

Wild Widgets Case Study

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We were proud to work with one of the largest companies in the U.S. and around the world. Their name defines their industry. They are famous for their excellent and reliable services. For nearly 50 years, their logo has permeated our culture, and the ubiquity of their presence has transformed their company name into an active verb, used by thousands of people all over the world. They employ thousands of team members worldwide and provide their services to over 220 countries and territories.

We would tell you who they are, but we can't as they consider this competitive advantage so they, understandably, didn't want us to tell their competition. So let's call the company 'Wild Widgets'. The quotes in here are from the real people, but the names have been changed. The results are their real results.

We are pleased to say Wild Widgets has been one of our clients for a few years now. We help guide them on their journey. We use the word 'guide' deliberately because we believe for change to stick it can't rely on a bunch of clever consultants to come in and do things for you. We work alongside Wild Widget's Customer Experience (CX) team providing them with our skill, knowledge and insight. We trained them on the use of our tools and techniques.

We also worked with the Wild Widgets Elite department, who handle widgets needing more service attention than what is provided by the regular Wild Widgets channels. Let's say your manufacturing line is down. Hundreds of people stand idle while your company loses millions of dollars because the one widget you need is on the other side of the country. Wild Widgets Elite is the team that gets the widget there. Fast.

The Important Feelings of the Wild Widget Customer

How you come into the transaction influences how you feel about it. Therefore, it is essential a CX takes you from a negative place to a positive one, if necessary. It certainly shouldn't take you to a negative place from a positive one! However, to accomplish this feat, the CX Team must understand how they can design an experience to facilitate a better emotional outcome for the experience.

When discussing feelings about an experience, remember all the things that happen to make you feel the way you do. Many times negative feelings about a CX are not solely the result of something the customer-facing team did wrong but instead derive from how the customer feels when he or she enters the experience. Customers might feel sad, annoyed, stressed or hurried upon arrival. If the organization failed to help them transition to a better emotional outcome, those emotions might



color the customer's recollection of the CX later. In the case of Wild Widgets, it could be the customer feels anxious about whether the widget will get to the destination on time. Or maybe the customer feels happy to send a birthday widget to someone they care about and feels an excitement when they anticipate the recipient's reaction when opening it.

When it comes to Wild Widget's industry, and especially when much depends on a widget's prompt and predictable delivery, there is a potential tinderbox of emotions that accompany the transaction—anticipation, anxiety, and angst to mention an alliterative few. Wild Widgets CX Team realized the emotional outcome was an area they needed to improve. They knew the positive emotional outcome for widget customers was critical to their future success.

Wild Widgets and The Widget Pledge

Wild Widgets believes the customer is at the center of everything they do. They use a shared mission, strategy and values to keep the customer coming back for more. They reflect this value in what they call, 'The Widget Pledge'. The Widget Pledge reads:

I will make every Wild Widgets experience wonderful.

Wild Widgets broke the pledge down further in the following terms:

- Managing widget customer information with 100% precision
- Satisfying concerns, no matter what it takes
- Treating transactions with care to achieve the highest quality service
- Handling interactions professionally, ably and courteously at all times

Five years ago, the CX team at Wild Widgets decided to delve deeper into their Widget Pledge. They knew that wonderful didn't necessarily mean the same thing from one person to another in the organization. They decided to define wonderful and identify how to achieve it in day-to-day activities for their team. Using CX tools, they wanted to determine how to fulfill The Widget Pledge for their team.

Sally Swanson (not her real name), Manager, Brand and CX Marketing for Wild Widgets, leads the team working to define 'wonderful' and how to deliver on The Widget Pledge. "We knew that while we were a company based in a culture that served the customer, it was important to elevate where we were relative to



that CX,” she said. “We knew to do that we needed more than just looking at the CX from an operational or transactional approach.

We needed to embrace how our customers were feeling and their emotions. So we set about looking at what it meant to involve emotions, what those emotions were, and how to deliver an experience that had operational excellence as well as an emotional connection to customers. Those two things were coming together at the same time to take us where we are today.”

The Wild Widgets culture has always been about serving the customer, so when it came to triggering a need for this effort, there was no single event. There was a realization about five years ago that Wild Widgets had grown to a point so large that CX interaction points were not delivering their CX in a consistent or intended way.

In our experience, many large companies suffer the same issue. Business successes often create new challenges. What sets great companies apart is their ability to take the steps necessary to improve these challenging areas. Swanson and her team knew the customers saw all of these points as one Wild Widgets, and that each had its areas of excellence. However, they also knew they weren’t working together, that each sector was operating too independently to deliver a consistent cross-channel CX.

As a result, the senior management team formed the CX Team. They also reinvested resources to make sure Wild Widgets as an organization didn’t allow them to lose focus on the goal: **to create an intentional, cross-channel, superior CX.**

In the early stages of the CX team, they sought to provide a lens across the enterprise for what people were doing in their areas to deliver the wonderful experience to customers. Then they wanted a way to communicate these things to everyone else to raise awareness of best practices. In a sense, the CX Team were charged with bringing all the parts of the CX from the global organization together as one Wild Widgets Experience.

First, however, the team needed to define what a wonderful experience was and define what we call a **Customer Experience Statement (CES)**, or a clear articulation of what the CX is that they want to deliver.

They held an early session to set many things, including what story they wanted to tell and what gaps they wanted to fill. Swanson said many of the tools the team uses today were born of those early sessions half a decade ago. She explained they looked at



basic definitions, like “What is a CX?” and “What are the measurements for its success?” They also defined their team’s role and responsibility for this project. They wanted to establish the channels better. They looked at how they could work together, including the process for how to implement and bring the team together in a larger pool. They also talked about how to take the ideas and tools they developed in both a top-down and bottom-up way. One big question was how to communicate and raise awareness throughout their global organization.

With this extraordinary session as its foundation, Wild Widgets began their CX Journey with the necessary next steps. First, Swanson and her team did research to determine the tenets of their CX program. Also, they defined a goal to create a training program that communicated and described in concrete terms how a team member should deliver on them. They started with a robust research phase to define the gaps they needed to fill with their new program, headed up by Carla Thornberg (not her real name), Marketing Specialist Advisor, Wild Widgets Services.

“When you think about Wild Widgets and how they entered the market, it was clearly around an innovative widget,” explained Thornberg, about how she first approached defining the current CX. “Over the years, we began to expand and add additional services until we began to look like our competition. Also, our competition began to move into the innovative widget space we provided. So what used to be our point of differentiation started to become less of a point of differentiation. We always had a focus on CX, but it started to become critical that we moved ourselves to the next level to differentiate ourselves based on CX.”

Thornberg explained how the team did research at customer touch-points to learn what differentiated their experience from the competition. The research revealed that when it came to CX, Wild Widgets’ differentiation from the competition was less clear. Thornberg and the team wondered what path to take in order to change.

Following a conversation with Colin and Beyond Philosophy, the path became clear. The CX team learned how emotions affect the CX. The team realized customers have needs, and there are emotions tied to those needs. They also recognized a need to design processes to meet these needs and satisfy these emotions. They also wanted to manage emotions to change customer behavior. Swanson believes a large part of Wild Widget’s competitive edge is moving from operations based CX to customer-emotion based CX.



The Challenges of Change

The proposed changes in thinking were not without challenges, however. Wild Widgets is an operational organization to its core.

“We are a very analytical organization. As you can imagine, operations are a foundation of who we are. It has been critical for us as a team to acknowledge and respect that analytical base. It was critical for us to do quantitative research so that we knew the individuals that would be listening to (and ultimately become consumers of the research) would respect it. We went into our emotive research understanding what we were up against at our organization. And even though we knew the emotive research made sense theoretically, we still had to present it analytically.”

Furthermore, Wild Widgets analytical approach to measurement didn’t allow for enough change or growth. Wild Widgets used customer satisfaction as their metric for measuring CX. However, their present score was 96 to 99% customer satisfaction, leaving little room for improvement. If Wild Widgets was going to change the hearts and minds within the organization, they needed to redefine how they measured themselves.

The research the Wild Widgets CX Team had undertaken showed the widget industry was redefining what was important. CX was more than delivering on the visible service, i.e., widget performance; it was also delivering on the emotional part of the experience, i.e. widget satisfaction. From there, the CX team took the emotional research path using our Emotional Signature research methodology.

“The research confirmed that emotions played just as much a part in customer loyalty as does the delivering on the actual service or providing the product. That’s exactly what we needed to bring back to all those stakeholders that again in our culture needed the quantifiable validation,” explained Thornberg.

“This was a significant finding for us and changed our outlook on life, but the reality was that we didn’t know which parts of the experience we should change nor what we should do to evoke the right emotions. Further work with Colin and the team was required.”

Finding the Emotional Moments Through Customer Mirrors

In our experience, this realization is shared amongst our clients that want to take things to the next level. They buy into the fact that emotions play a crucial role but are unclear of what they need to do to address it. They realize transaction moments are



important, but they are not all that is important. Moving to the next level means achieving a thorough understanding of these concepts and that finding those emotional moments in an experience are the keys to designing a better experience that appeals to emotions.

Finding these moments requires an outside-in approach, meaning you see the experience as if you were on the outside looking in. This perspective is how a customer sees your experience. It's like holding a mirror up to your experience and seeing it as a customer does. Hence, we call this process Customer Mirrors.

Wild Widgets chose to do Customer Mirrors for a number of reasons, but one of the most important was they wanted a process they could repeat. To achieve a representative sample, Beyond Philosophy undertook 50 or 60 Customer Mirrors around the U.S. and Europe at various touchpoints.

We also trained some Wild Widgets people on Customer Mirrors and how to conduct them on their own. The Wild Widgets group did from 15 to 20 more mirrors (and much more since). Then, we put all the data together and found some ideas that were common. There were some insights delivered in this exercise. The next step was taking these moments and using our journey mapping tool called Behavioral Journey Mapping® to design emotionally engaging moments.

One critical insight the team learned through Customer Mirrors was that when it came to their widgets, customers felt the need to be an 'insider' to understand how to get the best outcome and avoid making a mistake in the process. If you used widgets all the time, it was a walk in the park; you were an insider. If you didn't, you felt some degree of anxiety and uncertainty; you felt like an outsider. Customer Mirrors also revealed particular moments in the retail channel that contributed to these feelings.

The "Aha! Moment" occurred when mirrors supported the qualitative research about how both the transaction and emotions were of equal importance with real-life examples. They recognized the Wild Widgets retail experience was designed for people that understood widgets, not for people that didn't. They needed to create the CX for the customer, taking the customer's needs into consideration. It was time to define for those channel owners in the retail locations what actions would deliver a more wonderful experience. Customer Mirrors revealed the following four critical deliverables:

1. Where Wild Widgets was now
2. Which moments created which feelings



3. What Wild Widgets was missing currently
4. How Wild Widgets could do more and when to do it to be better

“It brought to light the gap in the measurement that we have internally,” Annie Adams (not her real name), Marketing Specialist, Brand and CX Wild Widgets Services said, describing how that moment helped them reach those who didn’t think CX improvement was necessary. “Everybody was doing what they thought they were supposed to do, checking that box for at least for launching a successful product for example. Through mirrors, we were able to acknowledge that it [the experience] wasn’t built deliberately with the customer in mind and certainly not to evoke customers’ emotions. There was a gap between what we were delivering and what the customer was expecting or even experiencing. There were examples of operational excellence where if you look at through the mirroring methodology you could see it was driven by the operation focus and not what the customer wanted.”

Getting to a Turning Point for Subconscious Experience

Buy in was vital as it is for every organization, particularly when you propose changing the organizational goals. However, it’s equally important that once you have buy-in, you also have a plan for getting to the new target. You need to be able to answer the question, “So what do we do about this new finding that emotions play a part?”

Customer Mirrors training and implementation made it obvious to the Wild Widgets CX team how the emotions customers feel were a mixture of conscious and subconscious reactions. In other words, it showed that what humans perceive derives in part from elements of which we are aware and in part from elements of which they are not aware. When Wild Widgets did the initial qualitative research, Thornberg said they learned how challenging it is for customers to express their emotions when they discuss how they felt about widgets. She liked how Customer Mirrors allowed the team to have a conversation with customers that helped them articulate those emotions and how to uncover what some of those hard to articulate feelings were.

Swanson agreed that Customer Mirrors helped them define moments that needed a better approach. Around the same time as the Customer Mirrors training and roll-out began, they were developing a single, company-wide CX strategy for problem resolution or how to deliver the experience when there was an issue. “We had many departments that were working on eliminating problems,” she explained, “but what do you do when someone calls in with a problem? How do you elevate the situation from a negative to a positive?” Swanson used the



example of weather delays. Wild Widgets sometimes suffers service disruption from weather delays. While there was nothing Wild Widgets could do about the fact a service interruption occurred, they could control how they communicated with customers when these disruptions happened.

The current process was not an ideal one; it was neither transparent nor proactive enough regarding customer communication. This type of response design must begin with operation groups within the company impacted and then move through to the Communication and Marketing groups, as well as IT and Sales, etc. Wild Widgets worked across 17 different departments to improve that process from the customer's perspective. They delivered on a more transparent and proactive communication, allowing customers to feel empowered.

"It was a very nice fit with the mirroring and subconscious elements, and all the emotions that were playing into a customer calling in with the problem. It showed how we could very intentionally deliver on or turn that experience around so that those emotions could go from negative to positive," Swanson said.

Another example centered around the opening and closing habits. When a customer is checking out in a retail location, the representative behind the counter rekeys the information written out by the customer. The problem was representatives were doing that without explaining the process to the customer, so customers felt confused. People are wondering, "What are you doing? Why do you have to rekey what I just wrote?" Those little elements of how the rep interacts with the customer are crucial. The CX team also wanted to design a deliberate handing off of the receipt, to signify the close of the interaction. The team also played around with language for opening and closing the engagement with the customer. Primarily, the goal was to communicate the open and the close of the interaction.

All of these retail moments emphasize how Customer Mirrors helps identify moments that create feelings (both consciously and subconsciously) in an experience. These moments would have been challenging to tease out of participants in a typical focus group. Thornberg explained a customer might never have told the team the retail experience left them feeling uncertain about the transaction, or that they felt like an outsider. However, the Customer Mirror helped the team see these moments for themselves that had created a potential emotion with a customer. The team also learned by designing the moment deliberately, as they did by closing the transaction in a definitive way, they gave customers much more assurance that Wild Widgets now had ownership of their business. Customers knew Wild Widgets would take it from there.



Putting the Elite Back into Wild Widgets Elite

The retail Customer Mirrors were eye-opening for the team. However, the retail channel wasn't their area of focus for their pilot program. They felt they had a better opportunity within the Wild Widgets customer service group in part because many of the people in their CX Team were from that channel! So they used the retail channel to understand better what Customer Mirrors can deliver for them and then used those discoveries to identify a channel to begin their transformational change. As a measurement-oriented organization, the team also wanted to get further proof that all these things they were building to address this change will make a difference at Wild Widgets.

Knowing they were going to be working with the customer service channel, they conducted benchmarking for best practices within the best-in-class companies for customer service. The best-practice research would help bundle the approach into something that then could be scalable and repeatable on a global scale. They focused on customer service centers and how these other companies were delivering both an exceptional and intentional experience. They used the input from their best practices research into the program to truly change the impact of the emotions of the people that interacted with that channel.

The customer service channel is a high-touch channel and, as a result, they were protected. To change how agents were measured presented challenges for some people at Wild Widgets to accept. Nevertheless, the CX team extended invitations to see where they could begin a pilot program for their new CX design.

Wild Widgets Elite (WWE) is a Wild Widgets 'white glove' service, focused both on customer service and customer needs. They were looking for a way to get back to the roots of their department. WWE felt their close connection to the customer had eroded somewhat. As a result, they were open to trying something different. WWE was willing to have the team test out some of these best practices so they could impact the customer emotions.

Interestingly enough, one of the things the team identified as a first step was to conduct an 'Internal' Mirror. An 'Internal Mirror' is an assessment of how customer-centric the organization is. This is based on our Naive to Natural Model which we developed in 2004 and wrote about in *Revolutionize your Customer Experience* (Palgrave Macmillan, 2004). As part of the CX disciplines that Swanson and her team established, one of the first things they did was to locate the cause. The Internal Mirror, much like the Customer Mirror, considered a number of aspects like:

- What are the key measures the front-line team want to achieve?
- Why type of people do they recruit?



- What training are they given?
- How are they coached?
- How are the processes designed?
- How are the culture and leadership?
- How is the employees' subconscious emotional state?

While the Customer Mirror reflected what the customer experienced, the Internal Mirror reflected the customer centricity of the organization. It also showed the employee's experience and whether that emotional state allowed them to deliver the CX the team desired. The Internal Mirror helped the CX team gain a complete understanding of the environment employees worked in and all the elements affecting the experience. This information was critical to the team to test the environment for training employees on how to deliver that outstanding experience.

Wild Widgets developed 5 Goals based on customer research. The 5 goals are the articulation of how they wanted the customer to feel at the end of the interaction, including

1. Informed
2. Empowered
3. Valued
4. Accommodated
5. Served

These 5 goals were excellent, but there was still a gap between defining them and delivering on them. The gap began in training, as the customer-facing teams were not trained on the specific actions of how to deliver on these concepts in their interaction with customers. The specific steps have a foundation in two essential skills the team needed, which were:

- How to recognize how customers feel when entering the experience.
- How to convert them to feeling the way they wanted as defined by the 5 Goals.



Gaining these skills requires advanced soft skills training for employees. We recommended the CX team included this training on how to recognize the emotional state upon entry into the experience and how to gain that critical emotional connection with customers. However, if training was a huge area of opportunity, so was the measurement of what was considered wonderful by Wild Widgets. They saw the current analysis was 85% operationally driven, leaving only 15% dedicated to soft skills, skills without a particular design. We also recommended changing the way agents' performance levels were measured because the 5 goals they introduced were a more holistic, interconnected program than the previous one.

So agents didn't have any training on the 5 goals nor did they know how to coach soft skills or a way to provide feedback to improve those scores. The CX team decided they needed a way to define these skills and their expectations for them. They needed a guide which was based on our Memory Maker training.

The Beyond Philosophy team created a guide based on Wild Widgets' 5 goals. The guide serves as a foundational element of the Memory Maker training that could be a clear-cut way for agents to measure and define interaction with customers. Take for example the first goal for how the customer feels: Informed. The guide explained to customer-facing teams:

- Why people want to feel informed
- The psychology of feeling informed
- How to recognize if customers are feeling informed
- How to encourage them to feel informed

The guide was based on a comprehensive synthesis of relevant research in Psychology and Behavioral Economics. The goal was to provide Wild Widgets' employees with a rich understanding of these principles, not just a 'to do' list. The guide gave team members an understanding of not just what to do, but why it is important.

The guide was the response to how customer service agents could precisely deliver a wonderful experience and deliver on The Widget Pledge. The 5 Goals defined the desired emotional outcome of the wonderful experience, and now the guide identified the clear-cut and distinct behaviors tied to each of those goals. The guide identified the customer emotion with the key phrase or keywords an agent might hear and provided options he or she should do or say to make that emotional connection with the customer.



“It does a nice job of easily articulating the philosophy or the perspective of the customer, reminding the customer service rep what it is like to be a customer,” said Swanson of the guide. “It then translates the interaction and verbal cues in this case into very specific emotions on which we are trying to deliver.”

“If you don’t focus on it, and you aren’t intentional about it, then you leave 50% of the experience up to chance. The guide for us was our way of making sure that we were not leaving that interaction up to chance,” Thornberg said. “Here is essentially the formula for responding to a customer who needs to feel informed. Here is the method for responding to a customer that needs to feel empowered. Here’s what it might look like, here’s some of the things they might say, and here are some appropriate ways that Wild Widgets would like for you to respond. It allowed us to be much more intentional about the experience we deliver.”

Wild Widgets’ CX Team piloted their first implementation. They were not only getting better results from a customer perspective, but they also improved regarding their loyalty measures. It’s natural to question whether that was tied into operational improvements as well. However, when the team analyzed the pilot, the operational measurements were consistent with what they had before the soft-skills implementation. When compared to the baseline, those operational elements showed no significant changes. However, the agent advocacy section showed significant improvement.

“The biggest thing as a result of this,” said Swanson, “is that those things that have been unconscious in the reps and how we delivered the experience, those muscle memory type things regarding doing their job and what they are measured on, have now become more of a conscious state. It’s become a state where they are aware of the customer, aware of the interaction, and aware of the service they provide, as well as a better experience. They are more conscious and deliberate of how they do that, and that is resulting in a much better experience, as well as more satisfaction from the employees.”

So why did employee satisfaction improve? The changes were significant. The customer agent had to behave differently. Their evaluations were assessed differently. In most cases, this causes stress for employees. That was not the case here, however.

According to Adams, that was no accident. The CX team discussed ways to implement the program that would be easier for employees. Employee satisfaction improved because the WWE agents understood what the expected behaviors were and how to align that with their performance. Although the change was significant, they knew what to do. As a result, the employees were more engaged and receptive to the changes.



“The way that we communicated this to the agent was that they were Trailblazers. They were going to be the champions going forward. They were setting the pace not only for Wild Widgets Elite but also for the rest of the customer service centers around the world. They [the other customer Agents] were looking for them to test out this new training, this new way of being! Once they understood at the end of the pilot that this would continue, not only for them but also for the rest of the company, they were proud of what they had done and the hard work they put into it,” Adams said.

WWE agents were also responding to the most positive interaction with customers. By delivering an improved CX, the feedback from customers was positive and encouraging as well. We see this all the time as Customer Experience Consultants. People enjoy the job more because they were not hit over the head with transactional things but instead are helping people. It creates a more humanized place to work.

The guide also addressed the lack of definition of soft skills expectations. It explained the correct behaviors Wild Widgets expected and what the auditors measured as wonderful. This fact led to an overhaul in how WWE agents’ performance was assessed. “Now we’re considering how the customer feels and the way you’re making a customer feel during the transaction as a critical part of the quality,” explained Thornberg. “At first, they were a little challenged by that because it felt subjective, but over the course of the pilot we did a much better job of making clear what we expected.”

These improvements in defining the soft skills and the expectations for these skills in interactions resulted in improvements to CX Quality and also in improvements for the emotional intelligence of the customer agents. In particular, the areas of ‘Reflection’ and ‘Data-Mining’ demonstrated improvement to indicate more of each occurred during transactions. This development shows that they were taking the time to become more solution oriented and address the particular needs of each customer. The team defined agent performance by 15 attributes and identified eight that showed a net positive change for pilot agents.

Measurement evolved as well. In the past, 95% of the success was transactional, and only 5% was on how the customer felt during the transaction. Now, 25% of their success as a customer agent is dedicated to emotions, a huge indicator of the progress the team made and the cultural shift that’s going on at Wild Widgets.

What were the results in Wild Widgets Elite?

There are many positive results that we are unable to share as Wild Widgets see this as a competitive advantage, however, here are a few headlines:



-There was a 10% increase in customers moving from entering the experience feeling 'anxious' to feeling 'in control.'

-A 10% increase from customers entering the experience feeling 'out of control' to feeling 'in control'.

-When asked the question at the end of the call, *"If you owned a customer service call center, would you hire the customer service call agent you spoke with?"* There was a 25% increase in customers saying they definitely would.

The team attributes the success as recognition that the WWE pilot has delivered significant results. The rest of the team is eager to explore, adopt, and pursue some of these best-in-class behaviors for their organizations. Following its success, the program is now being implemented worldwide.

The CX team is well on their way to achieving their goal of discovering better ways to improve the experience at Wild Widgets. Thornberg feels that the management team sees it as a way to further develop what they consider a team already quite good at connecting with customers. As a result of what the CX team applied using these techniques to deliver on the WWE Pilot program, other channels are requesting the same program.

"It's almost been a snowball effect over the last few years regarding adoption and awareness throughout the organization to what we mean by delivering on an intended CX across the channels," said Swanson. "In the very beginning, we had to figure out what story we were trying to tell and what gap we were trying to fill. Once we were able to articulate that, as with anything, you have very early adopters, and you had others that thought, "We have been delivering on CX for a long time. What can you bring new to what we were doing?"

Now, many different groups could see the value of the new way of thinking about the CX. Swanson attributes that to a combination of factors, including:

1. They created a structure that had a strong foundation in research.
2. They developed a communication mechanism (an oversight and actual communication pieces to support the programs, i.e., the guide).
3. They demonstrated quick wins impacting key stakeholders, in this case, the directors of different customer service departments within the organization.



“It goes back to the conversation we had around finally being able to articulate what people can do to adopt and take this on,” Swanson said. “When we were at a place where we theoretically knew it was something that the company needed to do, that was one thing. But now that we were able to be much more prescriptive about what that might look like on the channel by channel basis, people were saying, ‘Okay! I understand. I know what it’s going to take. I see the results, and I want to be a part of it.’ We have more work than we can address it this point.”

Would They Do It All the Same Way?

Looking back on their experience thus far, however, the team already recognizes key lessons they learned.

Adams emphasizes that implementing a CX improvement program is more than anything a change management project. She would advise anyone starting out on this journey to understand that their employees, especially the first team to train with a new experience, are challenging themselves to do things differently. Understanding how that makes them feel and the drastic change of pace that the program might represent for them is critical to a smooth roll out.

Swanson felt that keeping an eye on the bigger picture is an essential consideration. Design the program for a smaller part of the organization, but never forget that it also needs to adapt to the larger organization. Measuring your progress at the lower level will also pave the way for more acceptance across other departments as well. When you can demonstrate you have success with real facts and figures, you can win the hearts and minds of the grassroots team as well as executive leadership.

Thornberg agrees with Swanson, adding that people need to come along at their own time and pace, so allow for that in your roll-out. “Even as we start to do these internal mirrors with the other departments,” Thornberg explained, “having them as part of the process and getting them to understand and buy into the idea that the CX is more than what we traditionally said it was is a critical part of the change.”

For our part at Beyond Philosophy, we are always pleased when an organization embraces the need to move their CX to the next level and adopt our tools and techniques with such commitment and finally, most importantly, gets results! Truly a great example of our company name and going *Beyond* the *Philosophy* to get change and results!



Additional Resources

If you found this whitepaper useful you will find these of further interest:

Our latest book: [The Intuitive Customer: 7 Imperatives For Moving Your Customer Experience To The Next Level](#), Palgrave Macmillan 2016.

Training:

[The Secrets Of A Successful CX Program](#)

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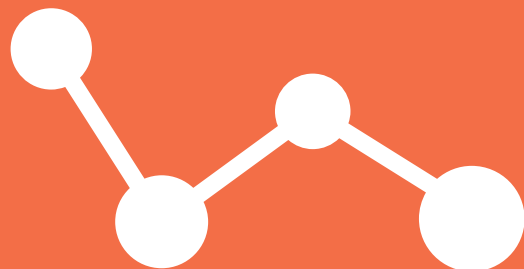
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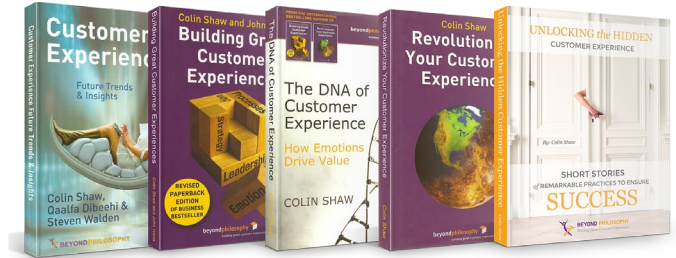
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About Beyond Philosophy

Beyond Philosophy are literally the world's first dedicated Customer Experience company. Founded in 2002 by our CEO, Colin Shaw, we have built an excellent reputation of being Thought Leaders in Customer Experience.



This is not what we say, it's what other say. We are proud that Colin Shaw our CEO, has been recognized by LinkedIn as being one of the world's top 150 Business Influencers and by Brand Quarterly as one of the 'Top 50 Marketing Thought leaders over 50' and written 5 books on Customer Experience.

Beyond Philosophy help organizations move to the next level of the customer experience . There are many case studies that highlight our work. One of our clients Maersk Line, improved their net promoter score by 40 points in 30 months and then had a 10% rise in shipping volumes as a result of our work.

Beyond Philosophy provide three services.

Consultancy services – both strategic and tactical so we can help guide you to improve your customer experience.

Training services – we can train your CX team on how to improve your customer experience as well as your front line team with our memory maker training.

Specialized research services – we provide some innovative research techniques that discover what drives and destroys value for your organization.

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