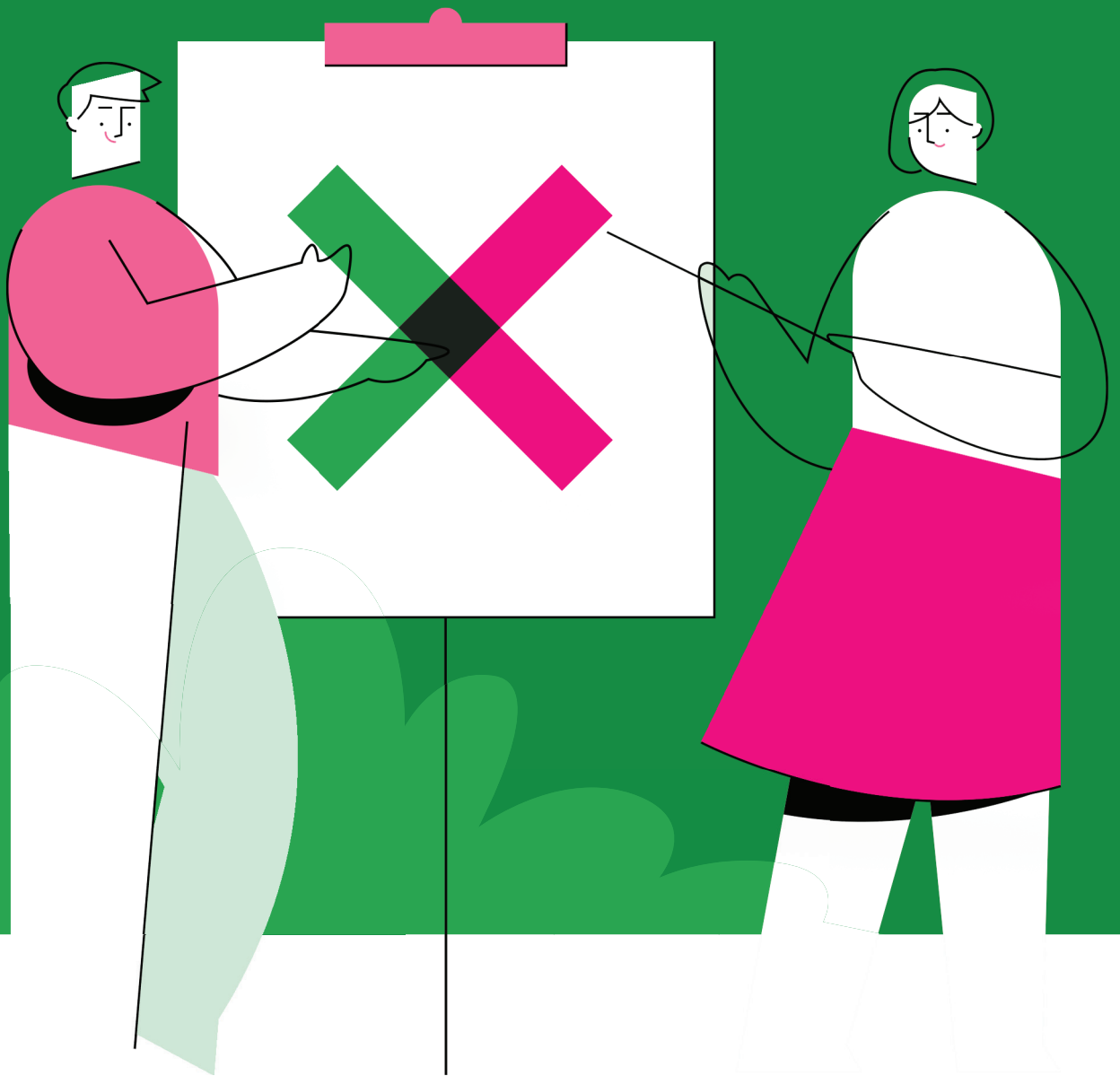


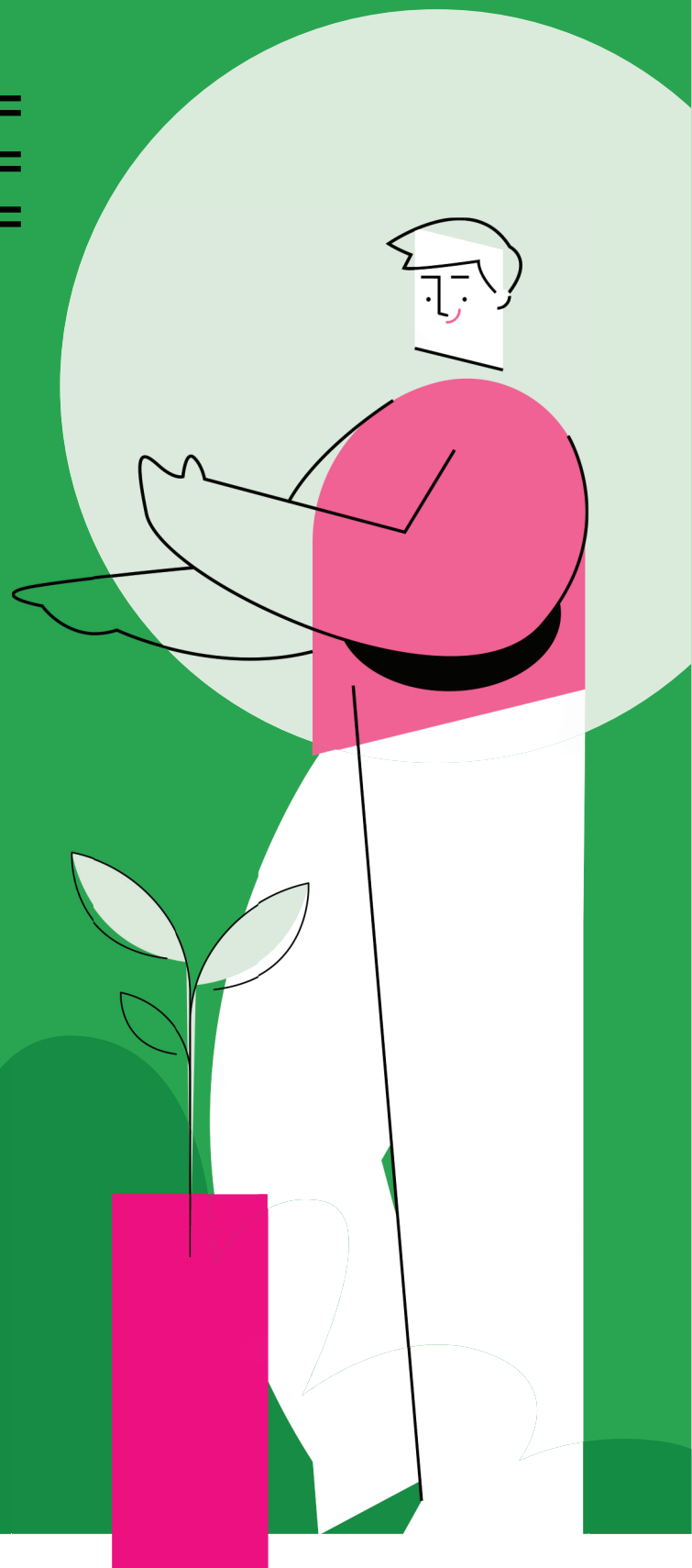
*The* **CX INDEX A to Z** of  
**CUSTOMER**  
**EXPERIENCE**



**CX INDEX**

*The* **CX INDEX A to Z** of  
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## ANALYTICS

The cream of the crop of customer-facing businesses aren't just offering good CX; they, are performing regular and robust data-driven analysis of the customer journey to truly understand customer behaviour so that they can continuously improve. These high performing companies are over 9x more likely to integrate data from multiple sources, analyse customer interactions across channels, and engage customers optimally across channels.

There is a wide variety of analytics and analysis that can be introduced to enhance CX. Data analytics, statistical analysis, predictive analytics, text analytics, sentiment analysis, customer needs analysis and competitor analysis are just a few of the many methods you can employ to make the most of the data you collect for the betterment of your customers, your business and operational performance. Integration, which is discussed more later in this eBook, is ultimately an essential tool for performing analytics. As the more data you have from the more sources, the more sophisticated the analysis will be.



## BUY-IN

Executive buy-in is an absolute necessity when developing a culture of customer-centricity in any business. Whether you haven't done much to change your customer experience (CX) programme in a while and you're ready to take it to another level or you are just at the outset of building one, you're going to need buy-in from executive management before you take the steps to improve your CX programme. This will require you to convey the value and advantage of evolving your CX programme overtime. This can prove difficult when making your case to busy executives with other priorities on their minds.

To gain executive buy-in you should use a two-pronged approach of showing quantifiable results while telling a story based on qualitative evidence. Returns and profitability drive most executives. Speaking to them in a language they understand can be the best way to convince them that your CX programme is worthy of further investment. Track your metrics and performance and compare your business to that of competitors. While you could just prepare a slideshow showing statistics and metrics that don't do much to set you apart from other departments, you have much more interesting data to hand if you are painting a picture of the value of CX initiatives. Through storytelling, coupled with the hard evidence, you can demonstrate the importance of CX programmes and the impact it has had on your business operations and customer experience. Highlight specific customer experiences as case studies to show the value of collecting feedback and how customers are interacting with your business. Also, do your best to showcase how teams and employees benefit from your CX initiatives. This will make your argument all the more compelling and memorable and bring forward the importance of customer-centricity to your exec team.



## CLOSE THE LOOP

If you are collecting customer feedback, you should be closing the loop with customers to maximise the potential of your voice of the customer programme. Closing the loop is the process of getting in touch with a customer after they've given you feedback. Following up with customers is a fundamental step in the feedback collection process as it notifies the customer that you are taking action. Giving feedback is part of the individual customer experience, so it's essential not to neglect customers at this stage. In responding to their feedback, you're letting them know that you are paying attention and that you are hearing them.

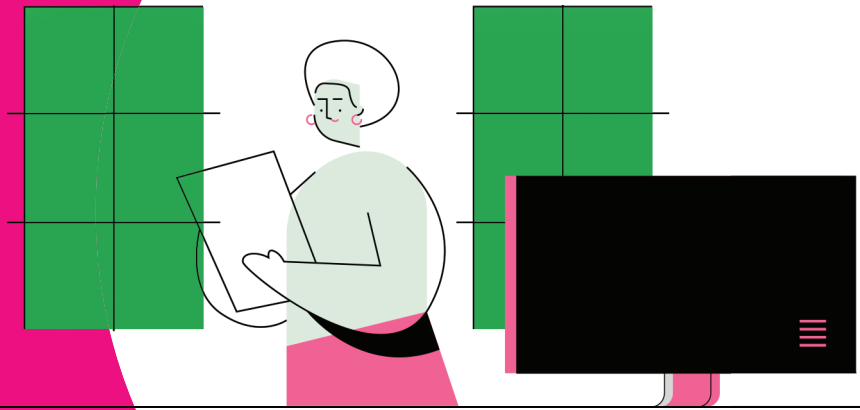
Collecting feedback is a logical first step in improving customer experience. But if you don't follow up with your customers, they won't know that their feedback matters to you or if you are taking their feedback seriously. Don't forget that there is a lot to be learned from customers, so engaging in conversation with them can only help to strengthen your company's bond with them and enhance your understanding of their experiences. Reach out to customers who have responded to a survey or left a comment on a social media or review platform. Regardless of if it is negative or positive, you should let them know that you are grateful for their comments and how you plan to act on their feedback.



## DELIGHT

You can deliver seamless customer experiences time and time again, but are the experiences you're offering memorable? When done right, infusing CX with bits of delight can be a key differentiating factor that keeps your customers coming back. It is, of course, important not to go overboard with delight at the expense of convenience. Customer effort is a significant predictor of customer loyalty, so if adding bells and whistles makes any processes slower or less efficient, you should reconsider that strategy as annoyance will likely outweigh delight.

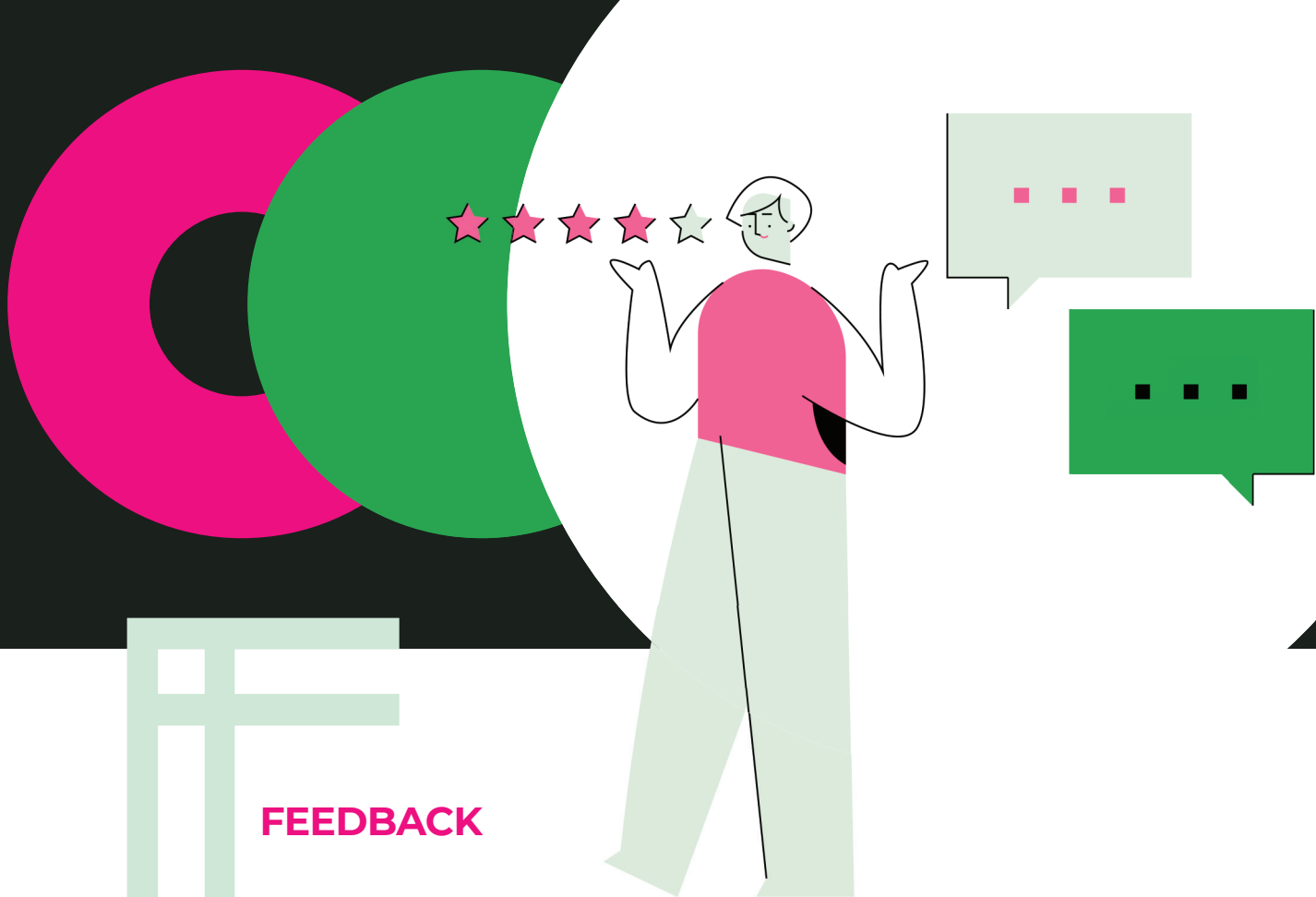
The ideal customer experience strikes a seamless balance between delight and effort. Ultimately, delight does not pay the way creating easy experiences does. But that doesn't mean that you can't give your customers bonuses that exceed their expectations. An easy way to delight that shouldn't detract from ease is the introduction of freebies, perks and discounts. Many brands do this well, but these gestures cannot cover up inconveniences in service. Continue to focus on customer effort, but introduce moments of delight in unexpected and memorable ways.



## EMPLOYEE ENGAGEMENT

It is well established that employee experience and customer experience are inextricably linked, but all too often executives focus on CX to the detriment of EX. According to Gallup, highly engaged workplaces see a 10% increase in customer ratings and a 20% increase in sales. If your employees are empowered and engaged, they will see the success of the company as a part of their personal success and vice versa. If employees feel a sense of detachment from the business – like they are working towards their paycheck without a sense of purpose in their work – it will show in their interactions with customers and affect your bottom line. As an employer, it is your responsibility to equip your employees with a rewarding work environment to enable them to do the best job they can and engender positive experiences for customers.

A safe way to engage your employees and to promote transparency amongst your teams is to share customer feedback with them. This is of particular importance for the oft under-appreciated frontline employees who interact with your customers on a day-to-day basis. Making your employees aware of what customers are saying about them and their team members, whether positive or negative, can motivate your employees' performance as there is much to be learned.



## FEEDBACK

Feedback is the metric of customer experience. There is no better way to understand your customers than to ask them. The importance of the insights that are gained from customer feedback cannot be emphasised enough. Surveying your customers regularly (but not too frequently) is vital to understanding not only how you are performing, but also to identify who your customer really is. You must be proactive when surveying your customers as you want to receive as much feedback as possible. Send them surveys in a contemporaneous manner, shortly following their interaction with you to get the best insights.

While there is often a tendency to focus on the negative feedback, do not disregard the positive feedback as well! There is so much you can learn from your customers' good experiences. Analyse both the good and the bad so that you can have a comprehensive view of which customer needs, expectations and desires are being met and which are not.

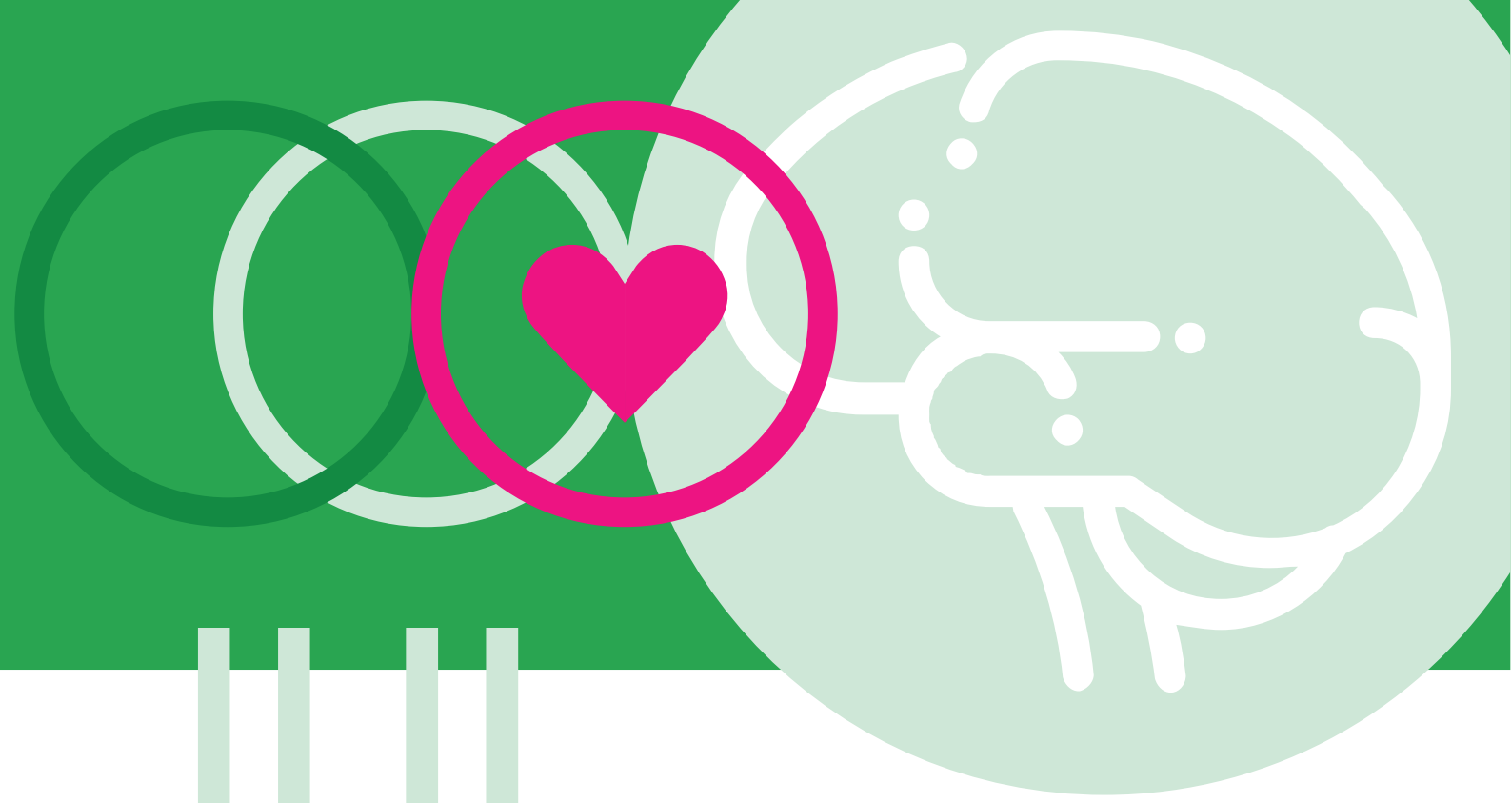




## GOAL ORIENTED

When setting out to improve CX, you must first ask yourself what you want to achieve. Rather than having a general strategy to “increase sales,” “deliver better experiences,” or “improve our NPS score,” you should have clearly defined, concrete end goals that will help you to measure progress and success. You should have a mix of businesses orientated goals that are metrics-based and customer oriented goals that are experience-based. These goals will help you to formulate your CX strategy and help you to get everyone on the same page and involved in the success of your programme.

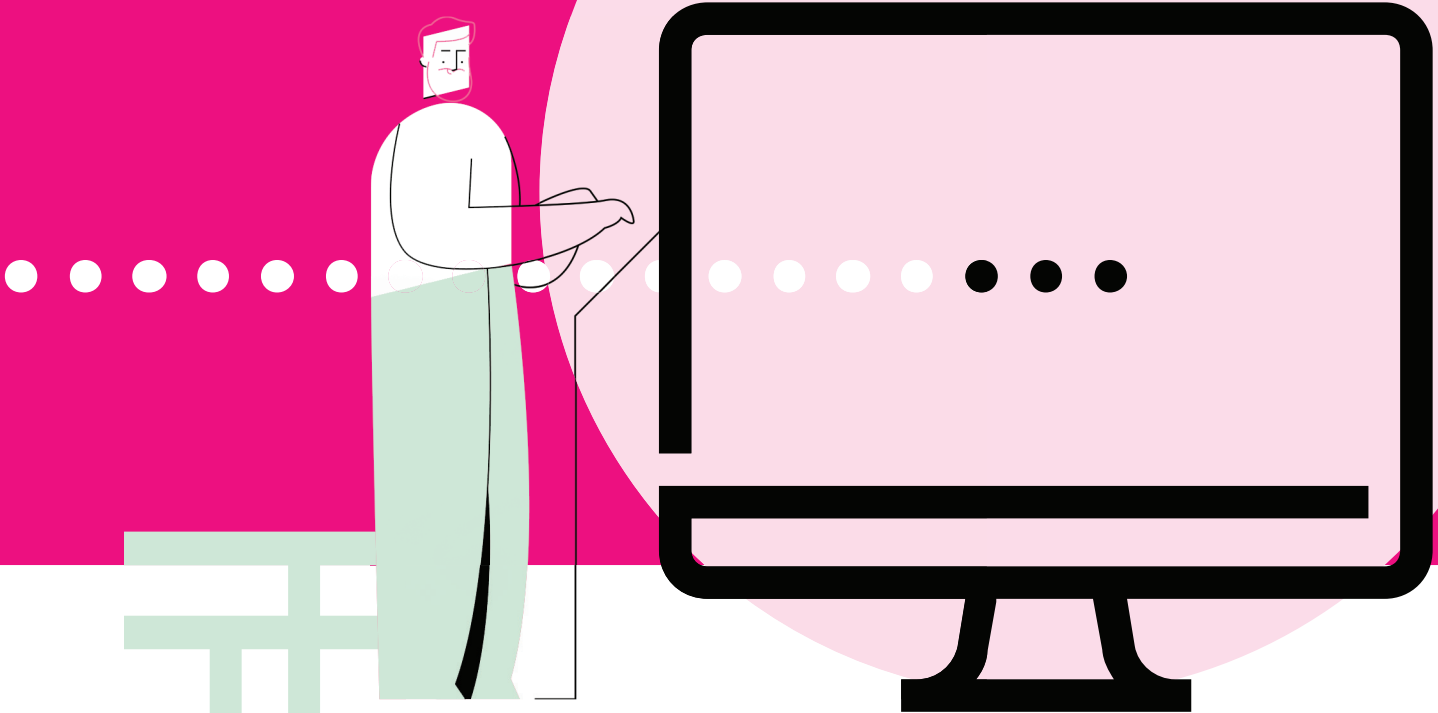
These goals need to be communicated company-wide for a CX programme to be successful. From executives who are looking for a financial return from the programme to the IT team who will help implement the programme and to the employees who determine the customer experience from ground level. Your financial team must also be on board to help you measure how your programme is bringing value to the business. Everyone must be invested in the programme’s success so that you can reach a common goal of improving upon CX in your business.



## HUMAN

While technological advancements have produced incredibly intelligent machines, the human touch is still essential to customer experience. Customer experience is primarily based on how a customer feels about their interaction with your brand. Anything too mechanical, too computerised or too corporate can fail to make them feel at ease. Neglecting to relate to customers at a human level can be a major detriment to the service you provide.

Emotional intelligence is the ability to discriminate between different emotions in oneself and others and use emotional information to influence behaviour. It is an essential skill for relating to the humanity in other people and an invaluable tool in the realm of customer service. It is also something computers cannot yet achieve, and likely will not be able to for a long time. Introducing a hybrid model of machine and human interaction will deliver the best CX outcomes. This strategy will reduce the cost of servicing customers and improve outcomes with humans still playing an integral role in the CX process. Whether in a face to face or contact centre environment, employers need to cultivate emotionally intelligent skills in their staff. Emotional intelligence will allow your employees to better relate to your customers on a personal level. It's about practising empathy to gain trust and better satisfy customers. You likely train your staff on the hard skills, but you should also help them to develop their emotional intelligence so they can deliver winning customer experiences.



## INTEGRATION

A successful customer experience programme requires integration across multiple business systems for a holistic view of CX in your organisation. Data from places such as your CRM, ERP, POS, and contact centre infrastructure, for example, should be considered required to derive actionable, comprehensive insights from your voice of the customer (VOC) solution. Integration is also a tool that streamlines customer service, particularly in the contact centre, reducing effort for customers and employees alike. With all of these different business systems, it can also be challenging to choose which to integrate with your VOC platform and to differentiate between data that is important and that which is superfluous. When done correctly, integration can be the key to driving strategic change across an organisation.

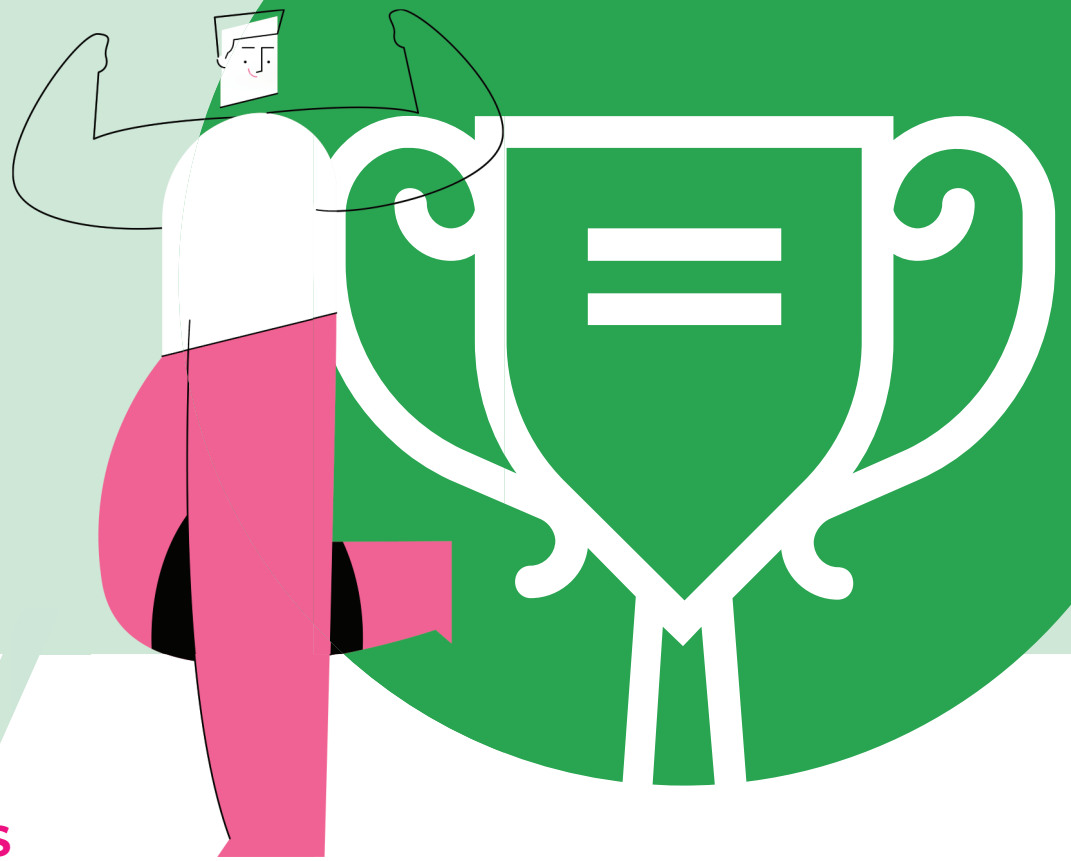
When it comes to surveying your customers, an essential rule of thumb is never to ask your customers questions you already have the answer to. The information you have in your CRM, POS or other IT systems should be integrated into your survey tool so that you don't need to ask your customers about their contact information, demographics or purchase history. You want to gain as much insight from your customers' responses as possible, and you want to make the survey quick and easy for them to complete. The level of integration shows the difference between sophisticated and amateur survey design, plus the more data you integrate, the more robust your analysis can be. You can find opportunities to integrate all kinds of systems with your VOC platform, be they operational, financial or qualitative. You've invested in each business system individually, so to make the most of each, integration is the logical decision.



## JOURNEY

The customer journey represents every interaction an individual customer may have with your brand. It's essentially a roadmap of how the full customer experience, from when they first become aware of your business to when they make their final purchase. Understanding the customer journey is fundamental to understanding how the customer experiences your brand. This can be done effectively through journey mapping, which is the process of tracing the path taken, including every touchpoint, interaction and activity, of a single customer.

Journey mapping allows you to identify what points you should be measuring from the start of a customer interaction and throughout, and shows you opportunities to ask customers for feedback. You can build and utilise customer personas to understand how different types of customers may experience your brand. In an ideal world, the customer journey would be seamless, but journey mapping helps you to know where there might be cracks in your processes that may negatively impact CX.



## KPIS

Key Performance Indicators (KPIs) are metrics that allow you to evaluate the success of a given practice and to track improvements, helping your team to make smart business decisions about the direction of all current projects. With regard to CX, the KPIs you choose will ultimately be what drive your analysis. KPIs will inform your survey design, with questions relating to NPS, CSAT or CES, for example. But they are also the metrics that they will inform the subsequent analysis of your customers and your overall business performance, with KPIs such as Lifetime Value, Acquisition Rate, First Call Resolution, Churn Rate, Resolution Time, and Cost per Interaction informing how you calculate ROI. It can be challenging to concretely correlate CX initiatives with revenue growth, which is why keeping track of the right KPIs can benefit how you quantify your programme's value. When measuring the ROI of your CX programme, certain KPIs are of particular value in supporting your investment case.

The inherent logic of a VoC programme is that it increases the number of happy customers; happy customers spend more than average; therefore profits increase. Measuring the financial gains of a programme can be a complicated mix of the qualitative, the quantitative and finding that some factors are ultimately immeasurable. Being smart and selective about the KPIs you focus on will be helpful when you chart the improvements and gains in your business. Tracking the ROI of customer experience requires focussing on the CX metrics that will drive the most value for your business. A CX metrics programme requires more than just choosing a variety of KPIs that you want to measure. No two companies are the same, so you will need to establish a programme that pinpoints what metrics you want to measure, how they will be reviewed, and how they will ultimately drive action.

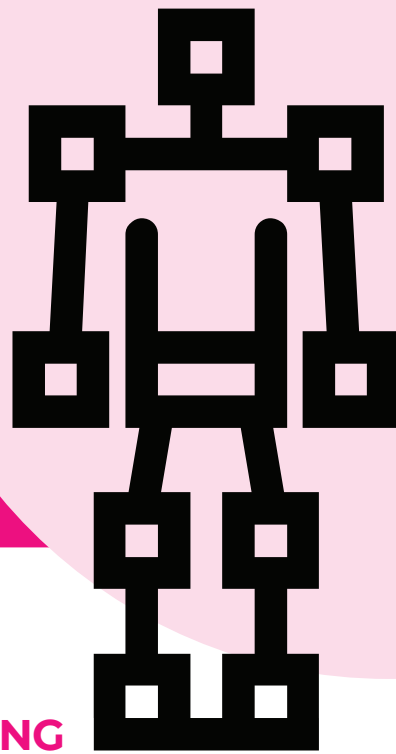
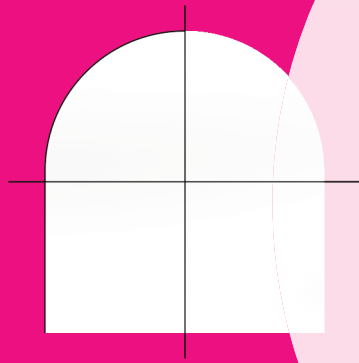


## LIFETIME VALUE

Customer Lifetime Value (CLV) is an important metric which shows how much profit your company can make from an individual customer over time. CLV is widely under-utilised. A recent study showed that only 34% of respondents fully understood what customer lifetime value represented, and 69% said that their company should be doing a better job of measuring it.

**Most simply, CLV = customer revenue – the cost of acquiring and serving that customer.**

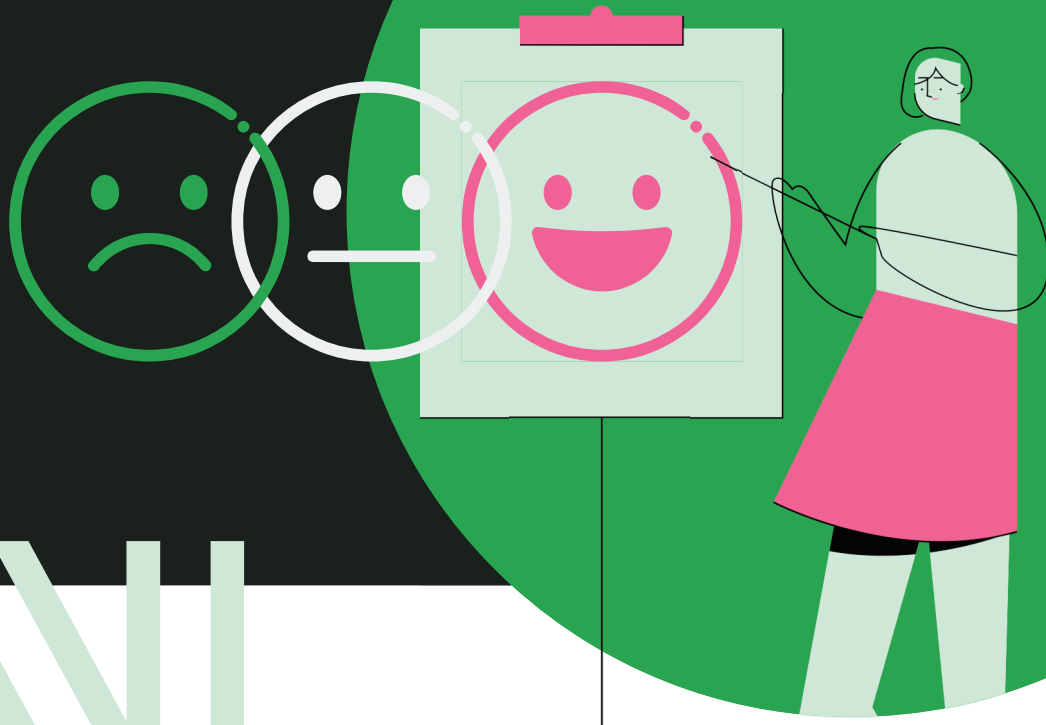
While this CLV formula may seem simple, determining what it actually costs to acquire and serve your customer base can be very complicated with all the factors that play into your customer relationships. It can be easy to forget that there is more to a customer's value to your business than the total revenue they bring. Therefore, an important factor to take into account when considering CLV is your customer acquisition cost (CAC). Gaining new customers as well as maintaining relationships with existing customers can be expensive and will significantly affect CLV. You need to take into account all of the expenses related to getting that customer on board before they even begin spending with you. So the true cost of customer acquisition can be rather high. That is why it is so important to maintain relationships with your existing customers, as it costs much more to gain a new customer than to hold onto an old one.



## MACHINE LEARNING

Machine learning is a type of artificial intelligence that enables software applications to become more accurate in forecasting outcomes without being specially programmed. The main idea of machine learning is to create algorithms that can receive input data and use statistical analysis to predict an output value within an acceptable range. Natural language processing (NLP), for example, allows for computers to recognise the nuances in human speech and writing, automating our understanding of commentary as positive, negative or neutral. By using NLP, companies are able to understand their customers' experiences better and fix any problems in their business processes that trigger unhappy customer interactions.

Chatbots, on the other hand, can answer routine customer queries at any time, without the burdens of queues or time restraints that plague contact centres, freeing your employees to help the customers with more demanding questions. As more data is introduced to a system, the computer will grow to be smarter and more intuitive. Introducing chatbots to your business can lessen the burden placed on your staff, with more straightforward customer questions being handled by bots while questions that require more nuanced feedback still go to the real agents.



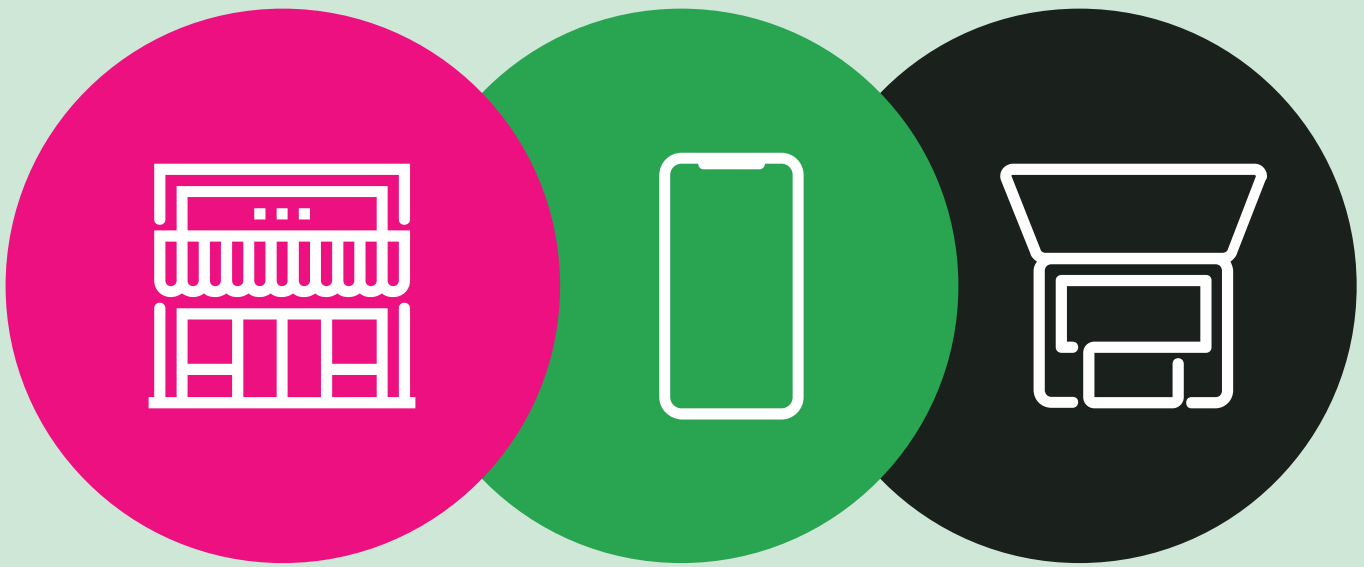
## NET PROMOTER SCORE

Net Promoter Score (NPS) is a customer satisfaction benchmark that measures how likely your customers are to recommend your business to a friend. It is a measurement used to evaluate customer loyalty too. It differs from CSAT (customer satisfaction) or CES (customer effort) metrics in that it measures a customer's overall sentiment about a brand, rather than their attitude towards a specific interaction.

NPS is simply calculated based on the question – **“On a scale of 0-10, how likely is it that you would recommend us to a friend?”** And the results determine if a customer is a Promoter, Passive or Detractor.

But NPS is much more than a measurement of promoters, passives and detractors. If used correctly and to its full potential, the metric has numerous benefits that can help your business to improve in challenging areas. A well-executed NPS programme will lead to reduced business costs, customers spending more, more new customers through referrals, and fewer customers lost to competitors, amongst other benefits.





## OMNICHANNEL

Delivering truly omnichannel experiences is essential to giving customers consistent interactions across touchpoints. It is also becoming a make-or-break factor if a business plans to compete in this day and age. As a customer moves from store to email to mobile-app to website to social media the experience should continue seamlessly. A Harvard Business Review survey that 73% of North Americans prefer to shop across multiple online and offline channels – with 20% sticking to store-only and only 7% staying exclusively online. With a successfully connected omnichannel service experience, a customer should always be able to browse, buy, deliver and return regardless of the touchpoint.

It enables businesses to have a truly holistic view of the customer experience and their Customer Lifetime Value (CLV) across touchpoints as they can gain consistent feedback and insights across channels. Plus, BI Intelligence found that customers purchased more frequently when able to engage across multiple channels, spending 10% more online and 4% more in-store, proving that the ROI of omnichannel offerings are worth it.



## PERSONALISATION

Personalisation is an essential tool to drive customer loyalty and improve the overall customer experience. While it is of particular necessity to retail and eCommerce businesses, the importance of personalisation should not be ignored by any other customer-facing industry. The value of personalisation is undeniable, with 88% of marketers reporting measurable improvements as a result of personalisation, but taking it on can seem daunting.

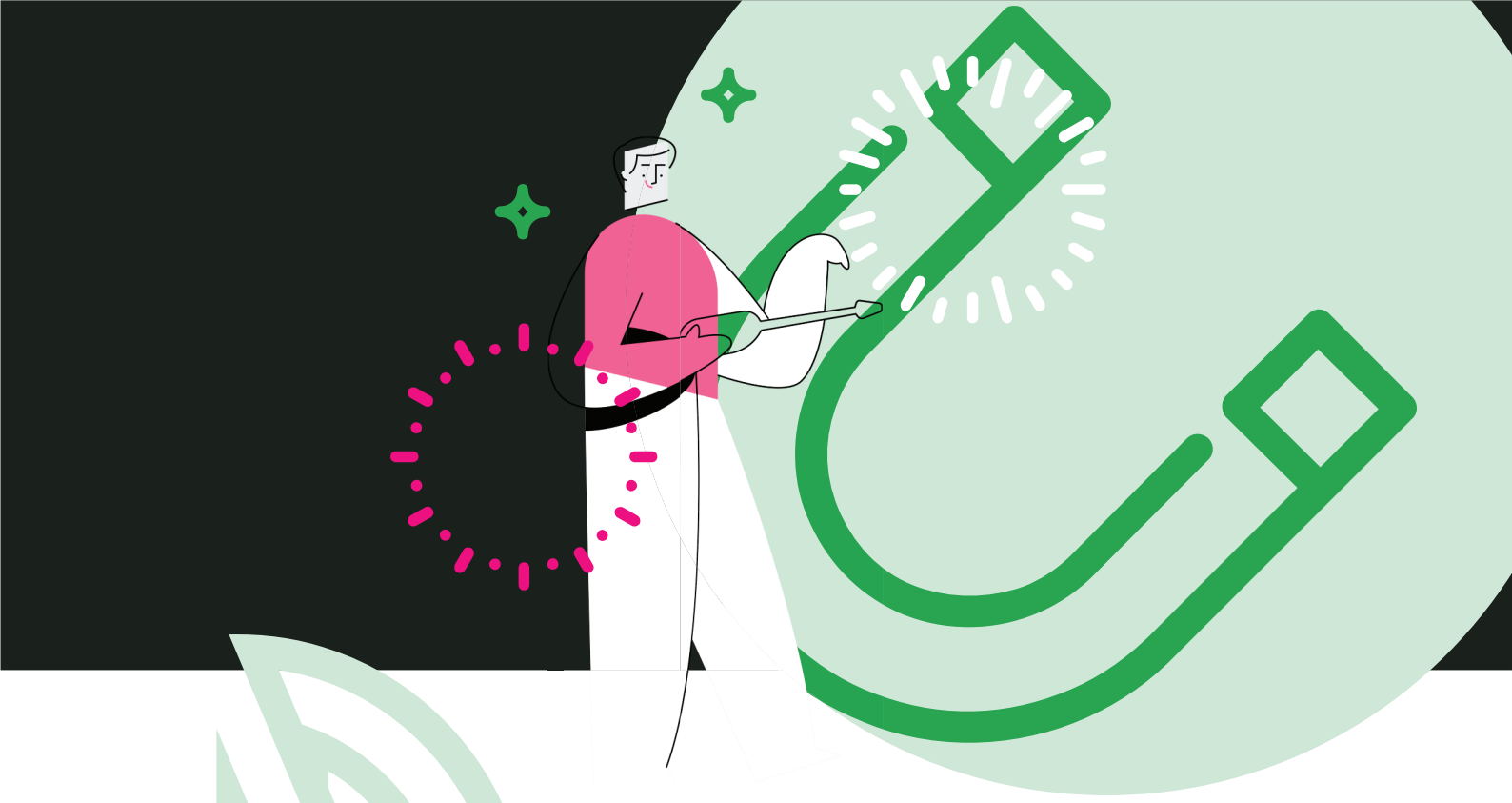
Basic personalisation isn't enough. Customers don't just want you to call them by their first name or send them a birthday note. They not only desire but expect their past interactions with businesses to inform any marketing and promotional offers and communications that they receive in the future as well as for their personal data and information to be stored.

Prioritising personalisation within your business can range from customised marketing materials to in-store experiences that are reflective of individual needs. Identify patterns in customers' past experiences with your business to learn what they desire. For most companies, this can mean investing in technology that captures the customer's voice and their journey.



## QUALITY VS QUANTITY

In customer service interactions, all too often, quantity is prioritised over quality. This is to say that the number of purchases, the amount of new customer acquisitions, or the amount of calls taken by a contact centre agent is considered more important in a business than the quality of the experiences had by customers or of the service given. Pushing employees hard to boost numbers can ultimately hurt your business rather than improve the bottom line. Rushing a customer off the phone rather than taking time to understand the problem they called in about, can leave a poor impression. Being pushy with a customer to encourage them to buy more might make them never come back. Of course, acquiring new customers and helping as many as you can quickly is important to any business, but what should be more important is focusing on providing outstanding quality experiences to help you retain customers. Having 1000 customers who never come back to your business is not as good as 500 who return time and time again AND tell their friends how great you are. Striking an effective balance between encouraging quantity and ensuring quality should ultimately be the ambition in how you offer customer service.



## RETENTION

Oftentimes a lot of effort can be placed into gaining new customers, but the real value is in retaining your existing customers and increasing their lifetime value with your brand. It is far more expensive to obtain a new customer than it is to keep your repeat customers coming back (5x to be exact). This is why a focus on customer retention and loyalty are vital to long term business success, and providing excellent customer experiences is therefore imperative. Putting CX at the forefront of business plans can reduce churn and keep customers happy. 32% of customers globally would leave a brand they love after a single bad experience.

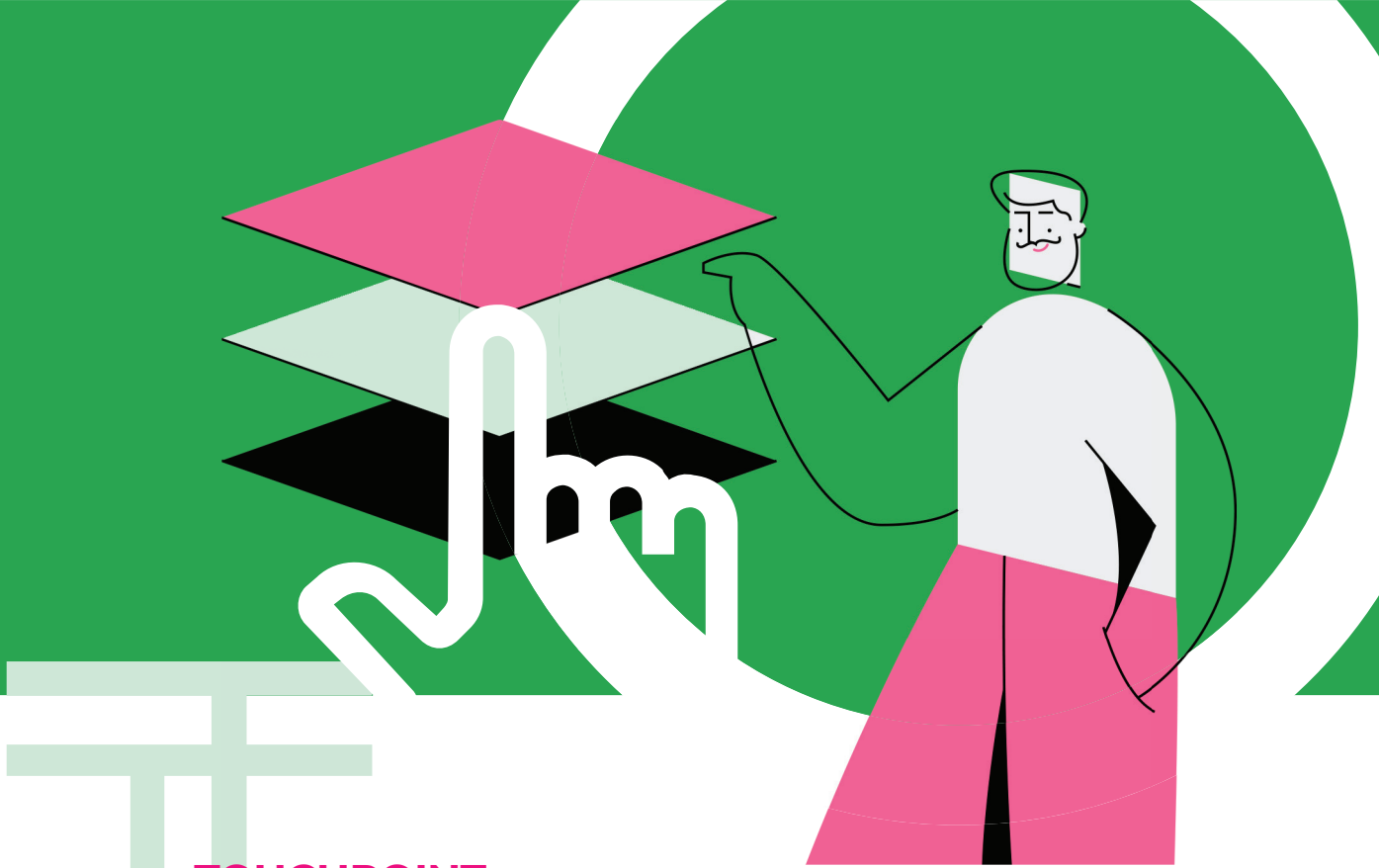
Beyond keeping customers happy, keeping them engaged can be a key to loyalty and retention. Creating a sophisticated and easy to use loyalty programme can be the sticking point for many existing customers as it will get them excited to continue doing business with you for a more extended period. Heightened engagement and incentives can drive customers to spend more with your brand and spend more often, in turn, strengthening their lifetime value and lessening chances for churn.



## SENTIMENT ANALYSIS

If you are capturing the Voice of the Customer in your business through surveys, you should absolutely be using sentiment analysis for advanced analysis of the feedback you are receiving. Sentiment analysis is the tool to help you determine if a comment is positive, neutral or negative. It lets the computer do the hard work for you, so that you can present data in a manner that's easy to digest. Sentiment analysis can also be used to parse through customer comments on social media so you can get a pulse on what is being said about your brand and service across the internet.

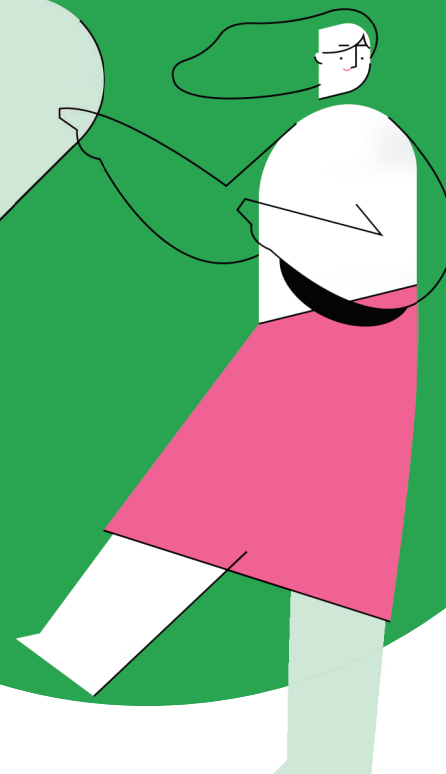
Advanced tools enable your ability to have customised, accurate data reflected through Natural Language Processing (NLP) as part of an NLP system. This includes lemmatisation which will bring together different forms of a word, so they can be analysed as one like plurals or different tenses (i.e., run, runs, ran, running); disambiguation which identifies the various meanings of the same words (identifying bass as a fish, instrument or sound); part-of-speech tagging which can tell if a word is a verb, noun, or adjective; and named entity recognition (NER) through which you can determine terms that can be categorised into groups (i.e., people, places, items). The addition of these features enables you to perform a robust and sop



## TOUCHPOINT

Touchpoints are any interaction, whether physical or not, that can alter how a customer feels about your brand, product or service. They represent the various interactions along the customer journey. Understanding what the various touchpoints are within your business can take time, as many may be outside of your control. Online reviews, for example, can be considered a touchpoint as they are informing a customer's perception of your brand, service or products. Third parties may also be responsible for certain aspects of the customer journey, making them responsible for various touchpoints - like your shipping partner who communicates delivery notifications with customers on your behalf.

To understand the various touchpoints within your business, you should include them along a journey map, as described above. There are touchpoints before a purchase is made, during a purchase, after a purchase, and relating to customer service. You can then examine each touchpoint and how they might spawn positive interactions for your customers or friction and frustration. Regularly reviewing the touchpoints within your business will help you to identify areas that can be improved to increase delight or reduce effort.

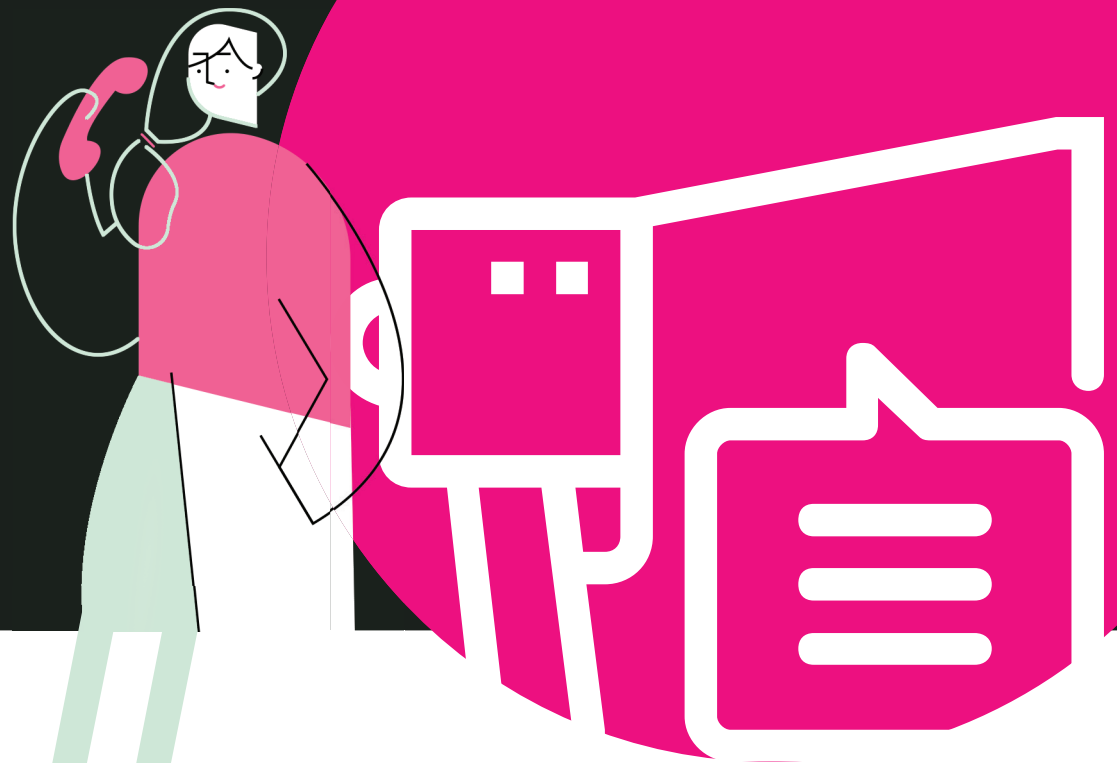


## USER GENERATED CONTENT

User-Generated Content (UGC), also known as Consumer Generated Content (CGC), is any kind of unpaid content created by your customers in the promotion of your brand, rather than by your marketing team. This is the type of content that can be shared widely across social media, such as photos and videos, or can just as easily be review site comments or product testimonials. Essentially, UGC turns your brand's valued customers into content creators and brand ambassadors. It is an excellent way to garner online testimonials on real customer experiences, bringing authenticity to your online presence and marketing strategy and turning your valued customers into your own unpaid brand influencers.

Marketing and advertising just aren't seen as trustworthy by consumers anymore. UGC is an authentic and important part of a robust content strategy that is trusted by **92%** of consumers over traditional branded marketing or advertising. UGC is inherently organic, and the reality of the internet is that anyone can share their opinions at any time. Since no brand is perfect, unfavourable sentiments about your brand will almost certainly be shared. This is inevitable, but if you encourage and solicit UGC, it is far more likely that the positive comments will outweigh the negative.

That being said, you can also use any negative comments as another opportunity to engage with your customer base by reaching out to those who have criticised online to show that you do genuine care about the customer's experience.



## VOICE OF THE CUSTOMER

Being that we are a Voice of the Customer (VoC) solution, we couldn't leave this one off the list! VoC refers to your customers' feedback about their experiences with your brand, product and services. With a VoC platform, you can collect, analyse and action customer feedback continuously. Having an integrated VoC solution is paramount to being able to improve, monitor and manage CX. It should be the backbone of your CX programme and should be used across your business, in every department from operations to marketing and from IT to your contact centre.

A robust VoC solution isn't a simple survey tool. It combines data from multiple sources and uses numerous methods of data collection to give a comprehensive view of the customer's voice. This includes social media monitoring, speech or text analysis, and other sources of feedback beyond survey results to paint a holistic picture of who the customer is. It also facilitates your ability to close the loop and create a dialogue with customers, so even the customers can experience the value. It should lower operational costs while increasing customer loyalty, satisfaction and advocacy.

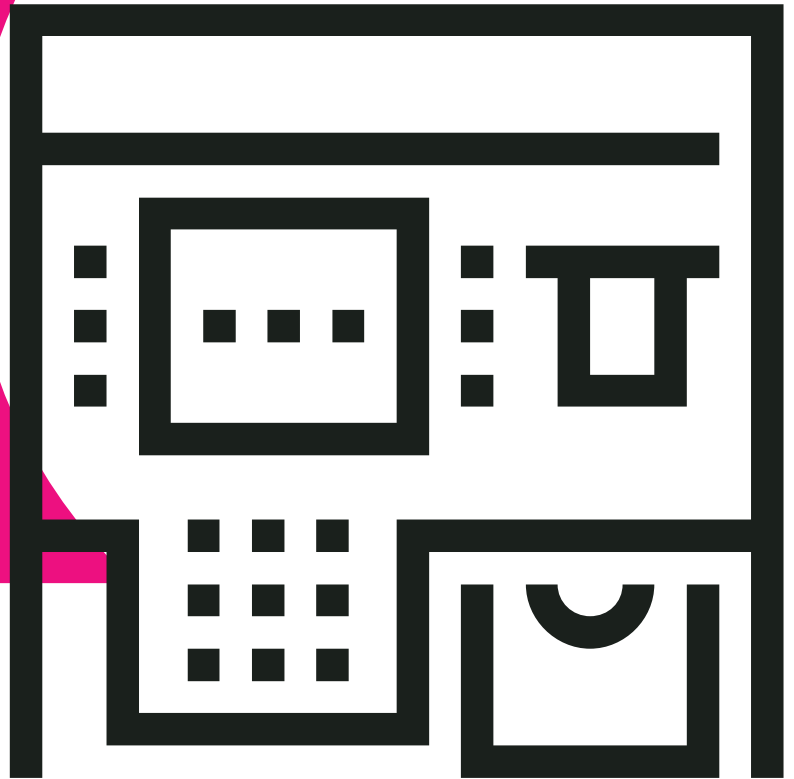




## WORD OF MOUTH

Word of mouth promotion is essentially free advertising that occurs when a customer talks about your brand to others. Whether it's to friends and family in person or on their social channels online, it's an incredibly useful way to gain new customers. When you ask an NPS question on a survey, you are essentially asking if customers will partake in the word of mouth promotion of your brand.

Customer lifetime value increases when they promote your brand to bring you new customers who will hopefully continue the trend; with the lifetime value of a customer obtained via referral being 16% higher than a non-referral customer. Brands spend up to 11x more on recruiting new customers than retaining existing ones, but the existing customers are where the true value lies. The value of a word of mouth referral is significant, with 92% of customers trusting recommendations from people they know and 70% trusting opinions posted online. Furthermore, nearly 65% of new business comes from referrals, so the lifetime value of a loyal customer who is a promoter is multiplies when you factor in their willingness to advocate for your brand. They are spending more and bringing you new customers who will also spend more than a customer obtained via a traditional new customer acquisition strategy.



## X-SELLING

X-selling, or cross-selling, is a critical practice you can adopt to add value to your customers' experiences and boost your bottom-line. X-selling is when you introduce a product or service to complement a customer's original purchase. For example, if you buy a new tennis racket and the sales assistant or website recommends adding tennis balls and a racket case onto your purchase. X-selling is great for educating customers about their options and prevents them from missing out on things they might need later. If you can offer it in a way that doesn't come across as a sleazy sales tactic, it should inspire customer loyalty as the added element of personalisation based on the dialogue (in person or based on their digital footprint) you've had about their needs.

It's important not to confuse X-selling with up-selling, which is similar but has a different sales process and result. Up-selling is when a customer is recommended add-ons, upgrades, or enhancements to what they were already planning to purchase. In the tennis racket example, up-selling would be if you ended up purchasing the deluxe racket that Serena Williams uses rather than the beginner's racket you had planned to buy.



## YOU

YOU need to get involved to play the role of the customer to have a true understanding of the experience your business is offering. Trusting in yourself and your own expectations as a customer with the businesses you regularly interact with and are loyal to should inform the customer experiences you are working to create and modify. You should start by examining the various touchpoints and playing the customer role at each point of interaction.

To ensure that you understand your customer's point of view, you need to put yourself in their shoes and engage with and experience your business the way that they do. Consider every point of the business that a customer comes into contact with and scrutinise every aspect of every part while playing the customer role. You might be surprised to find gaps in processes that aren't as efficient for the customer as they could be or where helpful information is missing. Putting yourself in their shoes allows you to disconnect from your role and examine how your business can improve from the customer's perspective rather than from an entirely operational perspective.



## ZONE IN

Zoning in on the details can make a positive difference to customer experience. Examine who is purchasing your goods or services and if your business serves them in the best way. Focus on every touchpoint throughout the customer journey and take note of the little things that could make a difference to improve CX. If there is a product that older people tend to buy frequently, place it on a shelf where they can easily see and reach it. Is there a place for people to put their umbrellas safely when they enter one of your stores? Can the layout accommodate a pram? Do the IVR options in your contact centre follow a logic that is easy for everyone to follow? Take great care in making decisions in everything from logistics to design to colour palettes. Details that may seem tiny can ultimately have a substantial effect on how customer experiences and interactions.