



Why are emotions so important in Business?



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BEYOND PHILOSOPHY
Building Great Customer Experiences

What we're going to talk about today

- The role of emotions in decision making
- The emotions that affect value for businesses
- How to find our customers' emotional profile?
- How to find and map the emotions that drive value for your business?
- How to evoke positive emotions in your customers?



Introduction to Beyond Philosophy



Pioneers in the field of Customer Experience!



Our methods have been tested and proven around the globe



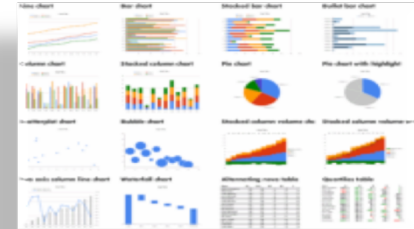
**Thought leadership is our differentiator.
We have written 4 books**



Focus on the emotional and subconscious side of customer experience



Maintain links with academia to keep us ahead of the latest trends

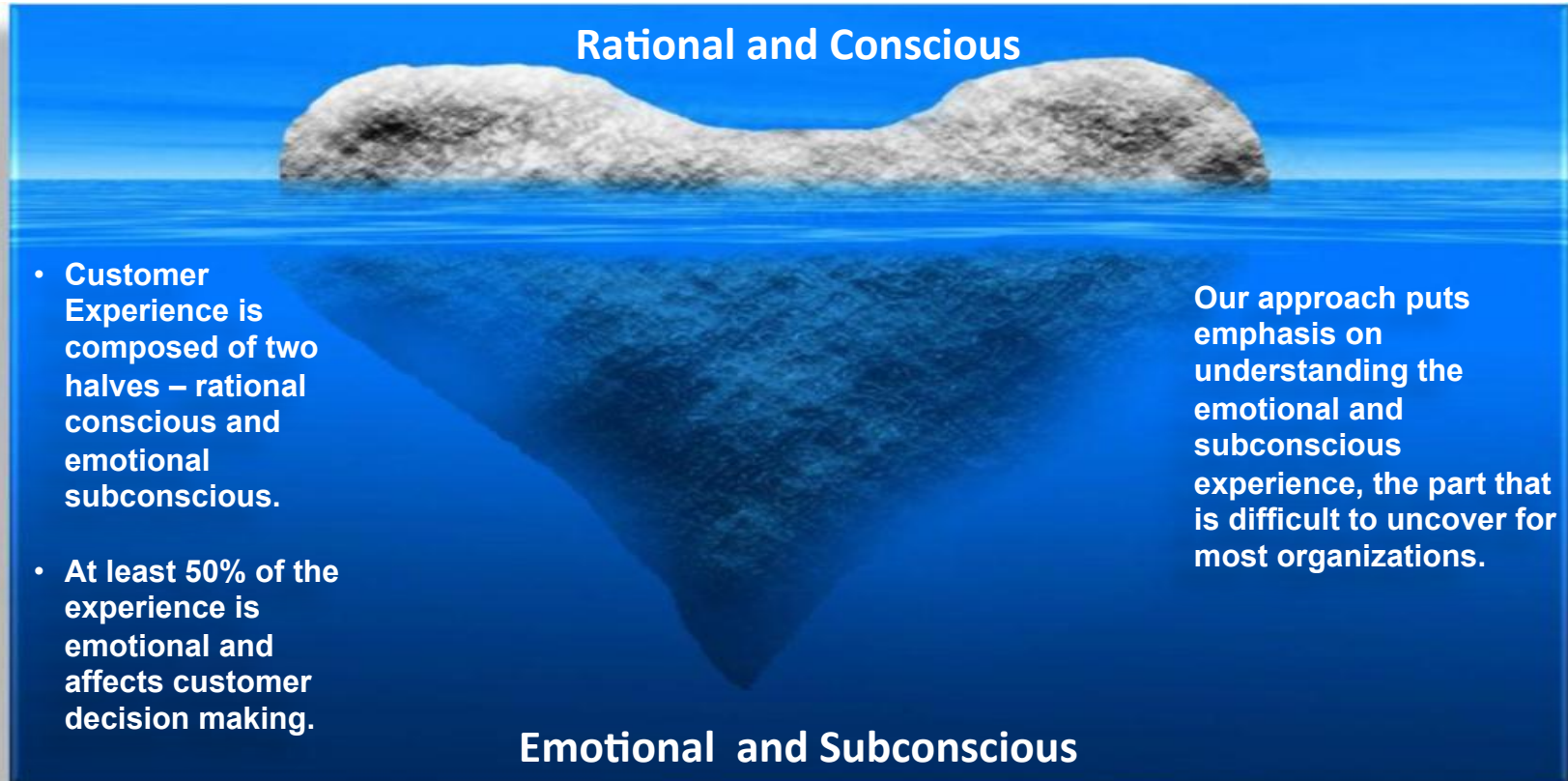


Provide tailored solutions through proven methods and backed by data. Not off the shelf solutions

We have worked with organizations across different industries around the globe



We look beyond the rational

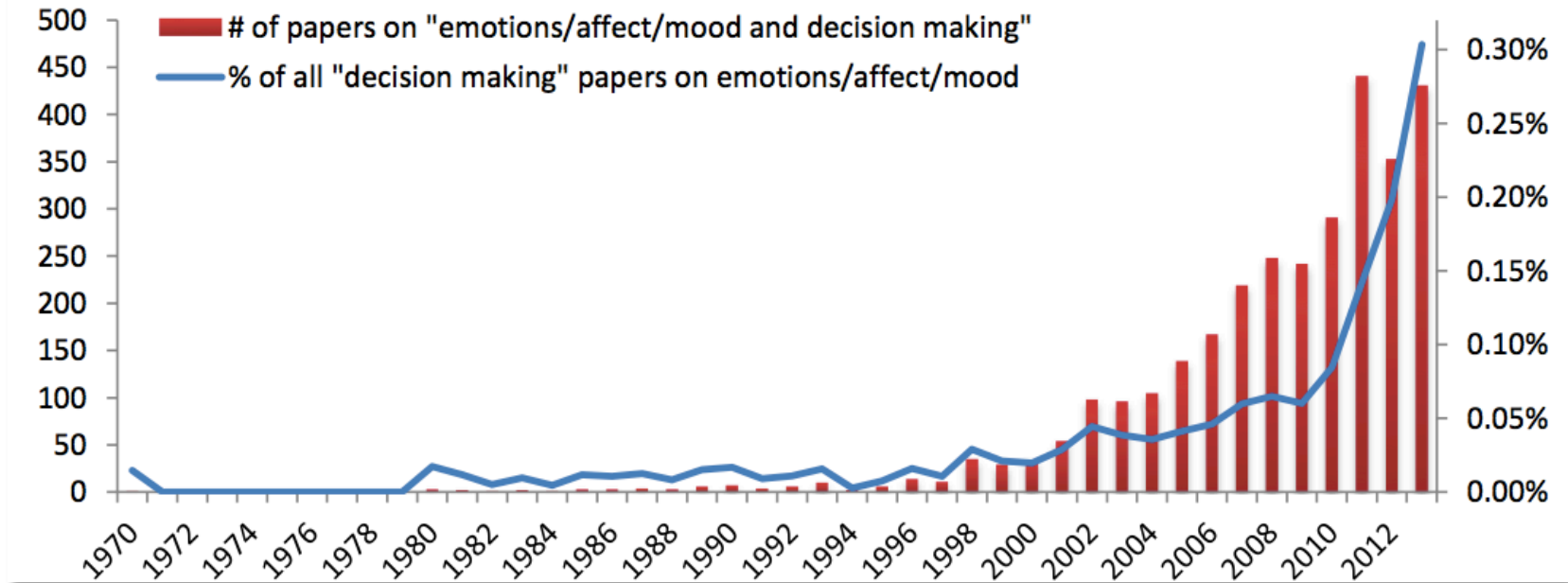


- **“We are ruled by our emotions first, and then we build justifications for our response.”** “We want to be considered scientific and rational, so we come up with reasons after the fact to justify our choice” (Prof Raj Raghunathan University of Texas)
- Neuroscientist Antonio Damasio studied people who had received brain injuries, in which only the part where emotions were generated was impaired. The result: They could logically describe what they should be doing, in practice they **found it very difficult to make decisions** about where to live, what to eat, etc.



Growing research and evidence for the role of emotions

Figure 1. Number of scholarly publications from 1970 to 2013 that refer to “emotion(s)/affect/mood and decision making” (in red bars) and percentage of all scholarly publications referring to “decision making” that this represents.

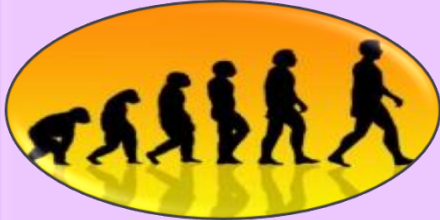


Source: Emotions and decision making, Lerner, Li, Valdesolo et al, Annual Review of Psychology, 2014



What makes us do what we do?

Experience
Psychology



Maslow',
Cognitive
Dissonance,
Prospect Theory etc.

We 'see'
things



95%
subconscious

We feel
emotions



Cared for
Trust
Frustrated

We act.



If emotions are important, which emotions drive value for businesses? All of them?

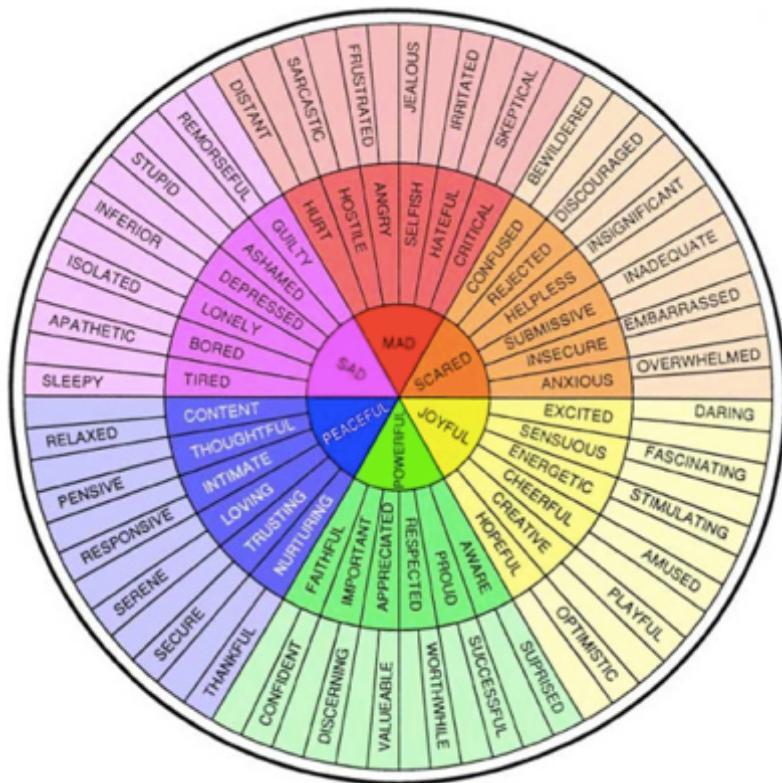
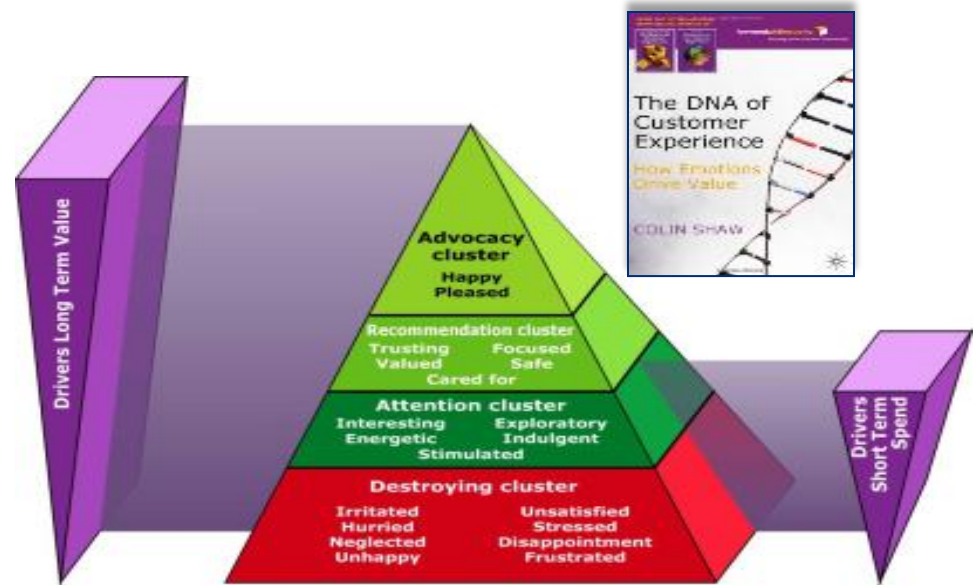


Image Source: <http://pantonevision.tumblr.com/post/12929719614/blue-per-uge>

Image Source: <http://www.willmeekphd.com/wp-content/uploads/2014/07/plutchik-emotions-chart.gif>

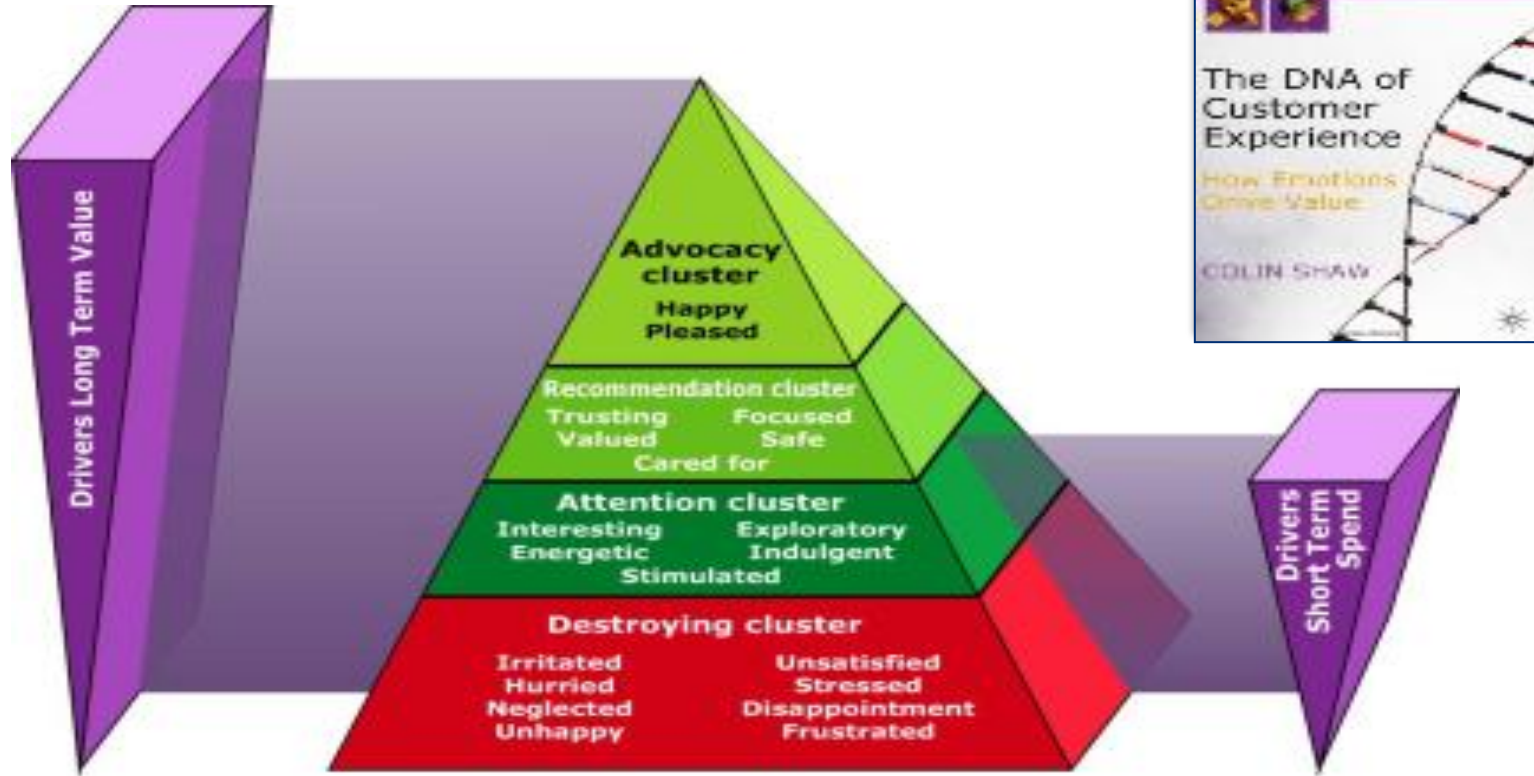
Emotional Signature: Background

- The research was conducted over 2 years and included quantitative and qualitative methods.
- It was validated by independent academicians.
- The results were documented in our 3rd book – The DNA of Customer Experience.



- The research identified 20 emotions clustered into 4 hidden factors and that drive/ destroy value for businesses and resulted in a robust model for root cause emotional measurement.
- This forms the foundation of the Emotional Signature methodology which is using Structural Equation Modelling (SEM) to find the drivers of emotions and the effects on business value

Emotional Signature: Background

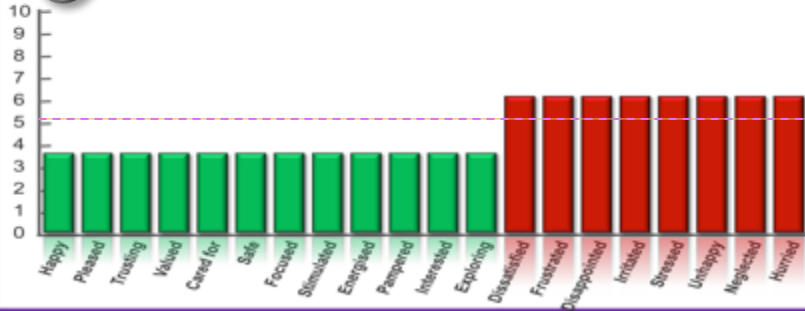


Best Emotional Performers vs Overall Business Index

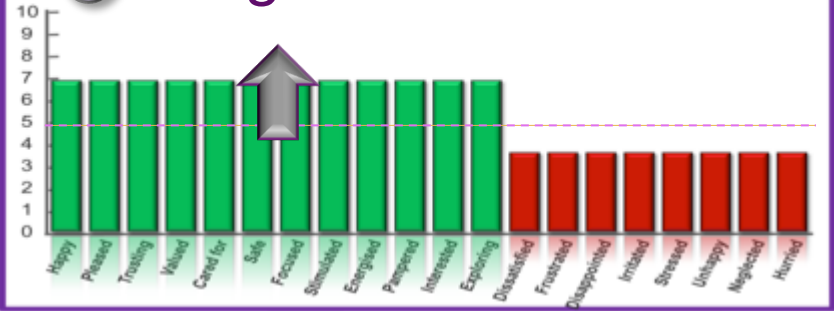


Typical Emotional Profile Structures

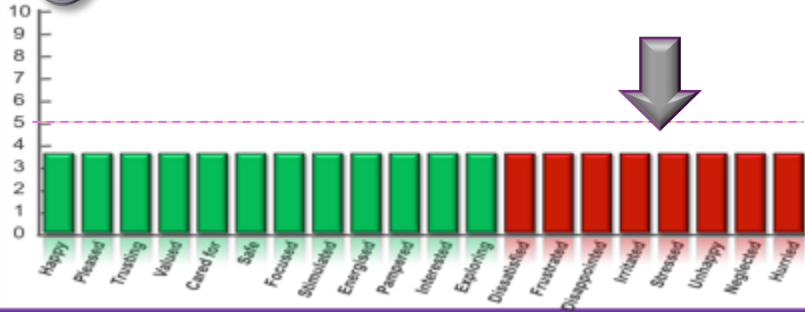
1 Naive



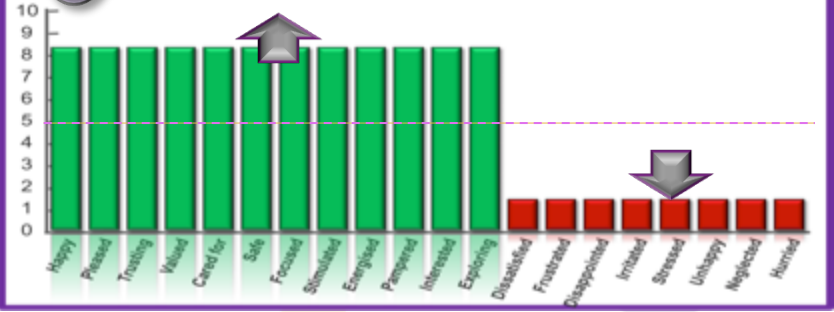
3 Enlightened



2 Transactional



4 Natural



Forrester says that more companies will be looking to examine the emotional and subconscious elements of CX

Here is an excerpt from Forrester's predictions for 2013 – they say “Emotional insights will take center stage” and mention our Emotional Signature® :

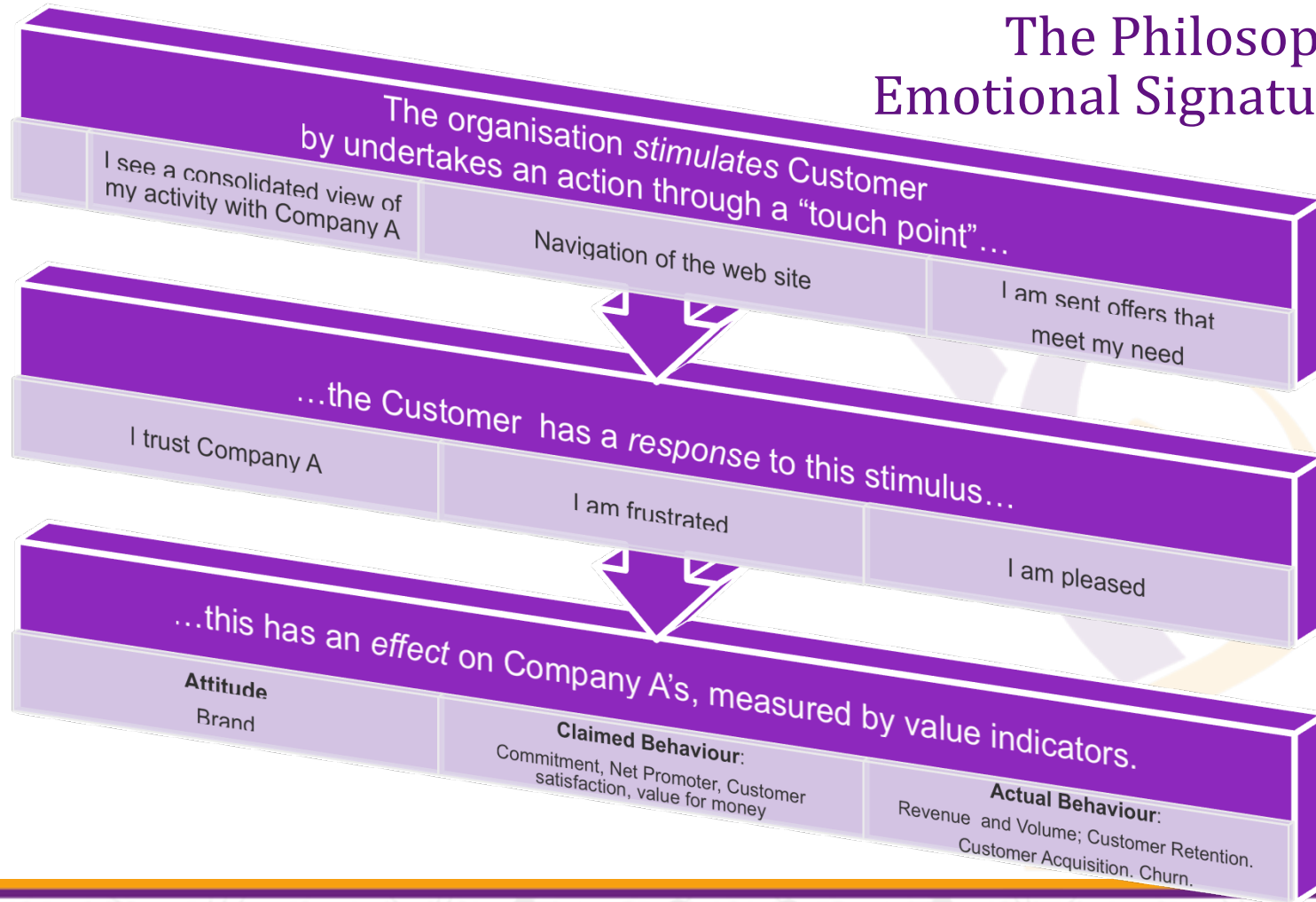


Article can be found at: <http://www.research-live.com/magazine/why-we-must-measure-emotion/4003434.article>

*“Emotional insights will take center stage. The idea that happy customers are more likely to remain loyal, try new products and services, and spread good news about their experiences has started to catch on. Over the past several months, we’ve seen a rise in the number of companies pondering the connection between enjoyment and metrics like satisfaction and Net Promoter Score (NPS). In fact, one global company statistically demonstrated that several emotional factors trump NPS in predicting customer loyalty, effectively dethroning “would you recommend?” as the ultimate question. As firms start to emphasize customer emotion in 2013, we expect to see more vendors developing offerings like **Beyond Philosophy’s Emotional Signature**, which examines the rational, subconscious, and emotional elements of an experience”.*

Source: http://blogs.forrester.com/kerry_bodine/13-01-04-forrester_2013_customer_experience_predictions

The Philosophy of the Emotional Signature Model



Customer Journey Mapping as the simplest most powerful tool to map the customer (emotional) journey

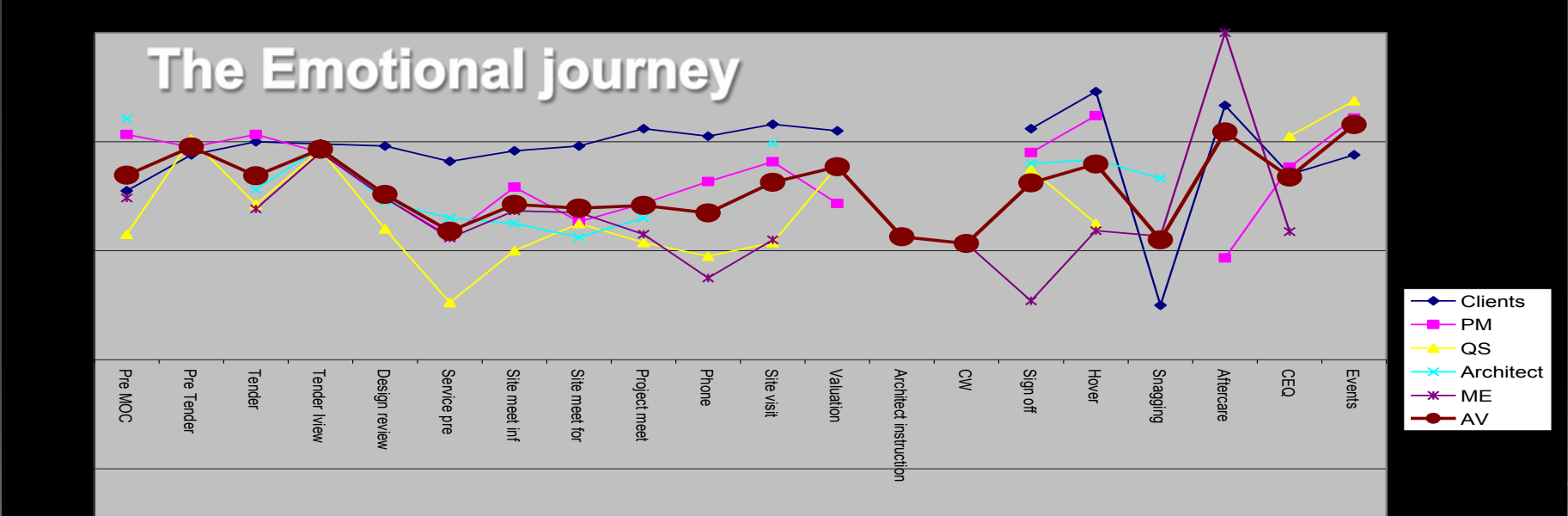
We usually map the customer path from employee and customer perspectives looking at:

- Customer actions
- Customer Goals / Expectations
- **Customer Emotions**
- Subconscious aspects
- Psychological principles
- People & Technology Interactions
- Behind the scenes people, process & technology involved



The Emotional Journey

The researchers had also asked what the experience was like at various stages of the project to find out the emotional highs and lows. This is what it looks like for our clients and consultants.....



This shows that in general clients feel positive towards working with MSFitOut at the start of the project. This then dips away during the nitty gritty of getting the project built and rises again at handover. Surprisingly the emotional experience then dips away after completion during the defects liability period.

Personalized









[Customer Experience Statement - Example Output]

- our goal for every customer experience

Trust

Be honest, set realistic expectations, follow-up on your commitments

Cared For

Know your customer, be proactive, be adaptable

Pleased

Take ownership, show enthusiasm, do a little bit extra

[Customer Experience Statement - Example Output]

We want
customers to feel...

Trust

Be honest, set proper expectations, follow-up on your commitments

Making the customer feel **trust** means:

- Setting proper expectations for the customer
- Always respond within the committed timeline.
- Staying up to date on issues that impact the customer
- Owning up to mistakes
- Taking responsibility and ownership of solving problems
- Operating with high safety and environmental standards
- Being honest and upright

Making the customer feel **trust** is not:

- Blaming other Maersk departments or systems
- Telling customers to call someone else
- Hiding mistakes or issues
- Bypassing or being ignorant of legal issues
- Acting as a poor corporate citizen

We want
customers to feel...

Cared For

Know our customers, be proactive, be adaptable

Making the customer feel **cared for** means:

- Taking ownership of issues
- Showing interest in and knowing our customers and their businesses
- Providing multiple channels for the customer to contact Maersk Line
- Adapting to customer-specific needs and local customs
- Designing systems with the customers' needs in mind
- Operating with high safety and environmental standards
- Being empathetic
- Taking proactive measures
- Being concerned about the customers' success

Making the customer feel **cared for** is not:

- Breaking regulatory guidelines to meet customer needs
- Answering the phone like a robot
- Letting a bad call affect your next customer interaction
- Communicating to the customer in Maersk lingo or jargon
- Spamming customers
- Ignoring the impact of business decisions

Feeling Genuinely Cared For



Activity:

- *Why is it important for customers to feel Genuinely Cared For?*
- *How would you help customers feel this way?*
- *What would you have to start or stop doing?*

How:

- *Establish a Personal Connection*
- *Help them Feel Understood*
- *Reassurance and Encouragement*
- *Respect Their Time*
- *Use their Name*

Anxious



Shipping company results

At ease



10% increase

Out of control



25% increase

In control

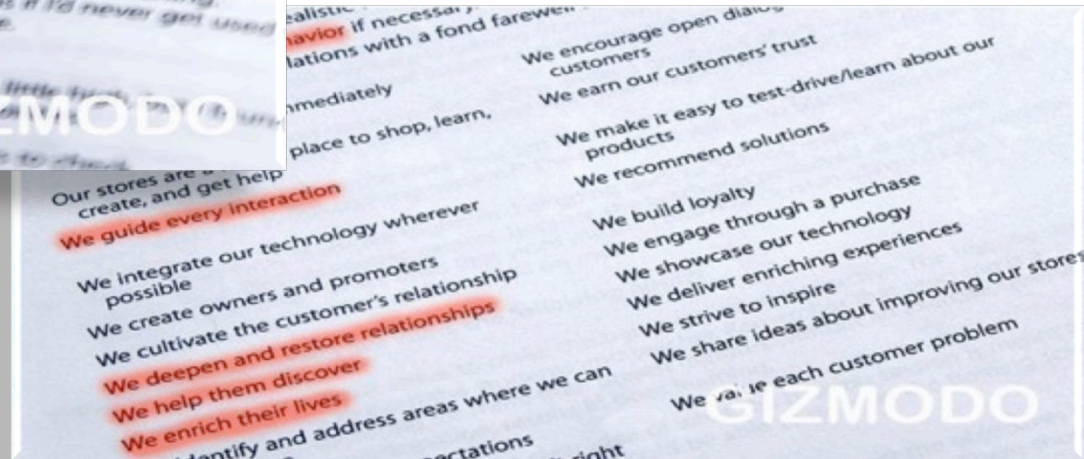
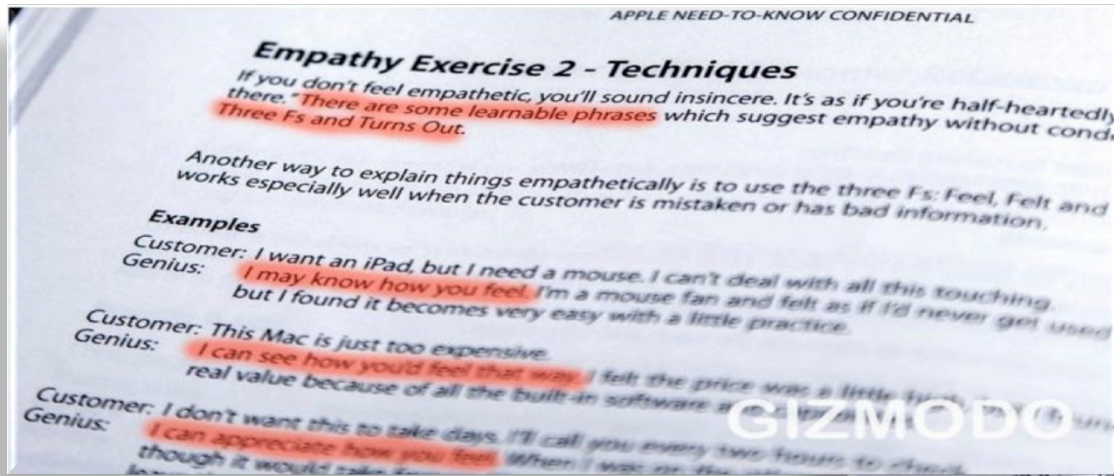


Would you hire the agent
who dealt with you?

25% increase in 'definitely'



How Apple do Training...



Source: <http://gizmodo.com/5938323/how-to-be-a-genius-this-is-apples-secret-employee-training-manual>

Key Take-Aways

Your organisation should:

- 1) Look at and measure how customers feel
- 2) Define which emotions the organization should focus on (based on which drive the most value)
- 3) Map and design the customer's emotional journey
- 4) Train the organization on how to evoke those emotions





Why are emotions so important in Business?

Thank you

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