resolution paths wherever data and systems allowed
- Fallback when resolution confidence is low
- Multi-modal communication
- Integration with help center and self-service solutions

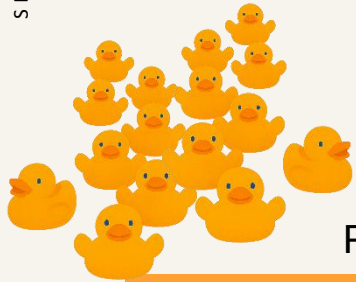
Customers own their experience

Empowered decision-making

Customer Support capacity buffer

Technology can accelerate chaos or enable excellence.

Generative AI bots



Understanding Problem and technology

Problem statement:

Presales queries = 25% volume. Agents overwhelmed by the quantity of Product Info

What's out there:

- LLMs can navigate and make sense of large databases of information
- GenAI can make complex information easy to consume

Technology that suits your business



Systemizing Organizing your data

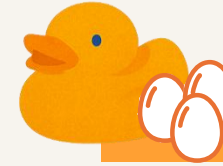
The Status Quo:

Extensive and ever-changing product portfolio. Growing customer and business needs

On the watchout for:

- Database Accuracy
- Fallback plan for customers who aren't AI-native

Reduced maintenance workload



Automating LLMs & GenAI

Challenges:

Unpredictable customer usage meets creative technology

Constant peeps:

- Periodic performance monitoring
- Balancing AI creativity & hallucinations
- Guardrail adjustments

Human-in-the-loop



From hypergrowth chaos to sustainable scalability

Results

→ SYSTEM INTEGRATIONS

- -13pp Uncategorized Contacts
- +30pp Customer Authentication Accuracy

→ BOT PERFORMANCE

- +32pp Automated Resolutions
- +12% Conversion Rate & +35% Order Value

→ OPERATIONAL CLARITY

- <600s AHT & >80% FCR
- Demand variation - 0.14
- Contact Rate -25pp

→ EXPERIENCE

- CSAT improved 39pp
- CS NPS increase 40 points
- Global NPS increase 21 points



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Challenges still happening...

→ Some customers still fall through the cracks

→ Balance customization and consistency

→ Ability to monitor all cost-sensitive outcomes



Our DNA - We grow together

We are business-oriented,
and people-centric.





Testing the future

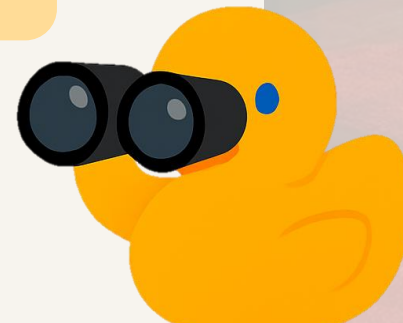
1. **Predictive insights** emerging operational pain points

2. **Autonomous workflows** - AI optimizing multi-step issues

3. **100% QA validation**

4. **CUSTOMER CENTRICITY AT SCALE**

Voice of Customer & Sentiment Analysis
Drive **Customer loyalty** and **advocacy**



AI is the tool, so WE can be the strategy

