



Evolving your customer experience through culture and digital innovation

Because “*Culture eats strategy for breakfast*” – Peter Drucker

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The pandemic changed the landscape of customer service

The speed and scale of the pandemic caused disruption on a global scale

It affected every aspect of business – in many cases requiring totally new operating models

We are still in transition - and not at the 'new normal' yet!

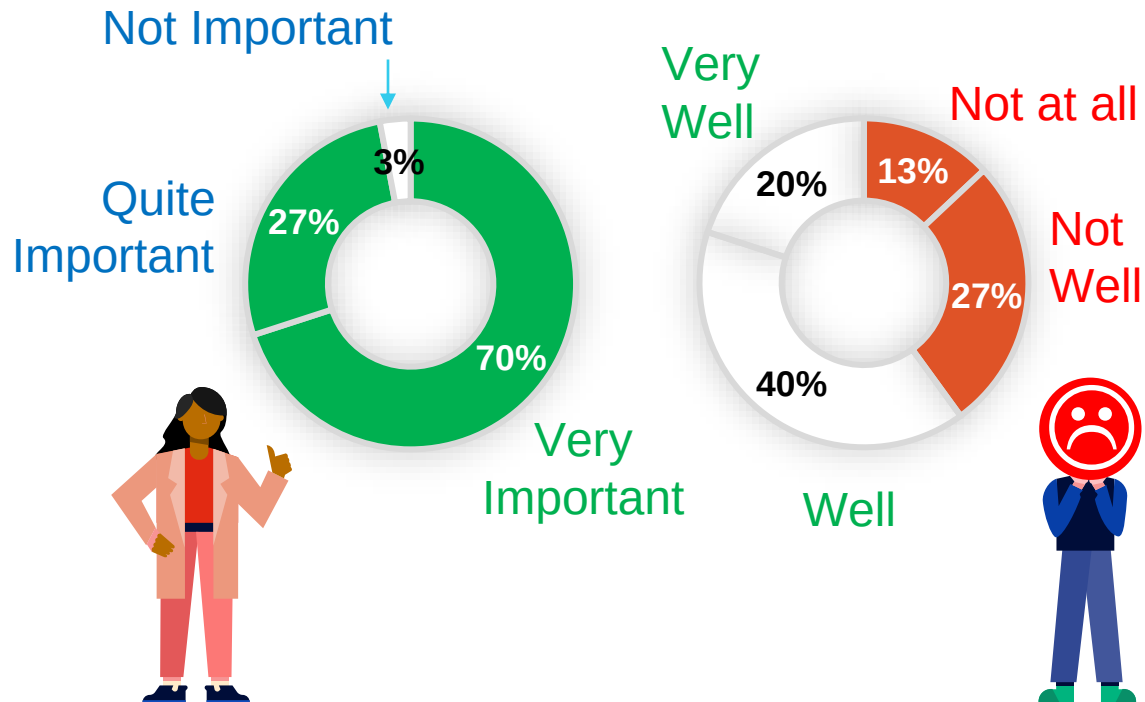


The operational and customer service environment is currently dominated by

**Complexity,
ongoing disruption,
& uncertainty**

Now more than ever, we need to make room for empathy & human-centric design

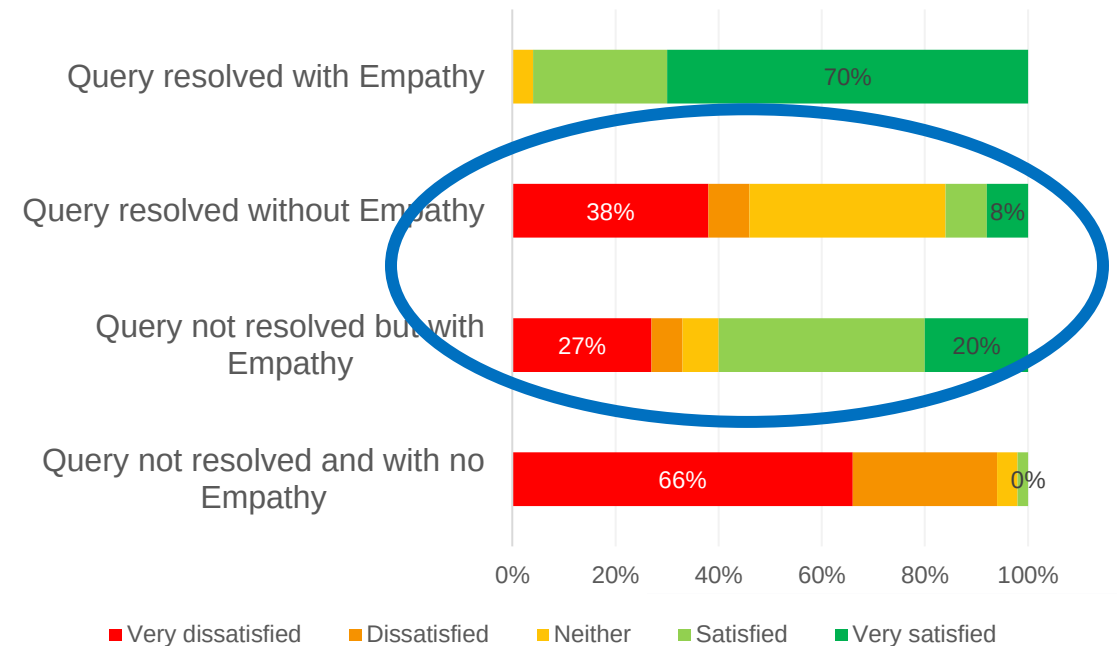
97% of customers said they value empathy, but 40% say it is lacking in Customer Service



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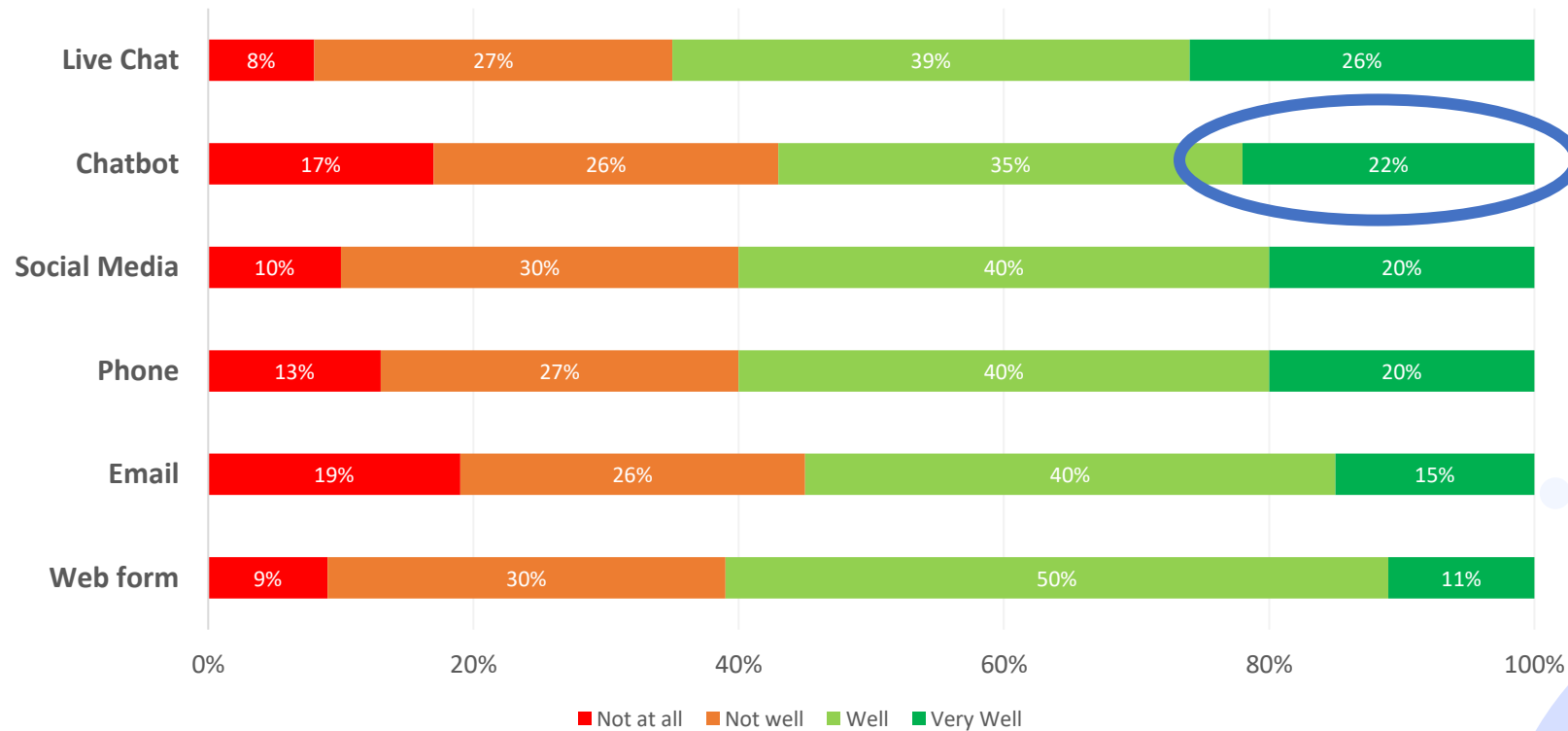
Empathy influences satisfaction



Source: 'Empathy in Customer Service' – Genesys/MyCustomer 2020

Empathy is not the sole preserve of live agents

How well was your emotional state acknowledged & understood?



Agents (and organisations) cannot lose when a customer is shown compassion

How well your emotional state was acknowledged and understood and how that correlates to overall interaction satisfaction

How well your emotional state was acknowledged and understood and how that correlates to brand perception

Satisfaction:     

Brand perception:  

Very well understood and acknowledged



Well understood and acknowledged



Not well understood and acknowledged



Not understood and acknowledged at all



Very well understood and acknowledged



Well understood and acknowledged



Not well understood and acknowledged



Not understood and acknowledged at all

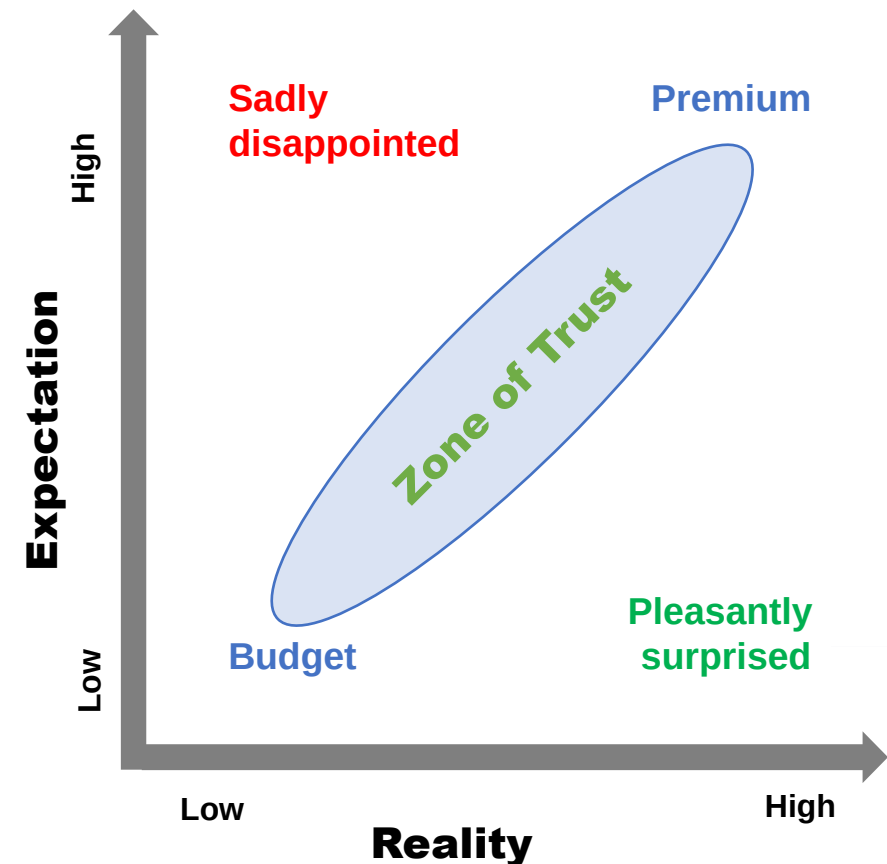


Experience delivery has to match expectation with reality - consistently

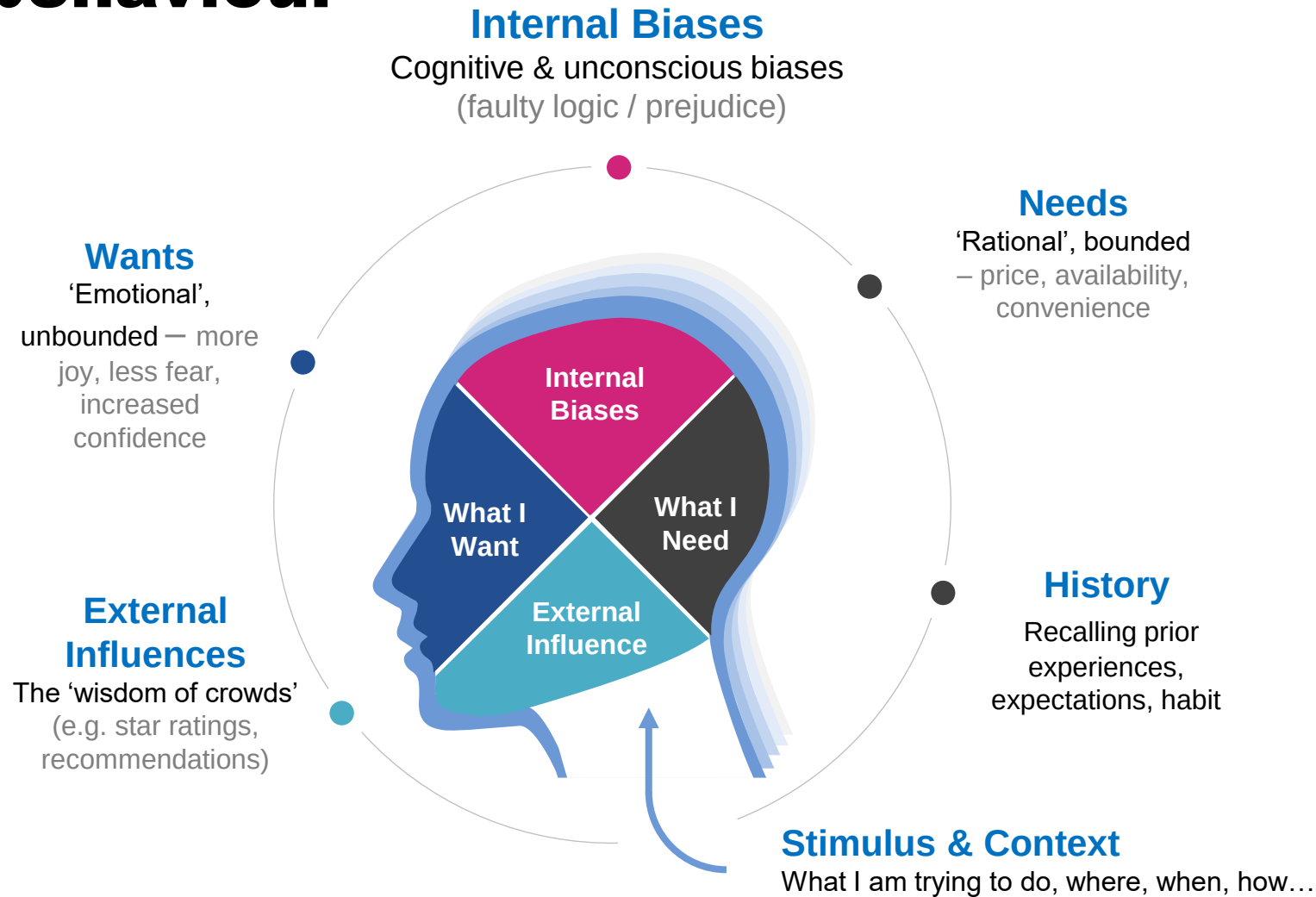
Part of how we judge an experience is based on what we expected.

Research shows that customers often appreciate predictably consistent delivery more than being surprised – even pleasantly so.

BUT: expectations are changing and evolving



How we think drives our expectations and behaviour



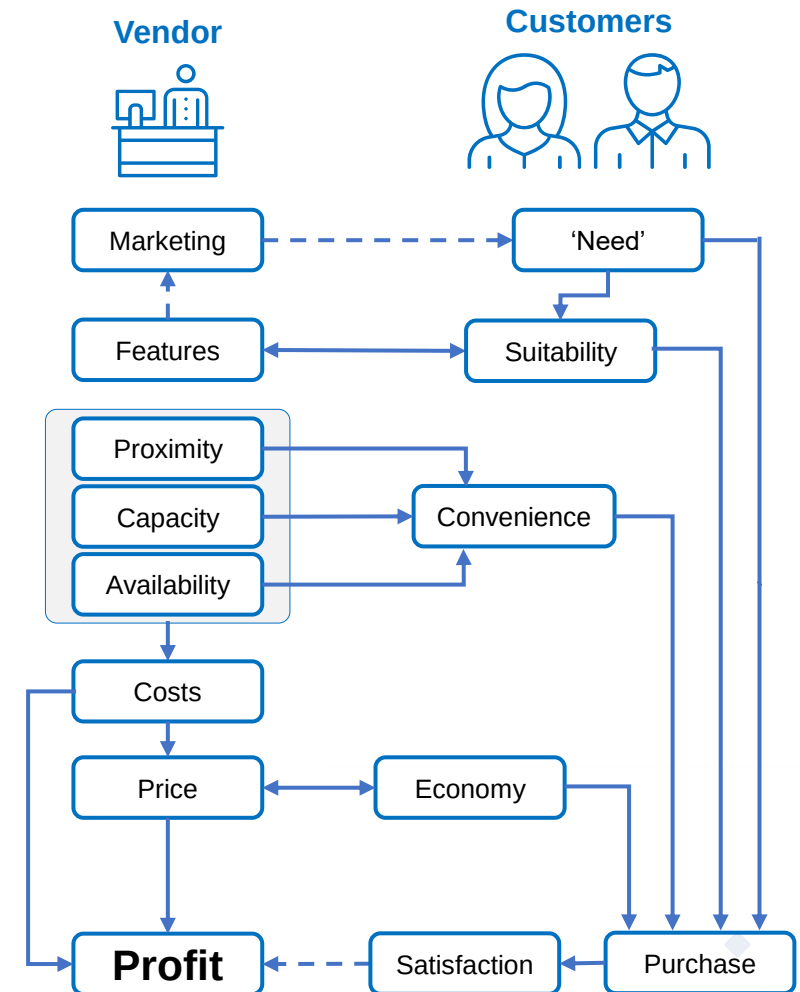
We are complex:

- Simultaneously logical & emotional
- Individual and part of a community
- 'Lazy' thinkers (98% system 1)

For example: what customers value and how they choose a vendor

Motivation

		Behavioural	Rational / Functional
Selection Criteria	About me	- Habit - Self-esteem / pride / prestige - Autonomy - Belonging - Distinction / uniqueness - Competence / ambition / self-development - Pleasure-stimulation - Physical wellbeing - Self-actualisation / meaning - Security - Popularity-influence / sex appeal - Money-luxury - Emulation / imitation	- Removal of pain Suitability to need / utility - Durability / quality - Variety of use / adaptability Economy / price / affordability - Safety / fear / anxiety Ease / quickness - Profitability / value - Curiosity - Scarcity
	About you	Awareness - Appearance - Recommendation / trust - Imitation - Exclusivity / prestige - Habit - Convention	Convenience - Accessibility Price - Availability of credit - Payment mechanism - Associated services - Ease of purchase - Prior customer experience - Reputation



Now the 'Dash to Digital' has become a marathon

In 2020, many businesses had to (complete their) transition to digital in a hurry

Those that did it well are 'doubling down' in 2021, as customers become more economically active

Those that did not do so well will have to catch up in a hurry if they are to protect market share



But digital delivery has to address the ‘emotional user story’ as well as the functional

	(Role) As a...	(task) I want to...	(outcome) So that...
Functional Needs	...internet banking customer...	...be able to check account balances...	...I can monitor both current value and trends
Emotional Wants	... tech-savvy customer who thinks of themselves as a prudent saver and is somewhat risk adverse...	...check that my savings are growing as quickly as I want and there are no nasty surprises...	...I am reassured that my savings are safe and growing and will be there when I need them

When designing experiences, it's easy to write users stories that relate to functional features

More complex, and much rarer, is thinking not only about what features people want but also how they are feeling now and want to feel in the future

The ‘emotional user story’ is one way of doing that – giving an opportunity to identify what else the experience needs to deliver and is at the heart of user-centric design

Digital ultimately enables hyper-personalisation

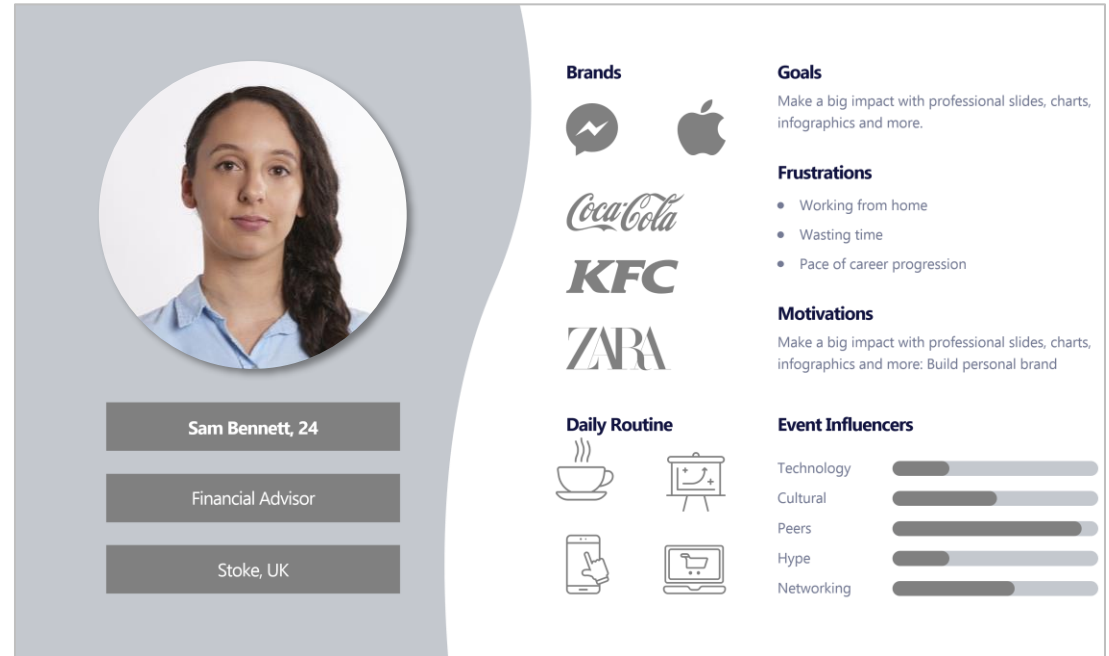
“There is no such thing as an ‘average customer’” – Bain and Co.

Profiles are a heuristic - we use to represent a homogenous group of customers – 1:X

Whilst they approximately fit a group of customers, they rarely fit any specific customer – the ‘jaggedness principle’

In the age of digital and mass-customerisation*, customers are starting to demand a true 1:1 relationship – they expect you to know them and anticipate their needs and wants.

*customerisation = personalisation + customisation



Brands

- WhatsApp
- Apple
- Coca-Cola
- KFC
- ZARA

Daily Routine

- Coffee
- Presentation
- Smartphone
- Laptop

Goals

Make a big impact with professional slides, charts, infographics and more.

Frustrations

- Working from home
- Wasting time
- Pace of career progression

Motivations

Make a big impact with professional slides, charts, infographics and more: Build personal brand

Event Influencers

Influencer	Level
Technology	Low
Cultural	Medium
Peers	High
Hype	Medium
Networking	Low

Sam Bennett, 24

Financial Advisor

Stoke, UK



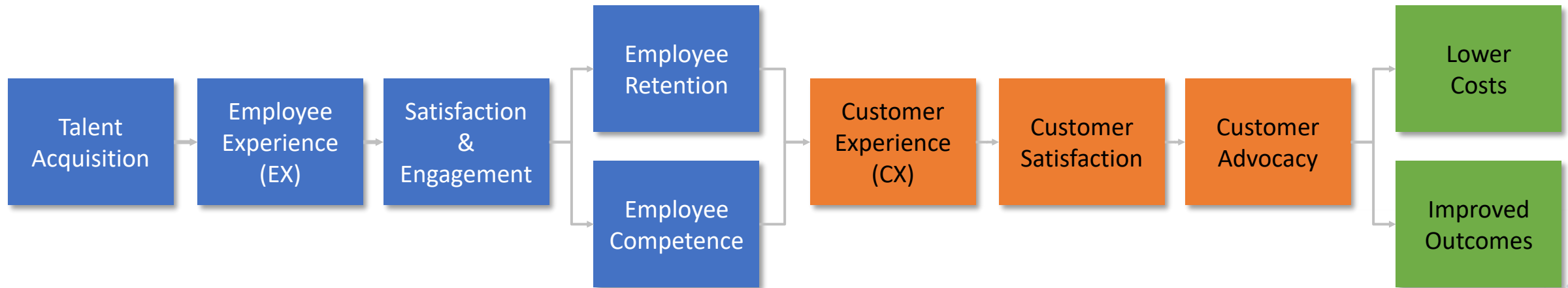
Finally, there is a measurable link between EX & CX - employees are human too

As automation replaces more customer interactions, there is a danger that 'frictionless' can become 'tractionless'.

This means that those occasions when customers and employees do interact have to be outstanding and memorable.

Attitude and emotions play a part in all employee behaviour and can affect:

- The customer experience they deliver
- How they learn & what they can recall
- Their ability to approach new challenges
- Their creativity / capacity to adapt – especially with 'edge cases'



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