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The experience & insights platform

ACHIEVING LIFTOFF:

A GUIDE TO ELEVATING YOUR
CUSTOMER EXPERIENCE PROGRAM
TO THE NEXT LEVEL

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01

Achieving liftoff: taking CX to the next level

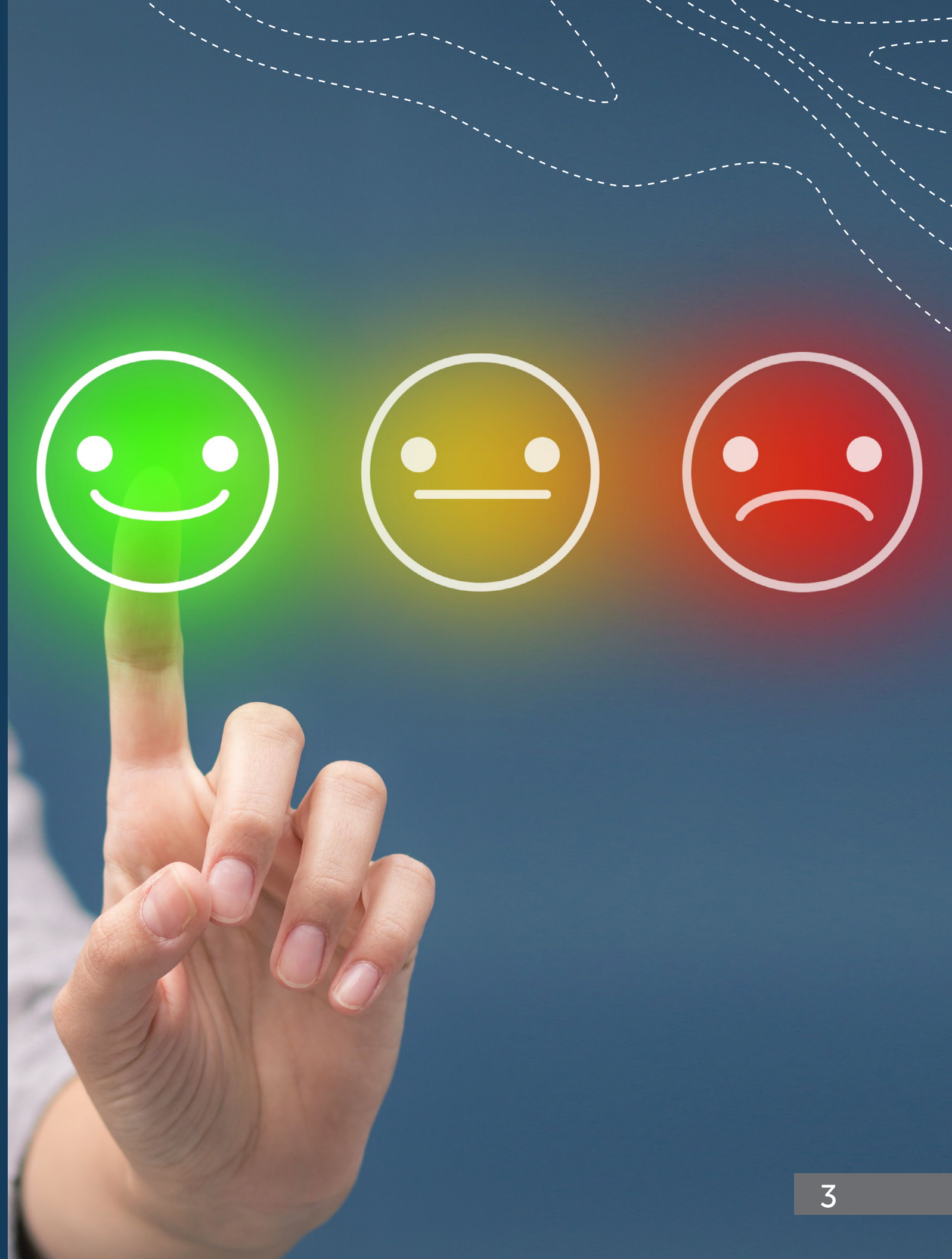
Coming out of the restroom at the airport you are confronted by a stand that asks, "Please rate our service today" and presents you with a range of smiley faces ranging from a grinning green one to a frowny red one. Fortunately, the buttons on this restroom stand are touchless.

Grabbing a quick lunch in the food court your receipt asks, "How was your service today?" and presents you with a QR code that takes you to a short survey. As you leave the elite lounge, you get a text asking about your experience with this visit.

Questions about customer service are everywhere today. They are so

ubiquitous that it is easy to forget that a focus on customer experience (CX) is a relatively new and rapidly evolving field. As the field of CX is advancing, the focus is on obtaining accurate measurements of not only "what" happened, but also "why" it is happening and "how" we can improve those measurements.

Each organization and each department within an organization is at a different place along this CX path. In this e-book we explore how CX is evolving, and help you identify opportunities to use CX research to further enhance your customers' experience.





CX in context

People have known the value of a satisfied customer since humans first started trading, but the science and art of CX research is relatively young. It arose in the context of changing relationships between organizations and customers.

Following the industrial revolution, manufacturers produced what they produced, and people could either buy it or not. It was in this environment that in 1909 Henry Ford [declared](#), “Any customer can have a car painted any colour that he wants so long as it is black.”

But as manufacturing became more flexible, competition increased, and the quality and diversity of features became table stakes. The battle for customers moved from tangibles to intangibles. Customer choice became increasingly powerful, and companies realized they needed to better

understand customers’ experiences. Thus, in the 1980s, some companies started gathering rudimentary CX data—first through customer comment cards and telephone interviews and, as the 1990s unfolded, increasingly via the internet and email.

Unfortunately, the findings were often not available for weeks or even months after feedback, making the results less actionable.

As technology evolved, CX programs became simpler to implement and less expensive to run, and their use proliferated. But their widespread adoption often led to an explosion of information, without a corresponding upsurge of insights. Innovation in technology was opening the door, but improvement in the full spectrum measurement of CX needed to keep up.

“Widespread adoption of CX measures often led to an explosion of information, without a corresponding upsurge of insights.”



Innovation in CX

Innovation in CX measurement follows the same pattern as innovation in other fields. It comes from connecting existing capabilities and insights in ways that make the new and novel possible. As ground-breaking scientist Sir Isaac Newton explained: "If I have seen further, it is by standing on the shoulders of giants."

This famous 17th century quote about how Newton's genius came from building upon previous learnings is, quite fittingly, itself a reworking of earlier ideas. It can be traced back to at least the 12th century, when Isaiah

di Trani wrote, "Who sees further, a dwarf or a giant? Surely a giant, for his eyes are situated at a higher level than those of the dwarf. But if the dwarf is placed on the shoulders of the giant, who sees further? So too we are dwarfs astride the shoulders of giants. We master their wisdom and move beyond it."

CX research is the same. Its history evidences a long, slow build that has been vastly accelerated by technological advances in both manufacturing, and the measurement of customer experience. However, the basic issue remains strikingly familiar.





The dawn of CX records

Ea-Nasir of Ur in Mesopotamia, circa 1750 BC, was a dealer in copper and other metals. He has the dishonorable distinction of generating the first known written customer feedback in the form of a cuneiform tablet. It wasn't pretty.

His customer, Nanni of Telmun, complains about quality, not meeting expectations and rude service. "What do you take me for, that you treat somebody like me with such contempt? I have sent as messengers, gentlemen like ourselves to collect the bag with my money (deposited with you) but you have treated me with contempt by sending them back to me empty-handed several times, and that through enemy territory. Is there anyone among the merchants who trade with Telmun who has treated me in this way?"

Even though this terrible service happened almost 4000 years ago, it sounds depressingly familiar to anyone who has spent time sorting through complaints about customer experiences. Fortunately, in recent years there have been advances in our understanding of how people make choices that are transforming the world of CX.

These advances represent steps along the path of CX evolution. Each step along the path has its value and its strengths. Let's look at three recent stages of development, each building on the learning of the other, leading to a greater and more holistic understanding of customer needs:

- Focused measurement
- Integrated measurement
- Diagnostic measurement



02

Focused measurement:

Monitoring key touchpoints

Focused measurement is foundational and incredibly powerful because it reveals what is happening at an individual customer touchpoint.

The airport restroom feedback system, the QR code for the QSR, and the timely text from the airline are all great examples of focused measurements.

Technology has enabled us to get closer to the actual service encounter or interaction with the brand, sometimes in real-time. This has increased the accuracy of the data, as we are not relying on vague memories of the distant past.

With timely and accurate measurement of a customer interaction a great many things become possible. If you compare scores between your two convenience stores in the same airport and you see

that one is generating considerably more dissatisfied customers, you know you need to investigate the management and training of the staff at the more poorly performing store.

If the check-out satisfaction scores within a single supermarket are lower in the evenings than in the day, then you know to explore whether the evening shift is adequately staffed or whether there might be productivity concerns. Getting even more granular, since it is possible to link scores to the cashier's password, it becomes feasible to determine if the poor scores can be traced back to a handful of employees who need training.

Every single interaction, the most minute details of the interaction you have with your customer, are an opportunity to create something remarkable.

- Joey Coleman, author



Focus to the rescue

And sometimes, focused measurement can allow you to intervene in ways that save the day. One client, an airline, was targeting high value business travellers who use their lounge services. They used surveys that triggered when their frequent flier left the lounge, enquiring how their visit was. The results were piped straight back to the lounge staff, so that they would instantly be aware of any issues.

One day, a survey was returned by a high value customer who had just left the lounge for the gate, deeply disappointed that the lounge did not

have the business newspaper she was counting on reading during her travels. Seeing this negative rating come in, lounge staff sprang into action. After sourcing a copy of the desired newspaper, they made a mad dash to the plane, arriving on board just before take-off. When the surprised customer received the paper and an apology for not having had it on the shelf in the lounge, her feeling about the service quickly turned from disappointment to delight.



Keys to focused measurement

- Questions must be asked in-the-moment, at the touchpoint. Wait for later and the experience will be forgotten.
- The questions must be quick and easy to answer. People should be able to respond without thinking deeply.
- In interpreting the results, keep in mind that this is likely just one of many touchpoints a customer will have. Seek a more holistic understanding and keep this touchpoint in context.



Focus in context

But being so focused also has its limitations. What focused measures lack is context. Focused measures are like a physician's stethoscope.

A stethoscope will let you readily listen to the lungs, intestines, and heart. When physicians adopted stethoscopes, they increased the accuracy and scalability of the listening they were doing more informally before. It represented a great step forward; just as focused measures of service encounters do.

But while a stethoscope can tell you that your heart is racing or is

abnormally slow, it can't tell you why. Is it caused by a virus, fever, anemia, arrhythmia, anxiety, an overactive thyroid, or too much caffeine? It is vitally important to distinguish the cause, not just the symptom.

To do that, you need other pieces of data. Only then can you piece together the puzzle. And that is why so many organizations evolve to integrated measurement.



03

Integrated measurement:

Putting the pieces of the puzzle together

In the world of focused measurement, responsibility for CX work often lays with the manager of that touchpoint. And while there is a great richness to a focused measurement, the full story of how people experience the brand happens across multiple touch points.


The bank I use has good online banking tools, and it makes it easy for me to do my banking without ever stepping foot in a branch. If I was surveyed about my online experience, I would say it was excellent and that I'd recommend it to others. Yet I am actively thinking about switching to an online-only neo-bank. Why?

My bank often phones me trying to sell me services that have no applicability for me, and I find that very annoying. The only reason I answer the phone is because it is my bank,

and if there is a problem I want to know about it. However, their constant calling is getting under my skin, and their incessant direct mail—which goes straight into recycling—makes me question their claims of being good corporate citizens.

The bank will only be able to understand that their obnoxious marketing is imperilling my otherwise happy tenure, if they can put my feelings about my online CX together with my perceptions of the marketing, along with a question about openness to switching. While I appear satisfied and loyal, based on my online banking CX, the reality is I am unhappily loyal and at risk.

Integrated measurement is an important step-up from focused measurement.



"You have to create a consistent brand experience however and wherever a customer touches your brand, online or offline. The lines are forever blurred."

- Angela Ahrendts, Apple Inc.

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All together now

While focused measurement of a CX touchpoint, such as a call center, often springs from a local desire to optimize the performance of that touchpoint, integrated measurement requires cross-departmental coordination and cooperation. This stage marks an organizational shift from a touchpoint perspective to a customer-centric view.

With this shift to a more holistic view, you can move to data fusion, where customer data from many parts of the organization combine with the survey data and other data streams. This is powerful because it enables an organization to link individual feedback to known behavior.

When you can connect the outcome of poor interactions with future behavior (such as spend, loyalty,

portfolio use, and so forth) it becomes possible to identify the most impactful and valuable changes the organization can make to improve the CX. Integration via live APIs allows you to instantly fuse commercial data with the customer feedback, giving CX professionals greater power to effect profitable change.

When integrating, it also becomes important to understand how people feel about the broader customer journey, in addition to touchpoint measurement. Mapping and measuring the full customer journey perspective helps knit each touchpoint together into a more cohesive view of the CX. These measures of relationship CX allow you to understand how customers feel about bigger picture questions like “Do I get value? Do I feel valued?”

Having measures of both specific touchpoints and the overall relationship with your customer base can give you a different perspective. One example of touchpoint research is asking someone what their experience is like after breaking down by the roadside with their new car. The additional perspective of relationship CX comes if you contact that same person two days later, after the issue has been resolved and customer cared for appropriately and completely. By then they are feeling differently about the full encounter. That sheds a fresh and valuable light on both the broad and specific CX.





Leading the way

In some companies, the insight function gets asked to spearhead the effort. In others, it is a team of dedicated CX professionals that take the reins. Regardless of who owns the task, it often involves an uncomfortable yoking together of various legacy systems which may or may not “talk” to each other. It also requires harmonizing the way different groups have been measuring CX. While these are not trivial challenges, they pale in comparison to the bigger challenge: helping the organization develop a holistic understanding of the customer.

Virgin Australia is a great example of a company that was transformed by an insights department that saw the need to go beyond silos and take a proactive approach to understanding the whole customer. Their story, adapted from Maru’s book [*The Insights Revolution: Questioning Everything*](#), is one of taking CX to the next level, and it’s a great example of how one department can lead the way.



Keys to integrated measurement

- Integrated measurement should cover all customer touchpoints. Anything you don’t measure is a potentially dangerous blind spot.
- Doing customer journey mapping is essential to understanding how the touchpoints are integrated and influence each other.
- Integrated measurement enables CX professionals to lead the organization to greater customer-centricity.



Virgin Australia: a CX agenda focused on driving business

Steven Cierpicki was a supplier-side researcher in Australia for many years before joining Virgin Australia, an airline, as Manager, Research and Customer Insights.

Steven spearheaded a reformation of the insights function, with a focus on holistic CX. His team has moved from being an order taker to becoming an agenda setter with a very singular focus: generating growth in the business. This change has revolutionized the type of work they do, the tools they use, and the suppliers they work with.

When Cierpicki first joined, he says, "Our modus operandi was like a little research agency within a business. We would take orders. We'd ask: 'Right, what do you want to do?' And we

were really good at that. We built up a huge reputation across the business, and everyone liked giving us briefs."

But he could see that each group that was commissioning them was quite siloed, and only looked at things from their own perspective. "Our business is probably similar to others," he says, "in that if you work in the food space, then your belief is that food is most important, and if you work in cabin crew, then you think cabin crew service is the most important thing. If you work in the lounges, you think lounges are really important, and if you work in technology, you think that the e-commerce side is most important. And then, on top of that, there's just the operational side, which is: 'I need more people to work for the baggage handling area,' or 'I need more people to work at check-in desks,' or 'I need more whatever it is.'"

The problem with that model, he says, was that "no one really knows what is actually delivering customer outcomes. What is it that ultimately a business is trying to do around the customer? We decided that our insights team in Virgin Australia wasn't just going to be a really awesome service provider. We took a really strong perspective that we wanted to be directive of the agenda."

They believed that the insights team should lead the way by being "really focused on what things will attract people to fly with us, or keep people flying with us, and then increasing their share of wallet." Ultimately, the specific agenda was "How do we become a more successful business commercially through delivering better customer-centric outcomes?"





To do this, the insights team needed to set the agenda. That's a revolutionary change that required backing from the CEO on down. And it involved a change in structure, with insights quite literally getting a seat at the table. He explains that his boss "really knows the importance of, and really believes in, that customer-centric way of operating. She was prepped to speak to the CEO. And through those discussions, the CEO started what's called a Customer Board."

On this Board, "There's the CEO. And there's my manager—who's head of customer experience and product development. And then there's me. And then there's a head ground operation person, and the head of technology. So, through that Customer Board, I've got influence across the business."

"We started a knowledge agenda, in which the fundamental question is: 'What drives customers to choose Virgin Australia?' We're framing it from a financial perspective. We put a value on what is the share of wallet of the existing fly base. The same from an acquisition point of view: we looked at the entire market and the value of a group of people that have not flown with us, and how many there are, and what the value of that is. I think framing it as a financial opportunity is really critical."

This focus on growth caused the Virgin Australia insights team to rethink who their primary research supplier should be. "We found a supplier who is like-minded," Cierpicki says. This company has "taken the path of becoming strategic growth consultants." They are "aligned to that agenda of everything you report

back on is about: 'Is this success?' as opposed to just interesting facts and figures."

The result of the insights team setting the agenda has been positive. "We've gotten more kudos and more respect," he explains, "because we are actually helping."

Championing a holistic view of CX can benefit everyone involved, from customers to company. Steven Cierpicki was promoted to Head of Branded Customer Experience at Virgin Australia.



04

Diagnostic measurement:

The “why” behind the “what”

When you see the full picture, you can understand exactly what your customer is experiencing. The question then becomes, how do you improve that experience? When you hit that point you know you’ve reached the limits of technology alone.

It’s like being in a plane where you can read all the instruments, you can see the horizon ahead, but you don’t have a control wheel to guide the plane. That’s where an understanding of the “why” behind the “what” comes in.

This situation of finding yourself aware of a CX problem, but not being equipped to fix it, is depressingly common. A recent survey by [McKinsey](#), a consultancy, found that just 16% of CX executives felt their CX data would enable them to “address the root causes of CX performance.”

Things like Net Promoter Scores (NPS) provide a good measure of what is happening at each touchpoint. Dipping scores can point to a problem, but they won’t tell you the nature of the problem or provide direction on how to turn things around.

While many companies can harness the wide array of technology available for CX measurement, few organizations are equipped to answer “why” questions internally. That requires specialist skills in advanced analytics and qualitative expertise, coupled with deep knowledge of CX and may require tapping into external expertise from researchers.

Any fool can know. The point is to understand.

- Albert Einstein





Grabbing the control wheel

A popular strategy for digging into the “why” behind the “what” has traditionally been key driver analysis. Key driver analysis builds on something like an NPS score by adding additional questions about what people think of the brand touchpoint. People might be asked to indicate which words or phrases they associate with the touchpoint.

If you were looking at grocery delivery, you might use words and phrases like “confusing”, “makes it easy to get what I want,” “limited choice,” “awkward to use” and ask people if they think these phrases describe the touchpoint. If you find, for example, that people who are Detractors tend to say “confusing,” and “awkward to use” describes the delivery ordering experience, you’d have some concerns. If you also saw that promoters tend to choose

“makes it easy to get what I want,” then you’d probably want to think seriously about looking into some usability (UX) research into the differences between the groups.

Another common strategy is to use open-ended questions, like “Why did you give that rating?” The responses are often displayed using “word clouds” that give a sense of which words were chosen more often. Unfortunately, these kinds of questions are too often not very revealing. When the biggest phrase in the word cloud generated by analyzing the responses of Detractors is “poor/bad service” are you further ahead?

These types of strategies, while somewhat effective, are severely limited by the fact that when you ask people what they consciously think, you are only getting part of the picture.





The problem with asking “why?”

“Why do you say that?” “When it comes to air travel, what is important to you?” These kinds of questions get asked all the time. The answers they elicit are not just useless, they are misleading. They steer you away from the truth and instead provide you with false information that confirms accepted myths.

Questions like “What is important?” and “Why do you say that?” get asked because they are easy. They are easy to write, easy to explain to others, and easy to report back. They are seductively simple. But to make matters worse, the picture the answers paint appears plausible. The answers “make sense.” That’s what makes them so dangerous.

Asking “why?” is problematic because it sits at the overlap of three inconvenient truths. Firstly, we are

largely blind to our motivations. Secondly, our conscious mind creates plausible reasons for our often-unconscious choices. Thirdly, when we provide those reasons, we are deeply influenced by social conventions, and use our answers to get along with people.

In other words, we don’t know why we do what we do, but we are good at making up the answers that we think will satisfy the person we are answering to. The worst part is that we are oblivious to our own ignorance and the inadequacy of our attempts at explanation because these kinds of answers are part of everyday polite social discourse.

For CX research to go beyond superficial comprehension, you need to tap into advances in understanding of how we make decisions and how choices really happen.





Think fast!

Psychologist Daniel Kahneman won a Nobel Prize for his work on behavioral economics, which he described in his book *Thinking, Fast and Slow*. Behavioral economics is concerned primarily with how we process information and make decisions. He suggests the brain's operations can be categorized into two systems:

1. "System 1 operates automatically and quickly, with little or no effort and no sense of voluntary control."
2. "System 2 allocates attention to the effortful mental activities that demand it, including complex computations."

Another way to think of it is that System 1 is fast, intuitive, and emotional, while System 2 is slower, deliberative, and logical.

Kahneman suggests that when we think about who we are and the choices we make, we like to believe we are primarily using System 2, "the conscious, reasoning self that has beliefs, makes choices and decides what to think about and what to do." But he knows that's not true.

His perspective is based on a wealth of behavioral science research that demonstrates our emotions are responsible for most of our decision making. Research suggests that as much as 95% of our behavior or decisions occur subconsciously in a fast associative manner—driven by how we feel.

At the same time, our System 2 pathway, making rational, slow, controlled, conscious thinking decisions, is engaged in only a fraction of our choices. Even when we are making seemingly rational decisions, we are constantly receiving emotional

feedback that influences motivations, goals, and the consequences of our decisions.

So, while we like to think of ourselves as rational creatures, we are largely driven by emotional reactions we are not aware of. Neuroscientist V.S. Ramachandran summed this up nicely: "Our mental life is governed mainly by a cauldron of emotions, motives and desires which we are barely conscious of, and what we call our conscious life is usually an elaborate post-hoc rationalization of things we really do for other reasons."



05

The new frontier of CX:

Feeling

To accurately capture the complete CX decision process you need to capture how consumers *feel*, how they *behave*, and what they *think*. To understand people's CX, you need to use an analytical framework that accommodates the two pathways of thinking and prioritizes the role of emotion.

When we think about our decision pathways in the context of traditional CX work, the flaw of the standard approach is obvious. The conventional approach focuses on asking what people think and sometimes how they behave. But it completely misses how the consumer feels.

What is a customer experience? An experience is not just an event or occurrence. An experience is how the customer feels and thinks

of your brand at each touchpoint. While the customer interaction may be objective, the perception of that experience exists emotionally.

"People will forget what you said, and what you did, but they will never forget how you made them feel," said American poet and civil rights activist Maya Angelou. To fully understand CX you must capture how customers feel, behave, and think. This allows us to holistically understand customers, by revealing all aspects of their reaction and response to an experience. With this comprehensive learning we can comprehend both "what" and "why."



Your intellect may be confused, but your emotions will never lie to you.

- Roger Ebert, film critic

Key to diagnostic measurement

- Recognize that people can't reliably tell you why they do what they do, or what is important to them.
- People can provide you with measures of their feelings and perceptions that will allow you to infer what is driving their choices.
- Techniques that tap into our unconscious System 1 thinking reveal what truly drives a good CX.
- Diagnostic measurement provides powerful new insights that add an additional layer of understanding on top of the learning from focused and integrated measures.



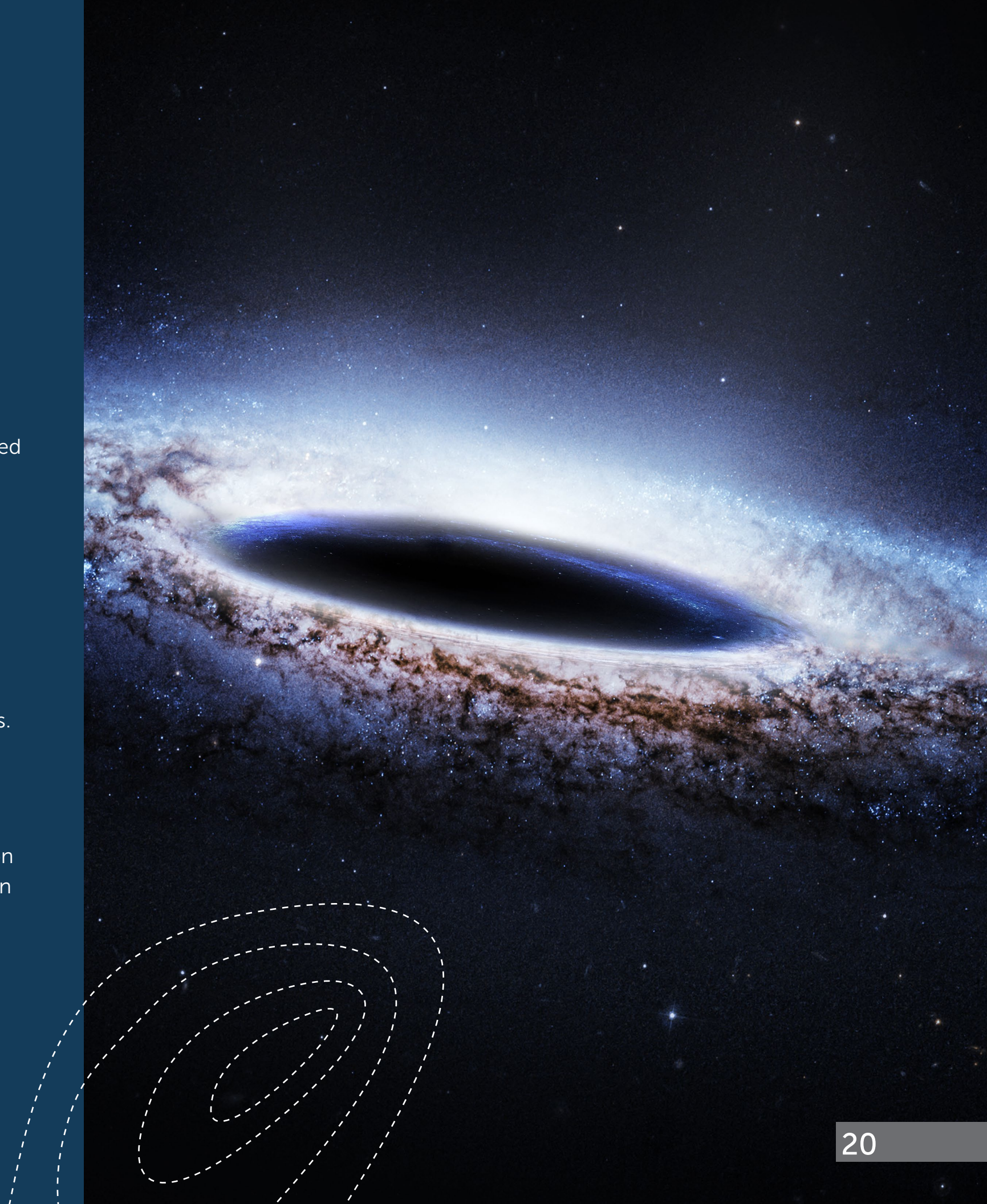
Feelings break through

Industry's understanding of how to effectively measure CX moves forward in the same way as all science. Sometimes advances happen in slow small steps, sometimes there are detours and cul de sacs, and sometimes there is a breakthrough, or even a paradigm shift.

For 200 years, Isaac Newton's theory of mechanical physics—which illuminated many things—reigned as the dominant way of explaining the forces that shape our world. But there were things these theories struggled to explain, and some data that was contradictory. Enter Albert Einstein and the theory of relativity, devised while standing on the shoulders of Newton and others.

The theory of relativity revolutionized the science of elementary particles and their fundamental interactions, and opened the door to the nuclear age. Equipped with the theory of relativity, cosmologists and astrophysicists were able to predict extraordinary astronomical phenomena such as neutron stars, black holes, and gravitational waves. Suddenly a whole new level of understanding of the universe was possible.

Comprehending the role of emotion likewise reveals an otherwise hidden aspect of CX. Because most of our choices are made based on how we feel, rather than how we think, understanding emotion is the key to unlocking ways to improve our customer's experience.





Tapping into System 1 and 2 thinking: Uber example

Tapping into unconscious or System 1 thinking can be done in a number of ways, including using implicit association testing and visual semiotics. A study of CX with Uber illustrates how measuring emotion using visual semiotics adds a vital new dimension to our understanding.

In this case study we used driver analysis and text analytics to provide two ways of understanding the CX. We then added an innovative driver analysis using the text data, to shed more light on the text results. Finally, we used visual semiotics to tap into the emotional layer.

In the visual semiotics exercise each customer selected 10 images from a choice of 200, to create a “collage” that describes how they feel about their CX with a specific brand or organization. These 200 potential items were randomly selected from amongst an image bank of over 9,000 items, which have been validated in over 50 nations. Using the image collages, we derived the emotional signature of the experience.

6

WAYS

visual semiotics measure CX emotions

01 Color

Emotional drivers and expectations

Colors are the primary emotions dominating a context. The core emotional influences dominate all others and our interpretation of the world.

02 Shapes

Psychological context

Shapes are the modifiers of the primary emotions. If you are angry, how angry? Upset or enraged?

03 Physical context

Your role or place in the image

Your physical role in a context is what you will physically experience, like hygiene or fun. These are cultural expressions and the second largest set of influences.

04 Social context

This is the matrix that defines the primary dimensions of our social life and roles. Are we: included, excluded, dominant and/or submissive?

05 Responsibility

Who or what is responsible for the primary change in the context? Is it us, or the product or something else? Cultural, nature or an unseen force?

06 Experiential context

Secondary emotions reflecting individual experience/emotional conclusion. Emotional understanding is the understanding of an emotional transaction.



System 2 says...

The Uber key driver analysis revealed that pricing, the cleanliness of vehicles, and the accuracy of the wait times were important. Text analysis revealed similar results, in that it suggested price and timeliness are important. Text analysis differed somewhat from the key driver analysis, in that it suggested the person behind the wheel was important, whereas the key driver analysis identified the cleanliness of the car (but obviously the two are interrelated).

The text driver analysis surfaced another angle: discussion of how the company is run. That covered the treatment and payment of the operators, among other things. This text driver analysis also confirmed that pricing and the person behind the wheel were important.



Emotion elevates to a new level of understanding

The analysis of emotions revealed a whole new layer of understanding by making clear that Promoters and Detractors have very different feelings about the Uber CX.





Emotional signature of Uber amongst NPS Promoters and Detractors

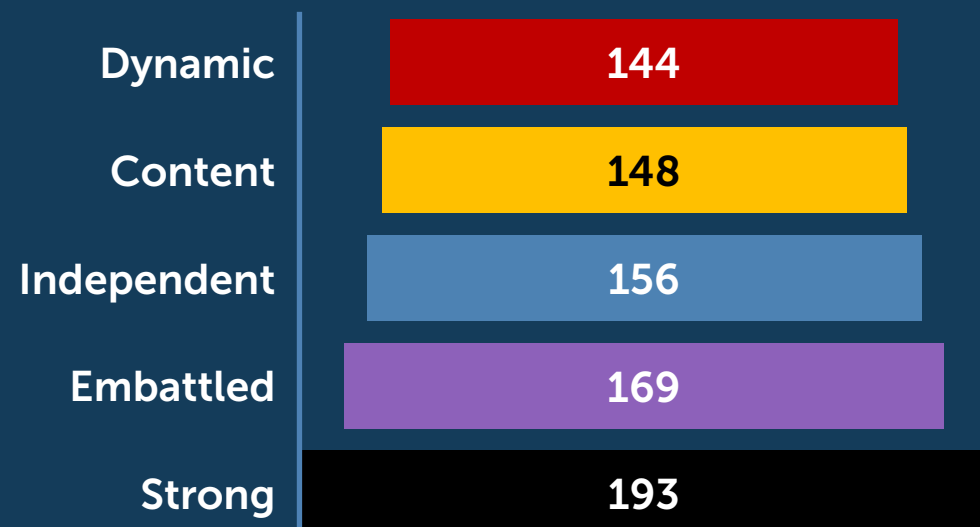
The feelings of both Promoters and Detractors flow mainly from the interaction with the driver. In a service encounter, the nature of that personal connection is far more important than rational things like price and timeliness. The rational elements are table stakes. It is how the driver makes the rider feel that creates Promoters and Detractors.

Promoters had encounters that left them feeling the drivers are independent and dynamic. One can imagine a pleasant cab ride with a friendly and entrepreneurial driver. That's something you'd tell a friend about.

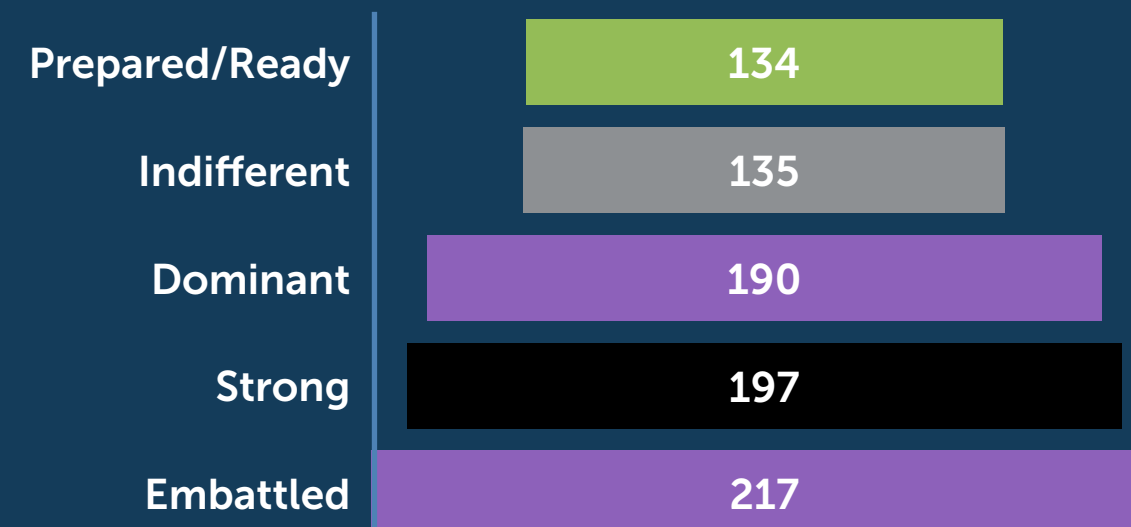
Detractors, on the other hand, found the service impersonal and the experience felt dominated and commanding. Think about a painful trip with a surly driver. That would certainly fuel the feeling that Uber is not something you would recommend to others.

Both groups felt Uber is strong and embattled—which makes sense given Uber's powerfully disruptive nature, and the conflict that disruption has inevitably sparked. This will be a long-term corporate reputation challenge for Uber, but not one that is always directly CX related.

Promoters



Detractors





Revealing new depths for Uber

These feelings are aspects of CX that were not, and could not, be uncovered by other analytics. The more rational measures indicated the driver interaction was important. What they could not reveal is how the feeling of that encounter made all the difference.

Likewise, the text analytics suggested that how the company was run is important. But it did not explain that Detractors were left feeling oppressed by the exploitative heavy hand of big brother, while Promoters felt they were riding with empowered individuals. That's how measuring

emotion led to a revolutionary new level of understanding. This emotional analysis provides clear direction on how to create more Promoters and fewer Detractors.

Let's look at another example of a CX study in which examining the emotional aspect provided clear direction for how to improve the CX experience for a vital segment: those with high potential.



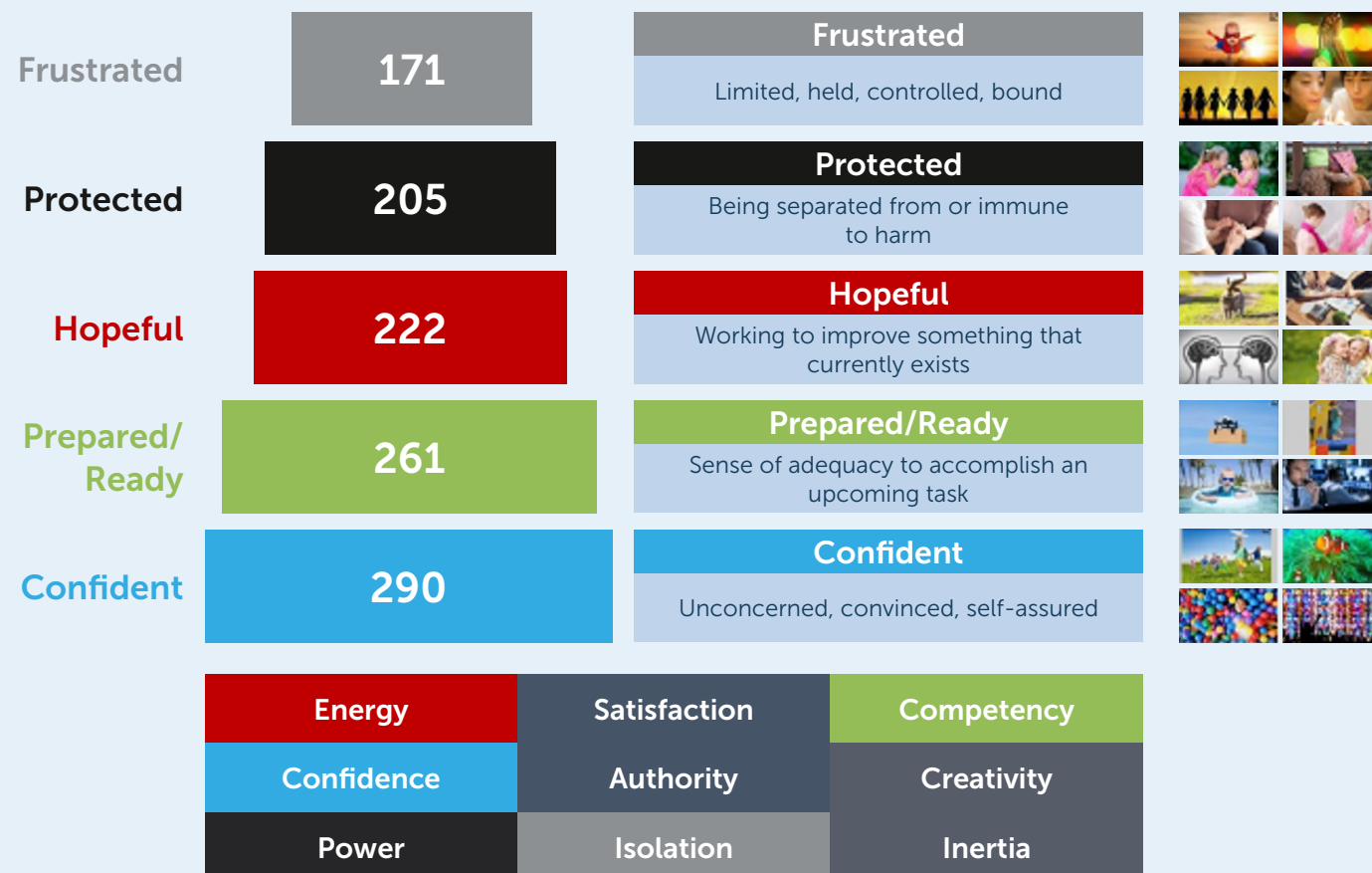
Financial services case study: Established vs High Potential segments and emotion

A large financial services firm needed to better understand its extensive menu of omnichannel transactions, including interactions about adding beneficiaries, setting up recurring money transfers, and adding authorized users. They also needed to understand how perceptions differed by customer segment, especially for their two most important segments: Established and High Potential.

▼ There was a dramatic difference in the feeling of the emotional signature of the organization between these two vital customer segments:

While both customer segments felt “hopeful” and “frustrated,” the High Potential customers, higher scores on frustration, combined with feeling “isolated,” really opened the client’s eyes to how the High Potential truly felt, and what they needed to do to engage with them more successfully.

Established segment



High potential segment





A fresh light

When we viewed the customer transcripts and feedback through the lenses of these emotions, we saw key differences in how each segment experienced the journey and their preferences around interaction.

The High Potential are looking for a partner and they need to be empowered to improve their interactions with the company. They could use a helping hand to realize their full financial potential.

These elements also came through in how high potential customers dealt with issues in their journey. They did not want support to just fix the issues

on their end, but a partner to walk through how to complete the task or process so that they could do it on their own in the future.

The Established just expect the company to make the process seamless. They don't need a guide, as they already feel empowered and highly confident. They just don't want service issues.

The emotional understanding provided actionable engagement solutions for our client to improve the key components of the journey, with a focus on the customer segments that mattered most to the business.





Enhancing existing measures with emotion

Standard CX measures like Net Promotor Score tap into our logical and effortful System 2 thinking. People are asked to make a conscious, rational report on a hypothetical task—whether they'd recommend the brand or organization. But there is an exciting opportunity to add value to these types of standard CX measures by additionally unlocking the emotional—or System 1—aspect of how people answer.

System 1 thinking is fast and effortless. System 2 thinking is more conscious, effortful, and slower. But the two are inexorably intertwined. How you unconsciously feel about something shapes your conscious thoughts. “Most of what you...think and do,” Daniel Kahneman explains, “originates in your System 1.”

You can detect the effect of System 1 thinking on how people answer by measuring how quickly and automatically they respond. If an answer comes quickly, you know there is a strong implicit emotional connection—System 1 is powering the answer. If a person must stop and mull over a response, you know that explicit System 2 thinking is dominant.

Reaction time testing is how we discriminate subconscious brain processes from conscious thoughts or decisions. Implicit Response Testing (IRT) is the name given to any timed testing where the measurement is to identify implicit and explicit responses based on time in milliseconds.

By adding IRT you capture how emotional a decision is, and how deeply held the feelings are. This extra layer of information is like turbo-charging the question—you can

suddenly get so much more power from it.

As a result of including measures of emotion to your CX research, you are better equipped to understand which CX are working well, and which are not. It gives insight into ways to build a greater bond and enhance the CX.

Adding emotion to CX—whether through visual semiotics or IRT—adds incredible power to the insights gained.

SYSTEM 1

Unconscious emotions

- Very Fast
- Involuntary
- Associative
- Implicit Responses



SYSTEM 2

Conscious thinking

- Controlled
- Rule Following
- Slow
- Explicit Responses

06

CX takes flight

The journey to success in CX is long, but we are fortunate in that we can benefit from recent advances. We can see farther by “standing on the shoulders of giants.”

Technology has been a powerful tool for enabling the cost-effective focused measurement of individual touchpoints, but a focus just these touchpoints reveals acute problems. It does not tell us anything about systemic challenges and other pain points in the customer journey.

Integrated measurement is a great step forward because it provides a holistic understanding of the customer journey. But getting that full picture often requires significant organizational change—as we saw in the case of Virgin Australia.

Even with that holistic picture, however, you can’t steer the organization without more deeply

understanding the “why” behind the “what.” It’s like having an aircraft with the full panel display, excellent visibility, but no control wheel. You can see where you are going, but you can’t do anything about it. Enter the role of emotion in revealing “why.”

Recent advances in understanding of our decision-making reveals choice is largely driven by how we feel, then behave, and finally think. This points to the vital importance of understanding emotion in the CX, in addition to measuring touchpoints and the customer journey as a whole. With a deep knowledge of how people feel, we can identify how to enhance the CX to support high potential customers and turn Detractors into Promoters.

Powered by a deep understanding of how emotion drives CX we are ready to fly to new heights, elevating our customers, experience as we soar.





Come fly with us

At Maru, our unique combination of software and advisory expertise positions us as perfect partners to help you evolve your CX research. Wherever you are in the CX journey, our team can help you elevate to the next level.



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