The DNA of Customer Experience: How emotions drive value.

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Founder & CEO,
Beyond Philosophy

beyondphilosophy.com
The Charles Handy S curve
A Customer Experience is an interaction between an organisation and a Customer. It is a blend of an organisation's 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 00:01 am 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 turned 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.
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."

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

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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

Customer Experience

People

Process

Measurement
Consolidated emotions evaluated

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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 an 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

beyondphilosophy.com
Understanding the Customers Emotional Journey using Moment Mapping®

<table>
<thead>
<tr>
<th>Emotional Events</th>
<th>EC - Emotional Cookie</th>
<th>CP - Combustion Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter the Resort</td>
<td>Valued</td>
<td>Valued</td>
</tr>
<tr>
<td>Welcome</td>
<td>Frustrated</td>
<td>Frustrated</td>
</tr>
<tr>
<td>Helped with bags</td>
<td>Stressed</td>
<td>Stressed</td>
</tr>
<tr>
<td>DVD Not working</td>
<td>Hurried</td>
<td>Hurried</td>
</tr>
<tr>
<td>They fix it</td>
<td>Safe</td>
<td>Safe</td>
</tr>
<tr>
<td>Visit the pool</td>
<td>Trust</td>
<td>Trust</td>
</tr>
</tbody>
</table>

Exceeding emotional expectations

Failing emotional expectations
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....
Our B2B hotel experience...
Hierarchy of Emotional Value

beyondphilosophy.com
Hierarchy of Emotional Value

beyonddphilosophy.com

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What emotions are being evoked, look at the faces!
Emotional Signature™
Sector Comparison

Source: Beyond Philosophy Emotional Signature research, 2006

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Case study in book
Emotion Scores by Segment

Source: Beyond Philosophy Emotional Signature research, 2006
## Broken down by segment

<table>
<thead>
<tr>
<th>Improving Destroying Cluster</th>
<th>&lt;1000 Employee % increase in Revenue</th>
<th>&gt;1000 Employees % increase in Revenue</th>
<th>Total % revenue increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>To meet Business overall</td>
<td>3-7%</td>
<td>7-11%</td>
<td>6-10%</td>
</tr>
<tr>
<td>Improve by 1%</td>
<td>0.2 – 0.4%</td>
<td>0.2 – 0.4%</td>
<td>0.2 – 0.6%</td>
</tr>
<tr>
<td>Improve by 5%</td>
<td>1-3%</td>
<td>1-3%</td>
<td>1-3%</td>
</tr>
<tr>
<td>Improve by 10%</td>
<td>2-4%</td>
<td>3-5%</td>
<td>2-5%</td>
</tr>
</tbody>
</table>
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
Emotional Signature™

Identify Key emotions

Analyze cause of emotions Drivers & Destroyers

Define actions

Define measure
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

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## Pleased

<table>
<thead>
<tr>
<th>Projective</th>
<th>What Customers Say</th>
<th>Root Causes</th>
<th>What could we change?</th>
<th>Measure</th>
</tr>
</thead>
</table>
| **Product display information not easy to understand.**                   | When I am shopping around the store the display information is poor.              | - 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 | - Ensure we understand people expectations  
- Educate people on Customer expectations  
- Run tests of displays with Customer and focus on this element | - Survey the Customer after the experience and ask for views on the easy of information in product displays |
## Frustrated

<table>
<thead>
<tr>
<th>Projective</th>
<th>What Customers Say</th>
<th>Root Causes</th>
<th>What could we change?</th>
<th>Measure</th>
</tr>
</thead>
</table>
| Lack of staff available  | When I need someone there is no one around.                                      | - 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.                                                                                             | - More time on recruiting the right manager to create the right environment.  
- More leadership training                                                                                                                                                | Survey Customers on exit to understand the perception of staff availability                                                                                                           |
### Store Level Reporting with Variances

#### April 2007

**Bath**

<table>
<thead>
<tr>
<th></th>
<th>Apr-07</th>
<th>vs. Apr 2007 Overall Company</th>
<th>vs. Apr 2007 Target</th>
<th>vs Apr 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Avg Score</td>
<td>Variance (actual)</td>
<td>Score</td>
<td>Variance (actual)</td>
</tr>
<tr>
<td><strong>NPS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promoter</td>
<td>7.0%</td>
<td>18.2%</td>
<td>8.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Detractor</td>
<td>24.0%</td>
<td>20.9%</td>
<td>25.0%</td>
<td>-1.0%</td>
</tr>
<tr>
<td><strong>Pleased</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2%</td>
<td>14.6%</td>
<td>6.0%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Salespeople are informative and knowledgeable</td>
<td>7.0%</td>
<td>25.0%</td>
<td>9.0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Product display information easy to understand</td>
<td>24.0%</td>
<td>18.4%</td>
<td>18.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Easy to wayfind in the store</td>
<td>12.0%</td>
<td>22.5%</td>
<td>12.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Frustrated</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>23.8%</td>
<td>37.8%</td>
<td>20.0%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Lack of staff available to help</td>
<td>47.3%</td>
<td>38.5%</td>
<td>45.0%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Technical staff use too much technical language</td>
<td>31.9%</td>
<td>30.5%</td>
<td>30.0%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Difficult to understand which staff can/ will help</td>
<td>26.2%</td>
<td>15.9%</td>
<td>25.0%</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>Satisfaction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>78.0%</td>
<td>61.7%</td>
<td>80.0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td><strong>Revenue (£000)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>£242</td>
<td>£350</td>
<td>£250</td>
<td>-£8</td>
</tr>
</tbody>
</table>

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

Very strongly felt 5.00
Strongly felt 4.00
Moderately felt 3.00
Slightly felt 2.00
Not felt at all 1.00

Cluster

Happy
Pleased
Trusted
Valued
Cared for
Safe
Focused
Stimulated
Interested
Energetic
Indulgent
Exploratory
Dissatisfied
Frustrated
Disappointed
Irritated
Stressed
Unhappy
Neglected
Hurried

Promoters vs Detractors

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Moment Mapping Process Outline

PREP & SCOPING

WALK THE EXPERIENCE

INTERNAL RESEARCH

CUSTOMER RESEARCH

ANALYSIS

OPPORTUNITY ASSESSMENT

PILOT PLANNING

Day 1

Day 60

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Net Promoter Barometer

Promoter: 8%
Passive: 50%
Detractor: 42%
Experience NPS = -34%

Promoter Range
Passive Range
Detractor Range

Clinical Aspects of the Experience: Average Score = 7.1
Non-clinical Aspects of the Experience: Average Score = 3.0

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## Linking CE Initiatives to Drivers/Destroyers

<table>
<thead>
<tr>
<th>Initiative</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advocacy</strong></td>
<td>Happy</td>
<td>Pleased</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recommendation</strong></td>
<td>Trusted</td>
<td>Valued</td>
<td>Cared for</td>
<td>Safe</td>
<td>Focused</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Attention</strong></td>
<td>Stimulated</td>
<td>Interested</td>
<td>Energetic</td>
<td>Indulgent</td>
<td>Exploratory</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Destroying</strong></td>
<td>Dissatisfied</td>
<td>Frustrated</td>
<td>Disappointed</td>
<td>Irritated</td>
<td>Stressed</td>
<td>Unhappy</td>
<td>Neglected</td>
</tr>
</tbody>
</table>
## 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

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