

Driving Growth Through Integrated Customer-Employee Experience

BSG Concours' Customer Driven Innovation Practice

Is Your Organization Delivering a Customer Experience that Drives Growth?

In a world where customers are informed and fickle, margins are thin, and profitable growth can be elusive, delivering a compelling customer experience can make all the difference. The experience your customers have with your business will determine its success. It doesn't matter if you're in financial services, retail, consumer products, business services, energy, industrial products, or commodities. The character and quality of the customer experience you provide governs your ability to acquire, retain and improve the profitability of customers.

Despite widespread recognition of these facts, most organizations neither deliberately design nor effectively measure and manage their customers' experience. For customers, the experience is fragmented, inconsistent, and frustrating more often than comprehensive, customized, and compelling.

In addition, leading organizations are beginning to deliver a **Next Generation Experience** that enables customers to configure, customize, or co-create the experience they want to have – not just consume the one you want to give them. Preliminary research suggests organizations that make such meaningful improvements in their customers' experience, can realize bottom line performance improvements of 10-25%. This comes from increased retention, additional sales, reduced customer acquisition costs, and strengthened price performance.

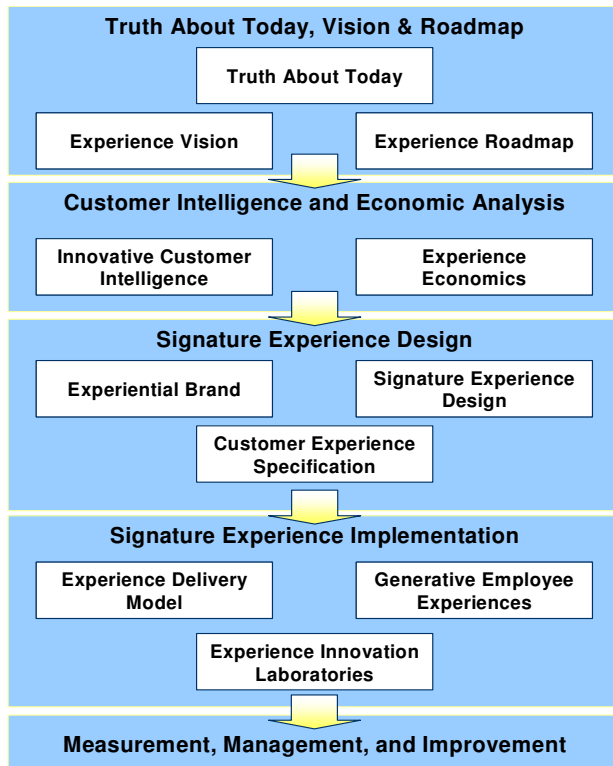
Organizations that strive to realize these benefits face several challenges:

- **Getting beyond the "voice of the customer."** To uncover significant opportunities to differentiate customers' experience, you must look beyond what they say. When asked direct questions about their interests and preferences, people tend to give rationalized answers they believe the questioner wants to hear. The challenge is getting in touch with what customers really care about, and then enacting improvements that will positively influence their experience and behavior.
- **Making economic improvements to the experience.** It is extremely easy to make uneconomic investments in products, services, processes, and technology in an attempt to improve the customer experience. The challenge is to anticipate and measure the economic impact of customer experience initiatives, and focus on the economically sound ones.
- **Shifting organizational behavior.** The customer experience delivered by an organization and its employees is driven by often deeply entrenched beliefs, values, processes, capabilities, and unwritten rules. Most customer experience initiatives significantly underestimate these factors and produce marginal benefits. The challenge is to identify the practical and specific interventions that shift organizational behavior to deliver better customer experience.
- **Coordinating and executing for results.** Most large and complex corporations have diverse functions that each contributes elements of the customer experience and they have a complex array of customer constituencies to serve. The challenge is to structure, coordinate, and manage a portfolio of customer experience initiatives, and to establish a mindset and discipline for ongoing improvement.

Delivering a differentiated customer experience is the lynchpin for driving the profitable growth of your business. We invite you to get aligned on how to take advantage of this opportunity.

BSG Concours' Customer Driven Innovation Practice

Over the past two decades, members of BSG Concours' Customer Driven Innovation team have helped more than 50 leading companies accelerate growth by delivering a differentiated and compelling experience for customers and employees. Our work has spanned financial services, healthcare, retail, consumer products, hospitality, business services, utilities, and high-tech. Over this time we have refined a component-oriented approach that can be customized to help clients measurably improve sales and/or channel effectiveness, differentiation, customer loyalty, and overall customer profitability:



- ▶ **Truth About Today, Vision & Roadmap.** The starting place for many organizations is getting aligned on issues and opportunities in the current experience, a vision for the intended experience, and a phased roadmap for improving performance.
- ▶ **Surfacing Innovative Customer Intelligence.** Gaining a much deeper understanding of customers' changing needs and priorities, as well as, how customers' react rationally and emotionally, consciously and subconsciously to the experiences they have.
- ▶ **Experience Economics.** It's easy to make uneconomic improvements in the customer experience. Understanding the economics of your customer relationships is a critical prerequisite to making sound customer experience investments.
- ▶ **Designing "Signature" Experiences.** Designing a set of highly differentiated experience elements that: get customers' attention, are consistent with the brand, and influence the way customers feel, think, and act. We follow a personae-driven approach to designing from the "mental model of

the customer" not the "mental model of the company."

- ▶ **Rigorously Specifying the Intended Experience.** Developing a concise description of the differentiated and repeatable customer experience the organization intends to deliver. This Customer Experience Specification becomes a "requirements document" for aligning the organization to consistently deliver.
- ▶ **Aligning the Experience Delivery Model.** Designing holistic changes in customer-facing processes, technology, jobs, skills, organizational structure, as well as measurement and management systems in order to consistently deliver the specified experience.
- ▶ **Designing "Generative" Employee Experiences.** Developing an end-to-end perspective on the employee experiences required to drive organizational behavior consistent with the desired customer experience. This is used to identify targeted interventions that range from developing "ideal employee profiles" to changes in recruiting, training and development, job redefinition, communications, as well as, measurement and reward systems.
- ▶ **Experience Innovation Laboratories.** There is a shelf-life to every differentiated experience. Experience Innovation Laboratories enable an organization to continually refresh and refine the customer experience... in a way that involves, engages, and collaborates with customers.

For more information, please contact Frank Capek at fcapek@concoursegroup.com