

Customer Experience Program overview

In today's changing competitive environment, customer centricity is not aspirational – it's essential. Achieving a true customer centred business isn't easy, but with the right strategic approach and partner to help you (aka us), any business can get there, regardless of your size.

Our goal is to help you create a framework that utilises accepted and proven best practices in a way that is easy for everyone in your business to understand and use, but hard for outsiders to copy. To get your employees to see your customer centric goals as realistic, not overwhelming because we break the process down into manageable chunks.

A typical Customer Experience improvement program

We say typical because each solution is unique to your situation, sorry there isn't a one size fits all standard solution to improving your customer and employee experience and loyalty that you can just "bolt on" to your business and magically start reaping the benefits. Because each business is different, it needs its own unique, custom designed solution.

But it doesn't mean you have to re-invent the wheel each time – our toolbox has many market proven and tested tools that we can use, but the finished product is unique to your business, meaning it creates differentiation and makes it so much harder for your competitors to copy.

What we do is to help you go from one-off, inconsistent or disjointed attempts at improving your customers experience and loyalty, to a comprehensive solution where you not only create a customer centric culture but also systematically visualise, design, implement, measure and manage the experience you deliver to your customers and employees. You go from thinking you know what your customers want, to knowing, and from inconsistent and frustrating to consistent and enjoyable – for everyone.

So what are the typical steps in creating a customer centric culture and a worldclass customer and employee loyalty program, which will improve your profitability and sustainability?

Typically, there are 7 steps:



1. Commitment

Before starting, we need to know that becoming more customer centric and creating financial success through improving your customers and employees experience and loyalty, has the on-going support and commitment from the highest level. This is absolutely critical because this isn't a short

term project or a “flavour of the month” exercise – it is about bringing sustainable change for sustainable rewards. Otherwise, we are wasting each other’s time. It involves items like determining:

- Why you want to be customer centric.
- Are you willing to change your business model – for the better?
- Are you willing to bring the customer “inside” your business – to treat them like a business partner – in reality they are your most important partner.
- You fully understand the benefits, the requirements etc.

This is critical because without full and vocal support from the top - nothing will change.

2. Listen, Understand, Visualise

This is a discovery and documenting process. Before we can start “customerfying” your business we need to:

- Listen and understand things from your, your customers and your employee’s viewpoint, to make sure we are all on the same page.
- Find out what you already have/don’t have, what needs changing, what doesn’t – basically a full review of your intangibles – the things you can’t see or touch but everyone feels when they walk into your business.

This includes things like:

- Why you want to improve your customer experience / become more customer centric
- Your current culture, values, strategies, plans, organisational structure etc.
- Your brand – in particular your brand promise.
- Who your best customers are (it is surprising the number of businesses and employees who don’t know this) – We do this by a variety of methods including Persona’s, classification and segmentation
- Your customers “end to end” journey and experience when dealing with your business - the good, the bad, the ugly the painful, the enjoyable, to determine key touch points, moments of truth and points of pain. This is usually done with your entire team and includes Journey mapping and our Customer Experience Cycle.
- Understand the business case for improving your customer’s experience – your ROI of loyalty – calculating the “*Power of One*”. For this, we use a variety of tools including Buyer & Referral economics, Loyalty Profit Chain, Customer Value calculator, Bottom Line improver.

And anything else we need to clarify before starting to “customerfy” your business.

NPS trained and certified NPs2/Net promoter Professional

Profit Hub – for the customer centric business

©Copyright Profit Hub 2013-16- If you haven’t go this direct from us it is an illegal copy.

3. Design

The right customer experience won't just magically appear, you must actively design it. This is where you intentionally, rather than haphazardly design an experience that will exceed your customers and employees expectations, increase loyalty and reap all the [benefits](#) that stem from this.

Design helps you create unique ways to differentiate your business, that can't easily be copied, to weed out the bad or ineffectual ideas and lets you focus on the changes that really matter to your customers. Usually there are 2 main things that need to be designed:

Your new Customer Centric culture

Designing and building a customer centric culture is critical as it creates a set of shared values, behaviours and expectations that focuses everyone on the customer. No strategy, design or manual can cover every customer interaction possibility. To make sure the majority of these "un expected" events are handled correctly, you are going to have to trust your employees to do the right things for the right reasons. What you have to make sure is that they know what the "right things" and "right reasons" are, which means you need to design your customer centric culture that:

- Is by design not by default
- Clearly outlines the acceptable values, behaviours and expectations and turns these into habits, not directives
- Creates buy in and engagement from the right people
- Everyone voluntarily adheres to, even when no one is looking or the boss isn't in the room.
- Informs, inspires and instructs.
- Empowers rather than Restricts – guides discretionary behaviour and picks up where your employee handbook leaves off.

Your customer & employee experience strategy:

With proper leadership and solid execution, a good strategy and roadmap is the last piece required to start the journey towards the future state.

Done correctly it creates sustainable mutually beneficial relationships that deliver real, sustainable business results. It does this by finding ways to improve the depth, breadth, and duration of customer and employee relationships in a profitable way.

A good strategy outlines:

- A clear, specific picture of what life will be like as a customer once the strategy is up and running, while supporting your overall business strategy and brand promise.
- The story of your customer centric journey so everyone understands where they are going and gives them confidence that the end goal is attainable.

- Clear ownership, responsibility and accountability for those relationships and the journey itself.
- Answers to questions like “what do we do first”, “how does that support what comes next & overall business goals”, “how does it all link together to lead us where we want to go”

A good strategy is:

- By design not default.
- A fit for your business, its culture and the way it operates
- Systematic, repeatable, disciplined but flexible – trusts staff to use their “best judgements”
- Trainable so it can engage and empowers your staff
- Based on closed loop processes.
- Only as complicated as it needs to be – practicality over theory
- Meets the needs of, is as easy as possible and most importantly enjoyable for those it touches or have to use it.

4. Align – across functions and silo’s

The next step is to align this new Experience Management strategy with all your other strategies, systems, processes functions and silo’s.

It is critical that everything and everyone is rowing in the same direction, this includes things like:

- Ensuring all stakeholders objectives & expectations are the same.
- Getting cross-functional buy in & support to remove any “silo” mentality and demonstrate how a customer centric approach will benefit not only these areas but also your employees and the business as a whole.
- Having cross-functional representation in the process and decisions.
- Link KPI’s, reporting, compensation, employee pathways etc. to reflect the new culture and strategy

5. Action - Implementation

This is the step where most businesses come unstuck because they fail to implement. Everything up until now has been nothing more than great ideas on paper. The best strategies in the world are useless without effective implementation and it is part of our job is to make sure your ideas are implemented into action.

Unfortunately, in their enthusiasm to “get on with it” most businesses rush this step. They try to do everything at once, they roll out their new initiatives with a whole lot of fanfare, swamp employees with a whole bunch of ideas and then ... leave them to it – expecting them to know what to do, and how to do it, and have the time to do it. At this stage, the “less is more” strategy is the best.

Implementation is not hard you just need consistency and continuity; making sure things are done at a planned, trained and staged pace, including things like:

Profit Hub – for the customer centric business

©Copyright Profit Hub 2013-16- If you haven’t go this direct from us it is an illegal copy.

- Weave the new culture and experience strategy into the operational and strategic operations of the business
- Development of a Program Roadmap – your blue print
- Development of a Roll Out calendar identifying how, what, when and who.
- Development of supporting communication, training & follow up plans.
- Total commitment and focus – especially from the top.

We have a huge range of tools and strategies that will make sure your ideas are implemented properly and effectively.

6. Action - Measure & Manage

Measure is all about collecting the right feedback and data, from the right customers, at the right time so you can accurately measure and monitor levels of satisfaction and loyalty, and take corrective action where necessary.

Managing is all about having the appropriate governance structure in place to help you focus on the customer experience, co-ordinate efforts and assign responsibilities and accountabilities across your business

The key purposes and benefits of Measure & Manage are:

Measure: it's key purposes and benefits to let everyone know how you are going from your customers point of view (ie your reality), what areas are working and which aren't, what problems or frustrations your customers are experiencing and it allows you to track progress over time.

It also allows you to track the financial benefits gained from what has been done.

Manage: It's key purpose and benefit is to engage employees and managers in driving action every day and ensuring customer data is integrated with operational data. This ensures the continuous focus on what matters most to your customers. Governance doesn't have to be boring compliance stuff – it is whatever works for you.

The key work done in this area is the development of:

- a. Appropriate Customer & Employee metrics including **NPS** – both the score and the system, Effort, Satisfaction etc.
- b. Measurement Framework – measure what matters in your business -
- c. Reporting framework - Right information, right people, and right time.
- d. Governance framework – Maintain focus on the customer.

This allows you to keep a “finger on the pulse” of your business so you know things are ticking away as planned and if not, it allows you to take quick and effective corrective action.

7. Reinforce [Live] & Improve

As mentioned previously improving customer and employee loyalty and business results is not a project, it is a process of continuous improvements & innovations. You have to keep the momentum, passion and enthusiasm going, you must keep reconnecting with your employees, as well as constantly reconnecting them with the businesses culture & values.

All of the gains from doing the above will be lost if you and your management team, aren't seen to be passionately leading this change – from the front, walking the talk everyday – Success, of any kind can't happen in a “do as I say, not as I do” environment, and that is why we started this process with “Commitment”.

When any great athlete reaches the top of their sport, they don't think “great” I am the best, I can relax now. They are continually looking for that extra 1%, that new idea that will give them the edge over their competitors. They know their 2 biggest dangers are complacency and their competitors – they know there is always someone wanting to take their place at the top. You have to be like that to – to stay at the top you have to be continually raising the bar, getting better and exceeding their expectations.

This stage involves maintaining that commitment – from everyone. Together we can help you achieve this and keep the momentum, passion and enthusiasm going by:

Developing an ongoing “Why” Reorientation Program, in addition to an on-going training program, to ensure the momentum, passion and enthusiasm is maintained over the long term, covering things like:

- Why we are here.
- Reconnecting with your employees from a business and personal level
- Reconnecting employees with the businesses purpose, culture & values so they see and believe they matter and can take pride in their job and the business.
- Why customerfy – the importance, benefits etc
- Improvement & Innovation sessions.
- Doing the right thing for the right reasons – DNA, good v bad profits.
- Continually communicate, engage, explain, train, reward and reinforce the above. You can't expect employees to know what to do – you have to show them train them

As we work through these steps, in the background we are working on 3 things:

1. Service recovery – fixing & finding “experience problems”, things that annoy your customers - problems, delays etc. Effectively the ambulance at the bottom of the cliff.
2. Root Cause Learning - finding out why an issue happened and changing what you do to prevent it happening again. Moving the ambulance to the top of the cliff.
3. Relationship development – to move from transactional to relationship, rational to emotional. Removing the commodity tag – bringing the ambulance “in house”.