

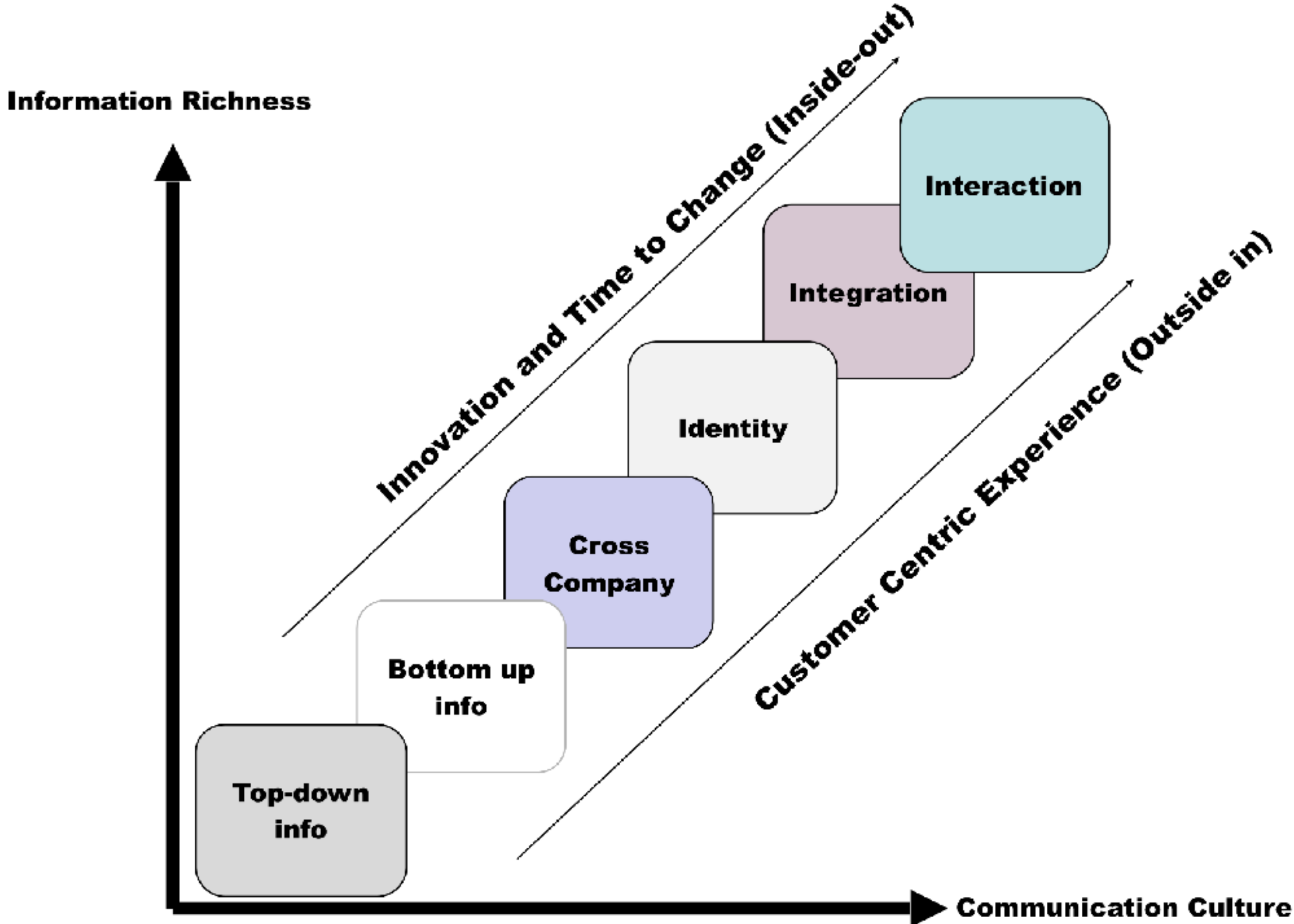
EMPLOYEE EXPERIENCE DRIVES **CUSTOMER EXPERIENCE**

Communication is the Key Driver

Alexander Stoter



Customer Centric Experience Index (CCXi)



GELATERIA ARTESANA

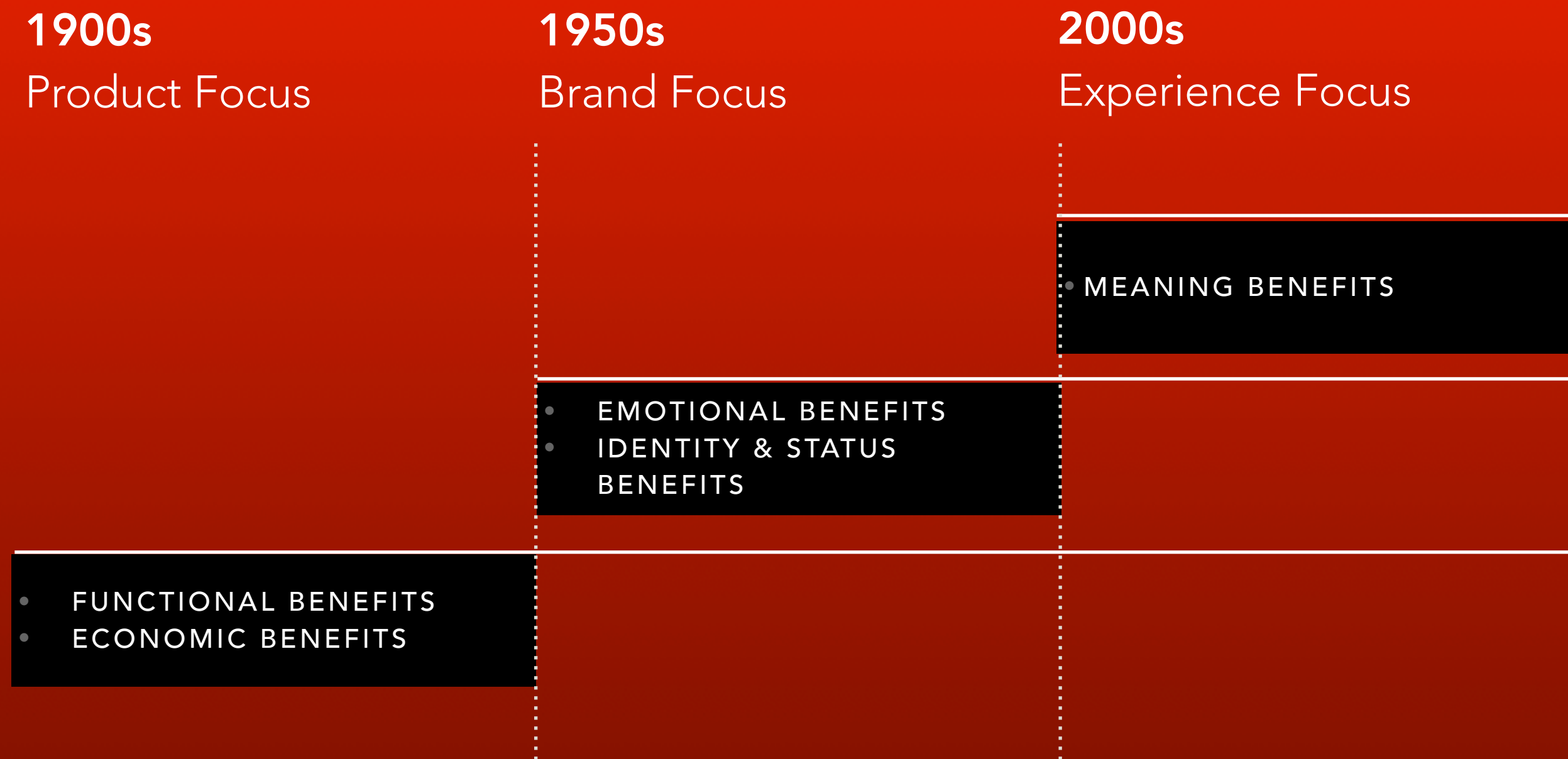
Why is Customer Centricity important?

CUSTOMER EXPERIENCE



SHIFT FROM IDENTITY TO EXPERIENCE INTERACTION

Evolution of innovation and customer demand



“Increasingly, companies must address their customers essential human need for meaning” (S.Diller, N Shedroff, D Rhea, 2008)



THE IMPORTANCE OF CX AND RELATION WITH EMPLOYEES

Business Goals Differ

Companies that view these goals as being very important or critical

	Customer Experience Leaders	Customer Experience Laggards	Difference
Making the company's culture more customer-centric	82%	43%	+39
Fixing customer experience problems	80%	44%	+36
Finding ways to delight customers	70%	36%	+34
Improving the work environment for employees	62%	30%	+32
Cutting Costs	75%	81%	-6

Base: 140 North American Companies with \$500+ million in annual revenues;
60 customer experience competency leaders and
80 customer experience competency laggards

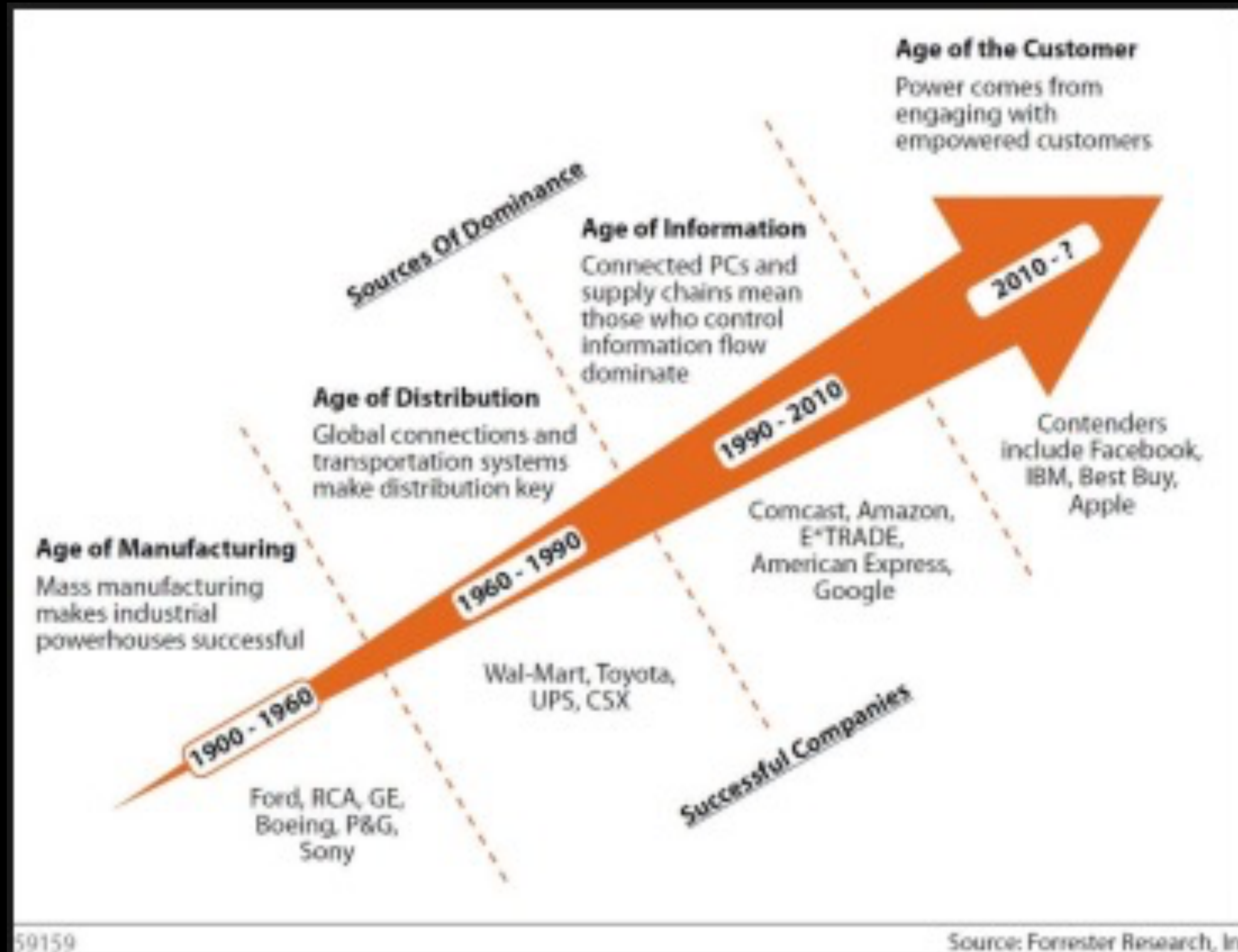
Source: Temkin Group May 2010 Survey



Copyright © 2010 Temkin Group. All rights reserved.



CHANGING CUSTOMERS: CONSEQUENCES



Brand Centric Framing	Customer Centric Framing
What do customer think of my brand.	When do customers think of my brand (category).
Ads generate demand.	Needs generate demand.
I define my competitive set based on target demographics and product attributes.	Category Entry Points shape retrieval and define which brands we compete against at each choice context.
My job is to move customers down the funnel.	Most customers aren't even in a funnel, or in the market, at any given time.
Customers are loyal to Brands they love.	Every Brand had a 'normal' distribution of buyer feelings - a few that love the brand, a few who reject the brand and most that think that it's good enough to buy on occasion.



CHANGING CUSTOMERS

1. **Intensified interaction** in a
2. **Omni channel** relation
3. **Real time** delivery
4. With unpredictable **Decision making** (AI, overload, social media)
5. The end of a traditional **funnel or journey**



SCOPE & FRAMEWORK OF THE BOOK

- Organizations differ in the level that they are Customer Centric, Innovative and able to Change. These are indicators for better Performance expressed in Customer Experience.
- Most organizations claim in words ambition in Customer Centricity.
- Employees are your first Customers. Customers & Employees demand more interaction.
- Communication is the key competence to grow and improve Customer Centricity, Innovation and the ability to change.
- The Customer Centric Experience model helps to define where an Organization is and should be at the various levels

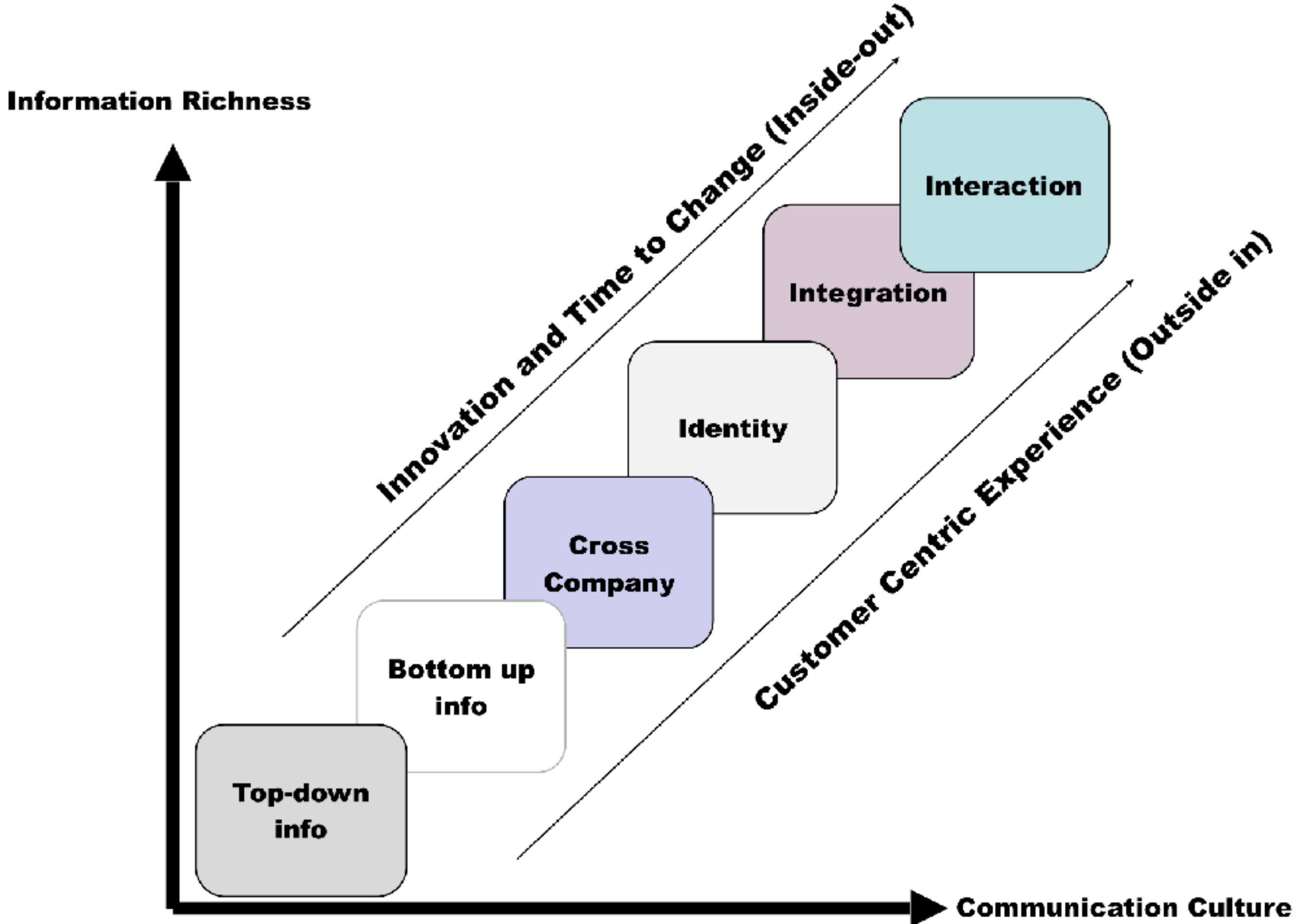


APPROACH TO IMPROVE COMMUNICATION

- Improve Customer Centricity via your Employees
- They have the interaction with the customers
- Indirect and direct. (Eg Service, Journey and Product design)
- Proof in the pudding is how Communication took place within.
- How to improve Communication? How to define ist & soll situation



Customer Centric Experience Index (CCXi)



WHAT IS COMMUNICATION IN ORGANIZATIONS?

- Communication as a management tool or instrument (Marketing Communication, Public Relation).
- Communication as a function or department (Internal Communication, Brand Management, Corporate Communication).
- **We treat Communication as a core competency of the whole organization.**



WHAT IS COMMUNICATION COMPETENCY?

In Communication as a competency Communication is seen as a process and a capability that is fundamental for all kind of levels within an Organization. It occurs in every situation where information is been exchanged and interaction takes places between employees and between various departments and various ways of transmission.



WHAT IS COMMUNICATION?

Communication is a two dimensional process, with the transmission of information & decision making on the one side and on the other way the values and norms we use in interacting with each other. Summarized in Information Richness and Communication Culture.



WHAT IS INFORMATION RICHNESS

Information Richness refers to the quality of the information and the information transmission across the organization. Relevance, speed of decision making, actionable management information are indicators of both the information and the process of transmission. Media usage and Cognitive process are of relevant influence of this process.



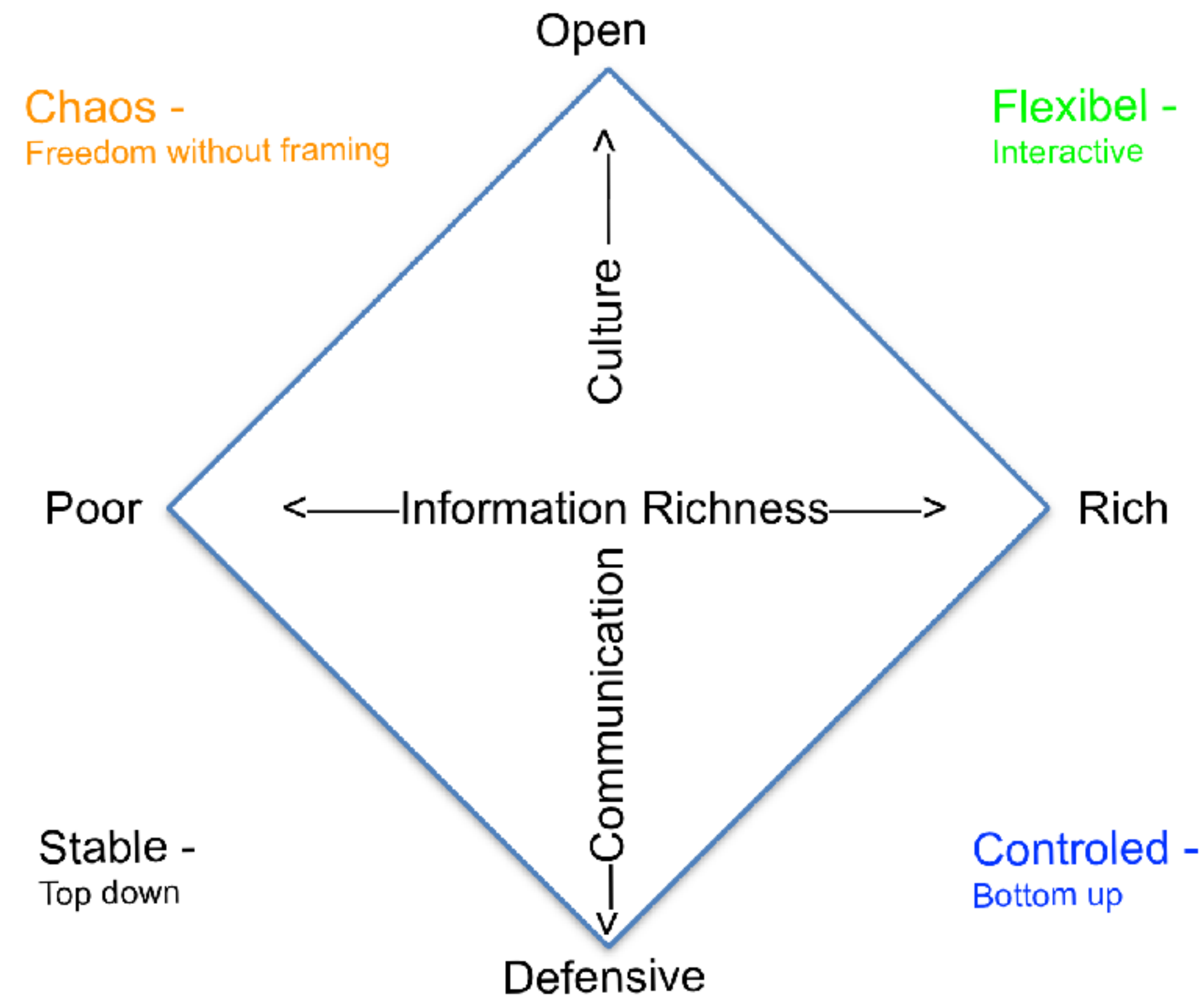
WHAT IS COMMUNICATION CULTURE

Communication Culture refers to how employees across the organization work together, how decisions are made, how there is given meaning to events and activities. Which norms, values and principles- outspoken and unspoken- are dominant in personal communications and inter company relations. Feedback, openness or receptiveness for different opinions are indicators of the type of Communication Culture which is dominant.

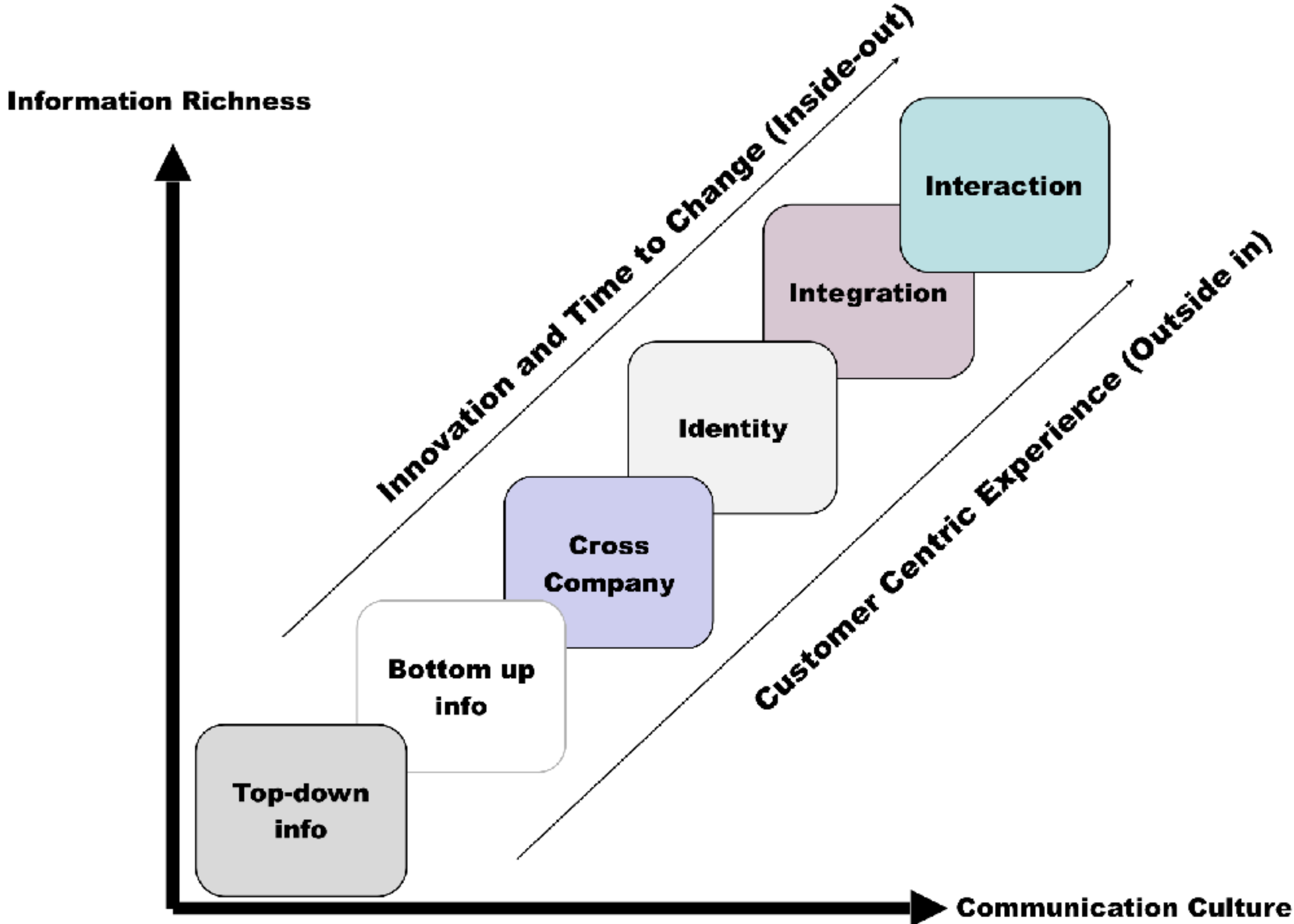


COMMUNICATION MATRIX

Communication Matrix



Customer Centric Experience Index (CCXi)



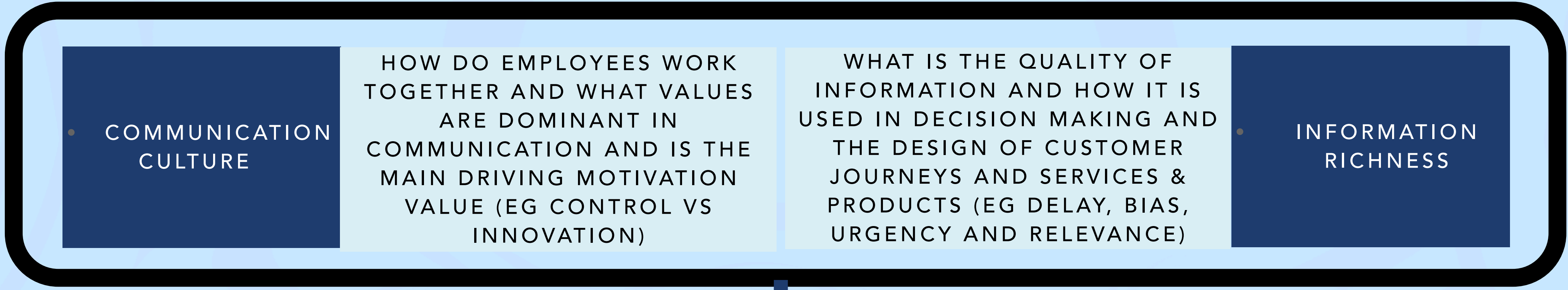
Customer Centric Index (CCI)

Interaction	<ul style="list-style-type: none">• Employees on all levels interact with customers and stakeholders.• Autonomy based on competences to learn and rich conversation practice.• Close feedback loop and rich media usage to interact.• Collaborative ecosystems where customers are approached as part of.• Clear vision and mission x cross organization, living the brand
Integration	<ul style="list-style-type: none">• The feedback of the customer is organized.• Possibilities to interact limited to a few representatives.• The way feedback is received is facilitated on instrumental level.• Customers approached as value but not peers/friends.• Customer insights driven but not customer relation driven.
Identity	<ul style="list-style-type: none">• Balance between promise and delivery.• Employees understand where they stand for and what makes them different• Consistent way of behaviors but organized based on strict rules (e.g. Disney)• Identity is more important then Interaction with customers.
Intercompany communication	<ul style="list-style-type: none">• Sharing of information x cross organization• Rich information transmission and effective ways to transfer information fast• Data is rich and brand is able to customize and personalize• Lacks identity and commitment with the customer.
Bottom up info	<ul style="list-style-type: none">• Besides top down it is possible to feedback information• Bottom up is possible and stimulated.
Top-down info	<ul style="list-style-type: none">• One way communication. Top down.• Less innovation but strong delivery processing.• Power to execute.



	CUSTOMER EXPERIENCE	INFORMATION	COMMUNICATION CULTURE
TOP DOWN	<ul style="list-style-type: none"> • PUSH BASED COMMUNICATION • CARE FOR EFFICIENCY • CONTROLLED MESSAGES FROM TOP 	<ul style="list-style-type: none"> • ASYMMETRIC • FRAMEWORK WHAT WE DO • FORMALIZED INFORMATION TO SYNCHRONIZE 	<ul style="list-style-type: none"> • LACK OF OPENNESS & FEEDBACK • LIMITED STAF FOR EXTERN CONTACT • CONTROL ABOVE LEARNING
BOTTOM UP	<ul style="list-style-type: none"> • DELAYED FEEDBACK CUSTOMERS • EFFECTS ARE MEASURED • OPPORTUNITY FOR COMPLAINS 	<ul style="list-style-type: none"> • MANAGEMENT INFORMATION • SLOW INFORMATION TRANSMISSION • FORMALIZED INFORMATION TO INCREASE EFFECTIVENESS 	<ul style="list-style-type: none"> • WINDOW DRESSING • LACK OF TRUST • LIMITED RESPONSIBILITIES
INTER DEPARTMENT / CROSS FUNCTIONAL	<ul style="list-style-type: none"> • INFORMATION SYSTEM ENABLE INFO • SHARED PLATFORMS OF DATA • FRAMEWORK OF HOW WE DO IT • OPPORTUNITY FOR COMPLAINS 	<ul style="list-style-type: none"> • SHARED PLATFORMS OF DATA • FRAMEWORK OF HOW WE DO IT • MANAGEMENT DICTATES INFORMATION STRUCTURE 	<ul style="list-style-type: none"> • SHARED MEANING IS SEEN AS A STATIC NEED FOR SUCCESS • INVOLVEMENT IS NOT DRIVEN BY BELIEF THAT EMPLOYEES AND CUSTOMERS PROVIDE RICH INFO
IDENTITY	<ul style="list-style-type: none"> • CONSISTENCY ON BRAND PROMISE • BRAND IS THE GUIDELINE • OPPORTUNITY TO LIKE • BRAND IS ATTRACTS & SIMPLIFIES 	<ul style="list-style-type: none"> • FRAMEWORK OF WHERE THE BRAND STANDS FOR • DELIVER MEANING, CONTEXT FOR THE WHY • CONSISTENCY IS A GOAL 	<ul style="list-style-type: none"> • SOPHISTICATED SHARING OF MEANING • FUNCTIONAL FEEDBACK • CONTROLLED OPENNESS
INTEGRATION	<ul style="list-style-type: none"> • BALANCED ROLES OF REACT/ACT • PULL AND PUSH CONTACT • OPPORTUNITY TO ENGAGE 	<ul style="list-style-type: none"> • OPPORTUNITY FOR COMPLAINS • CUSTOMERS DICTATE FUTURE • CO CREATION • THE WHY IS MUTUAL PROCESS 	<ul style="list-style-type: none"> • LEARNING CULTURE • TRIAL & ERROR WITH EXTERNAL CUSTOMERS INVOLVEMENT
INTERACTION	<ul style="list-style-type: none"> • PROCESS OF CONVERSATION IS MUTUAL • PARTICIPATION IS POSSIBLE • PERSONALIZED IN EVERY STAGE AND TOUCHPOINT 	<ul style="list-style-type: none"> • JOINT PLATFORMS DIRECT CONTACT • INFORMATION IS AVAILABLE • FREEDOM TO DECIDE AND ACT • INTERACTION ENABLED 	<ul style="list-style-type: none"> • OPENNESS & FEELING • FEEDBACK & LISTENING • RESPONSIBILITY & ENGAGEMENT • LEARNING



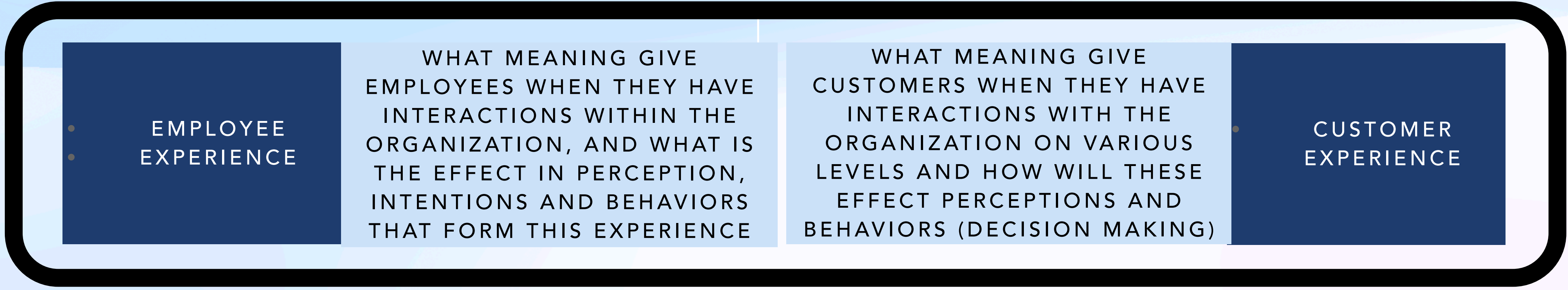


• COMMUNICATION CULTURE

HOW DO EMPLOYEES WORK TOGETHER AND WHAT VALUES ARE DOMINANT IN COMMUNICATION AND IS THE MAIN DRIVING MOTIVATION VALUE (EG CONTROL VS INNOVATION)

WHAT IS THE QUALITY OF INFORMATION AND HOW IT IS USED IN DECISION MAKING AND THE DESIGN OF CUSTOMER JOURNEYS AND SERVICES & PRODUCTS (EG DELAY, BIAS, URGENCY AND RELEVANCE)

• INFORMATION RICHNESS



• EMPLOYEE EXPERIENCE

WHAT MEANING GIVE EMPLOYEES WHEN THEY HAVE INTERACTIONS WITHIN THE ORGANIZATION, AND WHAT IS THE EFFECT IN PERCEPTION, INTENTIONS AND BEHAVIORS THAT FORM THIS EXPERIENCE

WHAT MEANING GIVE CUSTOMERS WHEN THEY HAVE INTERACTIONS WITH THE ORGANIZATION ON VARIOUS LEVELS AND HOW WILL THESE EFFECT PERCEPTIONS AND BEHAVIORS (DECISION MAKING)

• CUSTOMER EXPERIENCE

COMMUNICATION AS KEY DRIVER FOR EMPLOYEE EXPERIENCE AND CUSTOMER EXPERIENCE



Examples on how Interaction acts for Customer Experience in the travel industry

Example of Customer Experience that is Traditional in interaction originated from a transactional experience (tui.com)

I look at just an ad random news website and then I just see -since I m part of a larger target group of that site or platform- a banner of the travel agency Brand with a random destination for a Sunny break out. Or I do see adds at you tube channel or while looking at a broadcast TV network sports game. Or I had given consent in the past and I got offered by email a set of pre suggested trips based on the segment I m dropped in. As a customer I was not actively seeking for a holiday trip, but I got triggered by the adds I see. A preset of chocies guide me trough a directive journey, with limitation in the options to personalize. And next time a re enter the site I had to redo my search. Because I was too lazy to make an account with favorites. I d like to check some charteristics, because I have specific wishes for charging my car and want to know some non desciped facilities at the apartment. And I want to know who is the host and how he is rated. It would be great to get in contact, but I have first to book which feels as a final decsion before I can do these things.

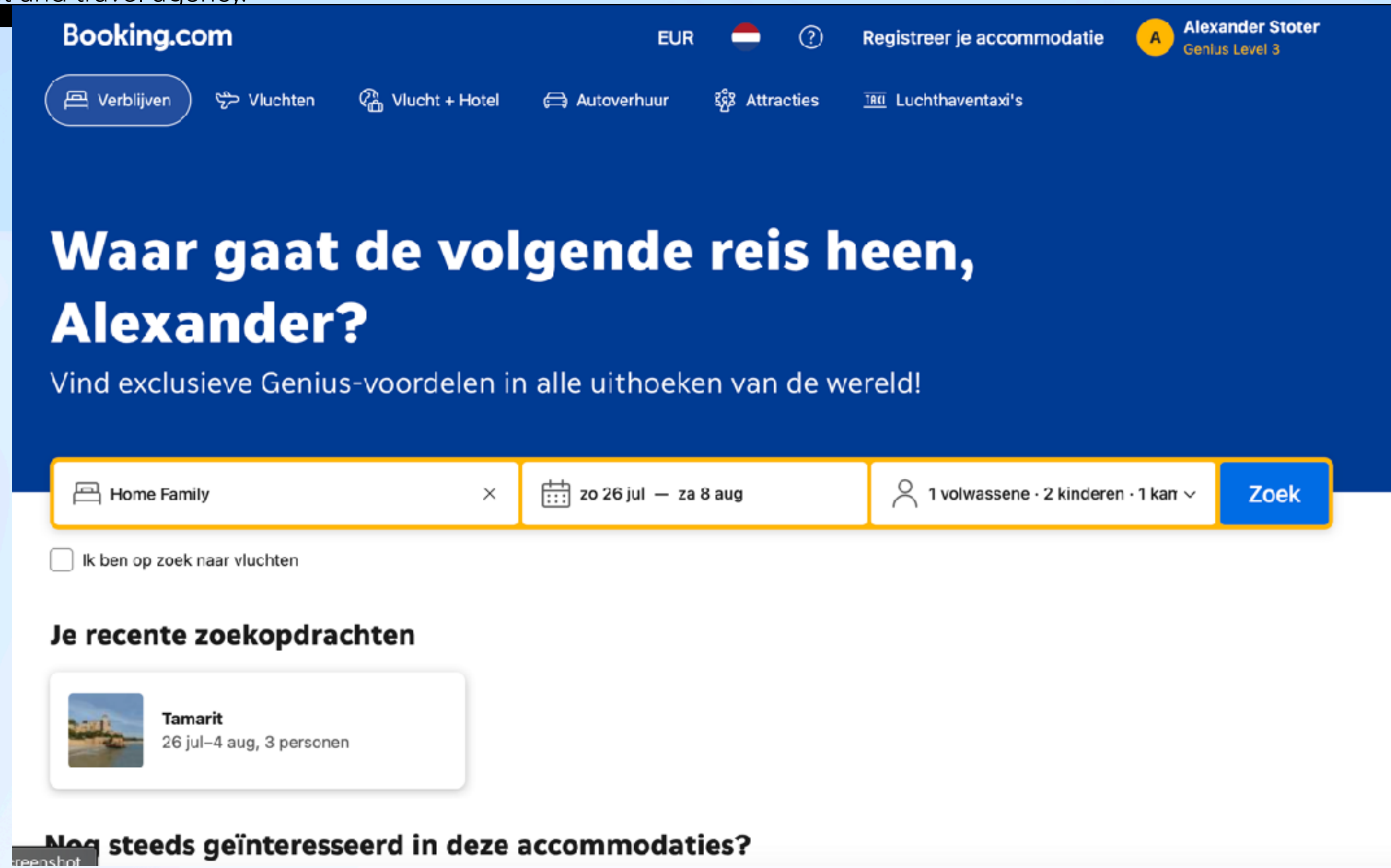
The screenshot displays the TUI website homepage. At the top, there is a navigation bar with the TUI logo, a search bar labeled 'Vakantie of bestemming', and links for 'TUI Extra's', 'Service & Contact', and 'myTUI'. Below the navigation bar is a large hero banner with a tropical beach background and a large red 'T' logo. The main content area features a search interface with tabs for 'Vakanties', 'Vliegtickets', 'Cruises', and 'Meer reizen'. The search filters include 'Vakantietype' (Geen voorkeur), 'Bestemming' (Geen voorkeur), 'Wanneer?' (Geen voorkeur), and 'Wie?' (2 volwassenen). A 'Zoeken' button is prominently displayed. Below the search interface, there are several promotional banners. One banner offers a 'VERHOOGDE VROEGBOEK-KORTING TOT 200,- P.P.' for winter holidays. Another banner offers a 'tot 400,- korting per persoon' for summer holidays. A third banner offers a 'VERHOOGDE VROEGBOEK-KORTING TOT 200,- P.P.' for autumn holidays. A 'Feedback' button is visible on the right side of the page. At the bottom, there is a countdown timer showing '03 DAGEN 07 UREN 48 MINUTEN 47 SECONDEN' and a 'Boek nu' button. A chat icon is also present in the bottom right corner.



Examples on how Interaction acts for Customer Experience in the travel industry

Example of Customer Experience in Personalization, more instructive and less interactive (booking.com)

Already booked several times over the years through the same site and nicely informed, online and on the road opportunities for contact, changes and mostly cancellations. Easy phone contact and you feel there is ample supply and choice that above all. Flexible options for search and a large offering and easy to use filters, and make favorites. When I just paused my search and went to work then I will be reminded whatever I did or want on the latest location where I did the search. Offers are awaiting for you at Lisboa, see here etc. Lots of choice wherever you go. I save some accommodations for later when I do decide to go to that city again. Neatly this site holds multiple destinations and travel goals preservation. I can also see my entire history in one time, and often appear to be entitled to discounts because it is not the first time I want to book. I can add special wishes and requests. Obvious I get things emailed to me, reminders and a clear personal screen with cancellation and change functions. Opportunities for various channels of contact are at my disposal. But it is hard to interact with the host. Host and traveler cannot see upfront much about each other. The agency act as a power full intermediate where there is not always equality in the relation between host and travel agency.



The screenshot shows the Booking.com website interface. At the top, the logo "Booking.com" is on the left, and the user's profile "Alexander Stoter, Genius Level 3" is on the right. Below the logo, there are navigation buttons for "Verblijven", "Vluchten", "Vlucht + Hotel", "Autoverhuur", "Attracties", and "Luchthaventaxi's". The main heading reads "Waar gaat de volgende reis heen, Alexander?" followed by the subtext "Vind exclusieve Genius-voordelen in alle uithoeken van de wereld!". Below this is a search bar with a highlighted orange border containing "Home Family", a date range "zo 26 jul - za 8 aug", and "1 volwassene · 2 kinderen · 1 kam". A blue "Zoek" button is to the right. Underneath the search bar, there is a checkbox "Ik ben op zoek naar vluchten" and a section titled "Je recente zoekopdrachten" with a card for "Tamarit" (26 jul-4 aug, 3 personen). At the bottom, there is a partially visible text "Nog steeds geïnteresseerd in deze accommodaties?".

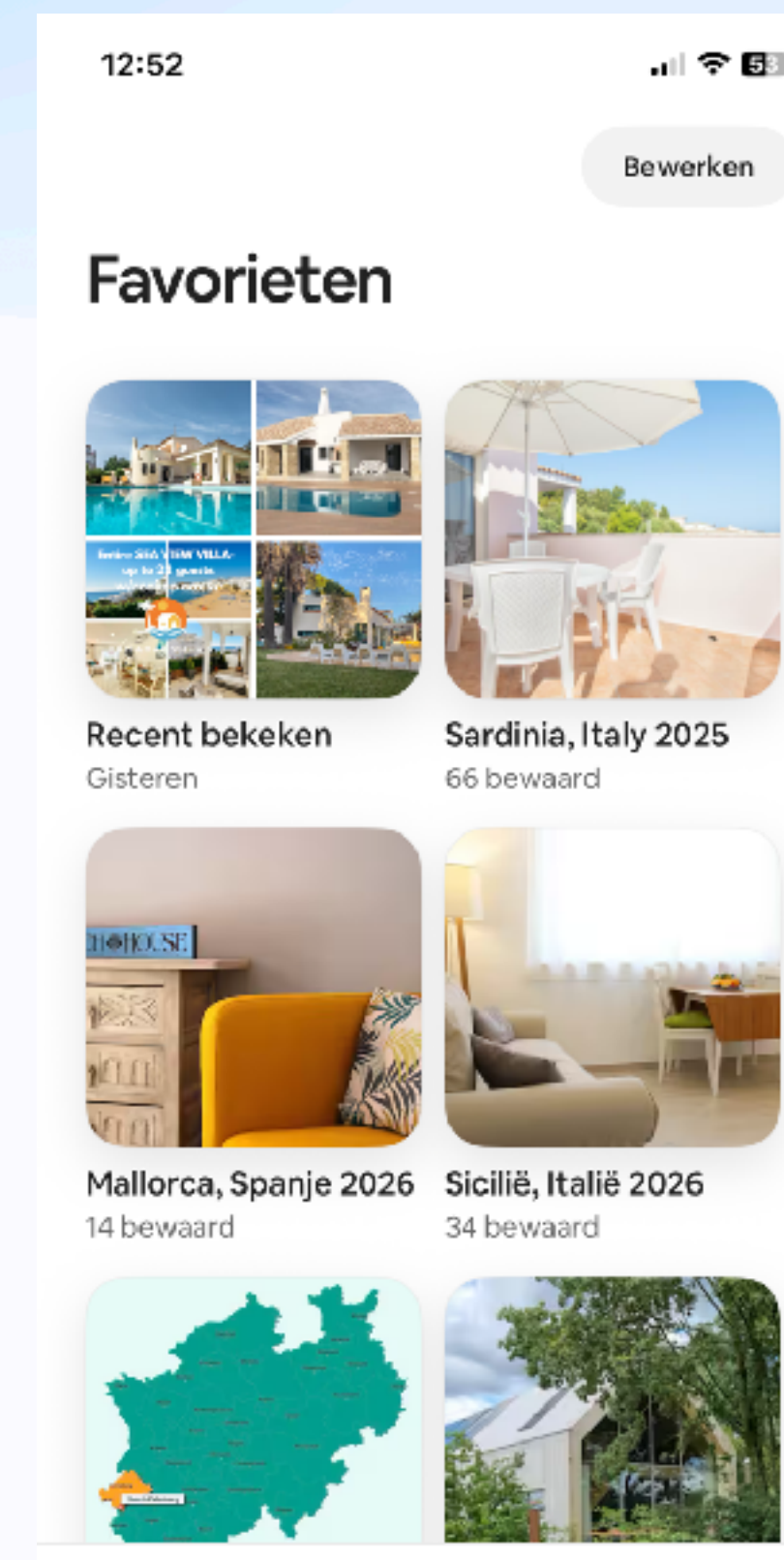
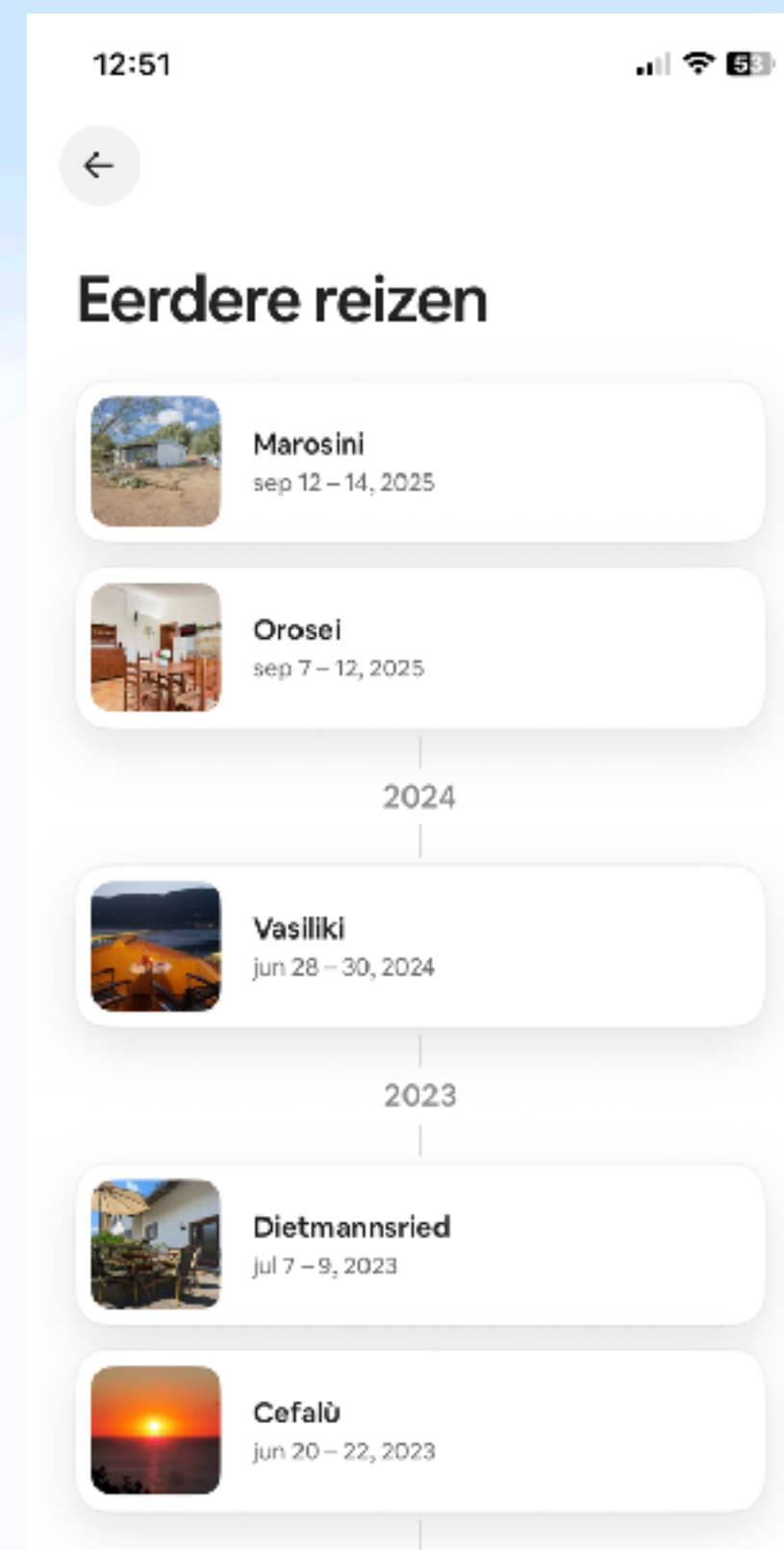
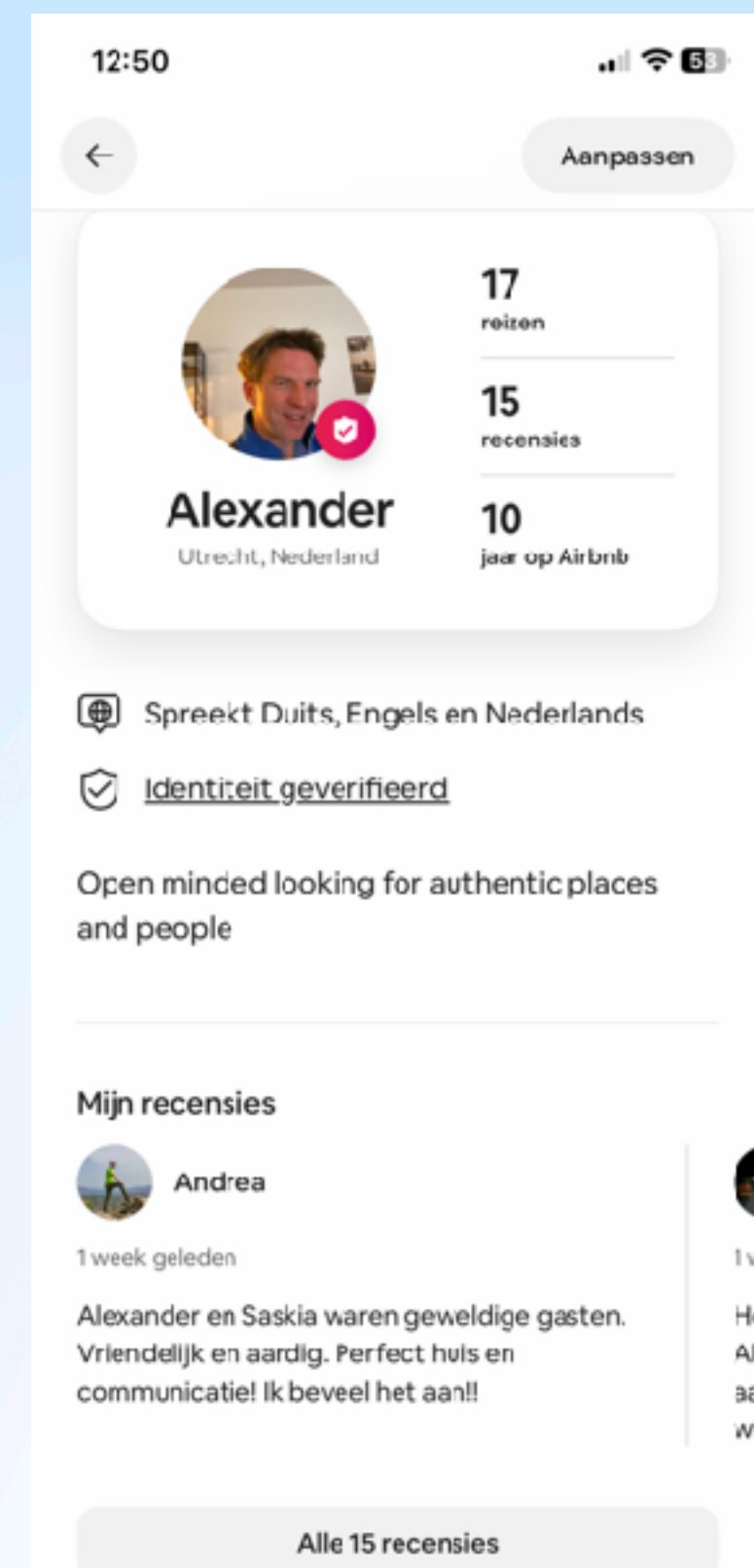


Examples on how Interaction acts for Customer Experience in the travel industry

Example of Customer Experience that is build on interaction (Airbnb):

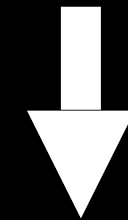
I want something different from all those predictably similar hotels and want to feel part of the location that I visit. The role and communication of the host should be at comfort. I want something that matches what I really looking for, something that matches the location as much as possible as fit to the culture. It seems to me wonderful to be part of the location I'm going to, and not a spectator in a standard formula that I find everywhere. It is important to communicate with the host. He may know who I am and I want to know the host as well. It is based on trust. It is an honor to be a guest of the host, for the host it is a honor we choose his stay as a holiday destiny. The host is someone with whom I can interact directly and about whom I can learn all kinds of things through social media and previous reviews from real people.

The host can see what my reviews are as a visitor. I save the preferences and decide not to book until later. The App is the center of all interactions. With the organization behind which is quite direct 24/7 wherever you are. Or with the host. This is built on the basis principles in design which put the customer first. And started from that perspective.

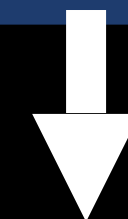


COMMUNICATION AND ORGANIZATIONAL CHANGE

Improve Communication Competencies



Improve Customer Centricity &
Change capabilities



Better Customer Experience &
Employee Experience



EMPLOYEE EXPERIENCE DRIVES CUSTOMER EXPERIENCE

Communication is the Key Alexander Stoter

This book provides a practical guide for promoting change and customer-centricity, supported by scientific literature and in-depth thinking. Discover how effective communication is the key to agility and how internal values and external goals converge for optimal customer experience. With inspiring examples and well-founded insights, this is an excellent resource for anyone looking to transform information into impactful actions.

Prof. Dr. Theo J. Bastiaens, The Rector magnificus,
Executive Board Open University of the Netherlands

In a world where customer expectations are constantly changing, customer focus is not a department but a culture. This book shows how a strong Employee Experience (EX) is the key to an excellent Customer Experience (CX) - and how communication is the essential link between the two and in the transformation to a better customer experience. In this book you will read how communication - internal and external - plays a crucial but structurally underutilized role in the transformation to a customer-centric organization. It is not an afterthought, but a core competence that determines whether customer focus is truly carried and experienced.

With sharp insights, inspiring case studies and practical tools, you will discover how organizations develop customer focus from the inside out. From leadership to frontline, from internal dialogue to customer interaction: this book shows why true customer centricity starts with employees feeling heard, understood and involved.

For anyone who wants to sustainably improve customer experience - from HR to CX professionals, from communications specialist to CEO.

Nils Schmeling - CX consultant & managing partner NEXT



EMPLOYEE EXPERIENCE DRIVES CUSTOMER EXPERIENCE

STOTER

EMPLOYEE EXPERIENCE DRIVES CUSTOMER EXPERIENCE

Communication is the Key Driver

Alexander Stoter

