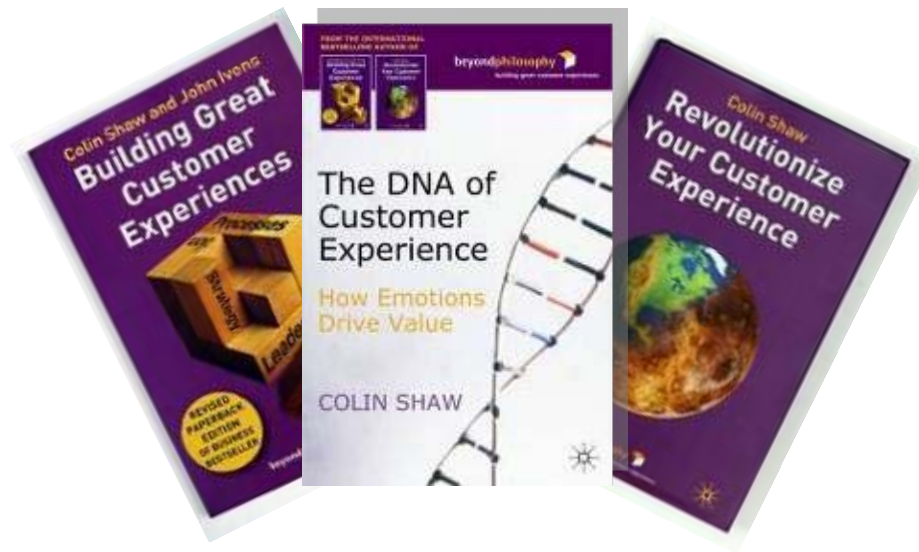
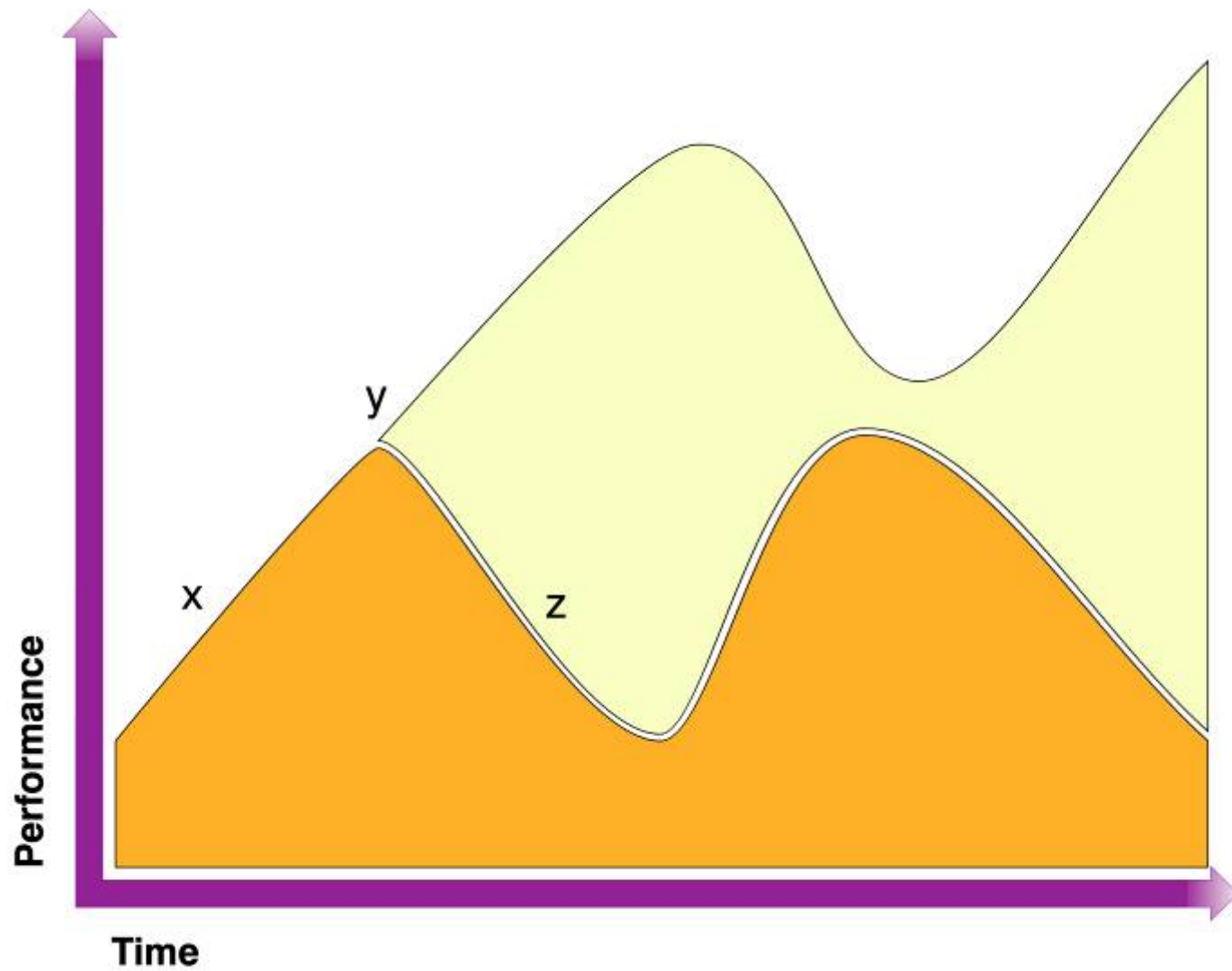


The DNA of Customer Experience: How emotions drive value.



Colin Shaw
Founder & CEO,
Beyond Philosophy



The Charles Handy S curve

Customer Experience definition

A Customer Experience is an interaction between an organisation and a Customer. It is a blend of an organisations physical performance, the senses stimulated and emotions evoked, each intuitively measured against Customer Expectations across all moments of contact.

BA's boasts before the T5 storm: 'So calm, you'll just flow through'

Last updated at 00:01am on 29th March 2008

Comments (2)

British Airways is perhaps regretting the boasts on its website, brochures and in-house newspaper that everything at Terminal 5 would go like clockwork.

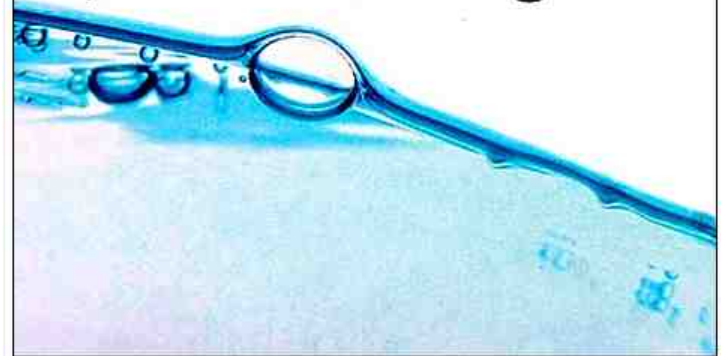
The front-page headline of British Airways News on Thursday March 20 booms: 'SEVEN DAYS TO GO AND WE'RE READY'.

The article begins: 'The countdown to British Airways' move to its new Heathrow home is now just seven days away, with chief executive Willie Walsh proudly declaring, 'We're ready.''

Yesterday, as passengers fumed over cancelled flights and lost luggage, ba.com continued to boast of the 'calm' and 'efficiency' of T5, in particular its baggage system.

In what almost passed for parody, the website featured a revolving series of six photographs accompanied by text extolling the relaxing virtues for passengers.

So calm, you'll
just flow through...



A promise from the Gold Card brochure

Page last updated at 20:40 GMT, Monday, 31 March 2008 21:40 UK

[E-mail this to a friend](#)

[Printable version](#)

28,000 bags caught in T5 foul-up

It will take up to a week to return 28,000 bags placed in temporary storage after troubles at Heathrow's Terminal 5, a government minister has said.

Aviation Minister Jim Fitzpatrick said the opening of the £4.3bn terminal had fallen "well short of expectations".

British Airways said the backlog was now about 20,000 bags, which had to be checked before they could be returned.

T5's VIP section was a possible entry point for the Olympic torch on Saturday but it is to arrive at another suite.

A spokeswoman for BAA, which runs Heathrow, said the decision was "entirely operational", and the Olympic flame and torch relay crew will be arriving on an Air China flight via the airport's Royal Suite.

"This is standard practice for VIP arrivals at Heathrow," she said.

"The Athens torch relay crew also arrived in the same way in 2004."



BA says staff are working "around the clock" to clear the backlog

Mr Fitzpatrick, who visited the blighted T5 on Sunday, said passengers had suffered an

“ Bags are having to be transported to other sites at or near Heathrow to be rescreened manually. This

Customer emotions... *"so calm"*?

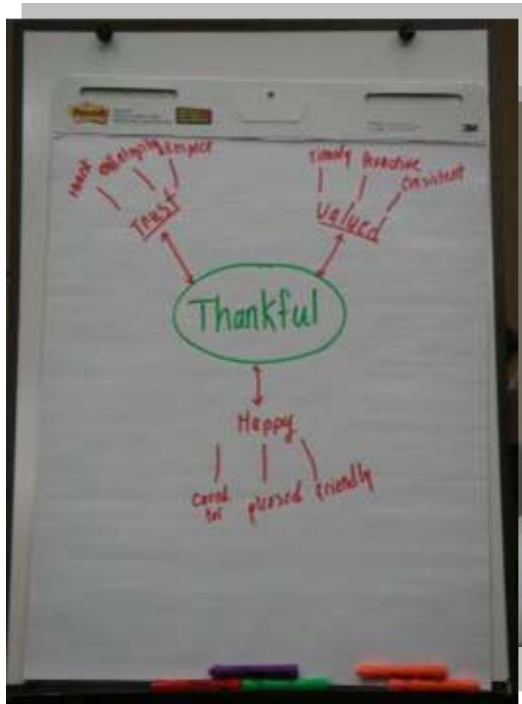


Furious: A female passenger struggles to contain her anger at Terminal 5

We Spent Time Discussing The Concepts Behind The Customer Experience.



We Defined The Customer Experience



Easy
Valued
Secure
Happy
Thankful

FINAL Description of elements

Easy

- Our Customers say we are easy to do business with as they can choose the channel by which they can access us. To achieve this we undertake all activity in a timely manner, priding ourselves on being both expeditious and accurate, ensuring our customers that “now matters.” Our processes are simple and intuitive.

Secure

- Our Customers feel secure with us as we are knowledgeable about them and the information they need. They feel we are honest with them; we have integrity; and are fair in our dealings with them. As a result of all of these factors, they feel empowered and in turn trust us.

Valued

- Our customers tell us they feel we value them and look out for their best interest. To achieve this we spend time with them undertaking actions to make their lives easier. We personalize our approach to them and anticipate their needs. We are proactive, helpful and responsive and at the same time we are empathetic to their situation because we care about them as individuals.

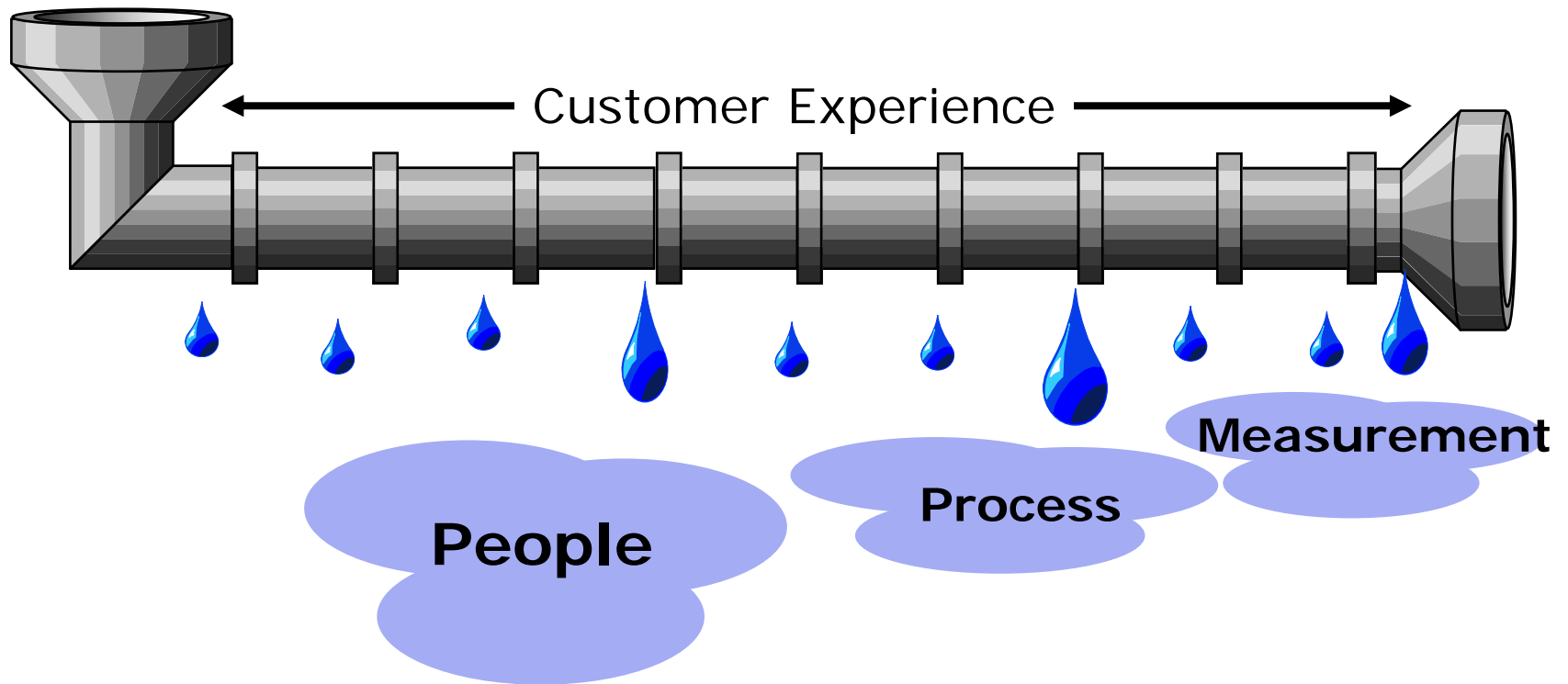
Happy

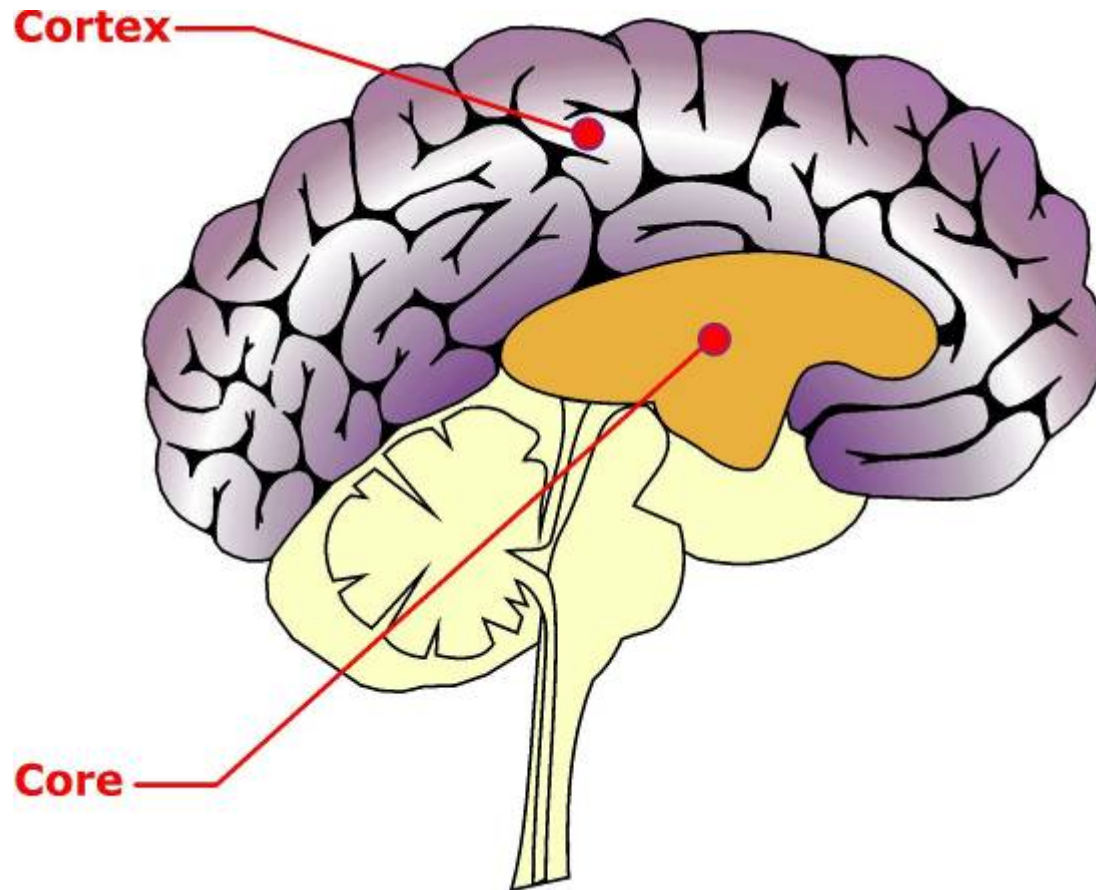
- When Customers think of their dealings with Aflac, they say we are a delight to deal with and they feel a part of the Aflac community. We want to form a strong relationship with them, treating them as a loyal friend. We have a positive outlook to life and brighten their day.

Thankful

- When Customers put all of this together they feel thankful they chose us, a family oriented company, and they recommend Aflac to others.

Leaky Pipe vs. Silver Bullet





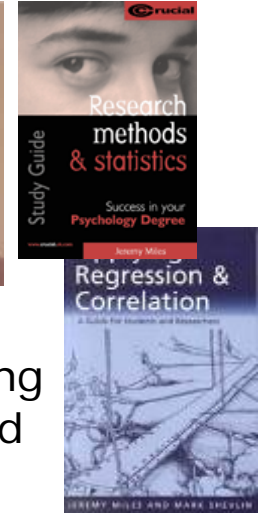


Consolidated emotions evaluated

Independent academic endorsement....



- ✦ **Professor Christopher Voss** - London Business School (LBS) has guided us with his thoughts, input and validated our approach and methodology.

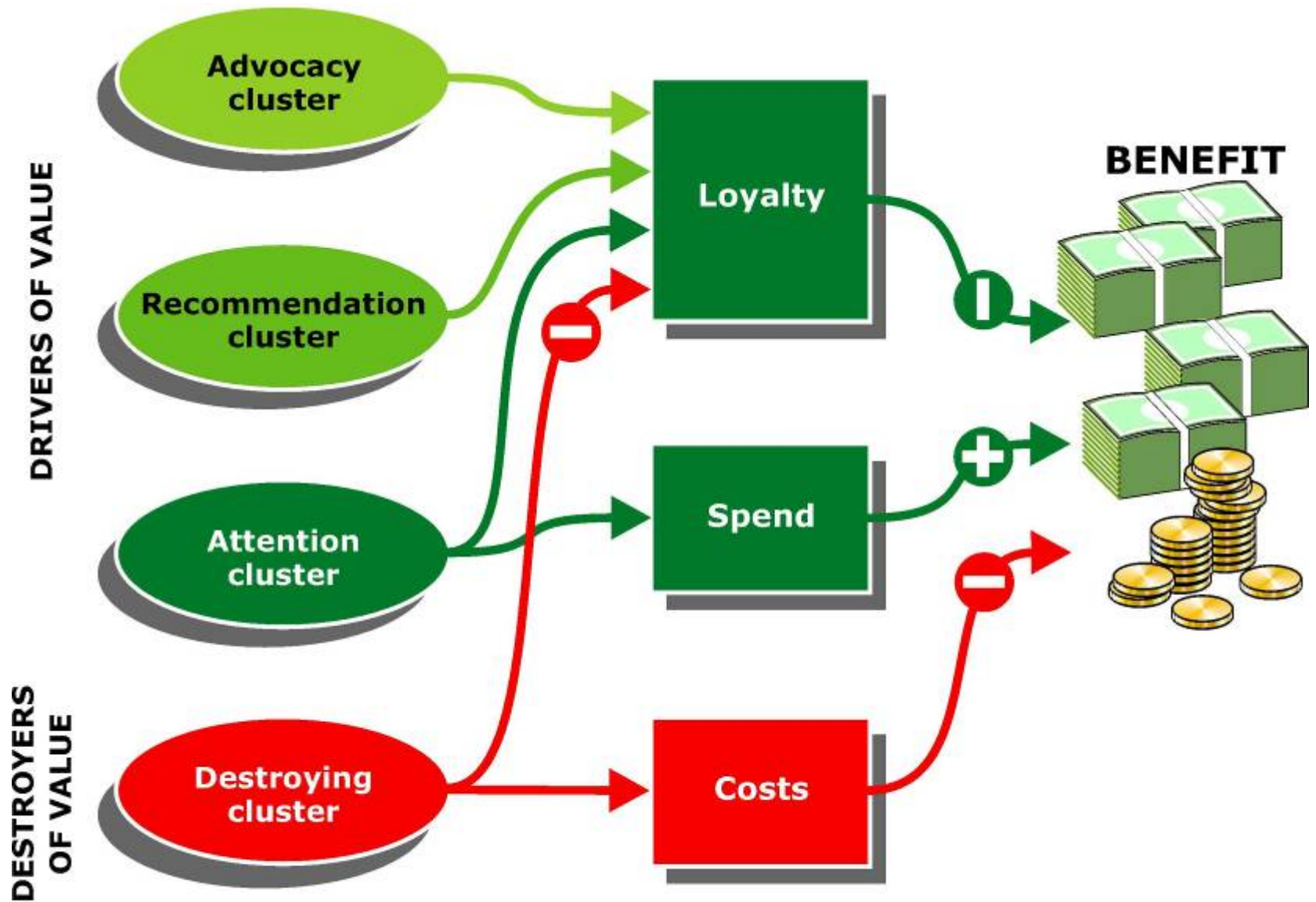


- ✦ **Dr. Jeremy Miles** - leading consumer Psychologist and quantitative statistician, Lecturer in Health Sciences at the University of York and now of the Rand Corporation

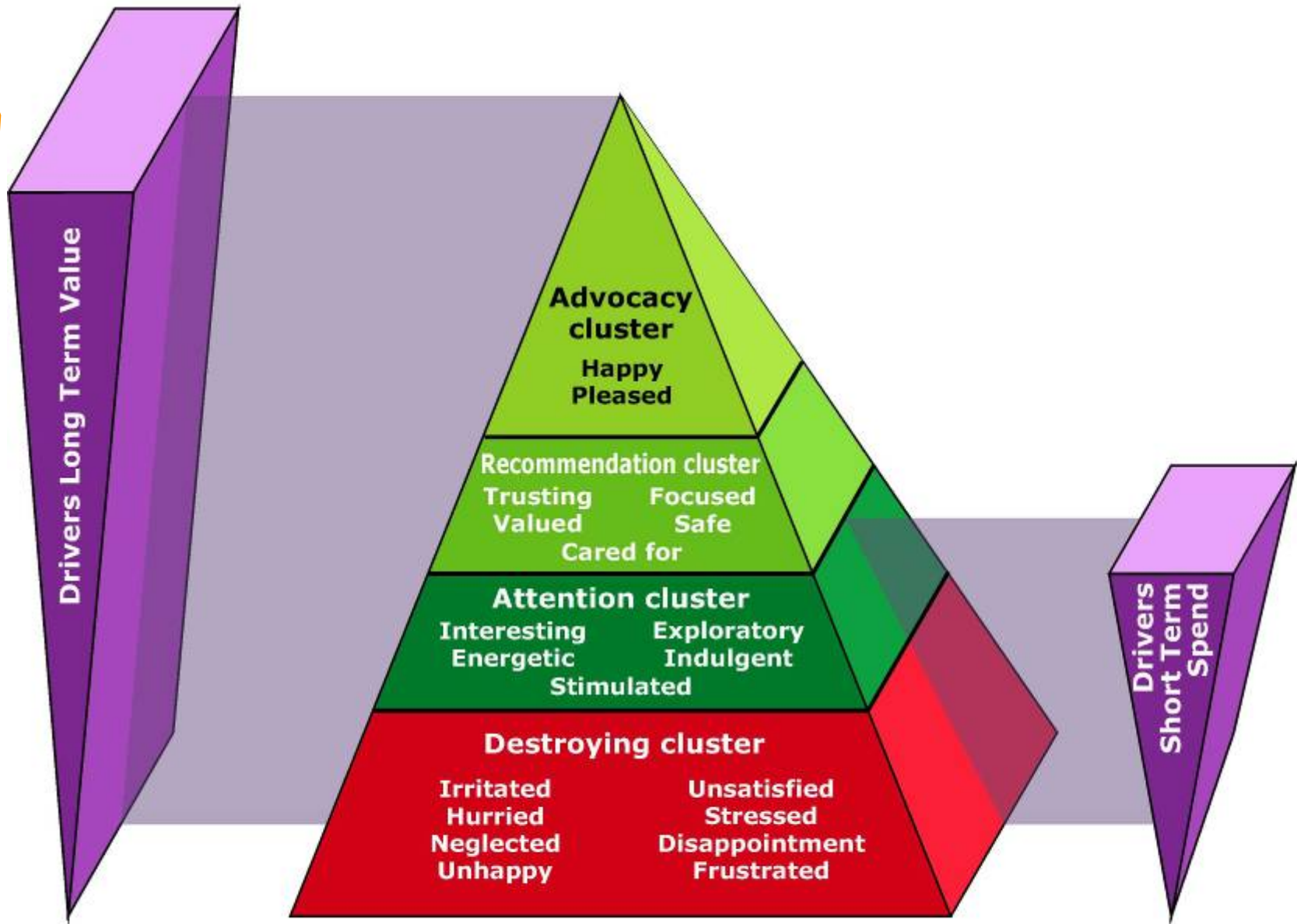
✦ **Professor Jane Raymond**



- ✦ University of Wales, Experimental Consumer Psychology & visiting Harvard Scholar
- ✦ Specializes in emotional interpretation of complex information (including brands, faces, advertisements), visual attention, and visual memory

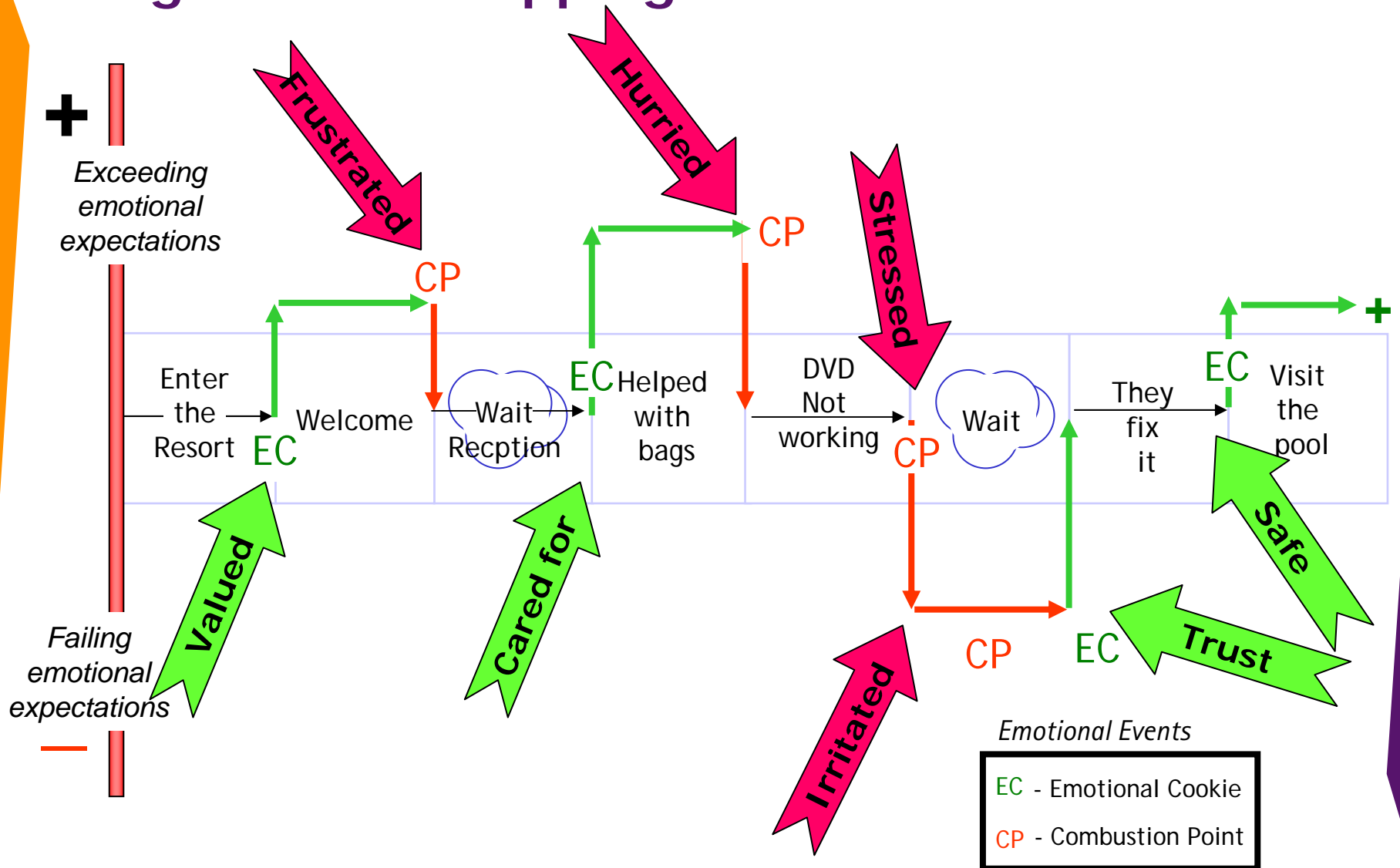


Value map of emotion clusters: how they link to benefit outcomes



Hierarchy of Emotional Value
beyondphilosophy.com

Understanding the Customers Emotional Journey using Moment Mapping®



My Easyjet experience...

7.00am flight from London Luton Airport



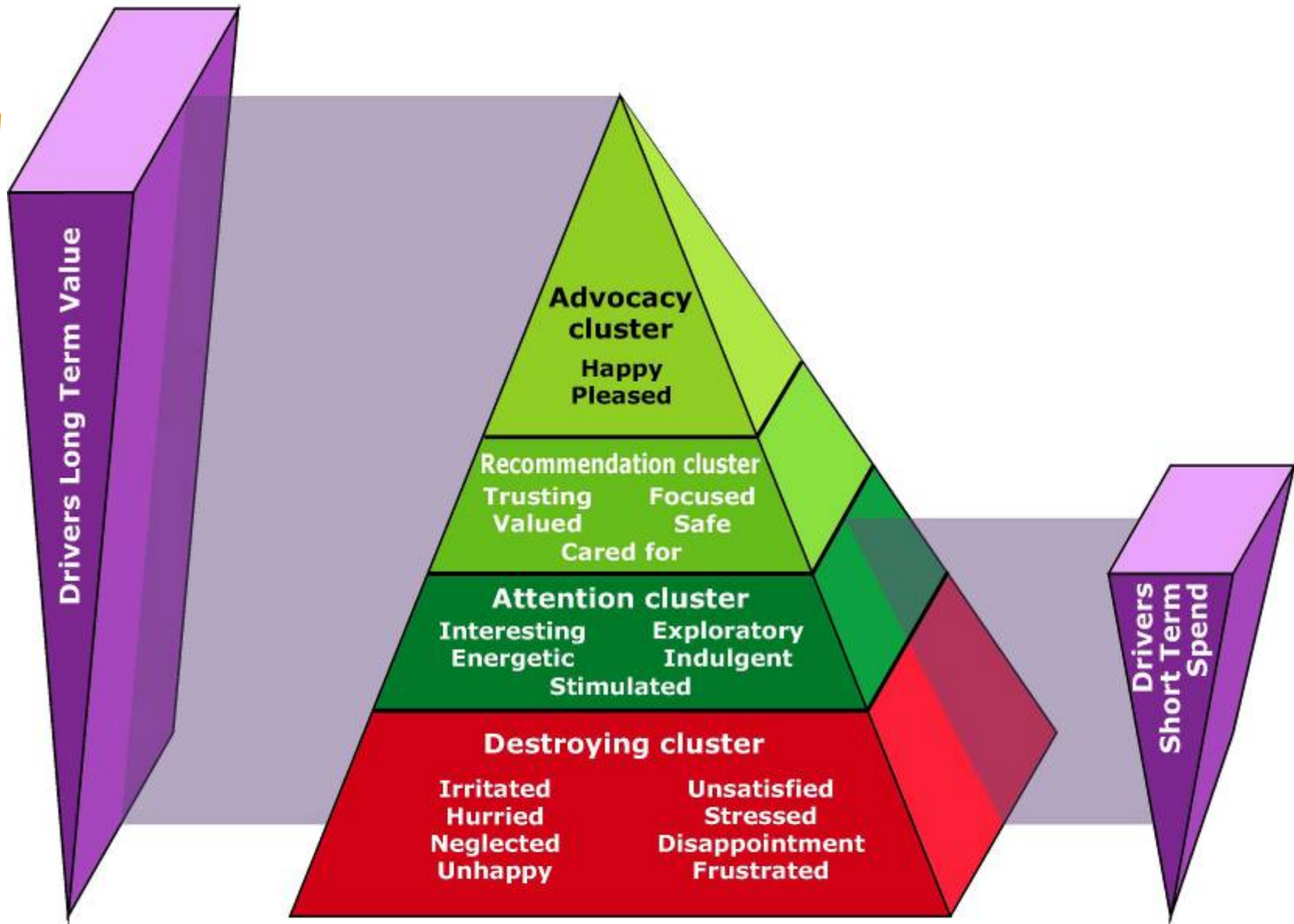












Hierarchy of Emotional Value
beyondphilosophy.com

Fighting for places...



Passengers load luggage...





The count...“There are 31 of them...”

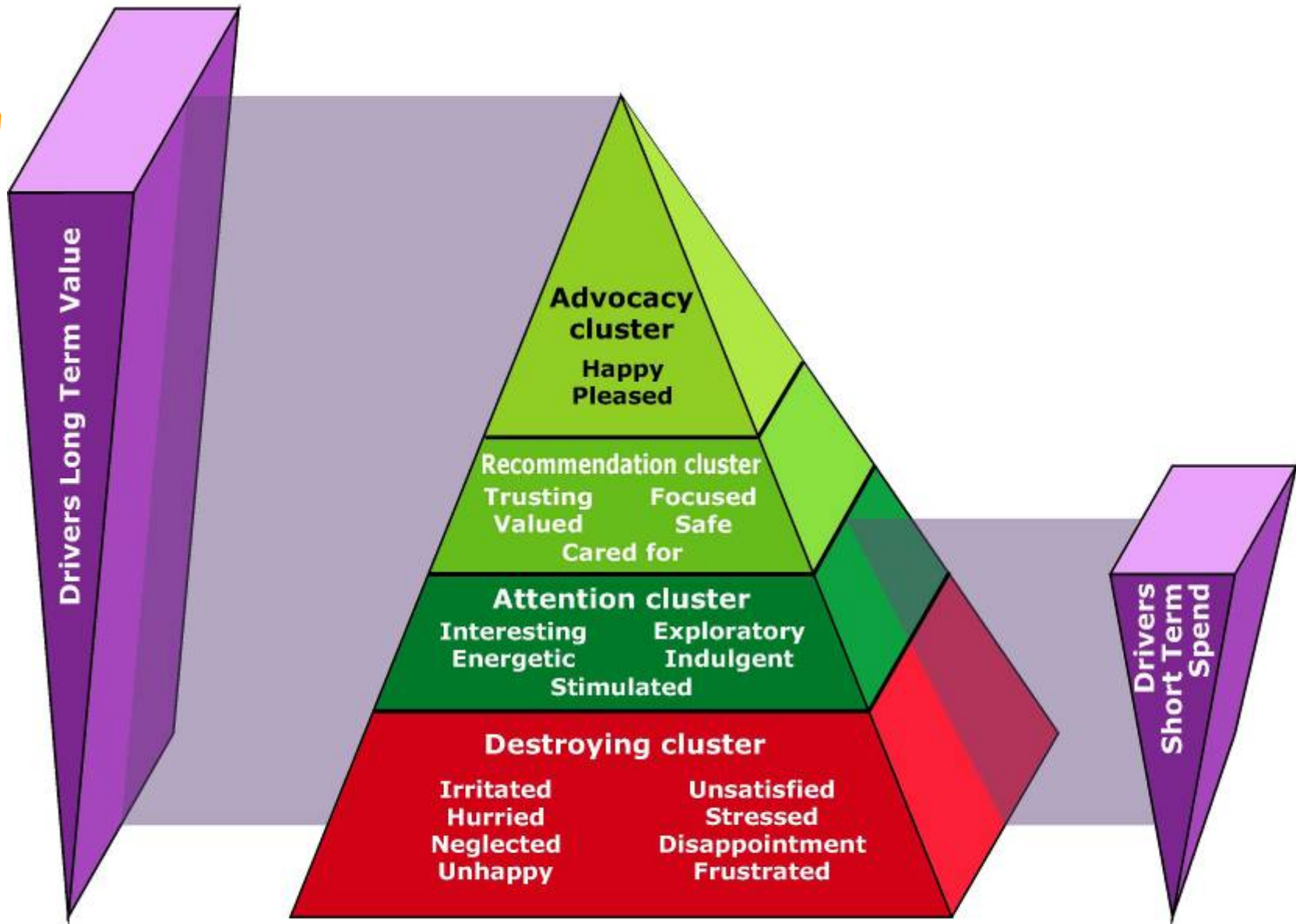


Arriving at Stanstead...total confusion part two....









Hierarchy of Emotional Value
beyondphilosophy.com

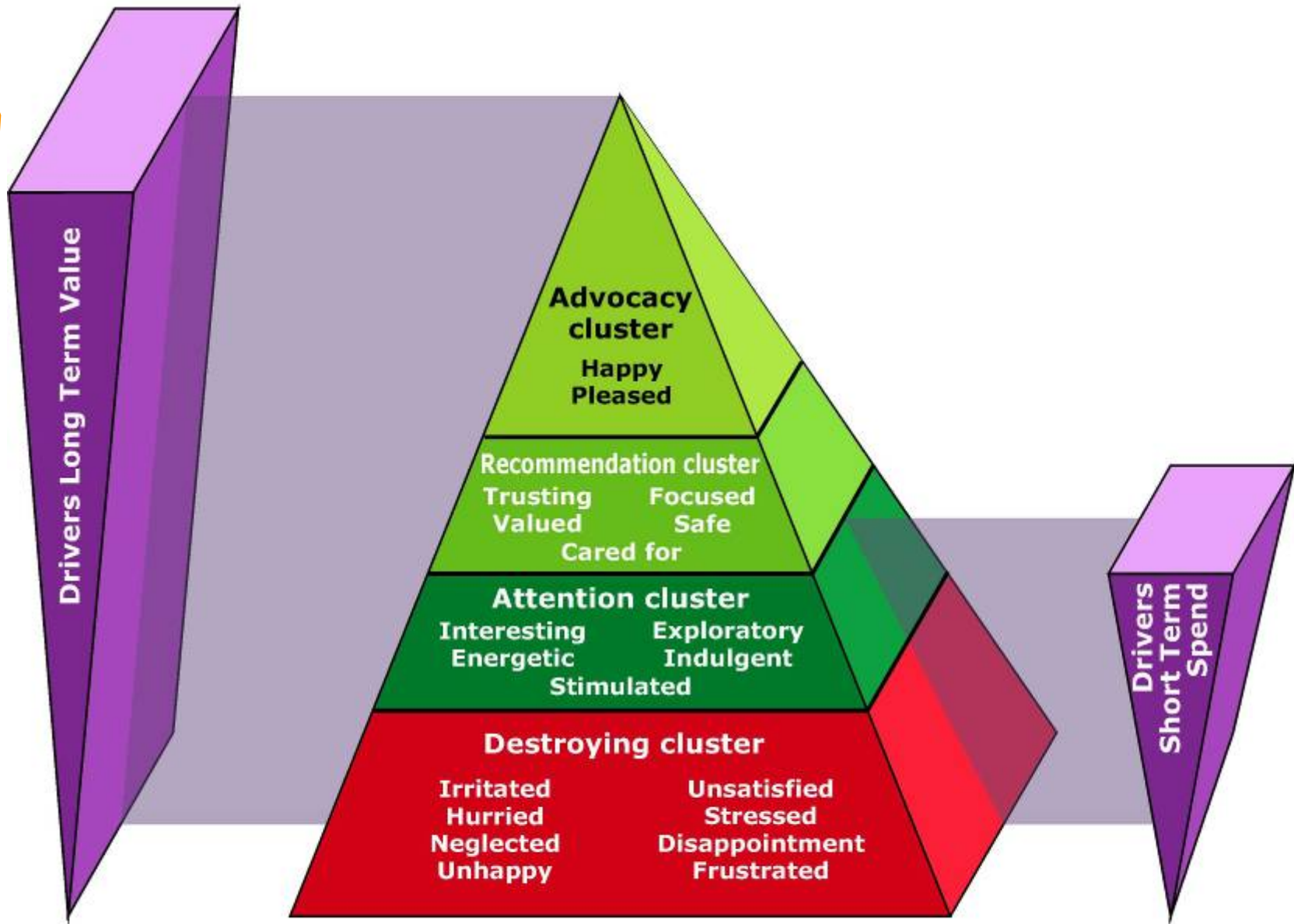




Our B2B hotel experience...



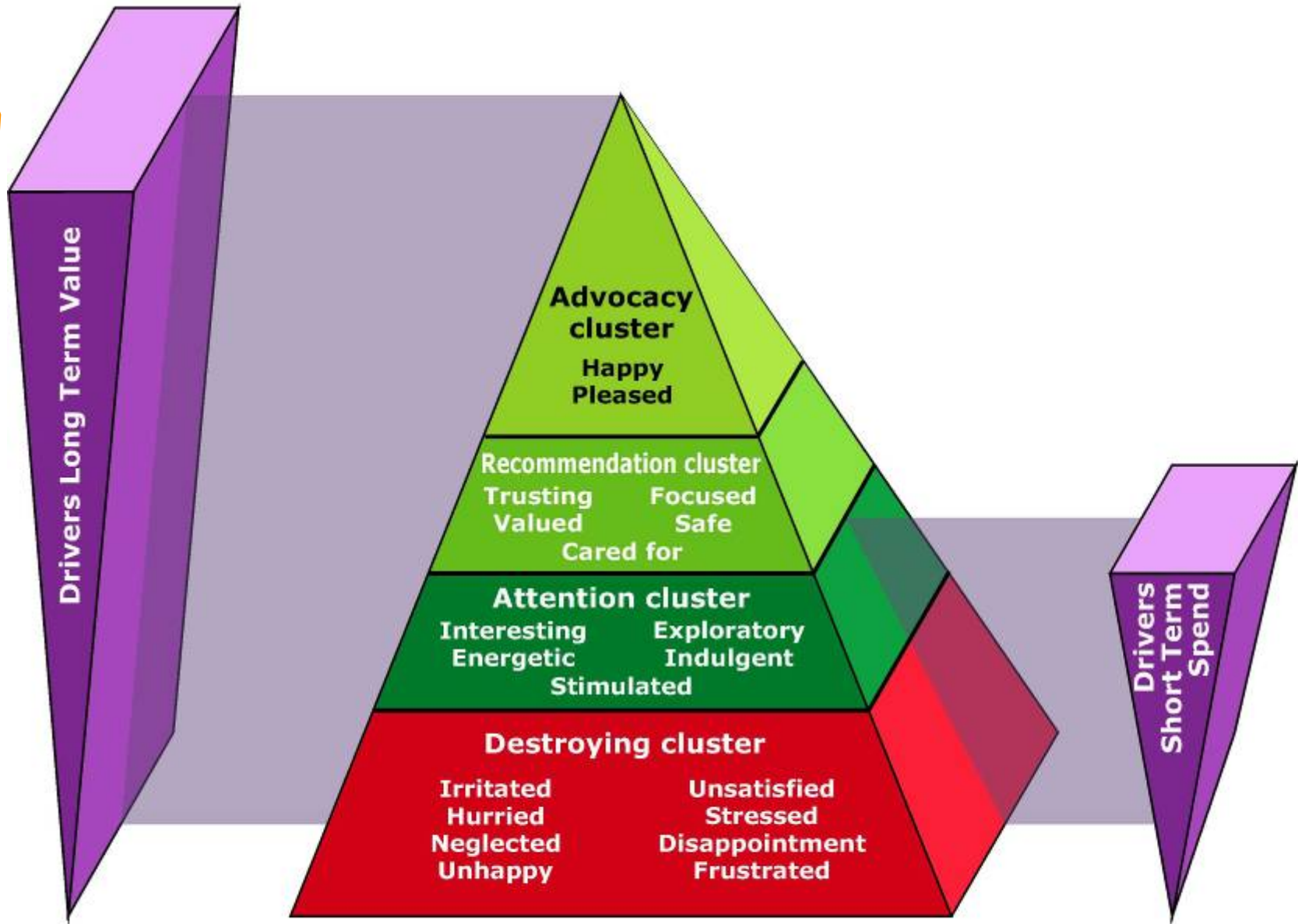




Hierarchy of Emotional Value
beyondphilosophy.com

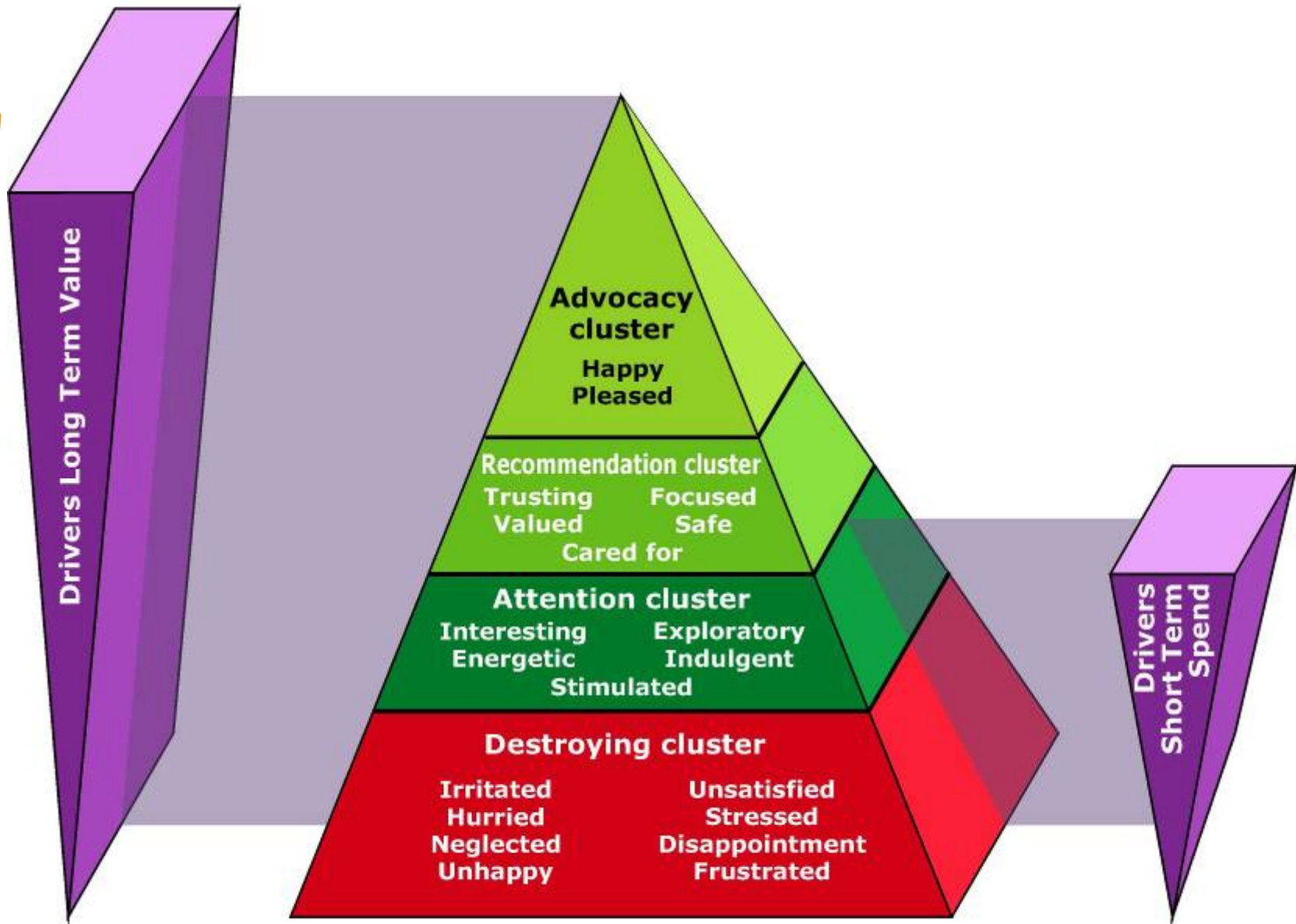






Hierarchy of Emotional Value
beyondphilosophy.com





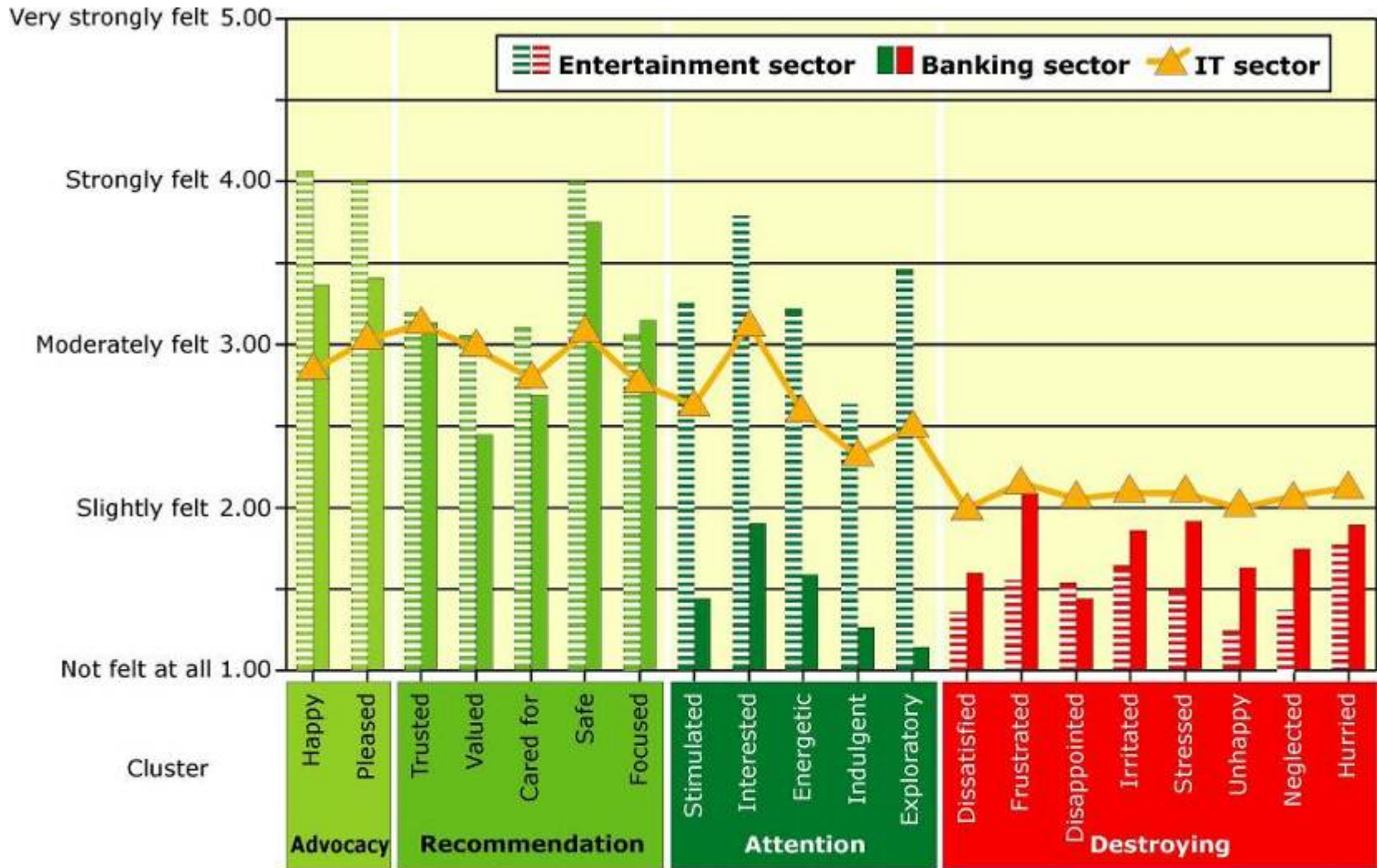
Hierarchy of Emotional Value
beyondphilosophy.com

What emotions are being evoked, look at the faces!

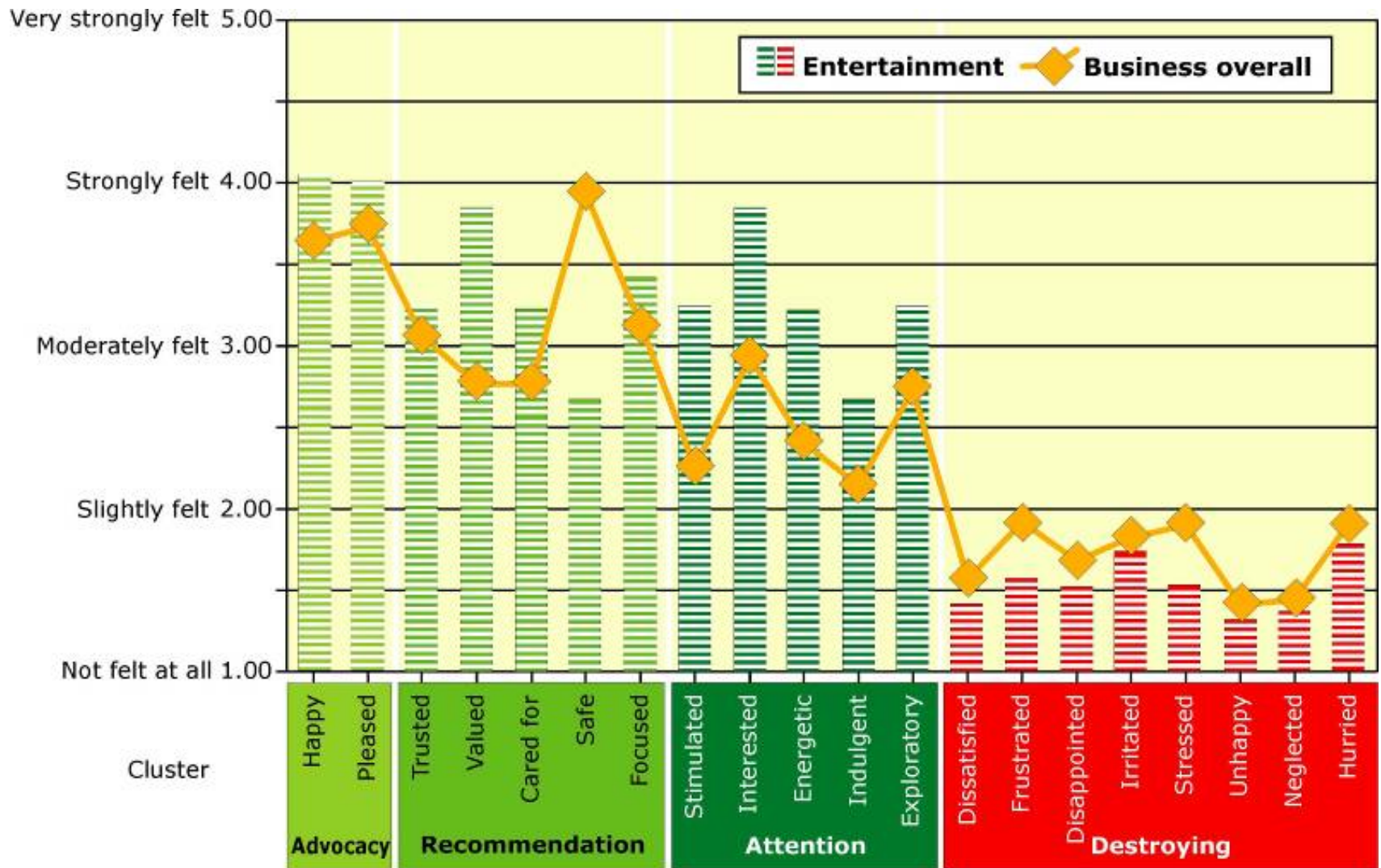


Emotional Signature™

Sector Comparison

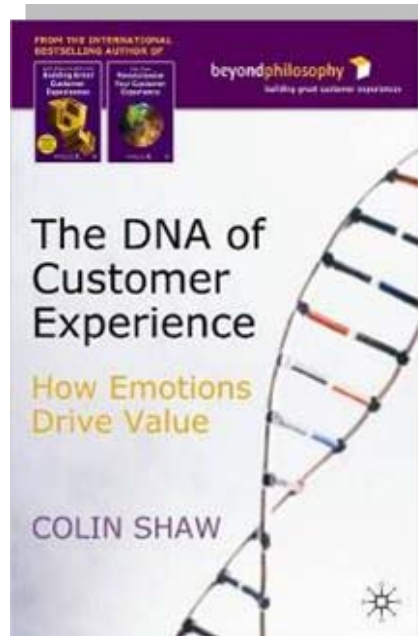
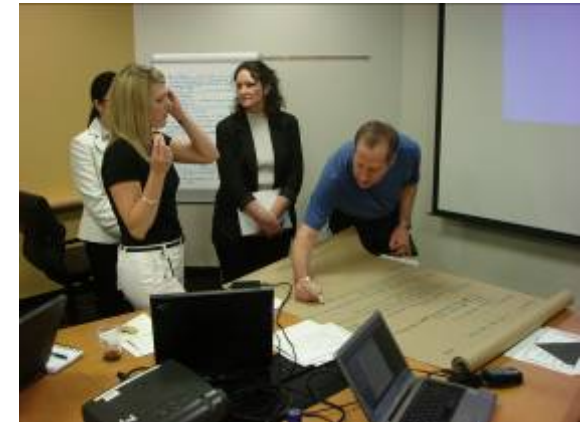
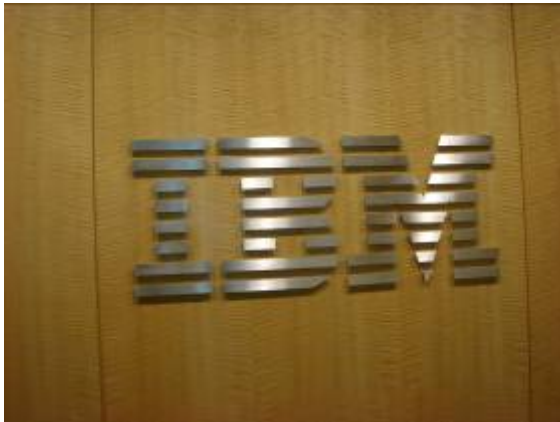


Sector Comparison

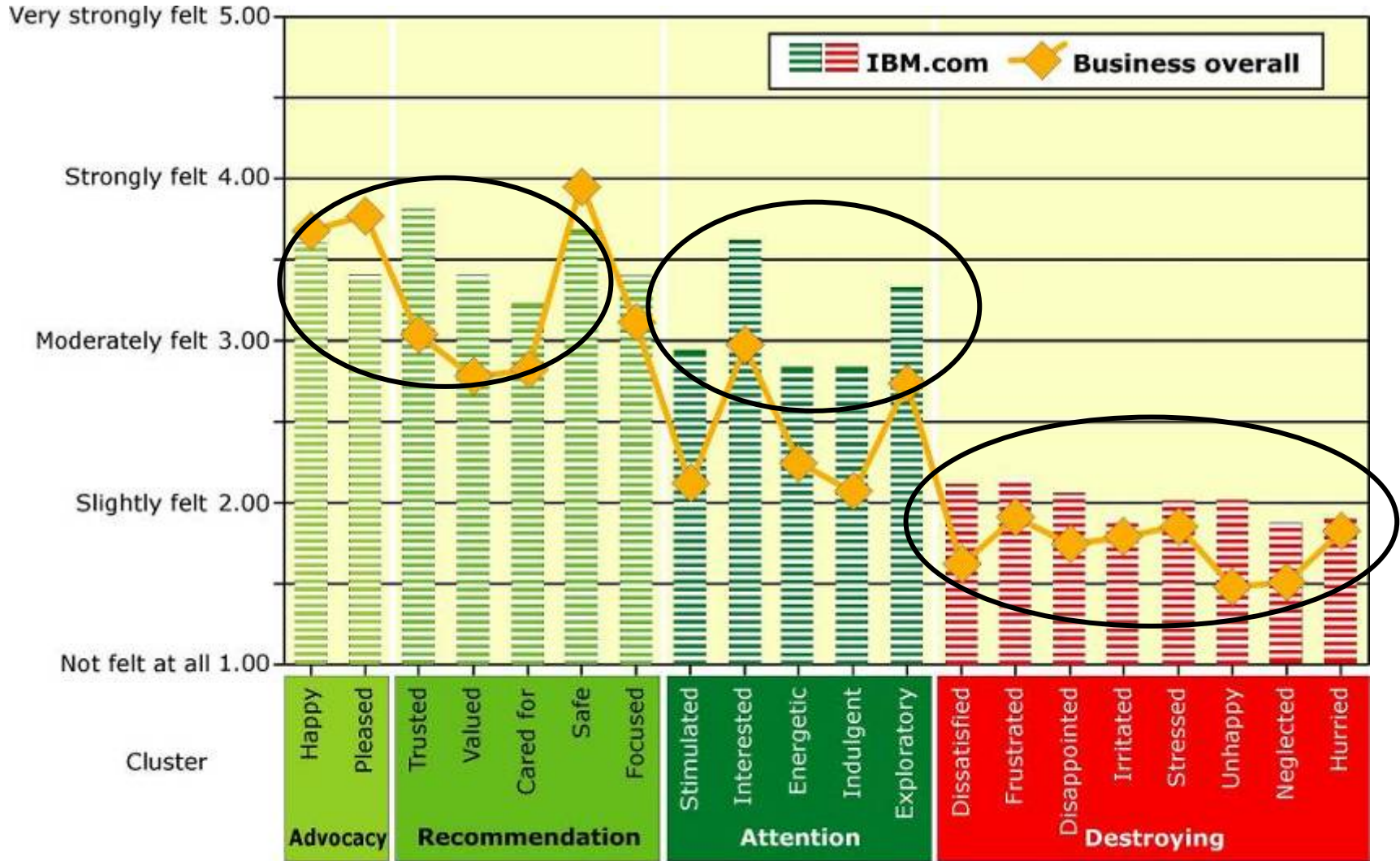


Entertainment vs Business overall

Case study in book

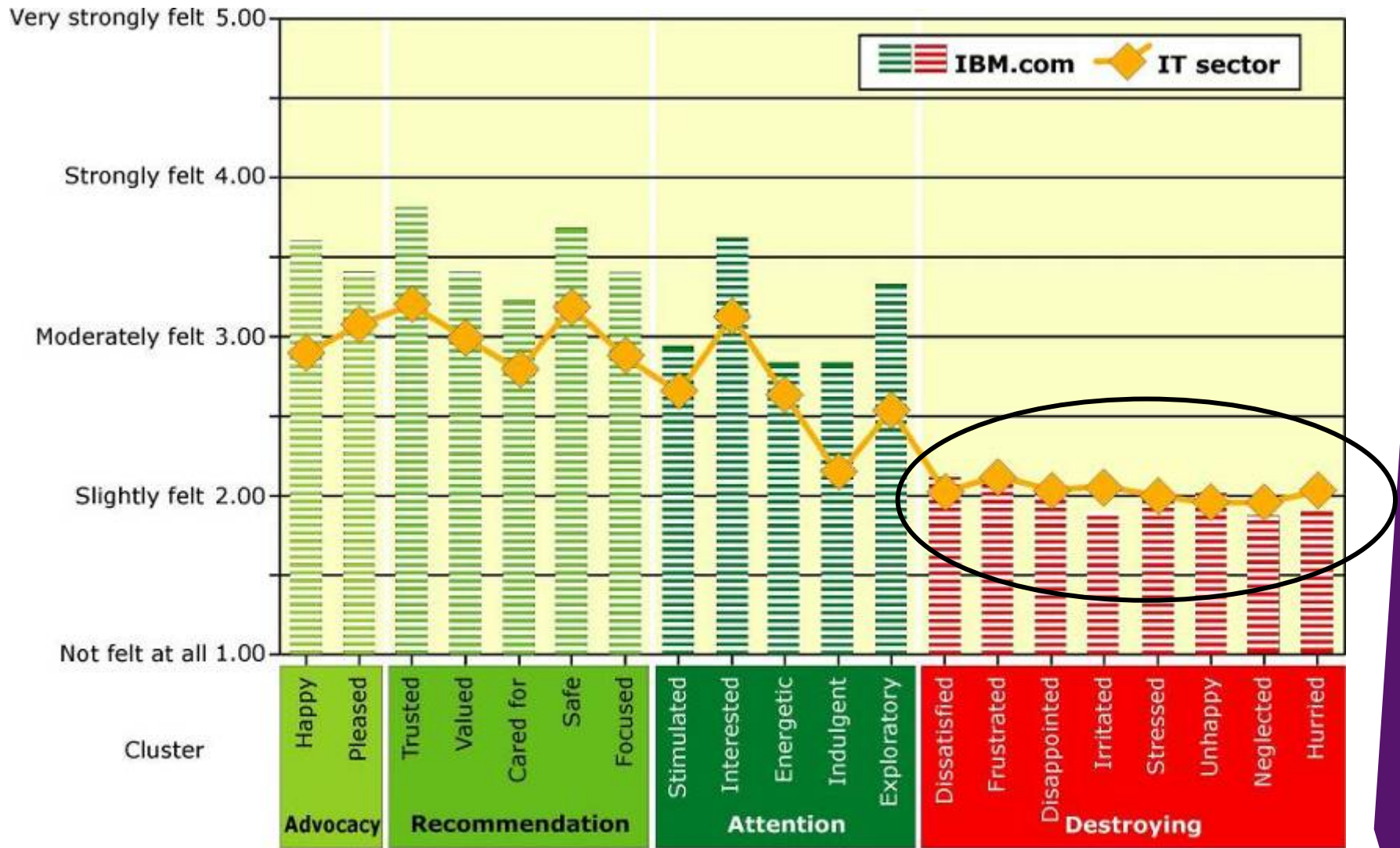


IBM v Business Overall



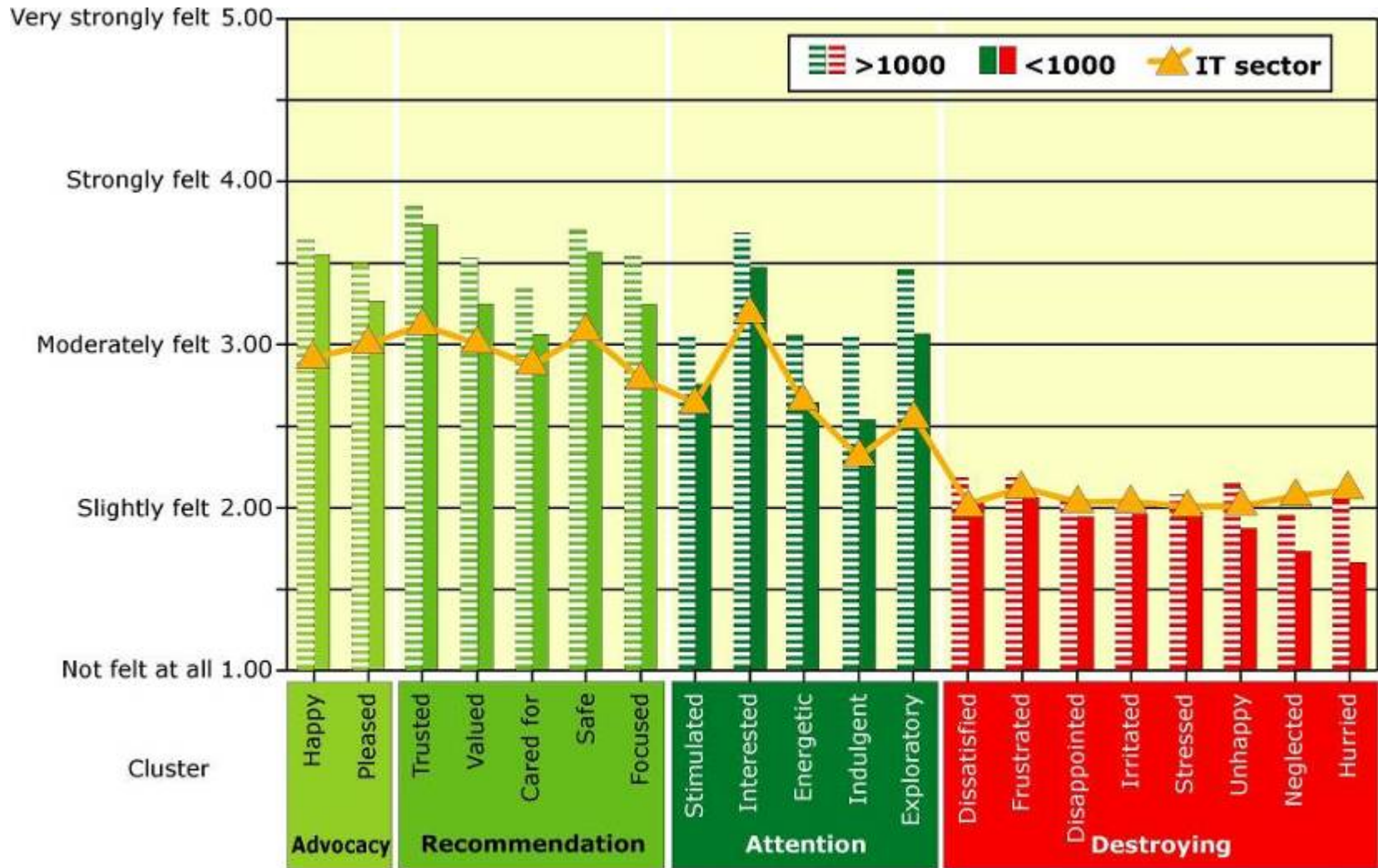
IBM vs Business Overall

IBM v IT Sector



IBM vs IT Sector

Emotion Scores by Segment



Emotion Scores by Segment

Broken down by segment

Improving Destroying Cluster	< 1000 Employee. % increase in Revenue	> 1000 Employees % increase in Revenue	Total % revenue increase
To meet Business overall	3-7%	7-11%	6-10%
Improve by 1%	0.2 – 0.4%	0.2 – 0.4%	0.2 – 0.6%
Improve by 5%	1-3%	1-3%	1-3%
Improve by 10%	2-4%	3-5%	2-5%

Turning strategy into action...

Root cause of feeling frustration, hurried and stress:

- Improve the coordination of delivery

Root causing feeling disappointment:

- Improve the web navigation to the client's desired expectations.

Root cause of feeling irritated:

- Improve the process of clients being transferred between departments.

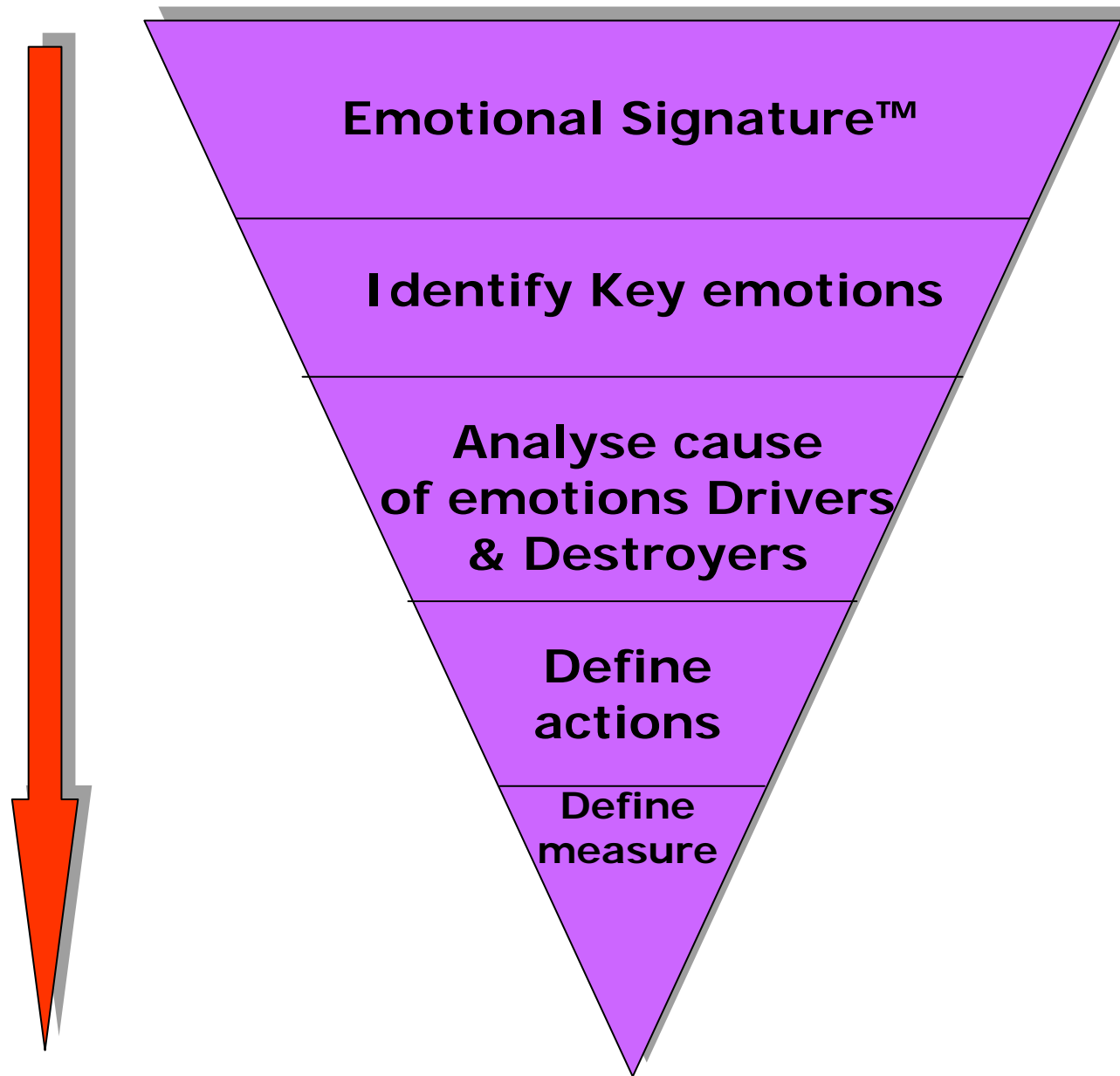
Root cause of feeling neglect:

- Ensure that all information is captured when the client calls to avoid asking the same information twice.

Results of Customer Experience Work

Customer Satisfaction
increased 7%

Computer Store Measurement



Customers view of Computer Store using projective

Communication is good

I feel don't feel
connected
with people

Not Customer focussed

Not friendly

Display information not easy to understand

Refreshing approach

Slick Advertising



It sometimes
doesn't fit
together

Good presentation of information

- Disconnection between Web and store experience

Mixed Bunch

Professional support ... once get through to them!

Lack of staff
available

Lack of finishing touches

SLICK BORDERING ON ARROGANCE



Pleased

Projective	What Customers Say	Root Causes	What could we change?	Measure
Product display information not easy to understand.	When I am shopping around the store the display information is poor	<ul style="list-style-type: none">-People in head office do not understand the customer, their needs & expectations-People in head office are too technical by nature and assume the customer has a greater knowledge than have	<ul style="list-style-type: none">-Ensure we understand people expectations-Educate people on Customer expectations-Run tests of displays with Customer and focus on this element	<ul style="list-style-type: none">-Survey the Customer after the experience and ask for views on the easy of information in product displays

Frustrated

Projective	What Customers Say	Root Causes	What could we change?	Measure
Lack of staff available	When I need someone there is no one around.	<ul style="list-style-type: none">- There are constant vacancies and a high turnover of staff due to poor management- The staff are not motivated and gather around in groups in the back office.	<ul style="list-style-type: none">- More time on recruiting the right manager to create the right environment.- More leadership training	<ul style="list-style-type: none">- Survey Customers on exit to understand the perception of staff availability

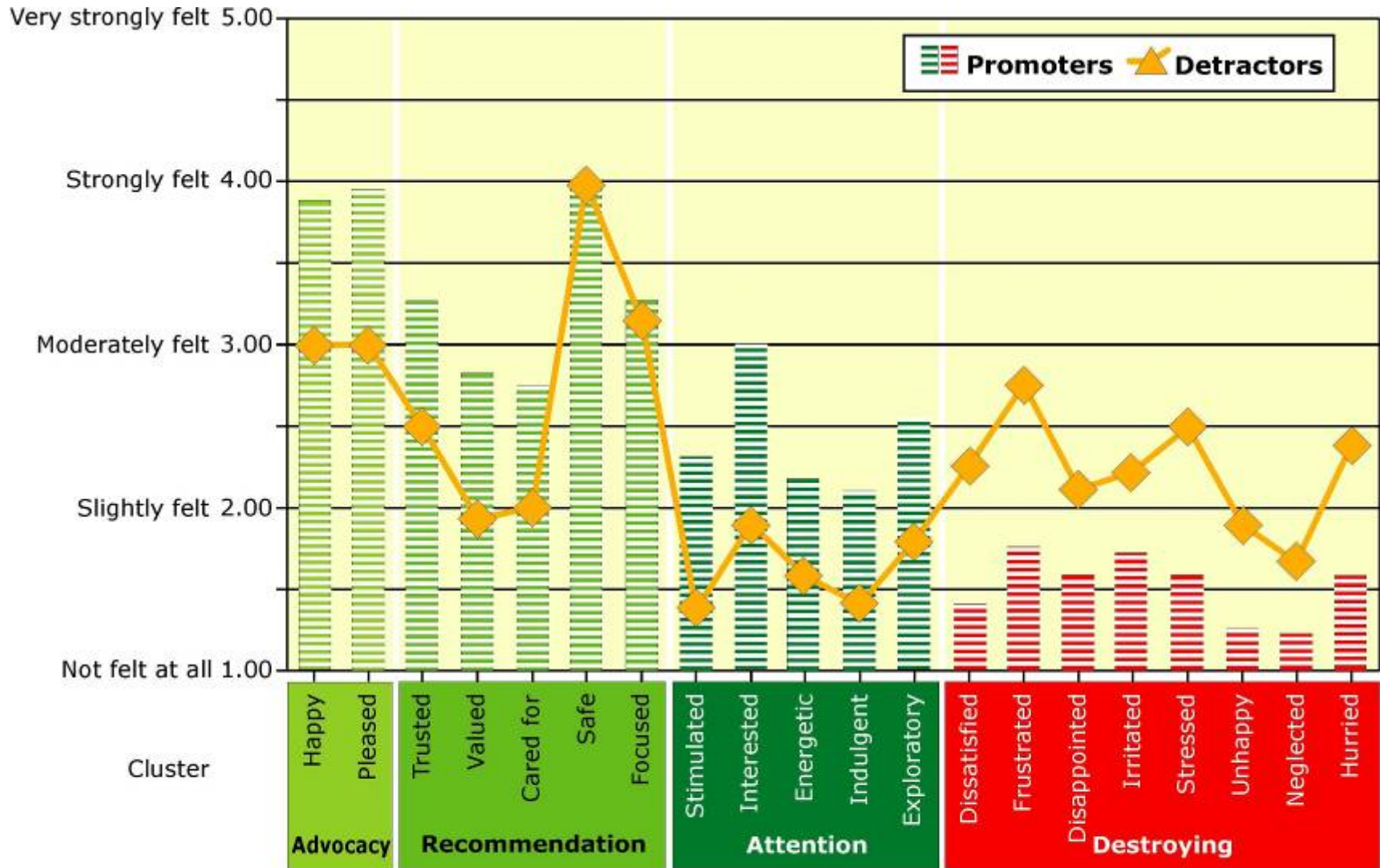
Store Level Reporting with Variances

April 2007 Bath		Apr-07	vs. Apr 2007 Overall Company		vs. Apr 2007 Target		vs Apr 2006	
			Avg Company Score	Variance (actual)	Target Score	Variance (actual)	Score	Variance (actual)
NPS		-17.0%	9.0%	-26.0%	-17.0%	0.0%	-18.6%	1.6%
Promoter		7.0%	18.2%	-11.2%	8.0%	-1.0%	6.7%	0.3%
Detractor		24.0%	20.9%	3.1%	25.0%	-1.0%	25.3%	-1.3%
Pleased		5.2%	14.6%	-9.4%	6.0%	-0.8%	5.1%	0.1%
Salespeople are informative and knowledgeable		7.0%	25.0%	-18.0%	9.0%	-2.0%	8.5%	-1.5%
Product display information easy to understand		24.0%	18.4%	5.6%	18.0%	6.0%	17.4%	6.6%
Easy to wayfind in the store		12.0%	22.5%	-10.5%	12.0%	0.0%	11.2%	0.8%
Frustrated		23.8%	37.8%	-14.0%	20.0%	3.8%	22.1%	1.7%
Lack of staff available to help		47.3%	38.5%	8.8%	45.0%	2.3%	46.4%	0.9%
Technical staff use too much technical language		31.9%	30.5%	1.4%	30.0%	1.9%	32.1%	-0.2%
Difficult to understand which staff can/ will help		26.2%	15.9%	10.3%	25.0%	1.2%	27.4%	-1.2%
Satisfaction		78.0%	61.7%	16.3%	80.0%	-2.0%	77.3%	0.7%
Revenue (£000)		£242	£350	-£108	£250	-£8	£241	£1

Bath is a poorly performing store (NPS of -17%) – they are behind Target and the company as a whole. However, they have generally improved compared to April 06 and this Store Manager has improved on the “product display information” score.

Customer Loyalty

Promoters v Detractors

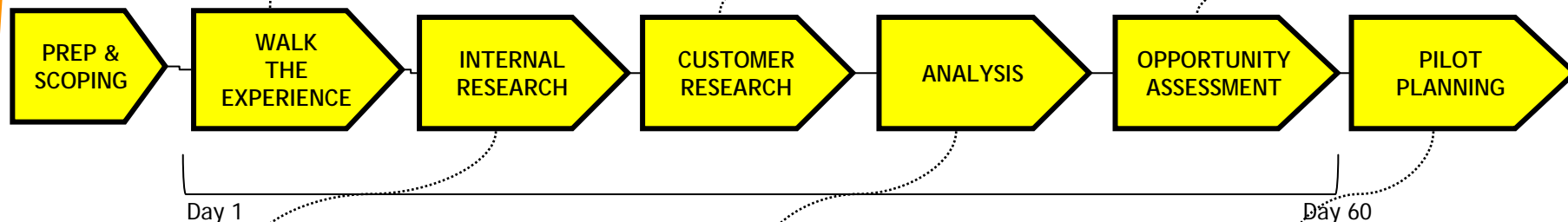


Promoters vs Detractors

Moment Mapping Process Outline



Item Number: 56							Implication: it is the responsibility of CSM	
Item Name: 360° patient complaint follow up								
Voice of the Customer	The patient needs confidence in her medical team and how they are approaching her about a item or issue going to do something about it.							
Impact on...	Satisfaction	Absence of Defects	Defect rate	Recovery	Service	Search Issues	Quality of Service	Overall Impact
	7	7	7	7	1	7	7	5.29
Major Steps to implement							Time to complete	Cost
1 Enhance current customer complaints tracking to include following of actions taken (provide one action first)							2 weeks	
2 Update the problem identification step in the service recovery							10 weeks	
3 Training & coaching of staff							10 weeks	
4								
5								
6								
7								
Measure of success (why does it matter?)	The function as great change manager will work on all customer satisfaction initiatives						24 weeks	\$50,000



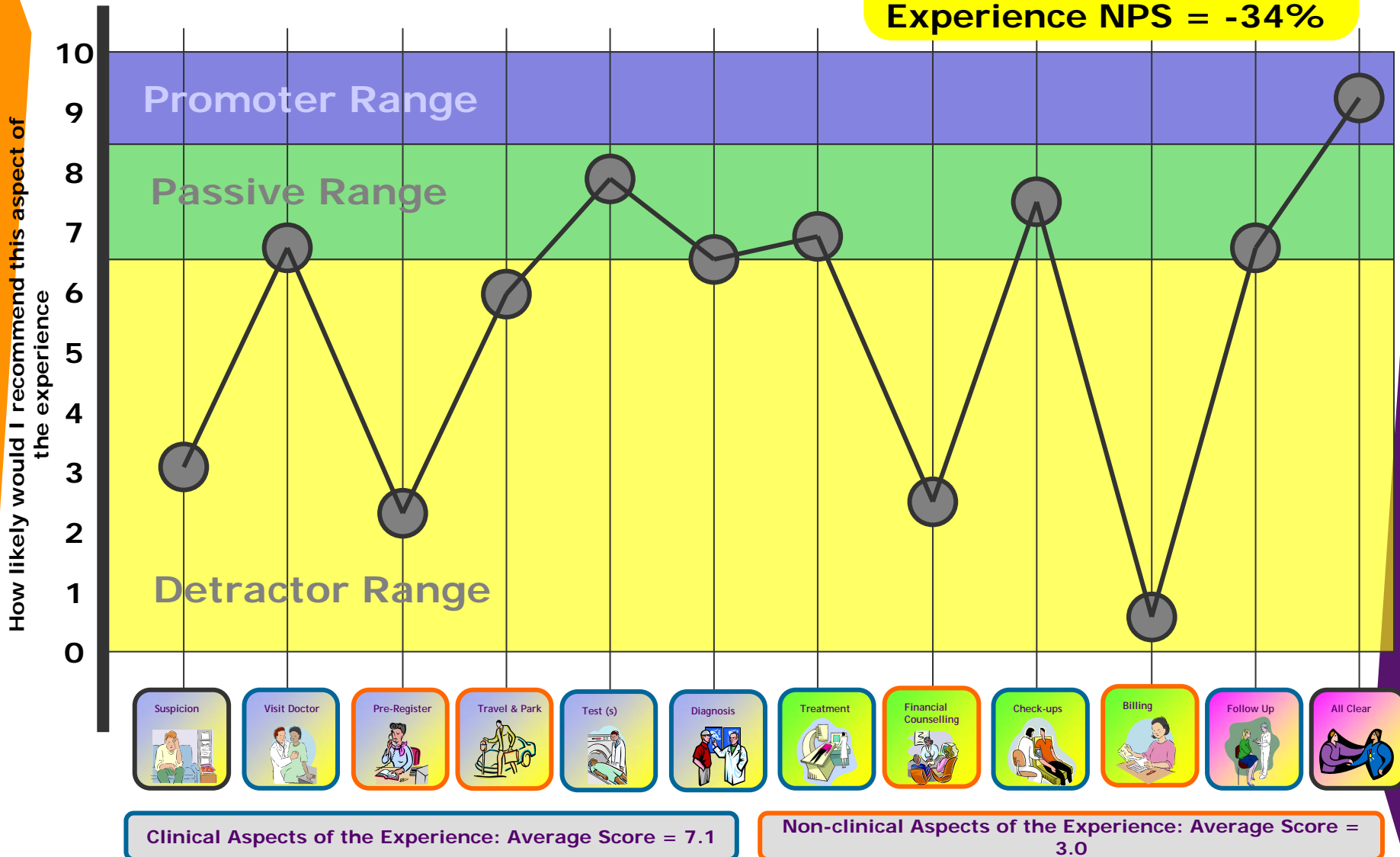
Net Promoter Barometer

Promoter: 8%

Passive: 50%

Detractor: 42%

Experience NPS = -34%



Linking CE Initiatives to Drivers/Destroyers

		Initiative						
		1	2	3	4	5	6	7
Advocacy	Happy							
	Pleased			●		●		●
Recommendation	Trusted	●			●			●
	Valued	●	●	●	●			
	Cared for	●	●			●		●
	Safe					●		●
	Focused		●	●				
Attention	Stimulated							
	Interested		●	●				
	Energetic							
	Indulgent			●				
	Exploratory				●			
Destroying	Dissatisfied					●		
	Frustrated						●	
	Disappointed			●				●
	Irritated						●	
	Stressed							●
	Unhappy							
	Neglected			●				
	Hurried						●	

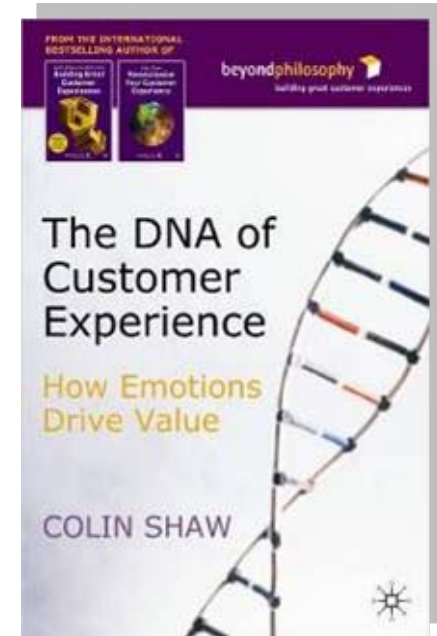
Linking CE Initiatives to the Drivers/Destroyers

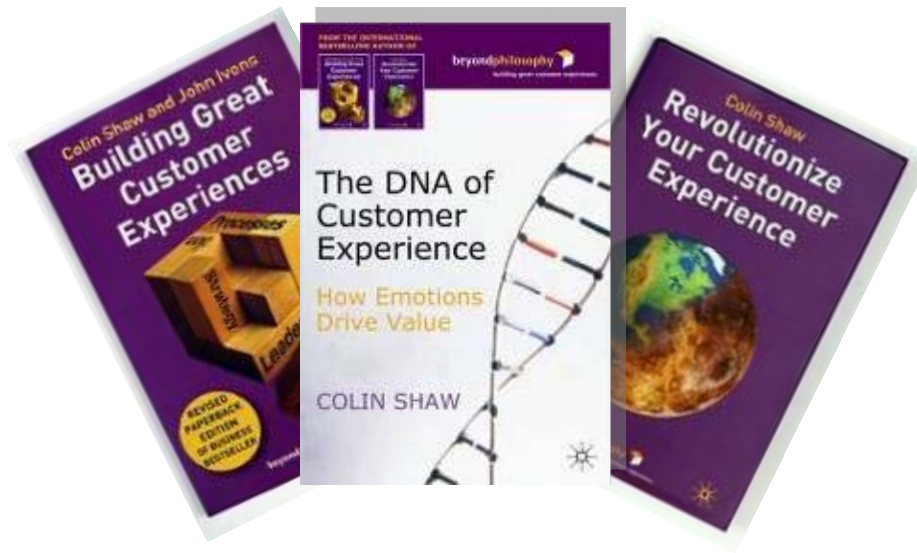
General Reasons Why Projects Fail...

No support from the top	No shared understand of goals
People don't really believe	Always promising tangible benefits but not delivering
Lack of leadership	Proposing a massive system change
Weak project leadership	No or Poor or communications
All the team is from one area of the business	Too much reliance on one communication channel
Team members have different agendas	Unrealistic measures
Project team not prepared to take risks	No time spent on strategy, straight into action
People stick with what they do now	Not enough people 'getting it'
Unclear scope	No change management
Unclear objective	Lack of representatives from around the business
Unclear roles & responsibilities	No clear decision making
No business need	No empowerment of project team
Not enough resources or resource conflict	No stakeholder management
Intangible results – no measurement	Unrealistic timescales & deadlines
Poor role-modeling by senior people	Too internally focused, no external perspective
Project not tied to strategic goals	No customer testing or involvement
	No customer research – 'we know what customers want' attitude

Summary

- What is the Customer Experience you are trying to deliver?
- What emotions are you trying to evoke?
- Is your Customer Experience deliberate?
- Working with London Business School, we have discovered 4 clusters of emotions that drive and destroy value
- These have a proven link to increase spend and loyalty (including Net Promoter Score)
- We can now regularly track and measure your customers emotional experience





Available on our web site

Copy of presentation

Chapter 1 of our books

Thought leading articles

beyondphilosophy.com

