

50 CX TIPS:

Simple Ideas, Powerful Results

SUCCESS REQUIRES FOUR CX COMPETENCIES

To build and sustain customer experience (CX) differentiation, companies must embed practices within their culture and operating processes, building what Temkin Group calls the

FOUR CX CORE COMPETENCIES

Do your leaders operate consistently with a clear, well-articulated set of values?

PURPOSEFUL LEADERSHIP (PL)

Are your brand attributes driving decisions about how you treat customers?

COMPELLING BRAND VALUES (BV)

Is customer feedback and insight integrated throughout your organization?

CUSTOMER CONNECTEDNESS (CC)

Are employees fully committed to the goals of your organization?

EMPLOYEE ENGAGEMENT (EE)

50 CX TIPS

CX Tip #1: Help Customers Achieve Their Goals **CC**



Wayne Peacock, Executive Vice President of Member Experience at USAA, has said: "We want to create experiences around what members are trying to accomplish, not just our products. If a member is buying a car, then we would historically see that as a change in auto insurance. We are changing that to an auto event – to help the member find the right car, buy it at a discount, get a loan, insurance, etc. and do that in any channel and across channels."

CX Tip #2: Make Employee Engagement a Key Metric **EE**



In 2012, 93% of Bombardier Aerospace's employees completed the employee engagement survey. Managers are evaluated based on the engagement levels of their employees, and every leader has an annual target for employee engagement.

CX Tip #3: Regularly Refresh Your Brand Promises **BV**



Starbucks CEO Howard Shultz once said, "Customers must recognize that you stand for something." While most organizations start with a clear brand promise, the focus on short-term goals can easily push them away from delivering on it.

CX Tip #4: Make Every Ending Count **CC**



People make decisions based on how they remember experiences, not on how they actually experience them. Memories are heavily influenced by the way an experience ends, so improving an ending will have a disproportionate effect on how it is remembered.

CX Tip #5: Lead with "Why" in Communications **PL EE**



Most corporate communications focus on telling people what needs to be done and how they should accomplish it. This command and control pattern only elicits short-term compliance. That's why leaders should always explain why they want things done.

CX Tip #6: Measure the Value of Key CX Metrics **CC**



If you know the value of improving a CX metric, then it's easier to make the case for investments. JetBlue has determined that every promoter is worth \$33 extra dollars (\$27 from referrals and \$6 from loyalty), while a detractor is worth \$104 less than average.

CX Tip #7: Motivate Employees with Intrinsic Rewards **EE**



To build an emotional, instead of transactional, commitment from employees, provide them with four key intrinsic rewards: a sense of meaningfulness, choice, competence, and progress.

CX Tip #8: Start Your Brand Marketing Internally **BV**



Prior to launching its new brand, BMO Financial Group gave employees a brand book that covered the brand principles, including a breakdown of what's different tomorrow from today. The launch kit for leaders and branch managers included a DVD and materials to lead discussions with their teams.

CX Tip #9: Bring Customers to Life With Design Personas **CC**



Big Lots CEO David Campisi mentioned one person, Jennifer, 25 times during a single earnings call. And it turns out that Jennifer is not really a customer, or even a real person. She's a design persona, an archetype that is representative of a key customer segment. Design personas can help build organizational empathy.

CX Tip #10: Tap Into Customer Insights from Unstructured Data **CC**



Companies must lower their reliance on multiple-choice questions and use analytics to gain more insights from unstructured data, such as open-ended comments, call center conversations, emails from customers, and social media.

#11: Predict and Preempt Obstacles to Customer Value **CC**

#14: Continuously Test Your Value Proposition **PL**

#17: Discuss Feedback with B2B Clients **CC**

#20: Use Founders to Instill Values in New Employees **PL EE**

#23: Share Customer Verbatims Internally **CC**

#26: Train Employees for Key Moments **CC EE**

#29: Innovate Around Customer Lifecycle Events **CC**

#32: Create a Mission that Inspires Employees **PL EE**

#35: Make Your Brand Values Explicit **BV**

#38: Discuss CX Metrics and Initiatives at Company Meetings **PL**

#41: Create Peer-to-Peer Executive Relationships with B2B Clients **PL CC**

#44: Create a Help Line for Employees **EE**

#47: Use Job Shadowing to Improve Cross-Channel Cooperation **EE**

#50: Don't Overlook Low-Tech Opportunities for Customer Research **CC**

#12: Map Your Customer's Journey **CC**

#15: Close the Loop Immediately with Detractors **CC**

#18: Remove Jargon from Customer Communications **PL**

#21: Set Service Targets Based on Customer Expectations **CC**

#24: Define Competencies for Living the Brand **BV**

#27: Continuously Re-Recruit Your Team **PL**

#30: Encourage Employees to Thank Customers **EE CC**

#33: Adopt Coach K's Five Fundamentals of Team Building **PL EE**

#36: Maintain List of Top 10 Customer Issues **CC**

#39: Use Workshops to Review Customers Feedback and Develop Local Action Plans **CC EE**

#42: Make it Easy for Employees to Be Brand Advocates **CC EE**

#45: Use Blog to Connect CEO with Employees **PL**

#48: Empower Employees to Create Memorable Moments **EE**

#13: Cultivate Experience Design Skills **CC**

#16: Analyze Promoters and Detractors Separately **CC**

#19: Use Ambassadors to Build Links Across an Organization **EE**

#22: Actively Solicit Insights from Employees **EE CC**

#25: Use Online Advisory Boards of B2B Clients **CC**

#28: Share Comparative CX Metrics Across Locations **CC EE**

#31: Develop Simple Service Standards **CC EE**

#34: Create Paths for Grassroots Communications **PL BV EE**

#37: Test for Cultural Fit Before You Hire **EE**

#40: Measure Yourself Against Your Brand Promises **BV**

#43: Randomly Call Out to B2B Clients **CC**

#46: Translate Your Brand Into Employee Behaviors **BV**

#49: Obsess About Customers, Not Competitors **PL**

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