

Mulberry Consulting Practitioners call – 15 December 2009

What do you wish for in Customer Experience in your company in 2010?

On 15 December 2009 Mulberry Consulting held one of its monthly Practitioner Calls. The call was attended by practitioners from around the world from the financial services, telecommunications, and IT services sectors.

David Hicks, CEO of Mulberry Consulting, introduced the call and led the open discussion session to share and discuss the key customer experience challenges that were anticipated for 2010. The key issues raised during the call were:

Regaining the trust both of the customer and also employees

The trust of the customer is an issue amongst all organisations but particularly in the financial service sector and to a large degree overtakes all other concerns. Until the customer trusts the institution (especially in the retail banking sector) then there will be little point in driving other initiatives, even in those parts of the world where the worst effects of the credit crunch were not felt.

Linked with customer trust is delivery of the brand promise. Organisations spend a great deal of time and money promoting their brands and a key challenge is to ensure that the operational delivery of the products and services live up to how customers perceive the brand.

Employees need to trust the organisation they work for in order to continue to deliver the expected level of service to the customer. Key areas such as job security and increased levels of instability and uncertainty have an impact on how employees feel about their employer. Effort is required to ensure that employees remain aligned behind the goals of the organisation. Often employees have been through a number of change programmes so how they are encouraged to buy in to the goals of the organisation require careful thought and should be delivered in a way that encourages ownership.

Gaining support through measurement of customer satisfaction

In order to start building the emotional attachment the customer has with the organisation the entire operation must buy in to the goal. The most effective way of doing this is to demonstrate that a greater level of such emotional attachment has a positive impact on customer loyalty and thereafter through to increased profitability. Once such buy in has been achieved then work can start on talking with customers and re-engineering products and services to deliver on those areas that are truly important to customers.

Different organisations put their faith in different methodologies but the key is in ensuring that the results can be directly linked to customer behaviour. Demonstrating a clear chain from customer data through to profit then allows forecasts to be made showing how movements in the results will impact on the business bottom line.

Once the most appropriate measures are agreed, together with the methodology to be used, then the focus can move onto interpreting and prioritising what customers are telling the organisation.

Operational Changes

Following on from the customer experience priorities for 2010 there were some practical steps that were seen as being crucial in supporting both the customer experience and the business bottom line through more efficient use of resources.

Delivering value for money

One of the key drivers of the customer experience is whether or not customers consider the service being delivered to give value for money; this has become even more of a truism in recent times. Ensuring value for money, whether through excellent customer service or through the design of the product itself, will be key in maintaining and building customer loyalty.

Channel integration

Integrating the customer experience across touchpoints to provide a consistent experience regardless of the channel used was one theme being pursued as a means of maintaining delivery against the brand values.

Voice analysis

Some organisations are now actively scoping greater use of voice analysis capabilities to provide greater insight into what customers are trying to tell organisations. One note of caution though was that there needs to be at least as much effort put into designing the systems and processes used to analyse and take forward the information generated as there is into capturing that information from the customers. Some useful information on the topic of voice analysis can be found in Wikipedia under “Enterprise Feedback Management”.

David concluded both calls by thanking participants and summarising the discussions and inviting participants to share their final thoughts.

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](#).

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December 2009