



"Customer Experience is the sum of **all** interactions between your customers and your organization's brand, products, services and people.

It's not just a snapshot in time, but throughout the entire duration of being your customer.

"It is the overall customer's brand promise, expectation, perception and feeling"

The time has come to truly reimagine how to understand engage with clients to create services & products that are focused around a meaningful customer experience

Client defines

- Deliver amazing end-to-end experiences that seamlessly integrate with the client's life
- Clients define their methods of interaction with your brand
- The end-to-end experience must fulfil <u>clients</u>' <u>unspoken needs</u>

Presence

- Constant presence and <u>measurement in the customer journey</u> are necessary
- A good experience can help clients increase their knowledge about you and <u>build trust</u>
- Customers expect companies to remember their interactions across all touchpoints (personalization)

Understanding

- Product performance alone is no longer enough to differentiate and succeed
- A deep understanding of clients and their <u>current experience and pain points is vital</u>
- Analytics provide insights for greater personalization and touchpoint optimization
- Know them, earn their trust, make it simple and exceed their expectations

CUSTOMER EXPERIENCE MANAGEMENT (CXM)

Customer Experience Management (CXM) The Evolution

Customer Relationship Management

- Start of customer oriented approach
- Data analysis about customer buying behaviour history to improve business relationship
- Focus on customer retention

2000

Customer Experience Management

- Act according customers insights
- Social channels integration and unstructured data analytics
- Competitive advantage and customer loyalty through "good memories" & "experiences"

Today

1990

Marketing concepts/strategies

- Needed collection of information through market analyses
- Market intelligence generation
- Product and market oriented approach
- 4 P strategy: Product, Price, Promotion and Place



2010

Net Promoter Score (NPS)

- Popularity of the "One Number
 You Need to Grow" (NPS)
- Focus on customer opinion, loyalty and interaction through new metrics (CSAT, CES)
- Increased customer interaction (social media and digitalization)



The Pillars



Governance

- Describe your **compelling event** for CX evolution
- Define & commit the desired path to CX
- Set your company vision & brand promises
- Avoid silo-based operation and create structure to enabling resources connection
- Remove blockers





Measure & Analyse

- Define your data infrastructure
- CX journey map and set your desired metrics (Inferred, direct- and indirect VOC)
- Analyse feedback contents and semantics
- Define sentiment drivers
- Generate actionable insights for enterprise improvements (long-term)



Process

- Define your internal service recovery process (Close-the-loop)
- Describe internal roles & responsibility in case of detractor follow-up
- Set continuous improvement process (CIP) initiatives to sustain the evolution through the generated insights



People

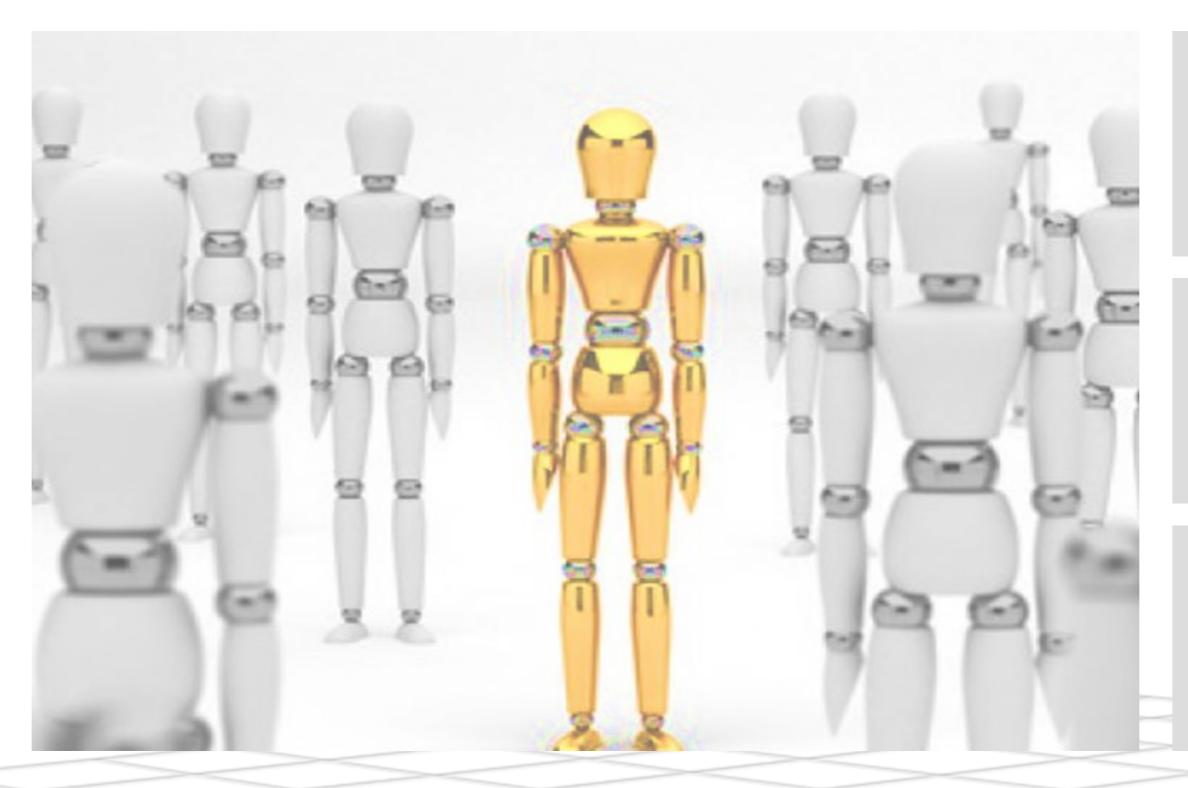
- Train & coach the managements and the "front line" for a customer-first culture
- Enable & empower people to involve and engage them
- Company communication
- Catch employees emotionally to be part of the cultural evolution

Needs & Benefit

Higher customer loyalty

Reduced new
acquisition costs
by reducing
customer churn

Increased lifetime customer value



Reduced costs of service

Improved operational processes

Greater brand equity and image

Is statistically proven that an up-sales revenue grows by +3.2% when NPS grows by 10 points

Source: Next-Generation Net Promoter®: How to Monetize a Net Promoter System® (Jørgen Bo Christensen)

Possible "direct" Metrics

	CSAT	CES	NPS
Question	 How would you rate your experience with your How would you rate your overall satisfaction with (e.g. recent service requirement, information, product,)? 	 The organization made it easy for me to handle my issue/request/problem. How much effort did you personally have to put forth to handle your issue/request/problem. 	 On a scale of 0-10 how likely would it be for you to recommend [company name] to a friend or colleague?
Scale	Very Unsatisfied / Unsatisfied / Neutral / Satisfied / Very Satisfied	Strongly Disagree/ Disagree/Neutral/Agree/ Strongly Agree Very Easy/Easy/Normal/Difficult/Very Difficult Very Low/Low/Neutral/Easy/Very Easy	Scale from 0-10
The essential thought behind this score	Whereas CSAT is a useful score to measure short-term happiness_of your clients	"Service organizations create loyal customers primarily by reducing customer effort – i.e. helping them solve their problems quickly and easily – not by delighting them in service interactions."	Customers are more likely to share negative experiences than positive ones. By monitoring your detractors and getting them back on board of passives or promoters, you can enhance your NPS score. NPS focuses on measuring long-term happiness, on customer loyalty.
Method of measurement	CSAT score is the sum of respondents that answered somewhat or very satisfied. Obviously, the higher the number the higher your customer satisfaction will be.	After aggregating the replies, a high average indicates that your company is making things easy for your customers. A very low number means that customers are putting in too much effort to interact with your company.	
Applicability	CSAT is versatile because it allows you to ask customers a variety of questions	Easy to pin-point actionable service improvement areas	Able to measure the customer's opinion across channels, contact moments and experiences
Limitations	Focusses on specific interaction (support event or product) and not on wider relationship with the company	 Measurement is limited to service CES can address obstacles for customer service, but doesn't delve into why customers have any issues in the first place or what those obstacles may be 	 As the question is generic it is not easy to pin-point actionable improvement areas unless you use an open follow-up question There is no proof your promoters actually will recommend you in real life

Recommendation during CX initiatives & projects

- Create a clear customer-centric VISION & CULTURE which inspire with motivating objectives.
- Define the GOAL, PURPOSE and the top 3 OBJECTIVES measuring the success of your initiative?
- Have a precise CX JOURNEY MAPPING describing Interactions & Responsibilities.
- Define CX MEASUREMENT with a balanced mix between direct & indirect Voice of the Customer, Operational- and Financial data.
- Start to improve your CX through QUICK-WINS based on value to customer & feasibility to produce momentum.
- Design and create a robust CLOSE-THE-LOOP PROCESS needed for eventual service recovery.
- Define and implement a CONTINUOUS IMPROVEMENT PROCESS ables to translate insights into sustainable business development.
- Enable the connection and mobilization of needed NETWORKED ACTIVITIES & RESOURCES.

