

Customer Experience Design

What do we mean by customer experience?

Customer experience defines what a customer actually experiences in their everyday interactions with an organisation or business. Well designed customer experiences are enjoyable, memorable and consistent across all points of contact and live up to what the customer promise or proposition is. From the organisations perspective, well designed customer experiences build loyalty and advocacy with customers.

What are the problems with customer experience?

A recent Bain & Company survey revealed just how commonly companies misread the market. They surveyed 362 firms and found that 80 percent believed they delivered a "superior experience" to their customers. But when they asked customers about their own perceptions, they found that customer rated only 8 percent of companies as truly delivering a superior experience. Clearly, it's easy for leading companies to assume they're keeping customers happy; it's quite another thing to achieve that kind of customer devotion.

In working with different organisations, we have identified three areas where we find problems in how customer experience is delivered.

Aligning the customer experience with customers needs

In most organisations, there is an understanding of what is important in terms of the main attributes of service to the customer. But frequently we find that organisations poorly understand the relative importance of these attributes to customers. Often the most important attribute from a customer perspective maybe considered third or fourth most important within the organisation. This misalignment often means a customer may have a satisfactory experience but not a superior one.

Ensuring the experience is consistent across the different points of contact across the organisation

In many organisations, there is a proliferation of contact points through which a customer can interact with organisations. Commonly, these include different channels: branch or local office, phone, internet and mail. Where the service or experience is delivered across multiple points of contact there are multiple points of failure. We find often that individual units or channels optimise their customer experience but often the end to end experience had not been designed and optimised holistically.

Measuring customer experience effectively

Traditionally, many companies measure customer satisfaction through regular market research. Not surprisingly, we find often that the customer satisfaction results management get indicate good or strong performance in customer service.

The customer satisfaction measure is designed to tell a business manager how an area of the business is performing, whether conducted as an external customer or internal staff satisfaction survey. The surveys used



previously by AIB's contact centre were largely a fixed set of questions, to allow tracking. The Customer Experience project challenged the basis for these fixed questions, given that at worst they were based on, and reinforced, existing prejudices.

What is the potential improvement from customer experience design?

Delivering substantially improved customer experiences can help transform the reputation and consequently market position of a company. The benefits we have found are achievable include:

- Increase the level of advocacy amongst customers significantly
- Create a cross organization capability to deliver new or changed customer experiences
- Provide measurement to inform better design of future customer propositions

Ultimately, greater advocacy will increase revenue per customer and new customer acquisition.

How can we help?

We have developed a short analytically based and business driven diagnostic, illustrated below to identify the changes and roadmap for their implementation to address the critical gaps in customer experience. The scale and scope varies for organization but can be completed in eight to twelve weeks. Central to our approach is identifying the 80/20 in customer experience, those gaps that yield the highest impact.



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