



Future of experience

Emotion and experience

2020

Businesses everywhere are trying to compete on customer experience. Statistics show that organisations delivering a great customer experience win in the marketplace. However, customer experience (CX) is a hard-fought battleground with ever-increasing expectations, and with disruption often coming from outside the industry or sector. So, what is it that differentiates the customer experience and enables organisations to stand out?

Many businesses are striving to optimise customer journeys – for example through consistency across channels, ‘always on’ engagement, and effective marketing campaigns. Therefore, what can separate your business from the crowd? If you get some of these key areas right it will enable brands to get to a good baseline level of experience. However, to excel in delivering an emotional connection and message, it takes time spent on your brand and core business propositions to engage and retain customers.

Brands that have high customer experience scores can drive twice as much revenue growth compared to those with low scores. But organisations rarely do more than measure experience, and to drive results this is not enough. CEOs have taken on this challenge by making CX a priority. So, how do you ensure that your investments in digital and CX drive increased revenue or cost reductions over the long term, by strengthening customer loyalty?

ANNUAL REVENUE INCREASE PER CUSTOMER



Source: Medallia Analysis
HBR.ORG

80% of CEOs believe they provide a superior customer experience, but only **8%** of their customers agree*

There is clearly a gap between the ambition of a business to deliver a great customer experience and the reality of customer perceptions. Is this because the execution of the ambition is lacking? Or is it due to the fact that the customer is after something more emotional and human? Delivery of an emotional and human experience comes with different challenges and solutions.



Change your approach: engage at every opportunity with customers and employees to understand the experience they are having

To achieve success, businesses need to show emotional intelligence across the entire customer life-cycle, from when a customer realises a need for the first time, right through to if and when they choose to leave. The attitude of the organisation needs to change.

Emotional intelligence means listening to understand how somebody feels and respond appropriately. How you listen is crucial. Questions should be asked in the right way and at the right time. At the moment, however, engagement with consumers can be poor and done badly. For example:

- Receiving a survey asking about a flight experience before it takes off
- Receiving a request for feedback weeks after an event
- Getting a pop-up questionnaire on a website that takes 10 minutes to complete

A new approach to collecting feedback is required, which takes into account a customer’s aims and emotions at the ‘moments of truth’ across the journey. If enterprises do not get this right, even if they are trying to listen, they will fail to reach out and gather insights that enable them to improve outcomes for their customers. Because customers will simply ignore them.

Key questions to guide the customer experience strategy

- Where are the ‘Moments that Matter’ along the customer journey?
- What do I need to understand from a customer’s perspective at each stage?
- How should we ask questions with the least friction for the customer and in what form should we ask them?
- Who needs to see the insights gained in order to act on them?
- How can every engagement be made as seamless as possible?
- When there is a key moment in a customer’s journey (such as when buying or complaining), where will the customer engage with the organisation, i.e. which channel is each customer most likely to engage with?

*Source: <https://www.qualtrics.com/uk/experience-management/>



Empower your enterprise with empathy

If you change your approach and listen in an emotionally intelligent way, you will collect feedback at scale through voice, text, scores and social media.

This feedback must be combined with operational data and acted on (with the customer's consent) to improve touchpoints, journeys and relationships.

The insight from the data is divided up for multiple teams/people through automated workflows, to allow different and rapid actions off the back of it – for example removing customers from campaign groups if they have just complained). If you do this, your people, processes and technology will be empowered by what customers are saying about their experience.



Optimise every customer relationship and journey

Organisation is key to changing culture and therefore outcomes. Your culture should have a creative look at customer journey pain points.

The emotionally intelligent enterprise can:

- Act on the right kind of customer insights at the right moment
- Mirror more human-like behaviour when engaging with customers whilst doing that across multiple touchpoints and at scale
- Understand when to engage and when not to
- Drive consistent experiences across physical and digital touch points

If you get it right, your data will drive consistent, personalised, scaled and integrated customer experiences, which enable organisations to engage in a way that shows they think about their customers more as humans than contacts in a database, and builds a relationship with those customers to improve loyalty.

Key questions to guide empathy and empowerment

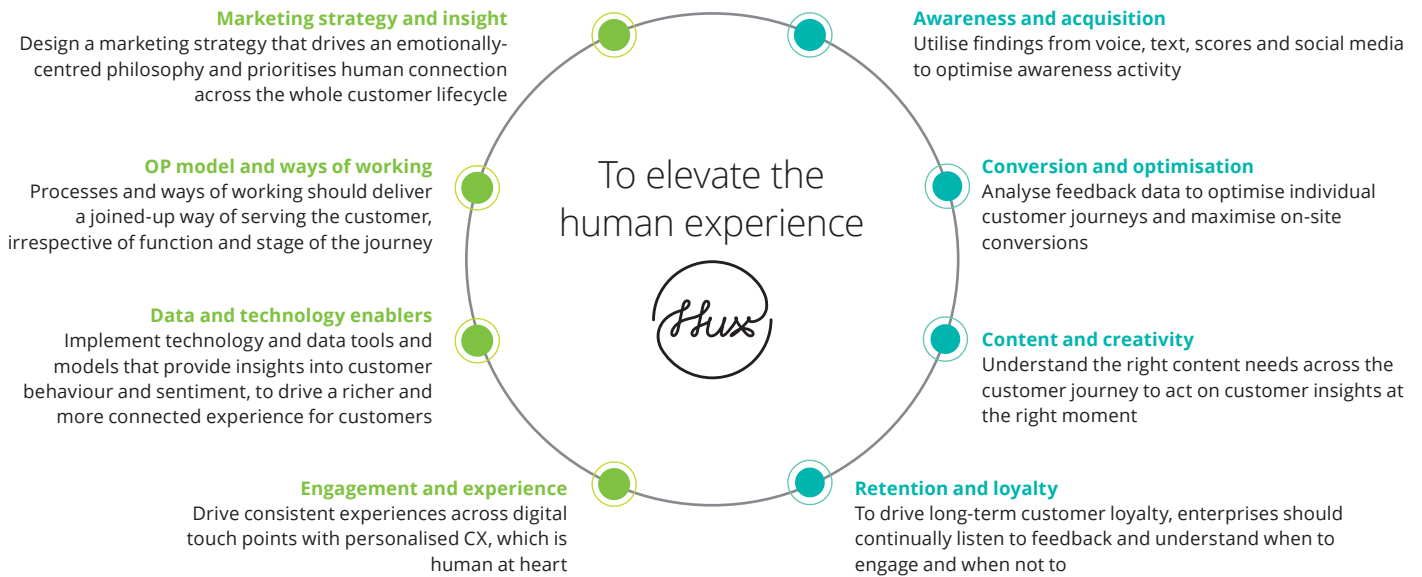
- What other data is needed to understand the context of the customer experience?
- Which roles and systems need to know the insights into the customer experience in order to make the right decisions?
- Are all teams and processes set up to enable quick responses to customer needs?
- What are the right interventions needed to deal with unhappy customers, and should this apply to every unhappy customer?

Key questions for experience optimisation

- Are enabling functions as ruthlessly customer-focused as Product, Sales, Marketing and Service teams?
- Can the investment budget be flexed, based on what customers are saying?
- Does the workforce need incentivising, or rewarding in a different way, against the customer experience?

Where a customer has a positive emotional connection with a brand, **92%** plan to stay with the brand, **88%** plan to spend more and **91%** will recommend you to others**


This document is one of a series of thought leadership papers focused on practical actions to elevate the human experience, through intelligent data-driven services, across every interaction – we call this Hux.




For more information please contact our Deloitte practitioners:



Andy Jolly
Partner
Deloitte Digital
ajolly@deloitte.co.uk



Tom Eshelby
Senior Manager
Deloitte Digital
teshelby@deloitte.co.uk



Liam Ardern
Senior Manager
Deloitte Digital
lardern@deloitte.co.uk

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- Future of experience: Connected processes and technology 2020**
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