Getting real about customer experience

Whereas historically 'brand' has been the Grand Organising Design (G.O.D) for all marketing, in a customer-focused organisation it represents one of four vital quadrants that need to be mastered to drive consistent, differentiated customer experience

Big ideas from market leaders

❶ While the brand differentiates, the customer experience connects with the hearts of the customers and brings the promise to life

❷ Industry figures show there's an 85% correlation between how your employees feel about the brand and how your customers do[1]

❸ Customer experience has four dimensions: your narrative, capability, measurement and behaviours (proof points)

❹ Translating the brand promise into a seamless customer experience is the role of everyone in the organisation, which is why the people experience and customer experience need to be united

❺ Purpose sets the context for what customers expect you'll get right the first time (Baseline) and what will surprise and engage them to differentiate your brand (Delight)

Baseline and Delight

Earns us the **right to Delight**

❷ Surprise and delight
(Differentiated experience)
• Surprising
• Developing and evolving
• Engaging customers to explore

Satisfying
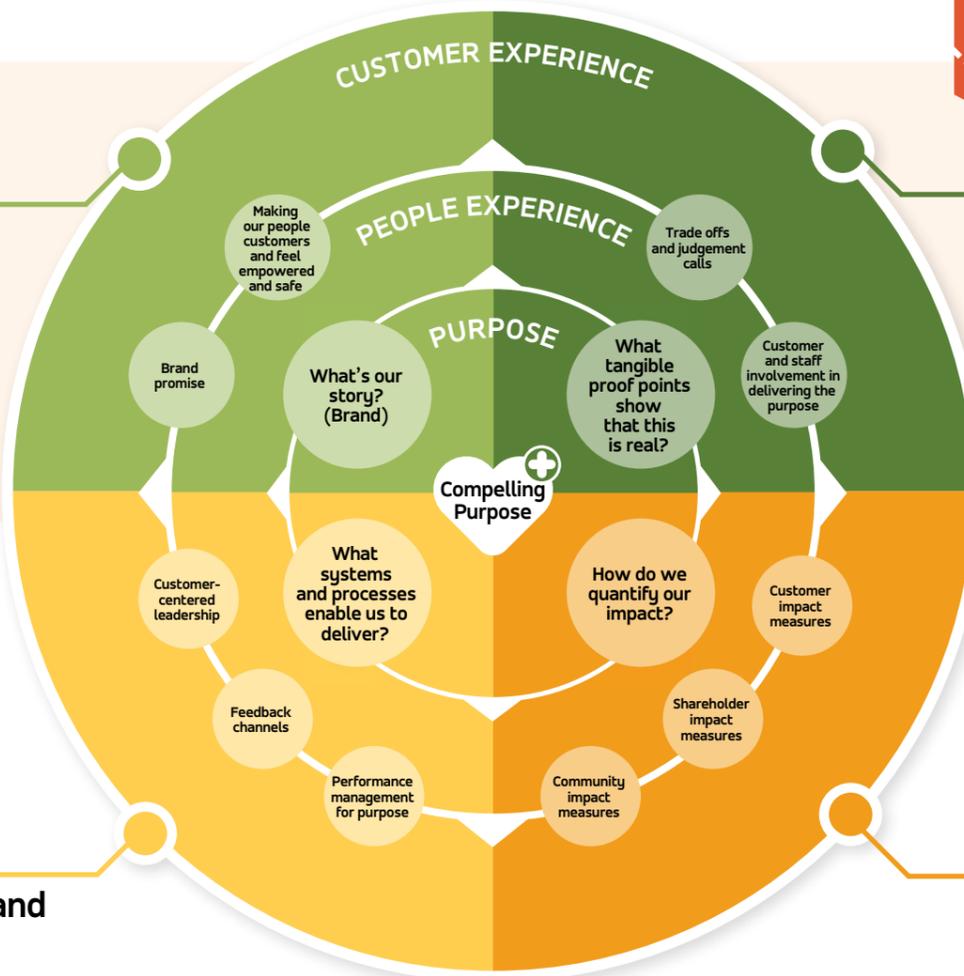**❶ Baseline needs**
(your 'Emotional Value Proposition')

YOUR ORGANISATION'S PURPOSE

Customer Experience diagram

CUSTOMER EXPERIENCE

Quadrant 1: Narrative and meaning

Quadrant 4: Behaviours (proof points)

Quadrant 2: Capabilities and processes

Quadrant 3: Measurement

PEOPLE EXPERIENCE

PURPOSE

Compelling Purpose

- Making our people customers and feel empowered and safe
- Trade offs and judgement calls
- Brand promise
- What's our story? (Brand)
- What tangible proof points show that this is real?
- Customer and staff involvement in delivering the purpose
- Customer-centered leadership
- What systems and processes enable us to deliver?
- How do we quantify our impact?
- Customer impact measures
- Feedback channels
- Shareholder impact measures
- Performance management for purpose
- Community impact measures

Case study: Arabian hospitality in the skies

For Emirates airline their narrative was clear: "Arabian hospitality in the skies". But with a workforce of more than 140 different nationalities, many of their newest flight crews found it difficult to do more than talk about Arabian hospitality. The challenge was to embed this in organisational capabilities and processes. Working alongside their world-class 'Noujoum' (or 'Shining Star') people team, we identified the organisational capability that was missing. What was needed was a methodology for flight crews to create cohesive 'families' in a handful of minutes between the hotel lobby and when the crew boarded the aircraft. Applying the neuroscience-based Six Social Cognitive Needs, Emirates pre-briefing and onboarding methodology was adapted to embed Arabian Hospitality and satisfy both the crew's needs as a team and how these same needs should be satisfied for customers. By embedding needs like "a sense of security", "being respected" and "personal status" brought the aspiration of Arabian hospitality from an idea to a much more embedded reality.

Driving ROI through integrated measurement

To get ROI from your investment in Cx and Px, focus on explicitly joining the dots between what you want your people to experience, how this directly connects to your customer's experience and, finally, how your customer's experience drives your desired business outcomes.

- Processes and systems
- Customer experience
- Customer behaviours
- Customer outcomes
- Business outcomes
- People experience
- People behaviours
- People outcomes

People experience | Customer experience

Quick facts — how Purpose is driving Customer purchase decisions

Social purpose as a trigger for first purchase

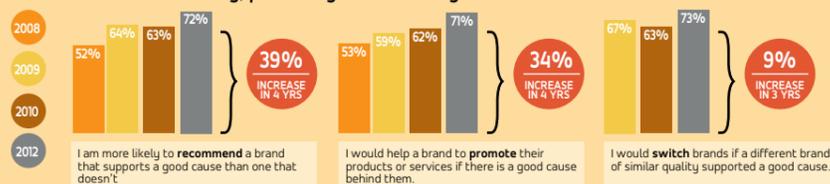When quality and price are equal, social purpose ranks and the most important factor in selecting a brand

Social purpose as a purchase trigger when quality and price are equal has grown by **26% since 2008**

2008	2009	2010	2012
42%	43%	41%	53%

Source: Edelman, 2012

Social purpose as a driver for loyalty

PREFERENCES FOR PURCHASE

Consumers are recommending, promoting and switching brands based on their affiliation with a cause

2008 / 2009 / 2010 / 2012

| 52% 64% 63% 72% | **39% INCREASE IN 4 YRS** | 53% 59% 62% 71% | **34% INCREASE IN 4 YRS** | 67% 63% 73% | **9% INCREASE IN 3 YRS** |

I am more likely to **recommend** a brand that supports a good cause than one that doesn't

I would help a brand to **promote** their products or services if there is a good cause behind them.

I would **switch** brands if a different brand of similar quality supported a good cause.

THE POWER OF PURPOSE DRIVES CONSUMER PREFERENCES IN A WORLD WHERE TRUST IN CORPORATIONS IS LOW AND DIFFERENTIATION BETWEEN BRANDS TENDS TO BE NEGLIGIBLE

FREQUENT PURCHASERS

TEND TO BE
- Millenials and Gen-X'ers
- Employed at management level or above
- Married
- Mums

MORE LIKELY TO:
- Buy a product/service from a company that supports good causes
- Recommend a product/service from a company that supports good causes
- Switch brands if a different brad of a similar quality supported a good cause

Source: Edelman, 2012

"We ensure our internal brand values mirror our external ones. You can't pretend to be one style of brand to your customers if you're a different style of brand to your people"

— Peter Simpson, Former Commercial Director First Direct

"Nearly 3/4 of millenials said they had compromised to get into work – something we believe will be set right as soon as economic conditions improve... They want to feel their work is worthwhile and that their efforts are being recognised. And they value similar things in an employer brand as they do in a consumer brand. These are all characteristics that employers can actively address."
— PwC USA

"What is different about millennials versus their predecessors is that they have structures around them that support the idealism. They grew up with very supportive parents and families, and the idea that they can have it all."
— Bentley University

References

1. Smith and Co, 2015
2. https://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf
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4. https://infographiclist.files.wordpress.com/2012/05/fiveyearsofpurpose2012edelmangoodpurposestudy_4f9970cc0e886.jpg

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