

## Mulberry Consulting Practitioners' Call - 27 May 2009

On 27 May 2009 Mulberry Consulting held two practitioner calls. Participants came from a variety of sectors, including financial services, publishing and information providers from a number of different countries.

Shortly before the calls Mulberry Consulting sponsored and chaired the European Customer Experience World conference (20 / 21 May). Call participants who had also attended the conference exchanged their feedback on this event. All agreed that the conference had been very worthwhile, in particular in providing interesting insights into cross sector best practices.

The presentation by Emirates Airline particularly triggered a real interest for participants by showing an example of global best practice in customer journey mapping (CJM) and employee / customer engagement. Mulberry Consulting has therefore decided to invite the speaker, Craig Lee (Head of Customer Experience and CRM Programme at Emirates Group), to attend the next practitioner call (to be scheduled) in order to share experiences of what can be achieved through customer journey mapping.

During the calls, we talked about how to reconcile local initiatives and global customer experience directives. We learnt of occasions when local offices are closer to their market and may be more mature in customer experience management and can be frustrated when asked to comply with a global framework. To overcome this danger you need to engage senior management and embed customer experience as part of the global corporate strategy. However, one size rarely fits all and local organisations should have some latitude in tailoring the customer experience to their market.

We then discussed how to engage the whole organisation in the customer experience move. All practitioners agreed on the importance of defining a common set of measures to support executive sign-up and to really position the customer at the centre of the business and turn it into actions. Other engagement levers were also suggested such as intensifying communication or incentivizing employees based on customer experience performance.

We then looked at how to use customer experience to differentiate one's offer. The best practice seems to capture customers' formal and informal feedback and to use this to inform the offer/product development. For instance, in the publishing industry, readers' centres of interests are captured and used to bundle the magazine subscription with related offers (such as partnerships with retail offers). This can lead to lower levels of customer churn and eventually to revised pricing strategies.

The need to address the emotional as well as the rational elements when designing a customer experience was also highlighted. As an example, an airline contact centre decided to systematically accelerate its premium customers' calls in front of the queue, but saw a real increase in customer satisfaction only when these customers were clearly informed of their differentiated treatment.

Finally we assessed the impact of the economic downturn on customer experience initiatives. Building a strong business case to demonstrate the financial benefits of customer experience management and keep the management engaged seems of particular value. It is also recommended to design a model (such as CJM) to assess the impact of reduced spend on customer experience.

### **Practitioner calls from Mulberry Consulting**

Mulberry Consulting holds monthly calls exclusively for practitioners interested in customer experience issues. The calls are usually focused on a topical issue and participants are also able to suggest areas that they would like to discuss. The calls are a great way to learn about best practice, to identify and address common challenges – and to make new contacts. And on each call Mulberry Consulting is on hand to offer its unique perspectives and expertise.

Participation in the calls is by invitation only. To register an interest in joining future calls please [contact us](#).

**Mulberry Consulting**  
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