



See What Your Customers See: Mapping Your Real Customer Experience

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The Beyond Philosophy Perspective



**Customer Experience
is all we do!**



**Thought leadership is
our differentiator**



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**Focus on the emotional side
of Customer Experience**

We are Proud to Have Helped Some Great Organizations



Learning Objectives

- Why customers' perceptions probably are not accurate
- How to identify relationships between key experiences and customer touch points, and why traditional techniques don't link them effectively
- What impact visual and sensory experiences have on the customer experience
- How to create easy, valuable maps that don't require expensive software solutions



Touchpoint Mapping Defines CEM

- ❑ In a worldwide survey of 50 Leaders of Customer Experience 64% defined Customer Experience as about Touchpoint Mapping either on its own or in combination with something else: usually emotion
- ❑ This is the standard approach based on the concept of Moments of Truth and the Service Blueprint

Viewpoints	Percentage
Customer Service	3%
Emotional	11%
Emotional and Touchpoint	22%
Holistic and Touchpoint	3%
Insights	17%
Loyalty return	3%
Measurement and Process	3%
Touchpoint	36%
Touchpoint and Loyalty	3%

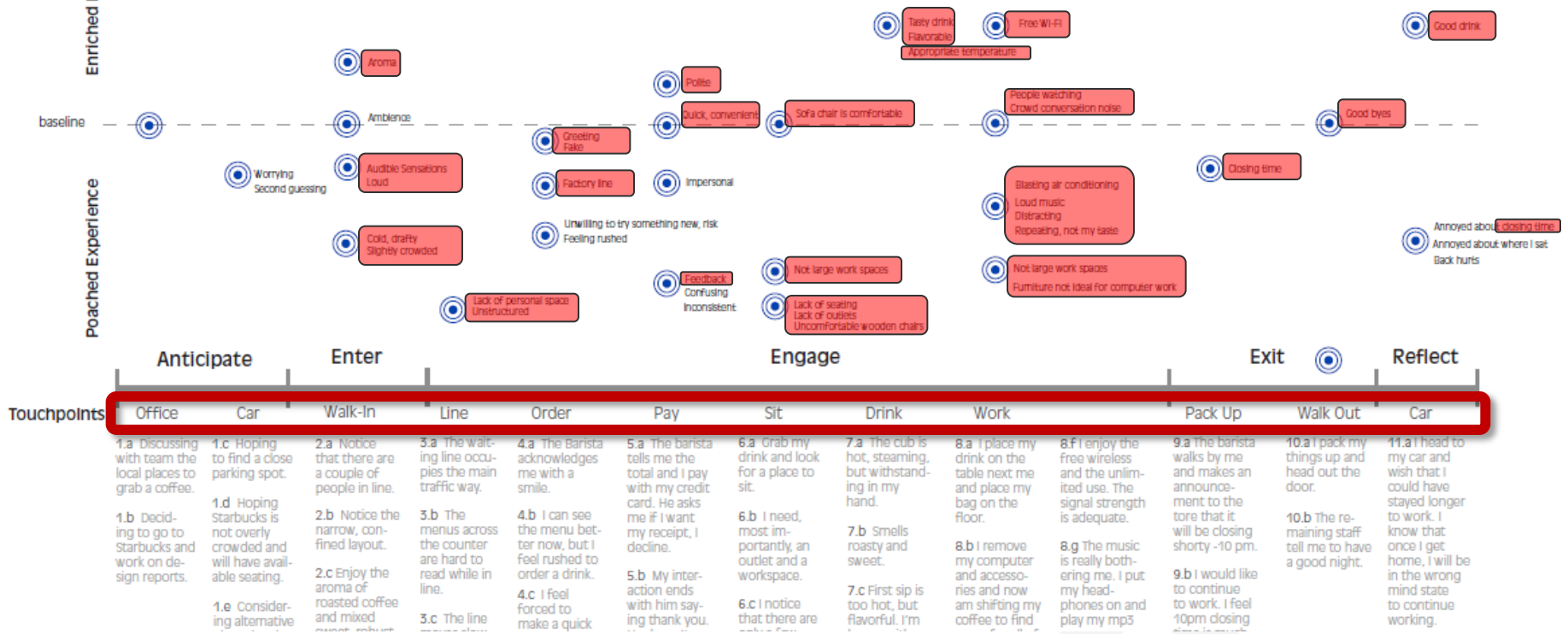
Viewpoints	Percentage
Customer Service	3%
Total Emotional	33%
Total Touchpoint	64%
Insights	17%
Loyalty return	3%
Measurement and Process	3%

Global Experts Support the Touchpoint Approach

Definitions of Customer Experience	Country	Title	Viewpoint
Everything that touches the customer matters. Everything that enables the improvement towards what the customer perceives.	USA	Expert	Touchpoint
Looking at all touchpoints from start to end e.g., from serviceing to repurchasing and all touchpoints in between as well as moment of truth identification	USA	CxO- implement	Touchpoint
Identifying touchpoints, active management - where is it, interaction - how identify efficiencies, and understand expectations and requirements	USA	CxO- implement	Touchpoint
Came about in USA from Academia (HBR). It is about all the interaction points the customer has with an organisation, that the sum of those equals an overall customer experience. 1 bad interaction can have bad impact on the overall customer experience What are the key interactions and what does some of those equal in the customers mind	UK	Lead- implement	Touchpoint
Managing and understanding the customer's entire lifecycle.	UK	CxO- implement	Touchpoint
The lifecycle of the customer with us. Even before day 1: look at the journey, every touchpoint, why are they loyal, look at customer lifecycle	Turkey	Lead- implement	Touchpoint and Loyalty Return
Managing the experience across all customer life cycle touch points	Saudi Arabia	CxO- implement	Touchpoint
A constant interaction between management and the customer for a period of time with several different touchpoints.	Saudi Arabia	Lead- implement	Touchpoint
How you basically transform everything to do with your touchpoints, Defining what customers need.	Russia	CxO- implement	Touchpoint
It means Customer Journey Mapping from end to end.	Indonesia	Expert	Touchpoint
Build a relationship everytime you touch them and converting the non-customer into a customer. This is not just about managing customers, but also about looking at each moment of truth and creating a positive experience	Australia	Lead- implement	Emotional and Touchpoint
Purposefully design an organisation to achieve value by creating an emotional connection	Netherlands	CxO- implement	Emotional and Touchpoint

Traditional Touchpoint Mapping

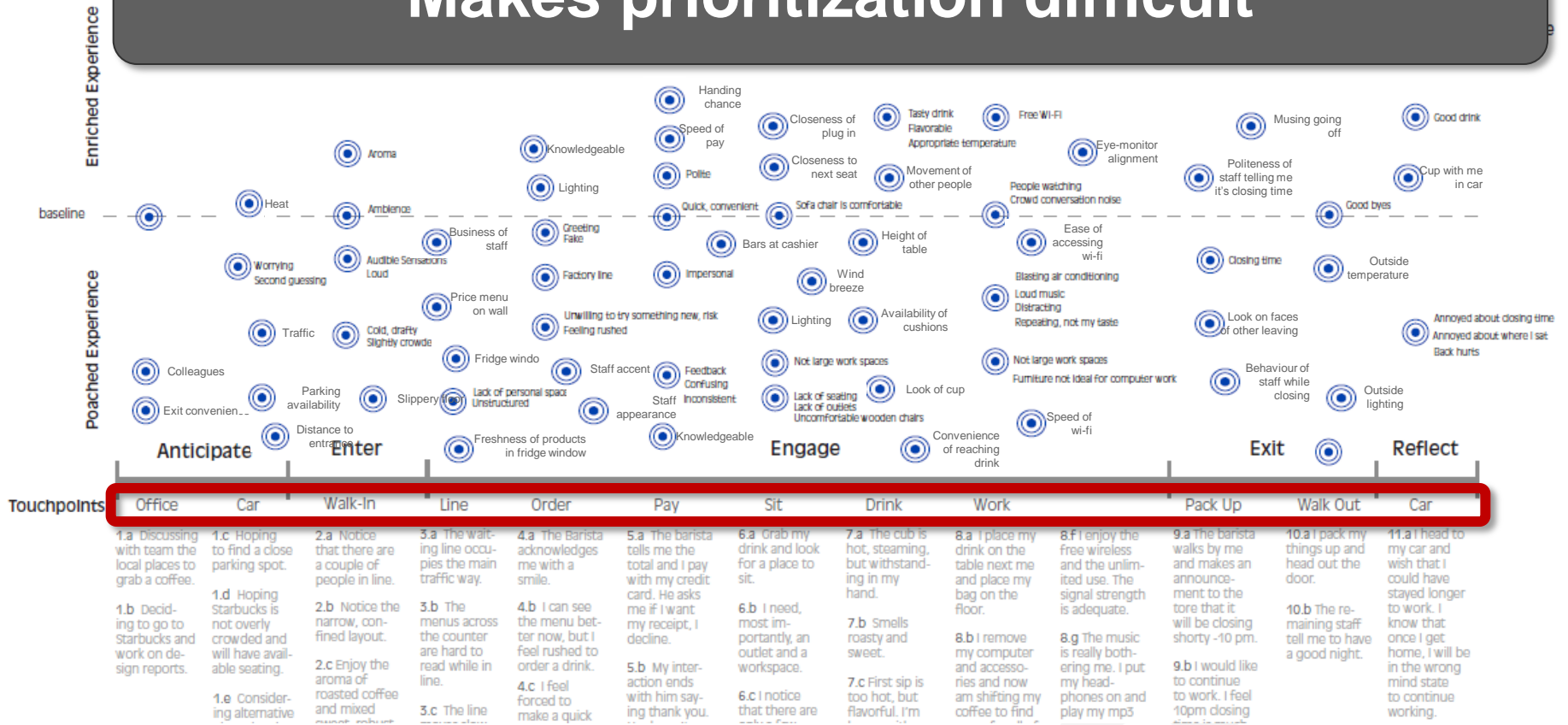
Maps out the observable and rational



Source: Customer Experience Professionals Groups

Traditional Touchpoint Mapping

Makes prioritization difficult



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Traditional Touchpoint Mapping

Makes prioritization difficult

The
Companies focus either on:

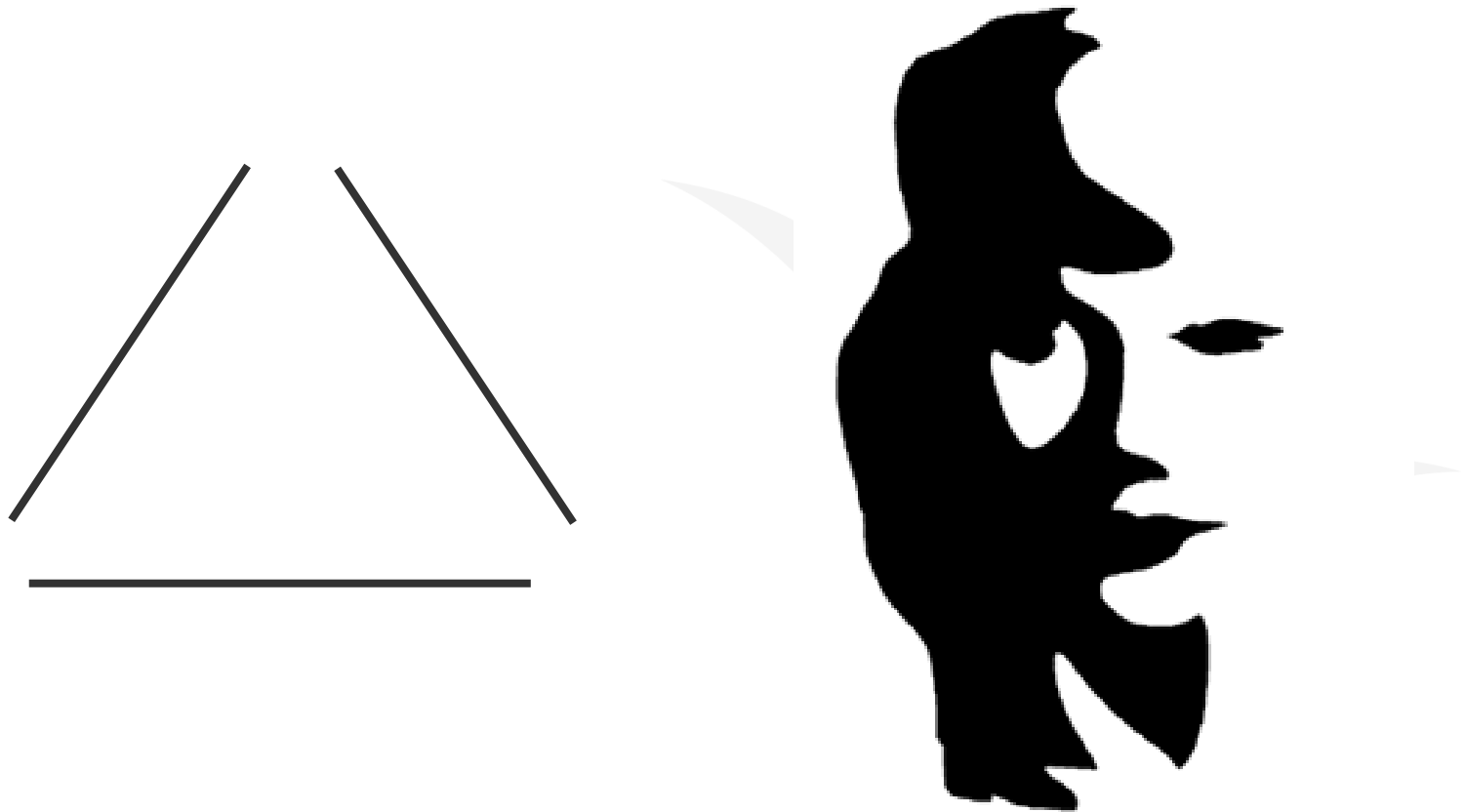
- Whatever is easiest to fix (cheapest, quickest...)
- Whatever the internal culture believes is most important
- Whatever is easiest to measure (think KPIs, software implementations etc.)
- Whatever gets most complaints

Every



Emotional Touchpoint Mapping

Maps out the experienced and the perceived



The customer viewpoint MUST be the starting point



Decide the Customer and Be the Customer

- ☐ Wow this is a good game
- ☐ Those guys played rough
- ☐ Don't go to commercials yet!

- ☐ This game is boring
- ☐ When's it going to end?
- ☐ When is the commercial break?

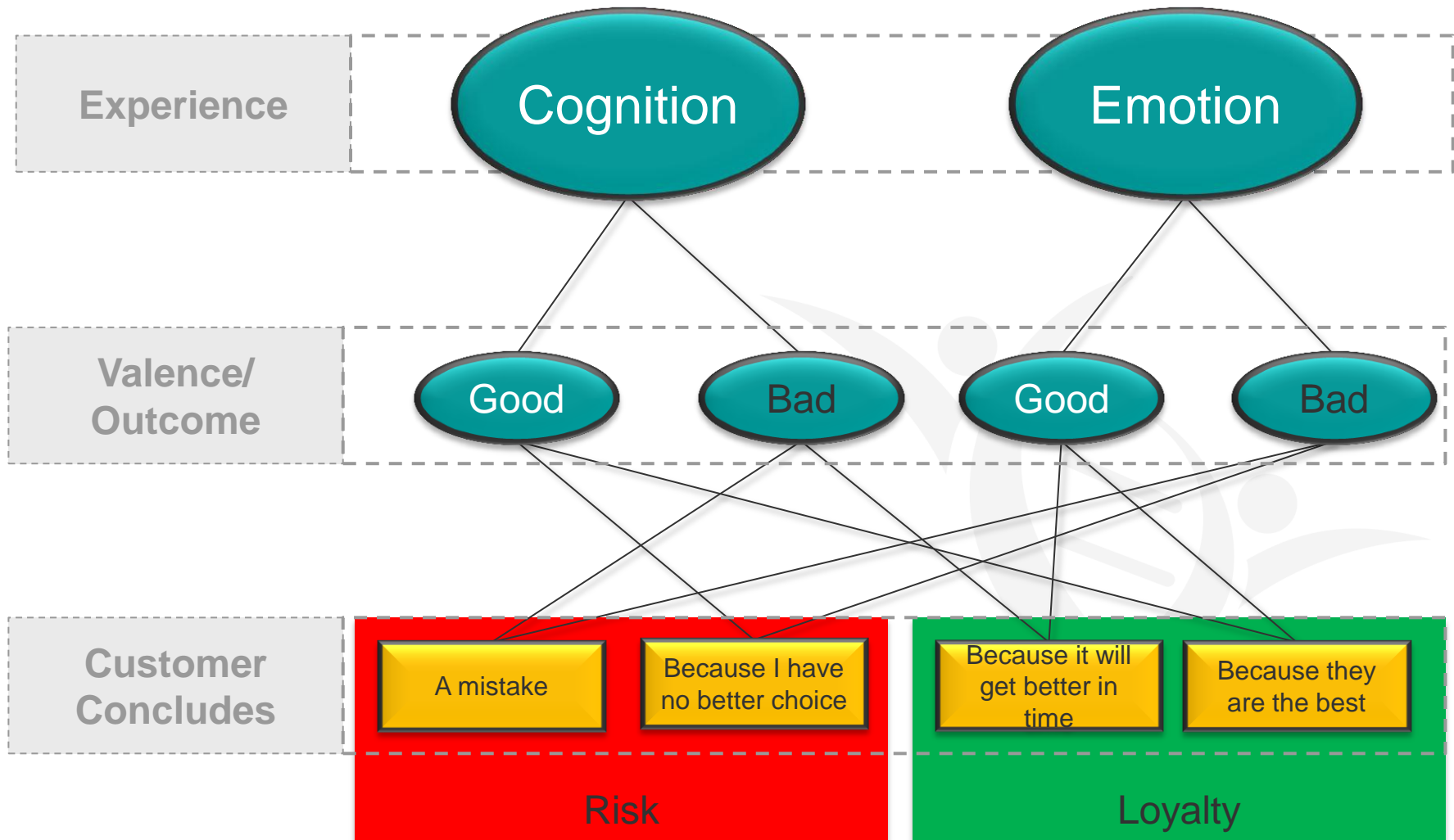


The truth is emotions drive behavior....

- ❏ “The essential difference between emotion and reason is that **emotion leads to action while reason leads to conclusions.**” (Calne, D. (2000). Within Reason: Rationality and Human Behavior. Vintage Books.)
- ❏ “Although beliefs may guide our actions, they are not sufficient to initiate action. No matter how rational your thoughts about helping the needy may be, you need an emotional impulse before you actually volunteer to help. **Emotions are prime candidates for turning a thinking being into an actor.**” (Frijda, N.H., Manstead, S.R., & Bem, S. (2000). The Influence of Emotions on Beliefs. In N.H. Frijda, A.S.R. Manstead, and S. Bem (Ed.), Emotions and Beliefs: How Feelings Influence Thoughts (pp. 1-9), Maisson des Sciences de l'Homme and Cambridge University Press.)
- ❏ “**Customers are always emotional.** That is, they always have feelings, sometimes intense, other times barely perceptible, when they make purchases or engage in commercial transactions. One thing is certain: no one is entirely neutral about consuming.” (Barlow, J. & Maul, D. (2000). Emotional Value: Creating Strong Bonds with Your Customers. Berrett-Koehler Publishers, Inc.)
- ❏ “We now accept that human beings are powered by emotion, not by reason. **Emotion and reason are intertwined, but when they are in conflict, emotion wins every time.** [Emotion] controls our rationality, our decision making.” (Roberts, K. (2002). Annual ESOMAR Conference, Barcelona.)



Emotions, Cognition and Behavior

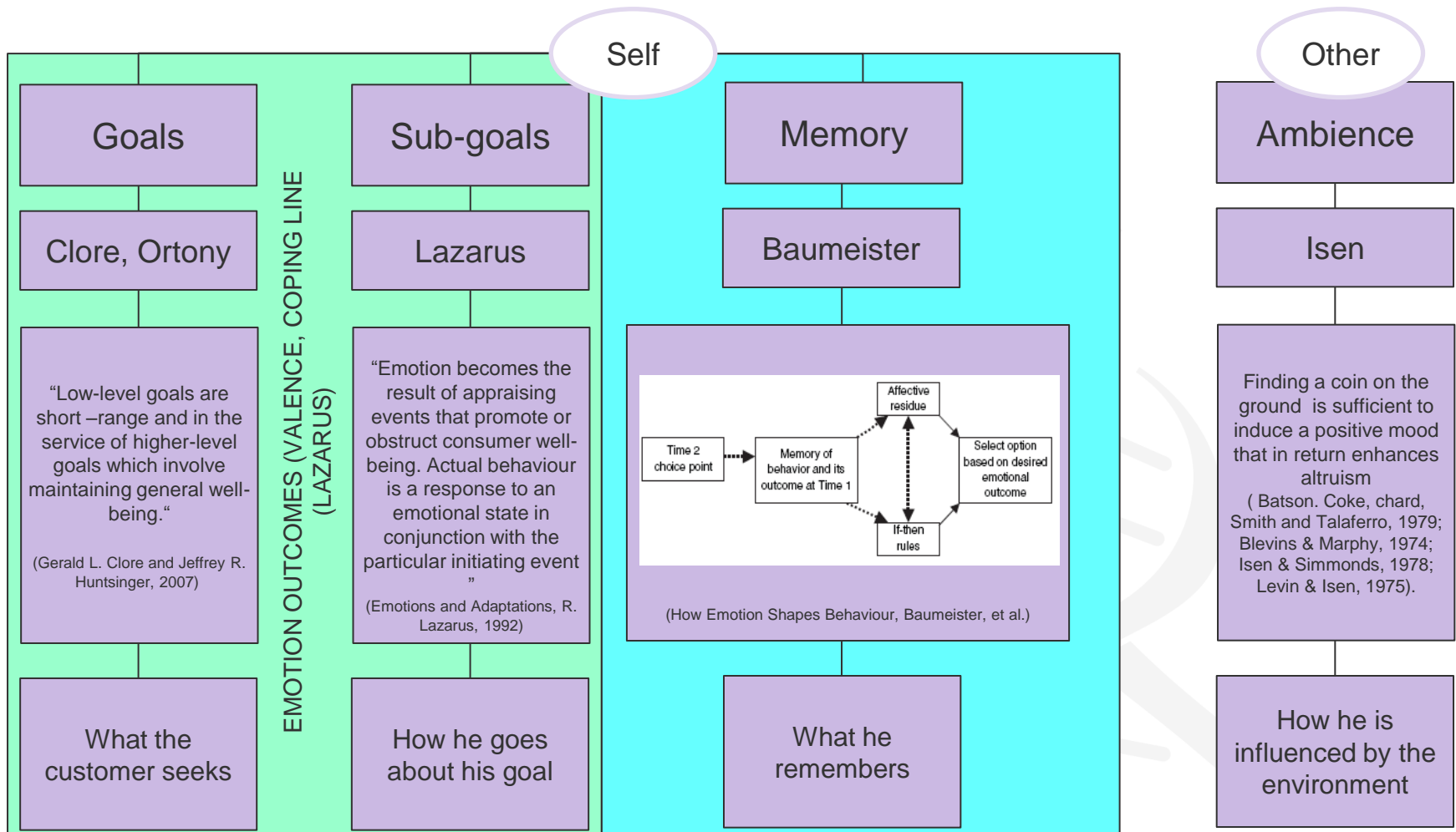


How do we put the 'C' in 'CEM'?

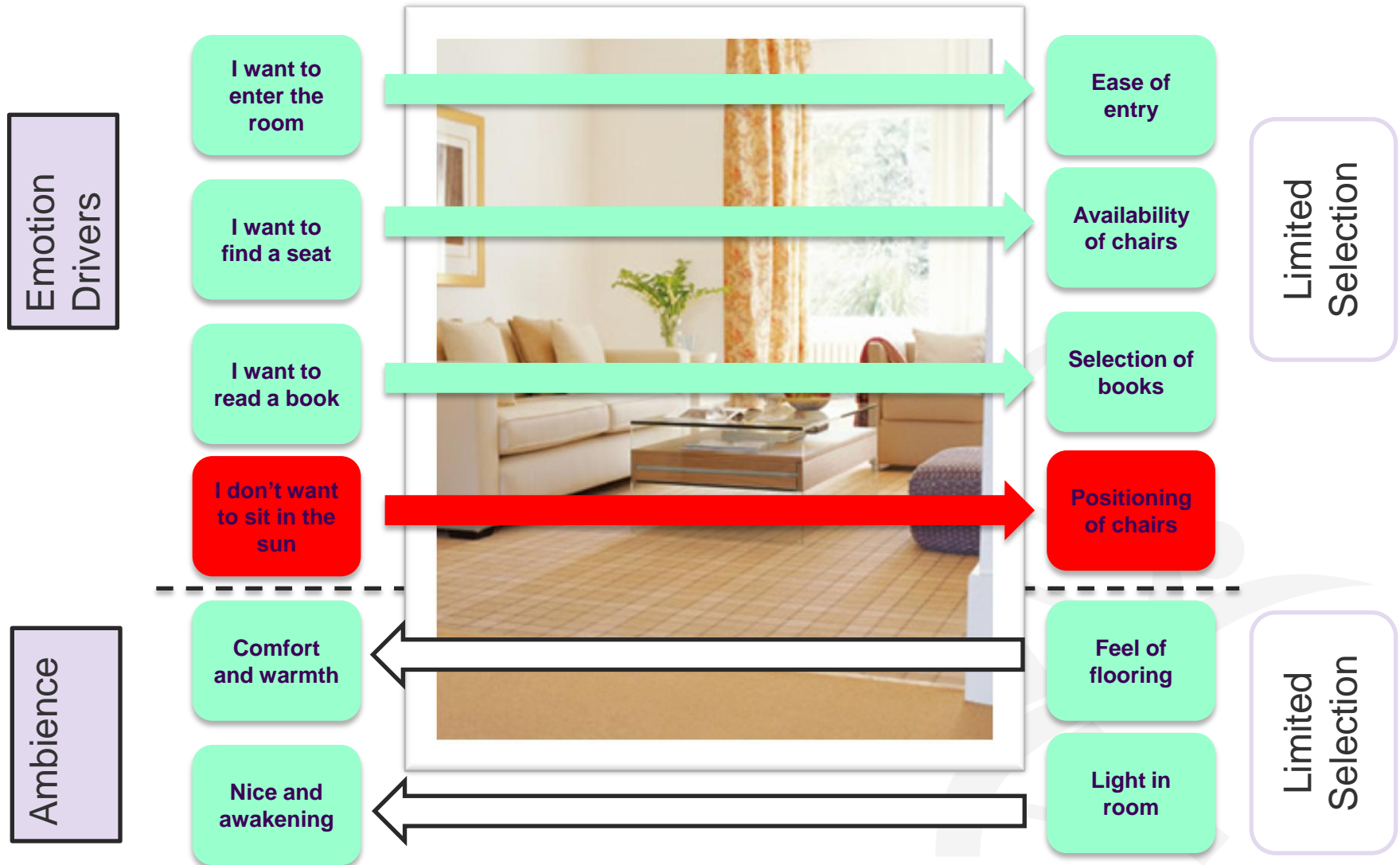


Grounded in Emotion Theory

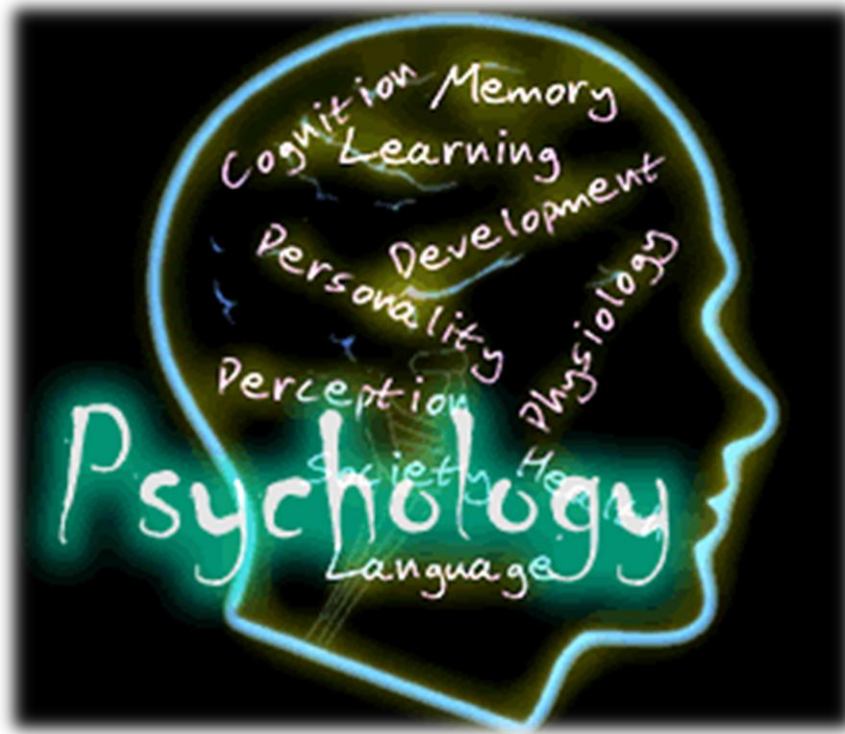
CUSTOMERS EMOTIONAL EXPERIENCE



The Emotional View Defined By Walking the Experience



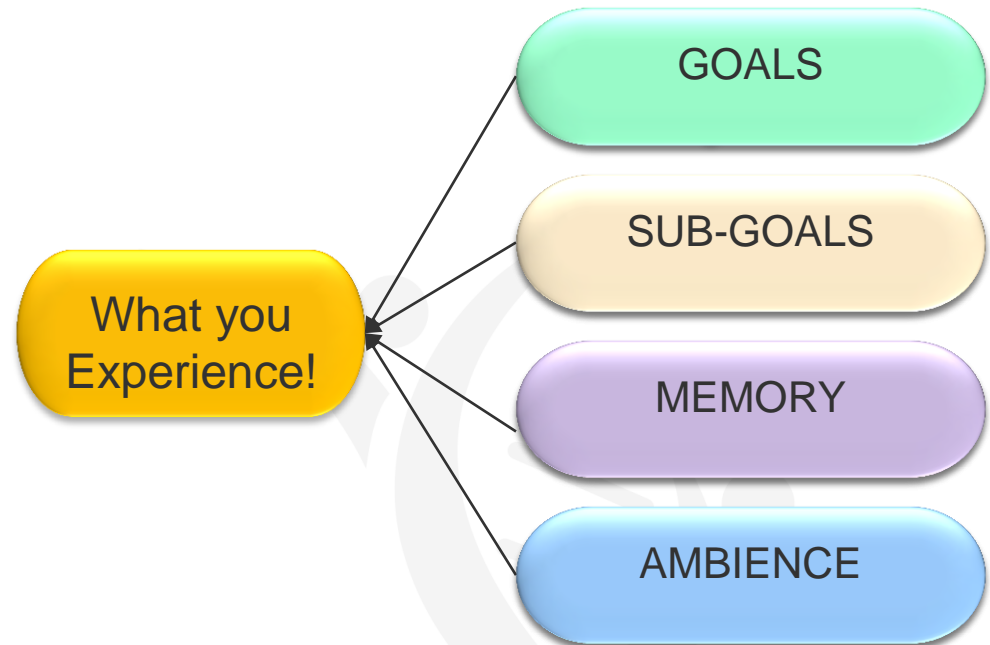
What does the customer experience?



An experience is NOT a summation of touchpoints but the extraction of value from what the touchpoints 'mean' to you i.e., some touchpoints weigh heavier in the experience than others

What do others experience? A value-chain approach

The customer is one side of the equation, the firm the other
In addition there are customer interlinkages and so forth



Defining which perspectives to focus on

Subjective views



Objective focus



You MUST use higher order maths to process the viewpoints and define where your organisation should focus

HOW TO DO IT?



Example: Online application



Customer Immersion: the Ethnographic phase

- ❑ Customer experience experts walk the experience of being a customer, or observations are taken
- ❑ During this process audio, video and photographic clips (as far as possible) are taken
- ❑ The expert keeps a log of the experience and fills in the Emotion Mapping Questions



GOALS

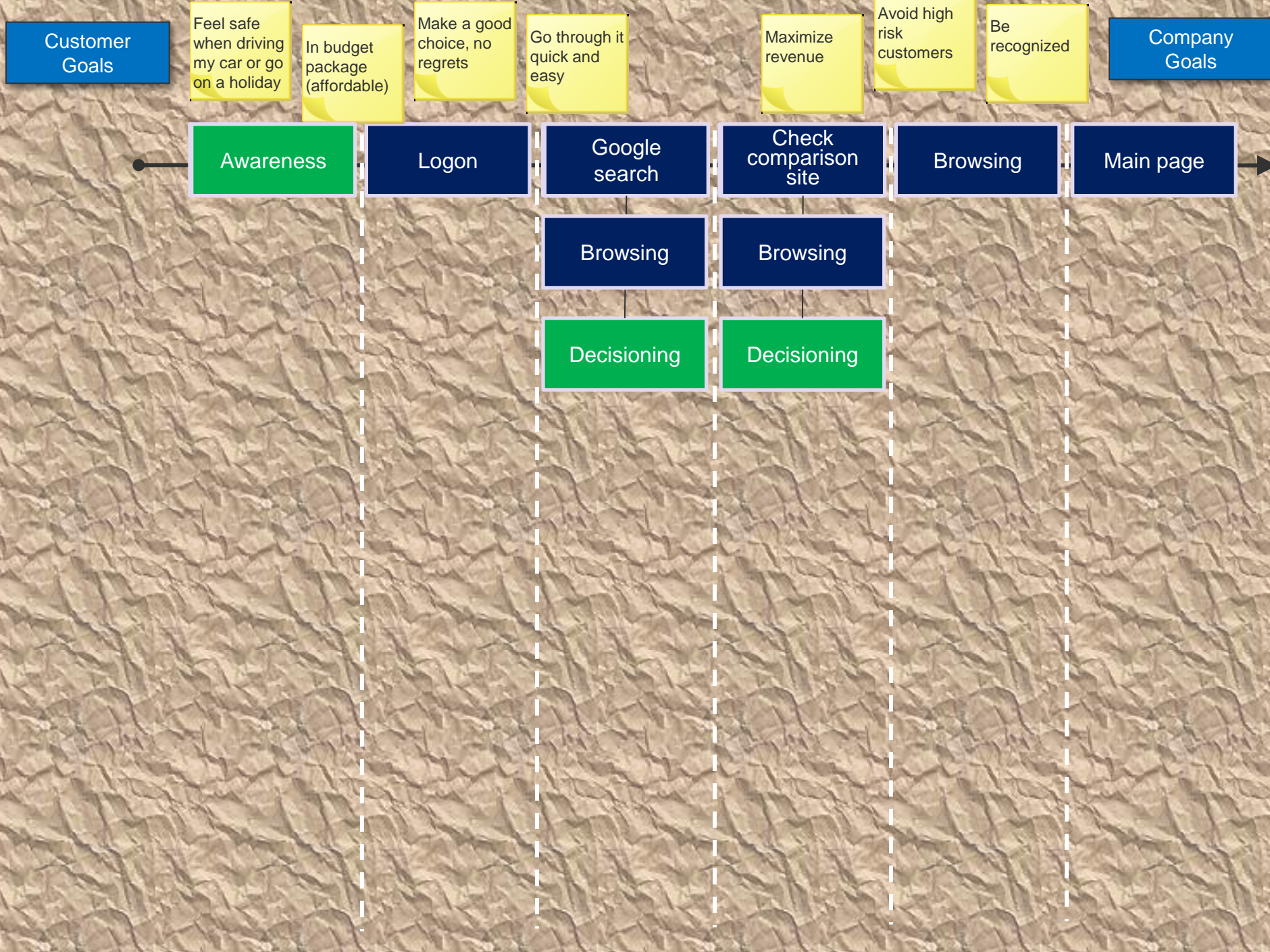
SUB-GOALS

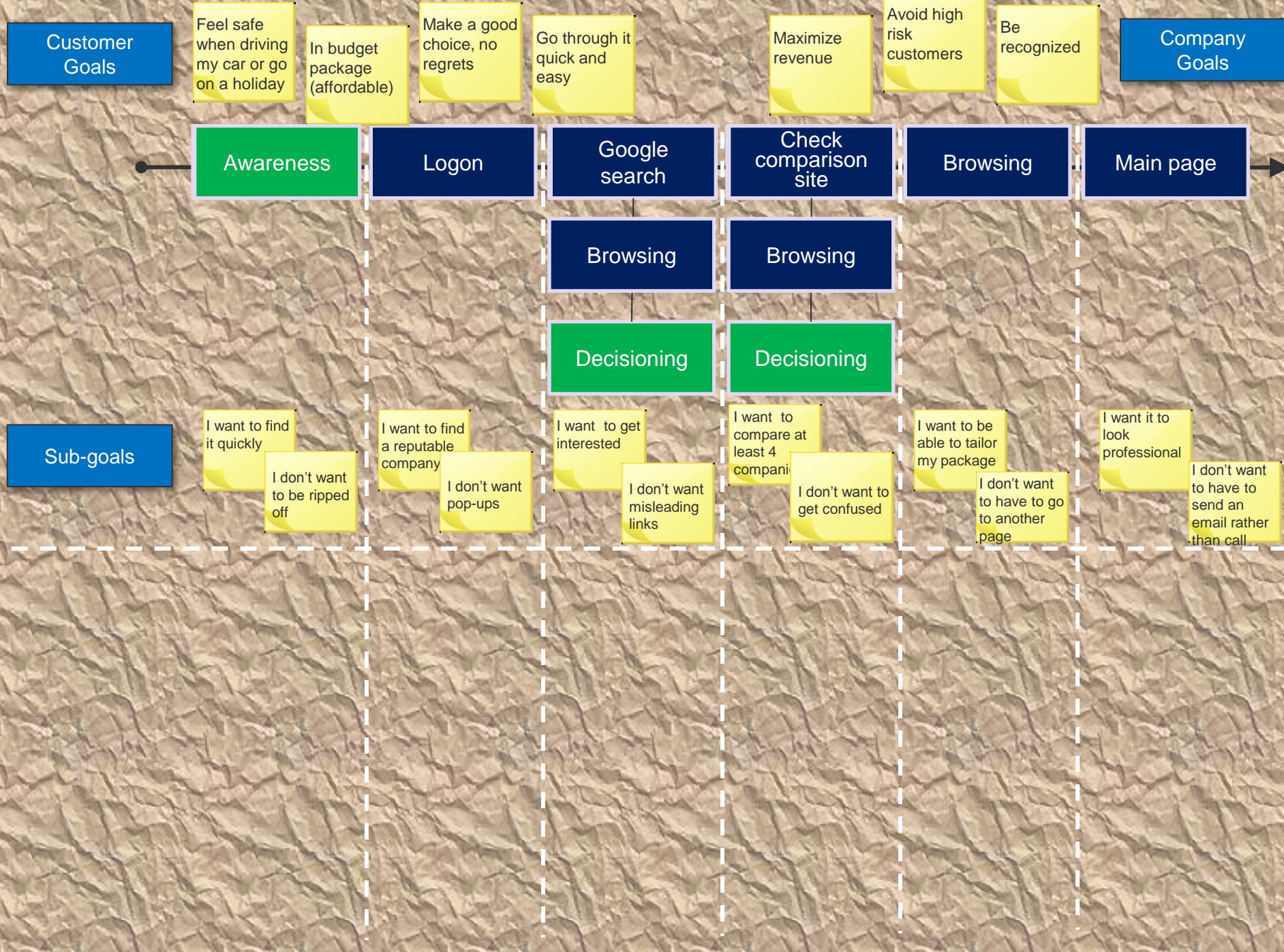
MEMORY

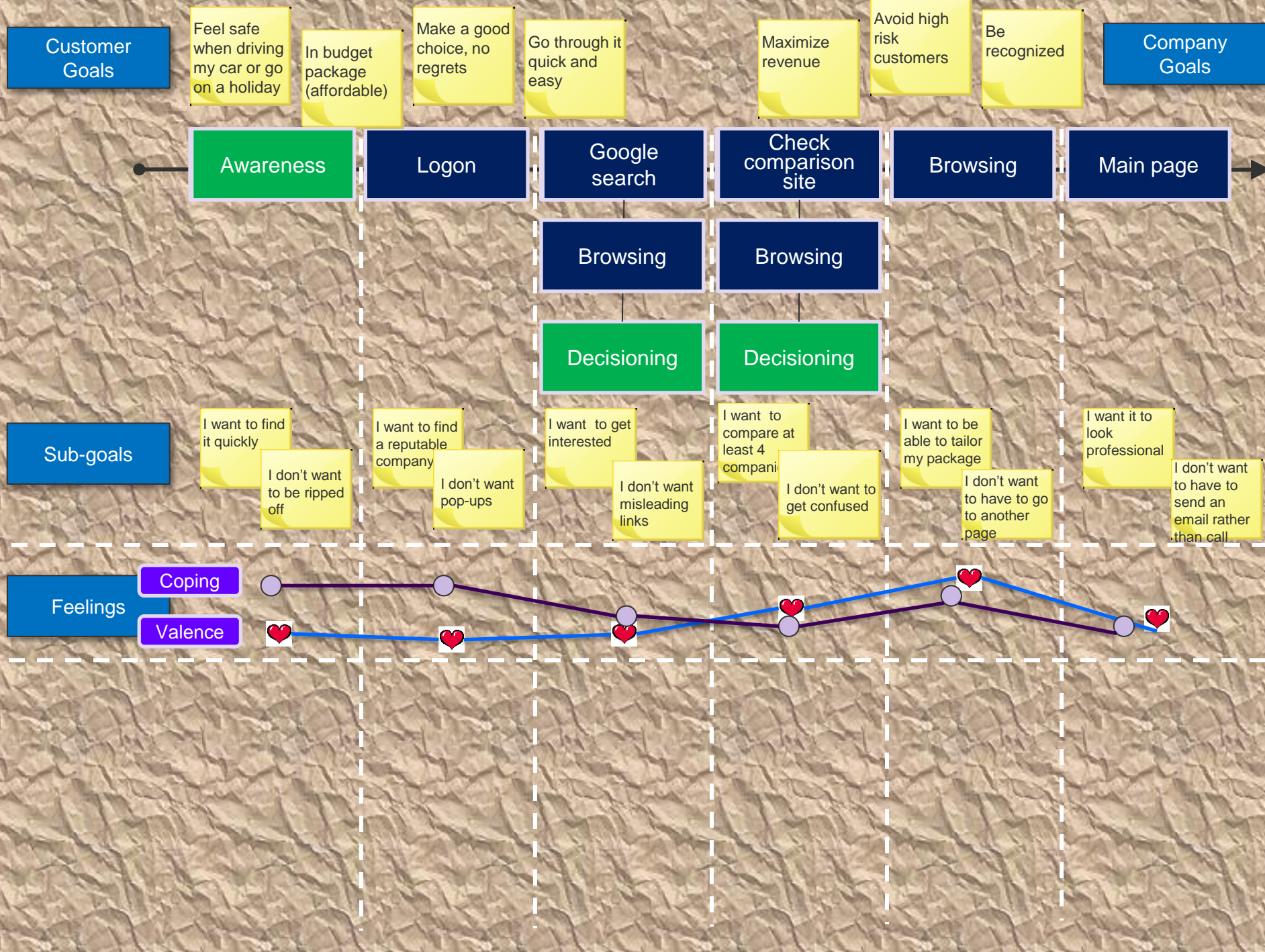
AMBIENCE

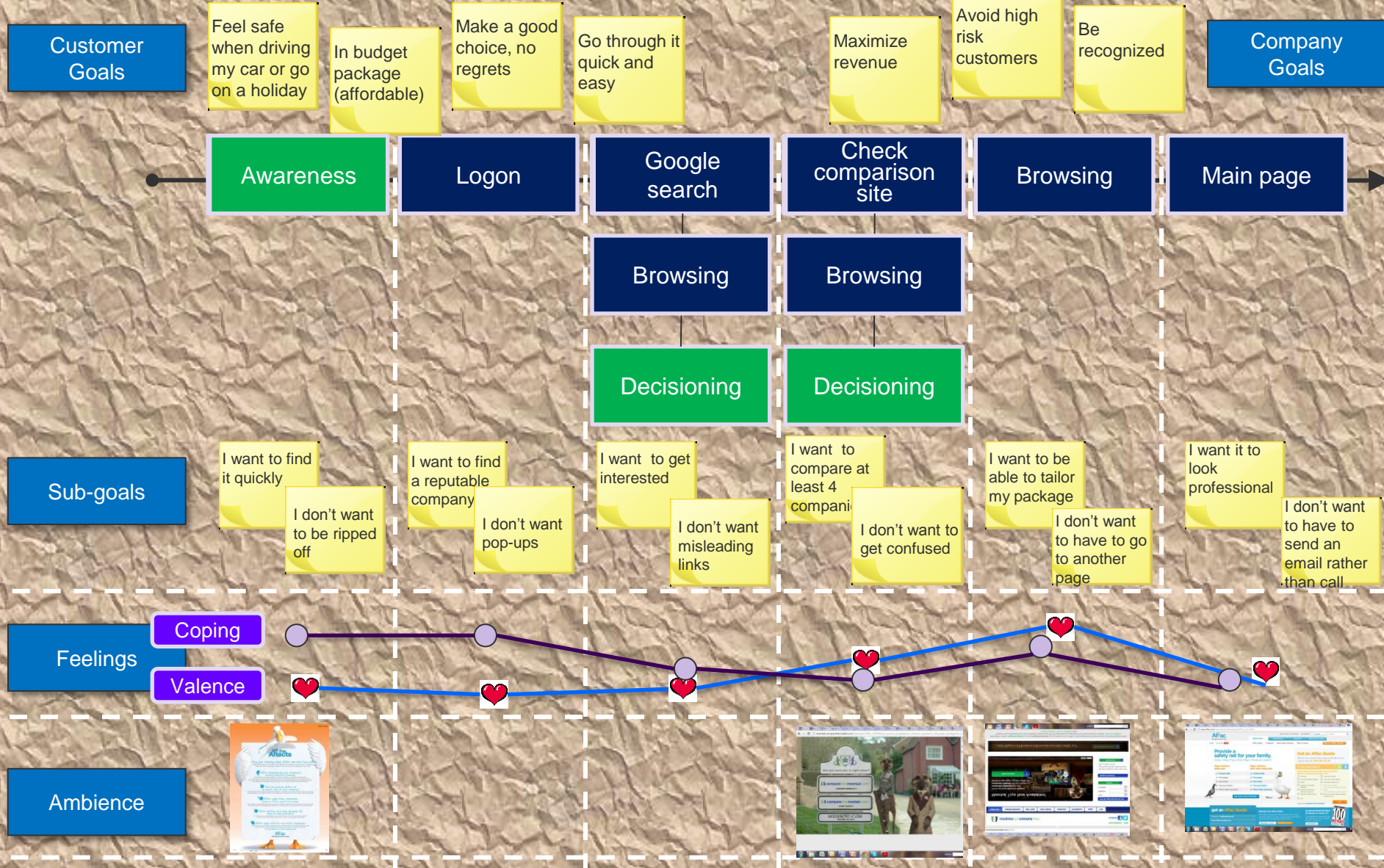


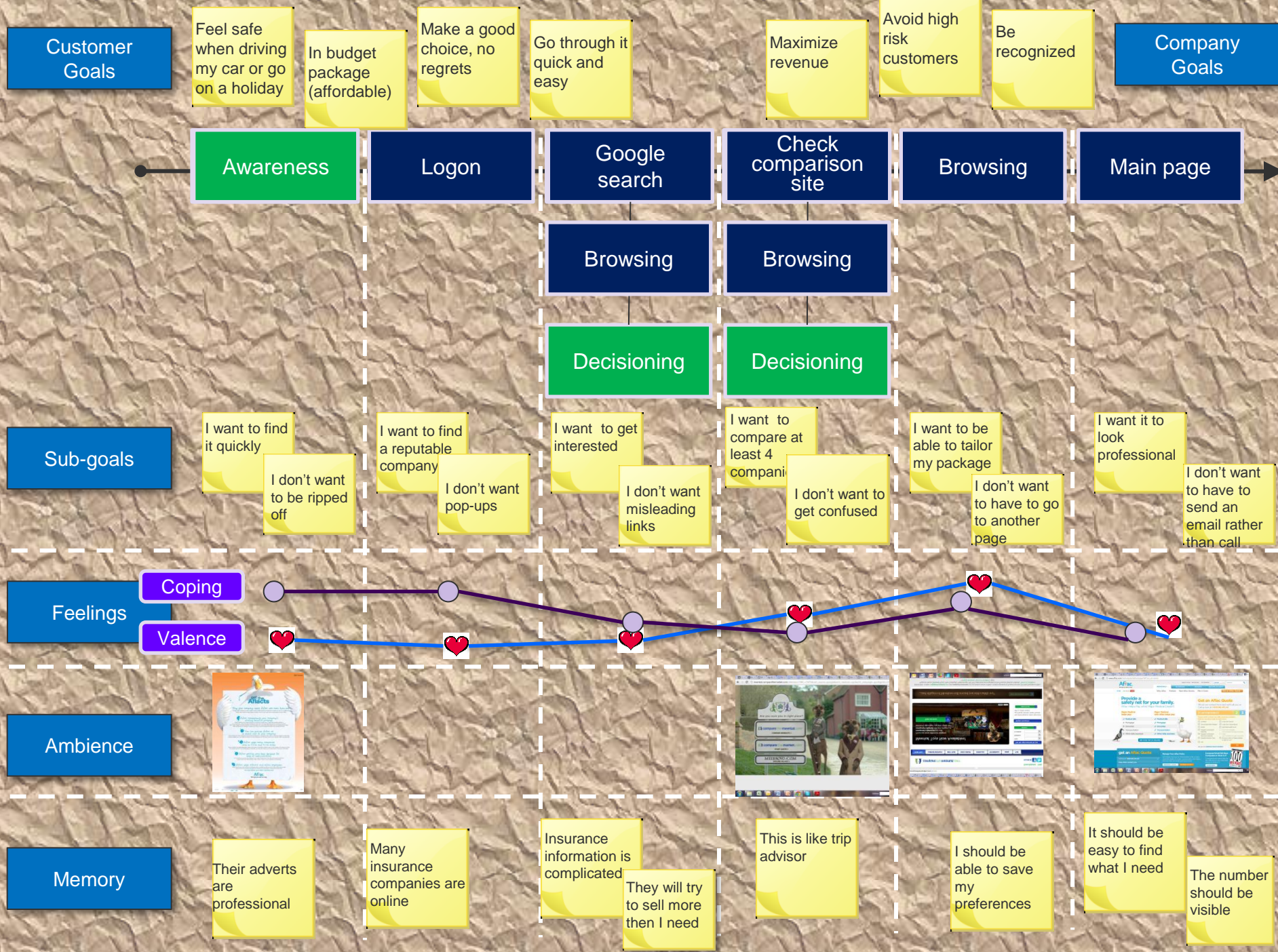


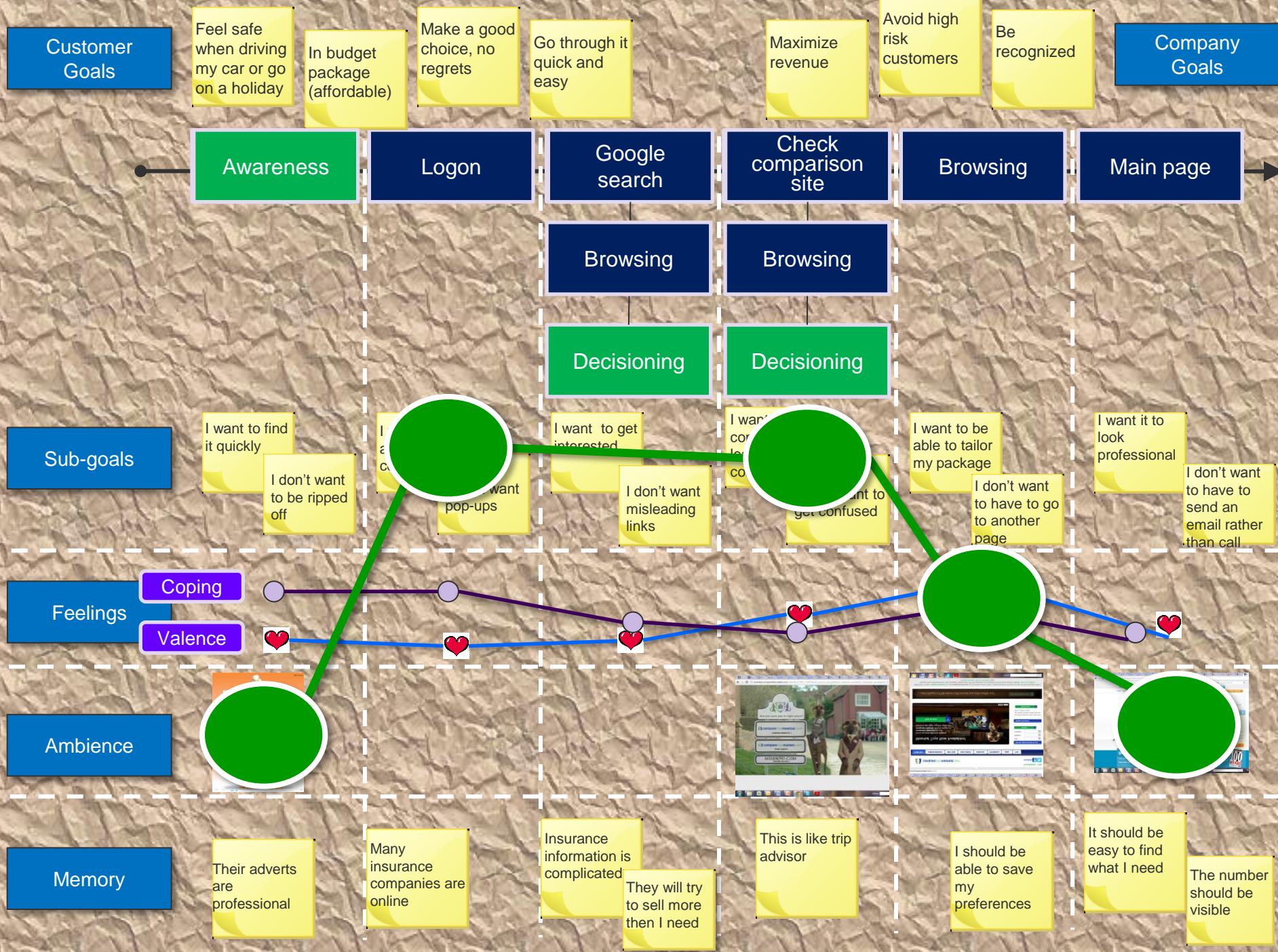


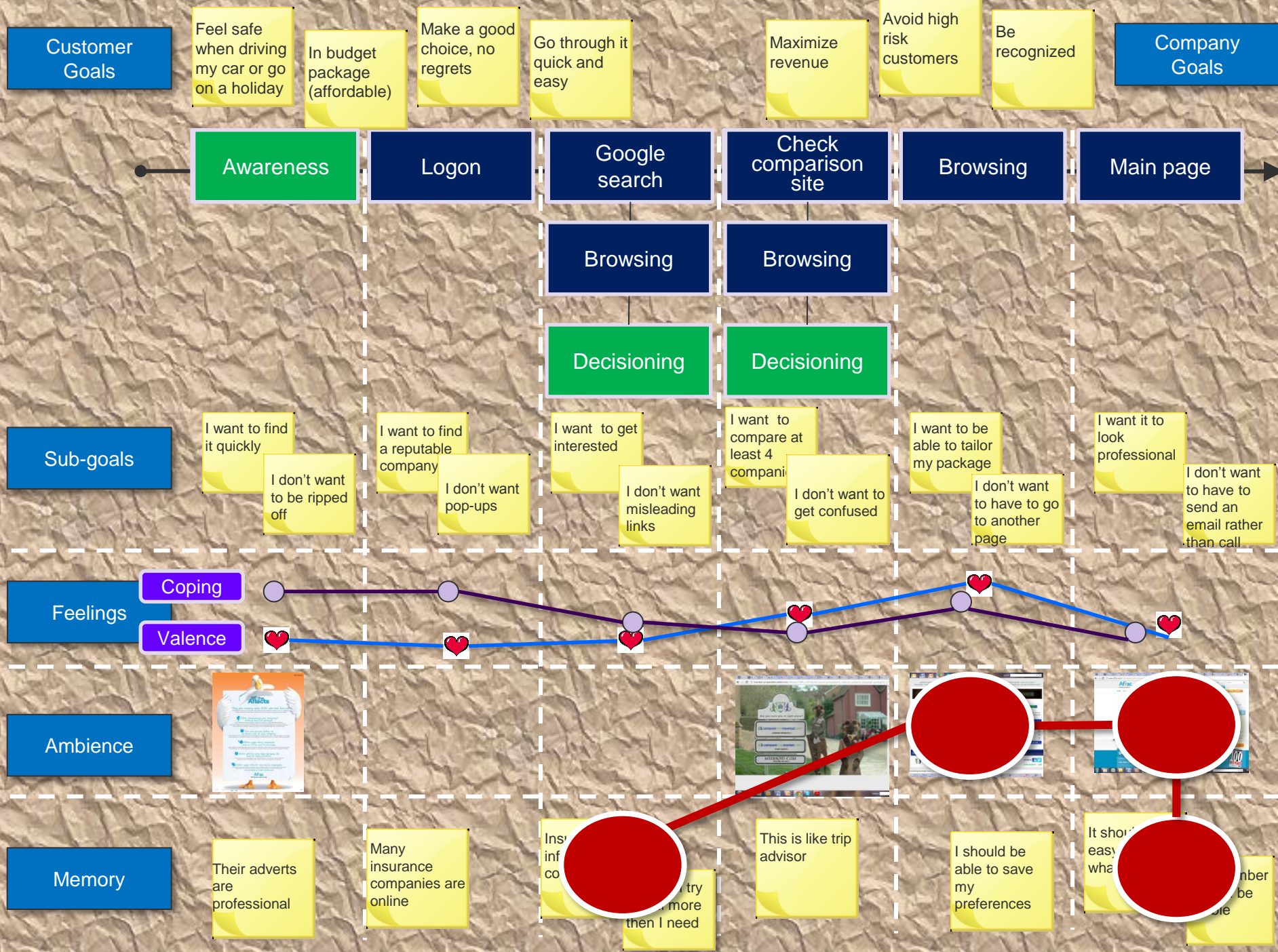








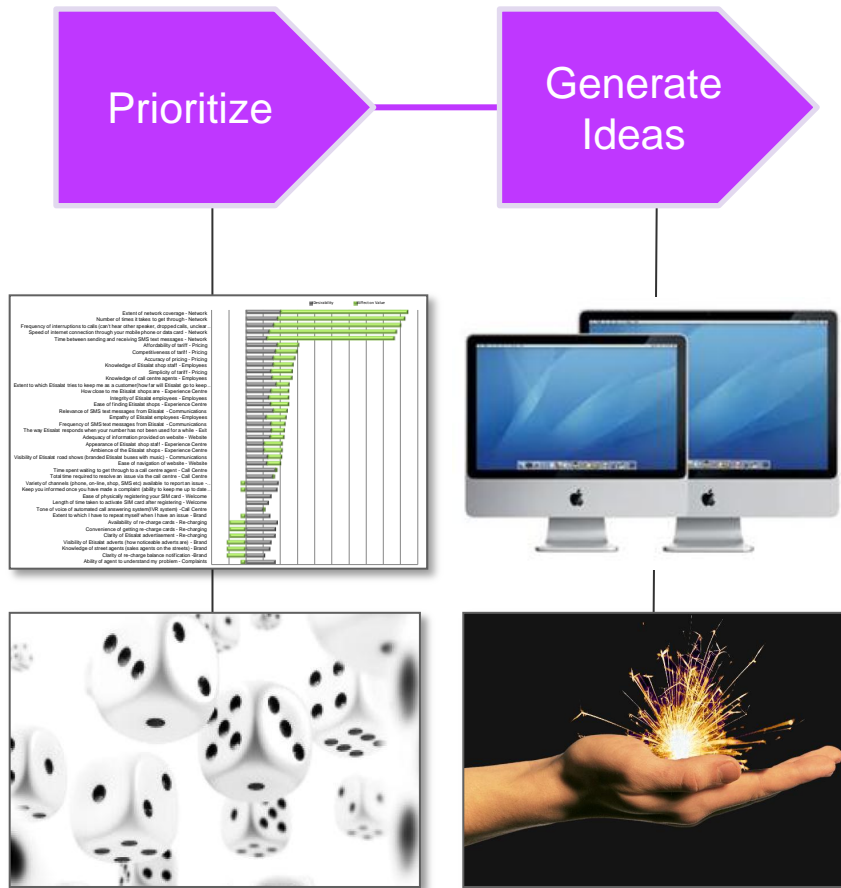


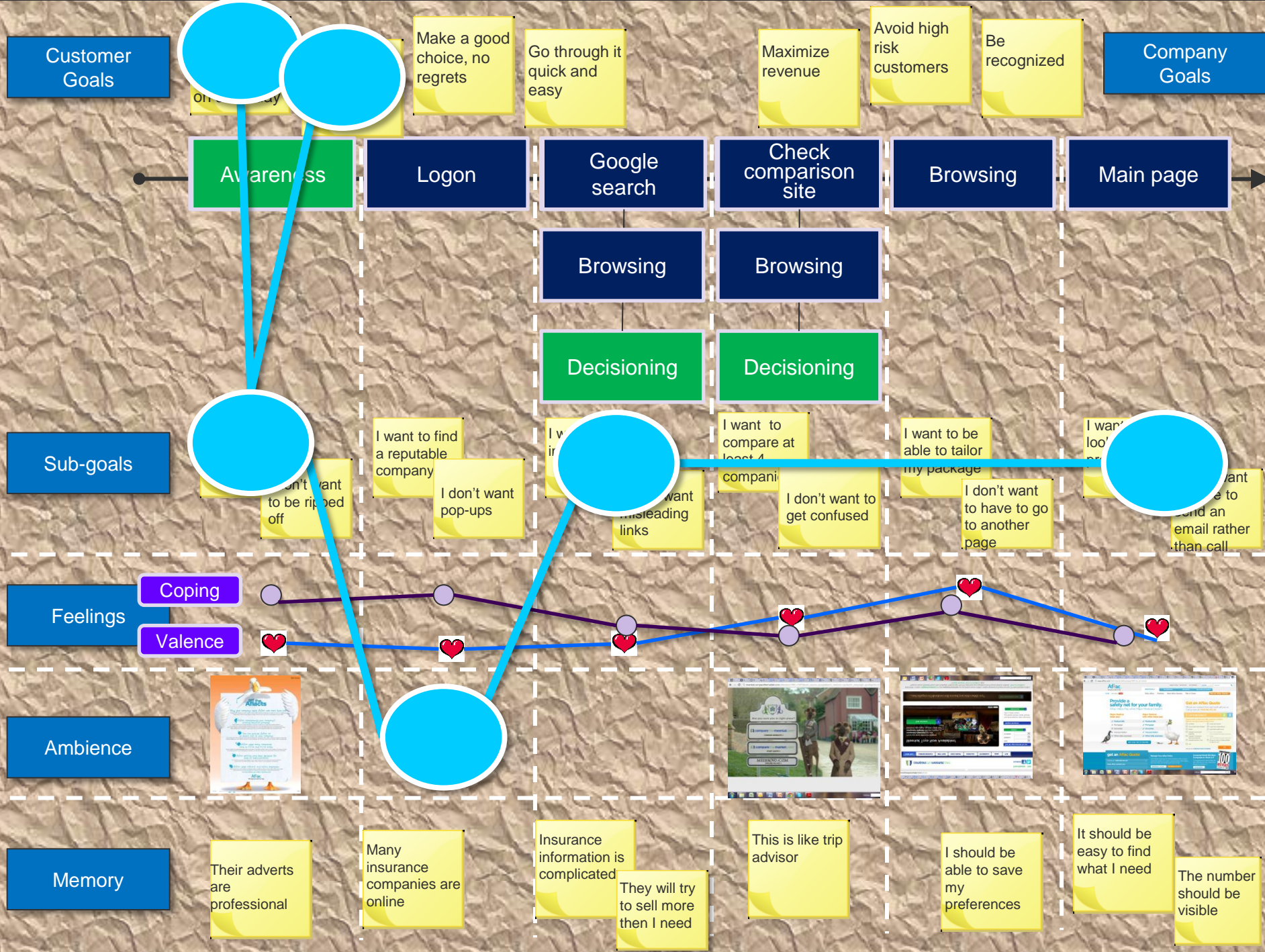


Prioritize

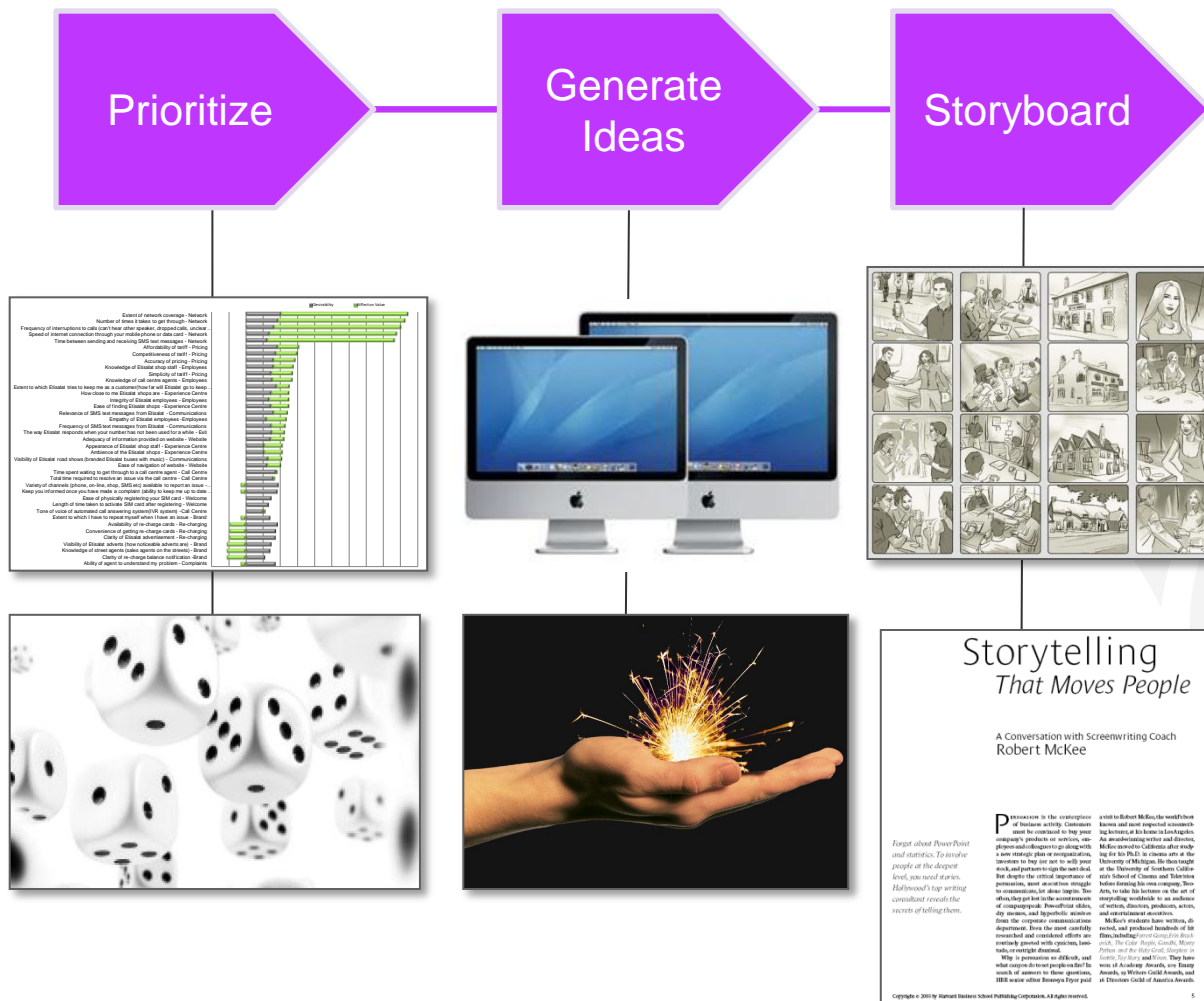


Next Steps: from 'as is' to 'to be' redesign





Next Steps: from 'as is' to 'to be' redesign



Create your Storyboard

Storytelling *That Moves People*

A Conversation with Screenwriting Coach
Robert McKee

Forget about PowerPoint and statistics. To involve people at the deepest level, you need stories. Hollywood's top writing consultant reveals the secrets of telling them.

PERSUASION is the centerpiece of business activity. Customers must be convinced to buy your company's products or services, employees and colleagues to go along with a new strategic plan or reorganization, investors to buy (or not to sell) your stock, and partners to sign the next deal. But despite the critical importance of persuasion, most executives struggle to communicate, let alone inspire. Too often, they get lost in the accoutrements of company-speak: PowerPoint slides, dry anecdotes, and hyperbolic misfires from the corporate communications department. Even the most carefully researched and considered efforts are routinely greeted with cynicism, lassitude, or outright dismissal.

Why is persuasion so difficult, and what can you do to set people on fire? In search of answers to those questions, HBR senior editor Bronwyn Fryer paid

a visit to Robert McKee, the world's best-known and most respected screenwriting lecturer, at his home in Los Angeles. An award-winning writer and director, McKee moved to California after studying for his Ph.D. in cinema arts at the University of Michigan. He then taught at the University of Southern California's School of Cinema and Television before forming his own company, Two-Arts, to take his lectures on the art of storytelling worldwide to an audience of writers, directors, producers, actors, and entertainment executives.

McKee's students have written, directed, and produced hundreds of hit films, including *Forrest Gump*, *Erin Brockovich*, *The Color Purple*, *Gandhi*, *Monty Python and the Holy Grail*, *Sleepless in Seattle*, *Toy Story*, and *Nixon*. They have won 18 Academy Awards, 109 Emmy Awards, 19 Writers Guild Awards, and 16 Directors Guild of America Awards.



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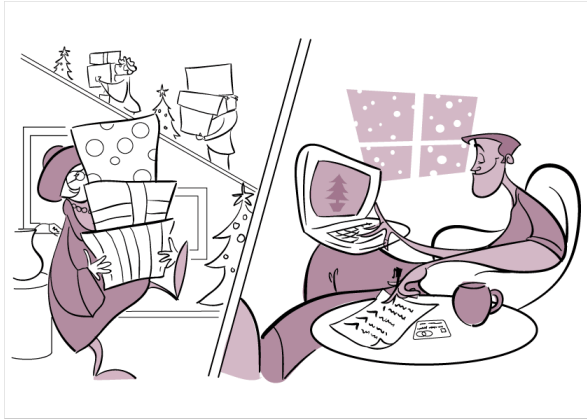
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Customer Recall: the Storytelling phase

- ❑ *As is Template Set-up*: experts recall their 'customer experience' 2 days after the event, without reading the logs. This is adequate time to affix any recall of the experience
 - An illustrator is used, together with photos to piece together what 'sticks in the memory'. This acts as a projective exercise.
 - Any project based remembrances are added to the Brown Paper
- ❑ *To be redesign*: we use the template storyboards as the basis for redesign using selected ideas
 - We change the story and the illustration 'in the to be workshop'
 - Seeing and hearing these changes as stories is the cheapest form of pilot you can do
 - The storyboard enables 'vision and communication'



Telling the Story – moving from process to story



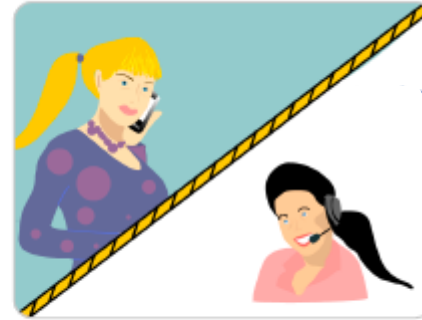
Mr H. a professional lawyer, is really excited to be going by ferry to see his brother's family. He is going to book company X as they sound professional - he remembers their professional adverts on TV. He opens up his laptop and expects to access their website easily enough even though it is now 10pm at night. He is in a bit of a rush at this time, and hopes they can help so he is going to first see that they are still open if he needs help - having fallen victim to fraud he is always a little cautious of sending his credit card details through by phone.



Its not about touchpoints but how they change the customer story



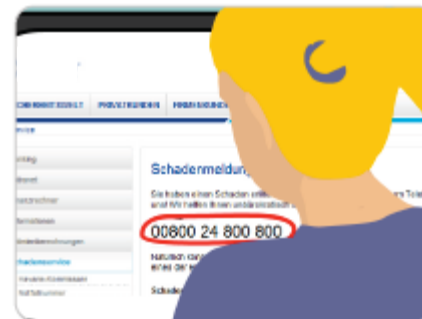
Shot 7: She calls the



Shot 8: She explains the situation at
employee



Shot 10: She contacts the appropriate
employee and transfers the de-
mand ,while the client is on the phone
and listens to her story to be repeated



Shot 6: Close up at the number

Next Steps: from 'as is' to 'to be' redesign

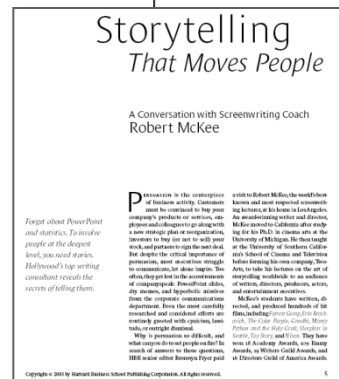
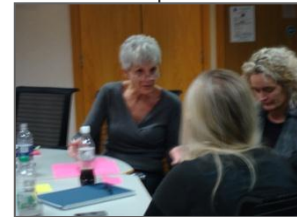
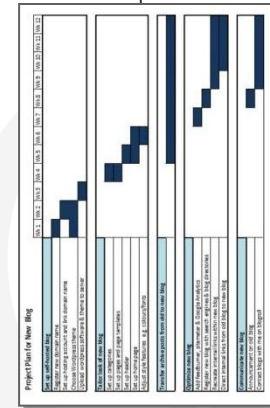
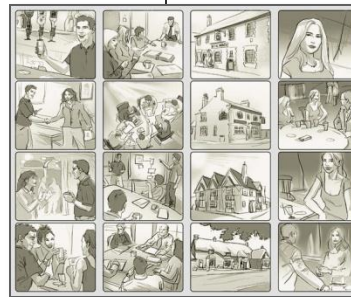
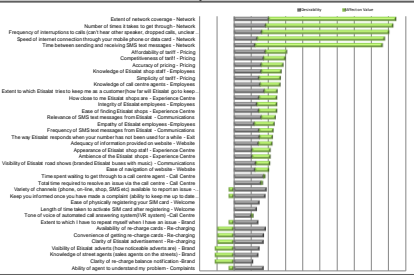
Prioritize

Generate Ideas

Storyboard

Implement

Keep it alive



Thank You

We invite you to continue the conversation and ask questions



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