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INSIGHT REPORT

The Four Customer Experience Core Competencies

BLUEPRINT FOR CUSTOMER-CENTRIC ORGANIZATIONS

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April 2017 (Updated)

This report was originally published by Temkin Group and was updated to incorporate the Qualtrics XM Institute™ format. There were no substantive changes made to the content.

EXECUTIVE SUMMARY

Research shows that customer experience (CX) is highly correlated with loyalty. However, while any company can improve portions of its customer experience, it takes more than a few superficial changes to create lasting differentiation. To become a customer experience leader, an organization must first create a customer-centric culture by mastering four customer experience core competencies:

- **Purposeful Leadership**: Operate consistently with a clear set of values.
- **Compelling Brand Values**: Deliver on your brand promises to customers.
- **Employee Engagement**: Align employees with the goals of the organization.
- **Customer Connectedness**: Infuse customer insight across the organization.

Temkin Group has developed a *Customer Experience Competency and Maturity Assessment* to help you gauge how proficient your organization is at each of the competencies and help you track your progress through six levels of customer experience maturity.

CUSTOMER EXPERIENCE: THE CASE FOR A NEW APPROACH

Temkin Group's research shows that a majority of companies want to deliver the best customer experience (CX) in their industry.[1] Why? Because customer experience drives business success. We have conducted multiple large-scale studies demonstrating that customer experience is highly correlated with loyalty across many different industries (see Figure 1). When customers have a good experience with a company, they are more likely to repurchase from the company, try its new offerings, and recommend it to others.[2]

Amazon CEO Jeff Bezos understands this connection between CX and loyalty, as you can see in his response to a question regarding the success of his company:

> *"If there's one reason we have done better than most of our peers in the Internet space over the last six years, it is because we have focused like a laser on customer experience."*

[1] Fifty-five percent of companies with $500 million or more in annual revenues want to lead their industry in customer experience within three years. See Temkin Group Insight Report, "The State of Customer Experience Management, 2016," (May 2016).

[2] See Temkin Group Insight Report, "The ROI of Customer Experience, 2016," (October 2016).

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While many companies aspire to follow Amazon's lead, their ability to deliver differentiated customer experiences is often hampered by several misconceptions about CX. All too often, we find that leaders:

- **Mistake CX for customer service.** While customer service is an important component of a customer's experience, it is only one of the many different types of interactions that frame how a customer views a company.
- **Treat CX as an add-on.** Any company can copy Starbucks by adding couches, wifi, and jazz music to enhance their CX, but customers are ultimately more interested in doing business with companies who deliver on the brand promises they make to customers.
- **Myopically focus on customer-facing interactions.** While front-line employees are important to CX, they are not the only people responsible for delivering a positive customer experience. In reality, every single person in a company plays a direct or indirect role in determining whether it provides consistently good or consistently bad human or digital interactions.
- **Ignore customer emotions.** Customers view every interaction through three distinct lenses: *success* (can they achieve their goals?), *effort* (how easy or hard is it to achieve their goals?), and *emotion* (how do they feel?). However, most companies focus almost exclusively on the first two components; very few are explicit about the emotional elements of the experience they want to deliver.[3]
- **Discount corporate culture.** Even if a company does improve some aspects of its CX, these improvements will be short-lived if they aren't supported by the ongoing beliefs and actions of employees.[4]

THE FOUR CUSTOMER EXPERIENCE CORE COMPETENCIES

Any company can improve portions of its customer experience, but only those that go beyond superficial changes will be able create lasting differentiation and increase loyalty. So how exactly can a company achieve long-term CX success? By creating a customer-centric culture. Temkin Group has studied hundreds of companies to uncover the difference between CX leaders and their less successful peers, and we identified four competencies that companies must master if they wish to build and sustain CX differentiation (see Figures 2 and 3):

1. **Purposeful Leadership:** Operate consistently with a clear set of values.
2. **Compelling Brand Values:** Deliver on your brand promises to customers.
3. **Employee Engagement:** Align employees with the goals of the organization.
4. **Customer Connectedness:** Infuse customer insight across the organization.

[3] Temkin Group measures the customer experience of companies using its Temkin Experience Ratings which rate success, effort, and emotion.. See Temkin Group Insight Report, "2017 Temkin Experience Ratings," (March 2017)

[4] See Customer Experience Matters blog post, "What is Culture? How People Think, Believe, and Act," (April 3, 2015). Retrieved from https://experiencematters.blog/2015/04/03/what-is-culture-how-people-think-believe-and-act/

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#1: Purposeful Leadership: Operate with Clear and Consistent Values

Companies tend to make decisions based on many small, isolated factors – such as individuals' objectives, department-specific metrics, and particular executives' agendas – rather than on an overarching, cohesive vision of the organization. To keep the entire company moving in tandem in the same direction, an organization must articulate and commit to a clear purpose – one that aligns all employees' day-to-day decisions and is more compelling than simply increased profits. And as leaders are ultimately responsible for ensuring that an organization behaves as a cohesive unit, they must demonstrate Temkin Group's Five P's of Purposeful Leadership:

- **Passionate.** Leaders who aren't energized by the company's future can't expect their employees, partners, or customers to be passionate about helping them get there. What do passionate leaders look like? Here's part of a note from Microsoft CEO Satya Nadella to all employees about the change he saw ahead for Microsoft: "*At our core, Microsoft is the productivity and platform company for the mobile-first and cloud-first world. We will reinvent productivity to empower every person and every organization on the planet to do more and achieve more.*"[5]
- **Persuasive.** Purposeful leaders don't just bark orders about what things need to be done and how they expect people to do them. Instead they take the time to make sure that everyone understands *why* the organization needs to do something. In the book *Start With Why,* Simon Sinek writes, *"All great leaders have charisma because all great leaders have clarity of WHY; an undying belief in a purpose or cause bigger than themselves."*[6]
- **Positive.** Temkin Group research found that employees who regularly receive positive feedback from their boss are three times more likely than other employees to do something unexpectedly good for the company and are three times more likely to make a recommendation for an improvement.[7] This insight into human nature has led to the development of a technique called "Appreciative Inquiry," which changes mindsets and behaviors by asking people to share their thoughts about what they feel is working well.
- **Propelling.** In a large organization, a leader's actions make up only a tiny fraction of the total number of actions taken across the company. As leaders individually represent such a small percentage of the organization's overall activity, whether they succeed or fail is not determined by what they personally do, but by how effectively they influence the actions of other people. That's why purposeful leaders support, empower, and coach the employees who work with them and for them.
- **Persistent.** A leader's words are only meaningful if they align with his or her actions. If a leader says that something is important, but then behaves in a way that contradicts that statement, the organization will stop believing that what that leader says matters really does matter. For example, if a CEO claims that customer

[5] See Customer Experience Matters blog post, "Nadella Pushes Microsoft to Rediscover Its Soul," (July 14, 2014). Retrieved from https://experiencematters.blog/2014/07/14/nadella-pushes-microsoft-to-rediscover-its-soul/

[6] Sinek, S. (2009), Start with why (pp. 134). London: Portfolio/Penguin.

[7] See Customer Experience Matters blog post, "Amazon Makes Smart Move to Positive Employee Feedback," (November 28, 2016). Retrieved from https://experiencematters.blog/2016/11/28/amazon-makes-smart-move-to-positive-employee-feedback/

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experience is critical to the success of his company, but then never makes it a topic at any of his staff meetings, no one will actually believe that CX is important to the organization. Senator Corey Booker once said, "*My mom told me that what you do speaks so loudly that I can't hear what you say*." The bottom line: Purposeful leaders can't fake it.

#2: Compelling Brand Values: Deliver on Your Brand Promises to Customers

Brands are more than just marketing campaigns. A successful brand emphasizes the mission of the company and aligns employees and customers around a common purpose. The brand is what employees and leaders truly believe their company stands for. As Howard Shultz, president and CEO of Starbucks, once said:

"*Customers must recognize that you stand for something*."

A company creates compelling brand values through its customer promises. How do you construct and carry out these promises? By following these three essential steps:[8]

- **Make promises.** Brands need to communicate their values to customers and employees by explicitly defining a set promises to customers that they are fully committed to keeping (see Figure 4). Hagerty, an insurance provider for collector cars and classic boats around the world, articulates its brand promises in *The Hagerty Way*, a set of maxims that guide behavior companywide. These maxims include, "We focus on doing the right things the right way," and, "We promote the value of collecting." To define these maxims, a cross-section of employees and leaders came together to discuss which characteristics describe the company when it's at its best. Hagerty then held a forum where it presented these characteristics to company leaders, who discussed them and established unique definitions and behaviors that represent each statement.
- **Embrace promises.** If employees across the company are going to fully embrace a brand promise, they first need to understand it. At the start of every season, the Oklahoma City Thunder brings new employees up to speed and keeps returning employees' skills sharp by training them on the team's core promises and guest care tactics. New employees, or "rookies," are required to take part in a three-hour onboarding session about the Thunder's service values – known as *CLICK!*. After a summer off, its "veterans," the Thunder's returning employees, participate in a two-hour *CLICK!* recertification program, which focuses on what went well during the previous season using metrics and customer feedback for support. The Thunder continues to reinforce this education all season long through coaching, evaluations of guest experiences, and team member recognition.
- **Keep promises.** Simply understanding the promises made to customers is not enough; an organization must hold itself accountable for living up to those promises during every single customer interaction. A&W Food Services of Canada gathers feedback about how well it keeps its brand promises – which assure fast service, friendly service, fresh and hot food, and clean restaurants – through its *Guest Connect* program. Guests can provide feedback within a restaurant through a kiosk or through its mobile app by rating each question with a "thumbs up" or "thumbs down."

[8] See Temkin Group Insight Report, "Translating Brand Promises into Employee Behaviors," (October 2016).

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Restaurants can see their Guest Connect metrics through dashboards that show managers how guests perceived their experience. Within each restaurant, a small team made up of employees who demonstrate the behaviors of the four promises regularly meet up and review Guest Connect results. They also discuss other guest feedback (compliments and complaints), along with their on-the-job observations, and brainstorm ways to improve the guest experience.

#3: Employee Engagement: Align Employees with Goals of the Organization

Engaged employees are some of a company's most valuable assets as they trigger a "virtuous cycle," which drives good customer experience and superior business results (see Figure 5). Our research shows that, compared to their disengaged peers, engaged employees try harder, are more likely to do something good for the company (even if it is not expected of them), and freely offer their services to help others.[9] Herb Kelleher, founder of Southwest Airlines, touched on the connection between engaged employees and successful businesses when he said:

> *"I never had control, and I never wanted it. If you create an environment where the people truly participate, you don't need control."*

A company can genuinely engage its workforce by applying what Temkin Group calls the "Five I's of Employee Engagement:"[10]

- **Inform:** Companies must provide employees with the information they need to understand what's expected of them. To ensure that employees hear consistent messages, Safelite Autoglass leaders focus obsessively on the language they use in all forms of communication. Following national leadership meetings, the company asks all attendees to hold their own market-level meetings with employees to pass along key messages from the event. Leaders then continue to reinforce these key messages on an ongoing basis. Safelite helps its leaders present these updates to the field by providing them with a toolkit, which includes materials like suggested talking points around how employees can play a part in moving Safelite towards its goals. The company's communication team complements this toolkit with videos, live and pre-recorded webinars, newsletters, text messages, and visual displays placed in high-traffic areas of its offices throughout the year.
- **Inspire:** As inspired employees take more pride in both their job and their organization, companies need to make a concerted effort to connect their employees to the organization's vision and values.[11] When Omicron Canada Inc. refreshed its brand, it needed to align its employees with its five new guiding principles: *Building Trust, Be a Leader, Be Efficient, Be Involved,* and *Be Proud.* To help employees embrace and internalize these principles, the company asked them all to share what each principle meant to them and how they were personally committing to living up to the principles over the next 90 days.
- **Instruct:** To help employees successfully deliver on brand promises, companies must support them through training, coaching, and feedback. Hilton Garden Inn developed

[9] See Temkin Group Insight Report, "The Employee Engagement Benchmark Study, 2017" (March 2017).
[10] See Temkin Group Insight Report, "The Five I's of Employee Engagement," (November 2012).
[11] See Temkin Group Insight Report, "Social Employee Engagement," (July 2014).

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a multi-faceted training program – complete with videos, a board game, and role-playing activities – to ensure that all its team members engaged with guests in a way that lived up to its *Guest Satisfaction Promise*. Hotel general managers were responsible for implementing this training, and the hotel prepared them by providing the necessary materials and having them participate in introductory webinars. One unique part of this training involved actual team members being filmed acting out the five most common scenarios in which a guest promise might be broken. Hilton then showed these videos to other employees during training. To determine which team members would be the "actors," the hotel held a casting call for past winners of its *Spirit of the Garden* award. In addition to acting out these scenarios, the past winners who were selected also shared their own problem resolution experiences.

- **Involve:** Organizations can create tremendous value by working *with* their employees to design employees' jobs, improve work processes, and solve customer problems. Beacon Healthcare holds "Empathy Board Workshops," during which it gathers front-line staff together to review feedback from customers and patients whose experiences have been less than positive. The assembled staff members brainstorm and share ideas about how Beacon Healthcare can delight customers in scenarios that are commonly perceived as negative. After each workshop, Beacon Healthcare tests the ideas suggested by attendees and adopts the ones it deems effective and beneficial.
- **Incent:** Employees do what is measured, incented, and celebrated. This means that an organization needs to have appropriate systems in place to reinforce the behaviors it wants to see in its employees. Every month, Regions Bank gives the "Better Life Award" to an associate who strives to fulfill the company's mission and live by the company's values, which include putting people first, focusing on the customer, reaching higher, and enjoying life. The bank actively encourages its associates to make life better for every person who Regions serves, and associates who meet this goal get nominated for the "Better Life Award" by both their managers and peers. CEO and President, Grayson Hall, honors each associate who wins the award at the company's headquarters in Alabama. Award recipients also receive an additional week of vacation, a crystal award, and a $1,000 donation made in their name to a charity of their choice.

#4: Customer Connectedness: Infuse Customer Insight Across the Organization

Most companies make decisions with woefully little customer insight. Instead, people often rely on their "gut feelings" or outdated anecdotes about customer needs, desires, and feedback. But any meaningful improvements to customer experience require companies to embed deep customer insights into every aspect of their operations. Companies looking to master this competency should focus on these four strategies:

- **Continuously listen and act.** Many organizations do recognize that gathering insights about customers is an important component of CX, which is why they create voice of the customer (VoC) programs (see Figure 6). However, most companies' VoC efforts tend to fixate on collecting data and don't focus enough on driving action.[12] Good VoC programs must create processes that actively use customer insights to

[12] See Temkin Group Insight Report, "Make Your VoC Action-Oriented," (December 2015).

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close four change loops: *immediate response*, *corrective actions*, *continuous improvement*, and *strategic change* (see Figure 7). JetBlue gathers customer feedback from a multitude of sources, ranging from social media to surveys. So when low survey ratings started cropping up at a specific airport from morning travelers, JetBlue began examining customer feedback – particularly the open-text feedback – from these sources and realized that its gate was located far away from the airport amenities, which negatively impacted the travelers' overall experience. JetBlue communicated this problem to the front-line employees, and as a consequence, airport managers started passing out coffee and orange juice to travelers while they waited at the gate for their flights.

- **Target specific customer segments.** There's a saying in user experience that goes, "Any experience that's built to meet everyone's needs won't meet anyone's needs." It's true – different customer segments can react quite differently to the exact same treatment. For example, Millennials may feel relaxed and confident while booking plane tickets through a travel website, whereas older generations may feel overwhelmed and nervous as they go through the exact same process. It is therefore critical for companies to develop separate treatments for different groups of customers. One approach companies can use to ensure that all employees hold a consistent view of each customer segment is to create design personas, which are vivid descriptions of prototypical customers within a segment (see Figure 8). Design personas allow employees to more productively discuss and understand customers' needs as, rather than arguing over their own personal preferences, they can instead talk about what "John" (one of the company's personas) would want.
- **Focus on customer journeys.** Every interaction a customer has with a company is just one small step in his or her much larger journey, yet companies tend to focus on only a single interaction at a time. To overcome their internal point of view, an organization must focus on helping its customers achieve *their* goals, not its own corporate goals. When a member calls USAA to change her address, the company recognizes than an address change might be more than just change in location, so it also asks her if she is going on active duty. If the answer is yes, the financial services company offers to put her auto insurance on hold, asks if she has a created a health care proxy and power of attorney, and sees if she needs life insurance. USAA understands that changing their address is not the critical journey for these men and woman – going on active duty is. One effective tool companies can use to facilitate these types of deep insights is a customer journey map (see Figure 9).[13] In addition to this mapping, Temkin Group has created a concept called Customer Journey Thinking™, which helps employees across an organization consider customers' journeys by having them ask and answer five questions (see Figure 10).
- **Design for real people.** To lighten our cognitive burden, people make most decisions using *intuitive thinking* – which is fast, automatic, and emotional – rather than *rational thinking* – which is slow, effortful, and logical. In the same way that *rational thinking* relies on logic and reason to reach conclusions, *intuitive thinking* relies on unconscious heuristics and biases to make decisions efficiently. Because humans mostly use *intuitive thinking*, companies should design experiences in ways that tap into these

[13] See Temkin Group Insight Report, "Maximizing Value From Customer Journey Mapping," (September 2015)..

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heuristics and biases (see Figure 11).[14] The *status quo bias*, for example, causes customers to consistently choose default options. Because of this bias, when a large national European railroad tweaked its website so that seat reservations were automatically included with the ticket purchase for a few extra euros – unless customers specifically opted out – it saw a five-fold increase in the number of customers who booked seats when buying their tickets.

THE JOURNEY TO CUSTOMER EXPERIENCE MATURITY

As companies work to master these four customer experience core competencies, they evolve through the six stages of organizational CX maturity (see Figure 12):[15]

- **Stage 1: Ignore.** Not every company truly understands the importance of CX. In this first stage of maturity, companies do not view CX as a crucial differentiator. *Key obstacle to advancement*: Creating awareness and generating interest.
- **Stage 2: Explore.** As executives become more enamored with the idea of CX, they start to examine how CX can work for them. This stage of CX activity usually starts with the establishment of an ad-hoc group to better understand what the company needs to focus on. *Key obstacle to advancement*: Aligning executives across the organization.
- **Stage 3: Mobilize.** Once senior executives are on board with the CX effort, they typically begin to lead the effort to build a full-time CX staff. Companies in this stage of maturity are often investing in VoC programs or beginning to construct customer journey maps. *Key obstacle to advancement*: Marking CX as #1 in importance amidst a list of competing priorities.
- **Stage 4: Operationalize.** With a CX team and cross-functional governance in place, companies begin to redesign many of their operational processes using customer insights. In this stage of CX maturity, organizations actively use CX metrics to measure their progress in raising customer loyalty, and they invest in engaging the entire workforce in CX. *Key obstacle to advancement*: Overcoming inertia of middle managers.
- **Stage 5: Align.** As an ongoing focus on CX becomes the norm, companies need to put structures in place to reinforce and sustain these customer-centric behaviors. In this advanced stage of CX maturity, companies embed CX into HR processes like hiring, performance management, and incentive systems to reinforce good CX behaviors. *Key obstacle to advancement*: Staying focused on customer-centric behaviors as other priorities and issues arise.
- **Stage 6: Embed.** In this final stage of CX maturity, companies have integrated CX into everyday decisions and practices. The great CX they deliver stems from the company delivering on its brand promise and making its purpose known to employees and customers alike. *Key obstacle to advancement*: Maintaining and renewing the brand identity as the company evolves.

[14] See Temkin Group Insight Report, "Behavioral Guide to Customer Experience Design," (August 2015).
[15] See Temkin Group Insight Report, "The Future of Customer Experience," (August 2012).

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ASSESSING YOUR CUSTOMER EXPERIENCE COMPETENCY

To help you gauge your organization's progress in the customer experience journey, Temkin Group created the *Customer Experience Competency and Maturity Assessment* (see Figure 13). You can use this tool in a multitude of ways:

- **Self-assessments.** Take the test yourself and identify the strengths and weaknesses of your organization.
- **Group discussions.** Use the self-assessment in a group exercise and discuss the strengths and weaknesses identified as well as the areas of agreement and disagreement in the results.
- **Benchmarking.** Compare your results to the data provided by Temkin Group about other companies.
- **Action planning.** Develop plans for making progress towards being a Customer-Centric Organization.
- **Progress tracking.** Repeat the self-test every six months to track your progress.

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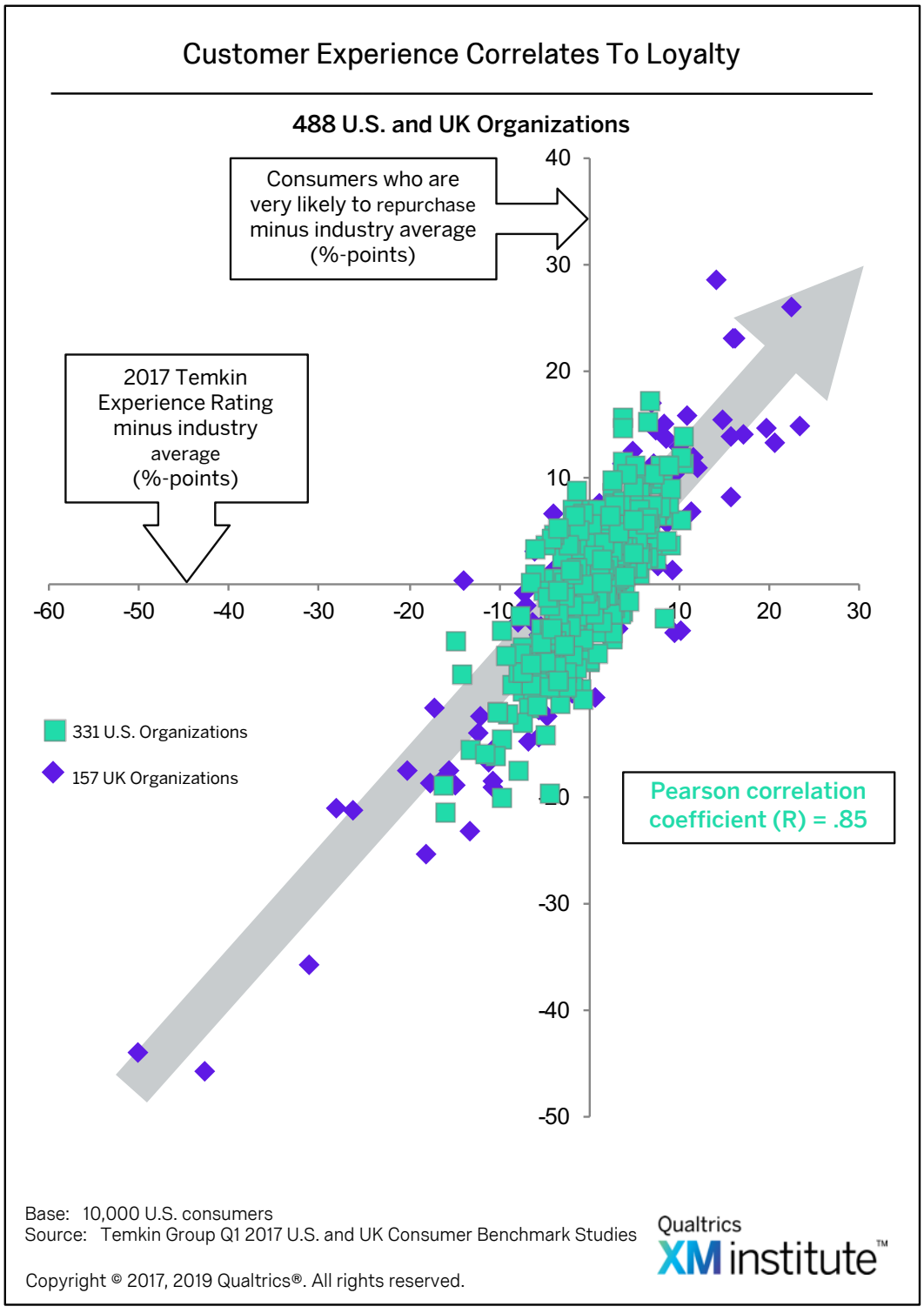

Figure 1

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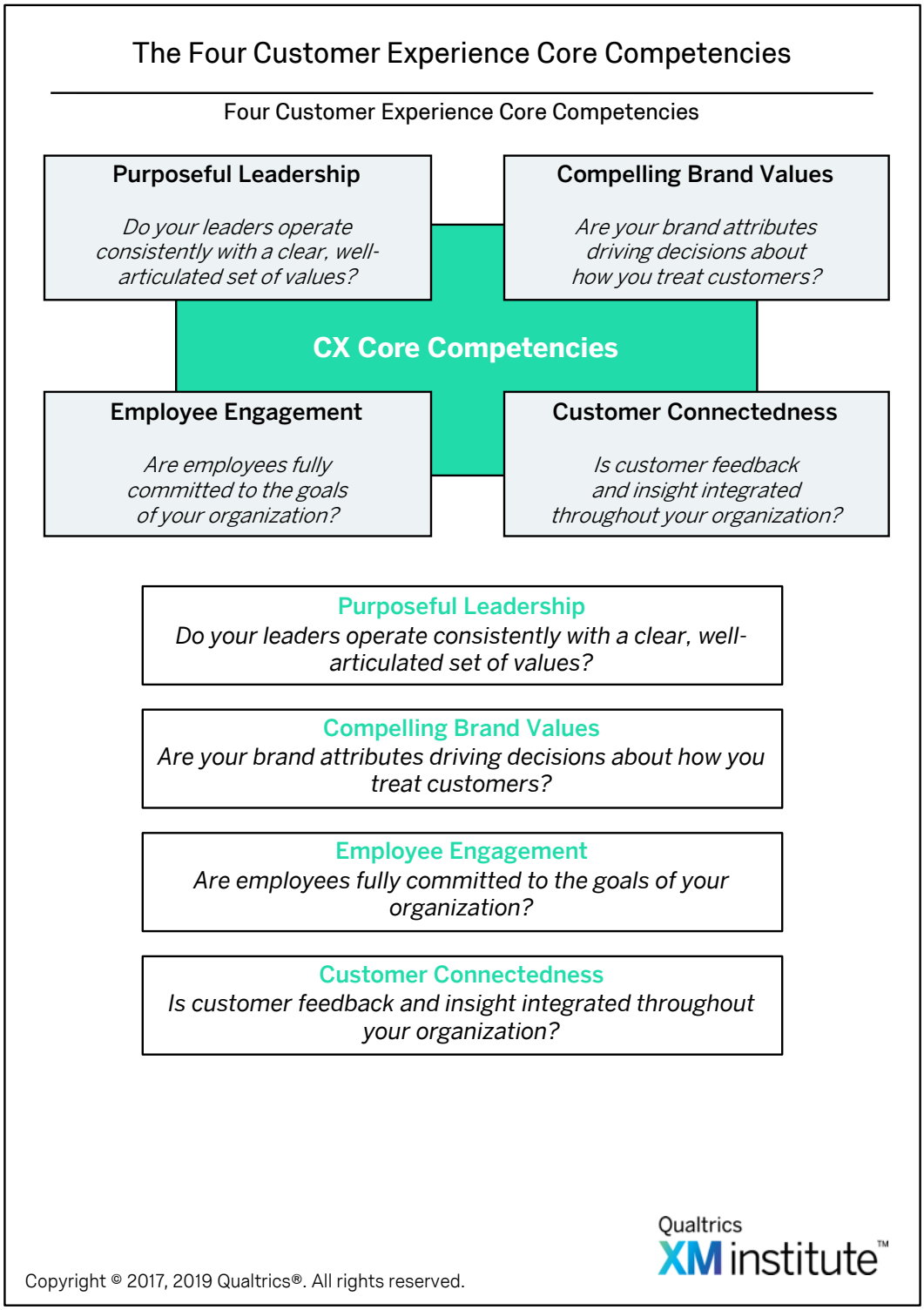

Figure 2

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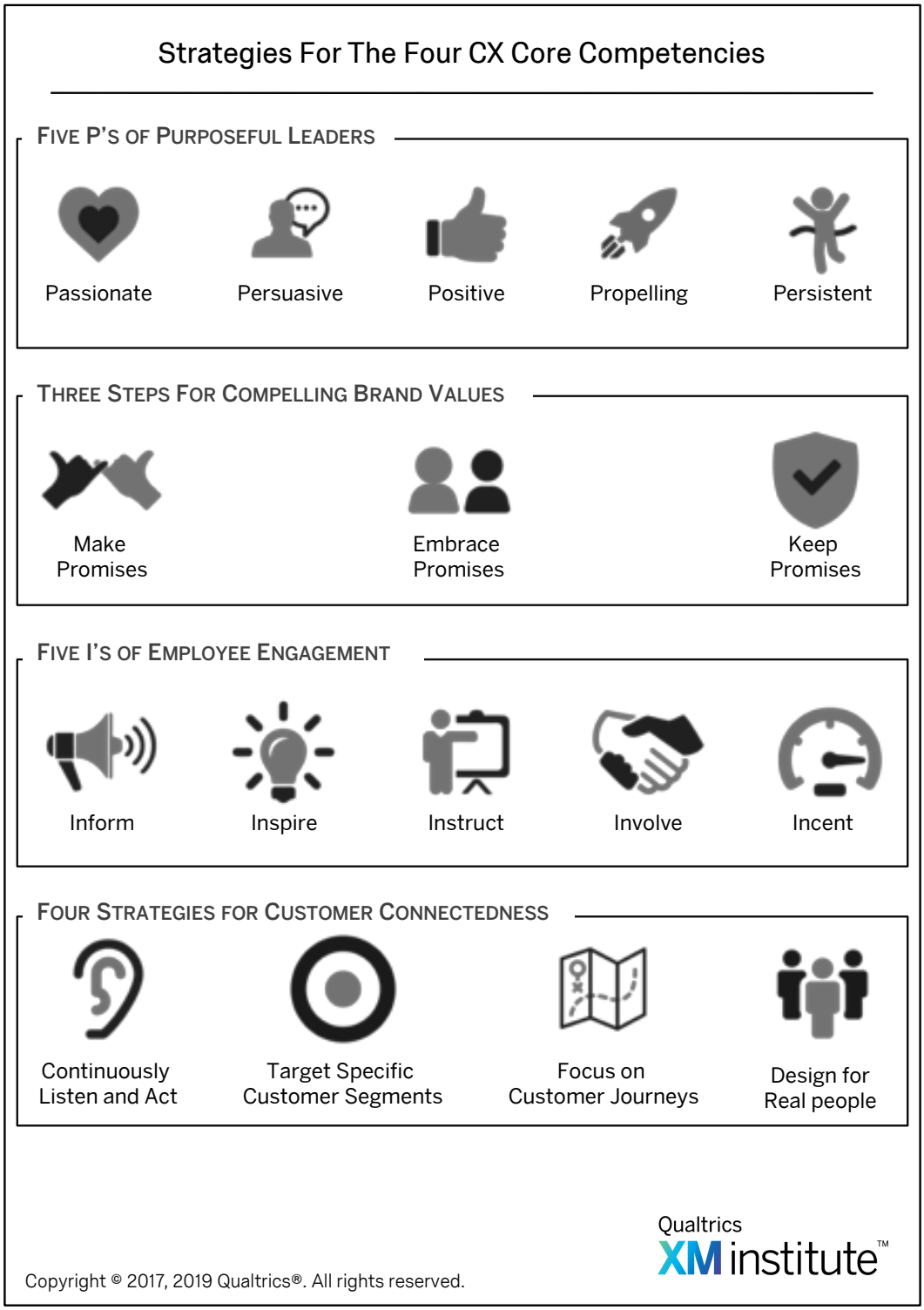

Figure 3

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Characteristics of Strong Brand Promises

Strong Brand Promises:

- ☑ **Are aligned with the company's mission and values**
  Promises should support what the business is trying to achieve and how it wants to be perceived in the market.
- ☑ **Incorporate input from employees and customers**
  Don't define promises without understanding what matters most to customers. Use employee insights to help translate promises into what will work in 'the real world.'
- ☑ **Are easy to understand**
  In order to engage customers or employees, promises need to be clear about what the customer experience will be like.
- ☑ **Provide meaningful value to customers**
  Promises should help customers succeed in what they set out to accomplish, ensure they put in the right level of effort, and generate positive emotions during each interaction with the company.
- ☑ **Provide clear direction to employees**
  Employees need to be able to understand the promises so that they can make the right decisions in their roles about how to treat customers.
- ☑ **Are actively endorsed by executives**
  If executives do not actively communicate and act in ways that support the promises, it is unlikely employees will change their own behaviors.
- ☑ **Are incorporated into the company's strategy**
  If promises really matter to the organization, keeping them should be reflected in its goals, plans, and investments.
- ☑ **Are periodically reviewed and updated**
  Promises may change as customers and the organization change. They should be reviewed and refined as needed.

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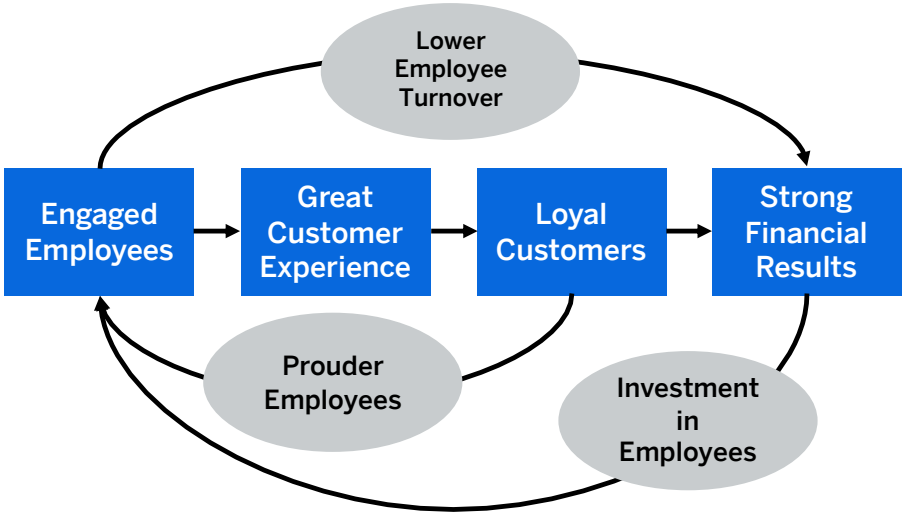
Figure 4

Employee Engagement Virtuous Cycle



Connections	Description
Engaged employees to great CX	Law #4 of the *Six Laws of Customer Experience* is that unengaged employees can't create engaged customers.
Great CX to loyal customers	Temkin Group research shows that good CX is correlated to higher levels of loyalty
Loyal customers to strong results	Loyal customers buy more and are less costly to acquire than new customers.
Lower employee turnover	Replacing employees requires searching, hiring, training, and dealing with lost productivity along the way.
Prouder employees	Employees feel more connected with companies when customers are happier with the company.
Investment in employees	When companies see the virtuous cycle, they will recognize that they can invest more in their employees

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Figure 5

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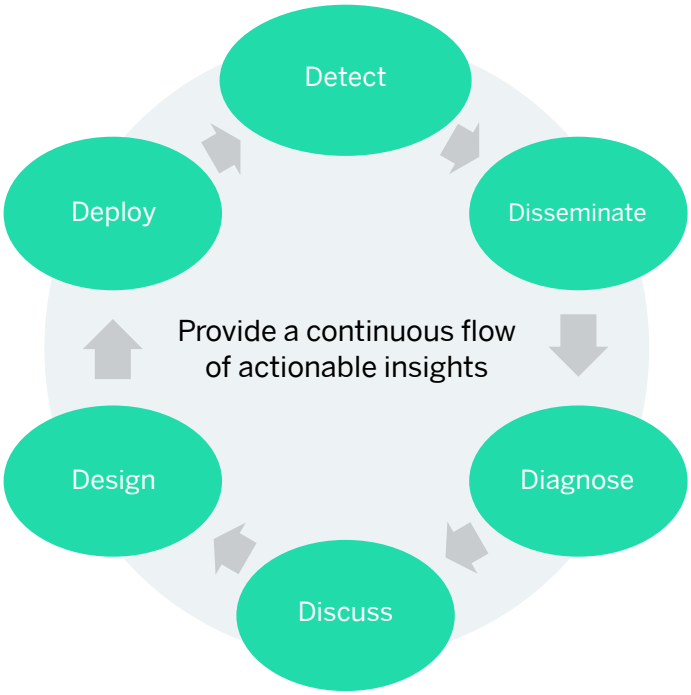
Six D's of a Successful Voice of the Customer Program



- **Detect:** VoC leaders need to be strategic about when, where, and from whom they solicit information.
- **Disseminate:** VoC programs need to invest in making sure that key people get the right information at the right time and in the right form to help them make better decisions.
- **Diagnose:** VoC programs need to develop processes for uncovering the insights and testing hypotheses.
- **Discuss:** Firms need to establish ongoing cross-functional forums to discuss insights since many issues can cut across organizational silos.
- **Design:** Firms need to follow user-centric approaches for identifying changes that will improve the customer experience.
- **Deploy:** Since VoC programs only succeed when companies take action on what they learn, it makes sense for them to prepare for those changes by establishing release cycles and allotting resources to make and test ongoing changes.

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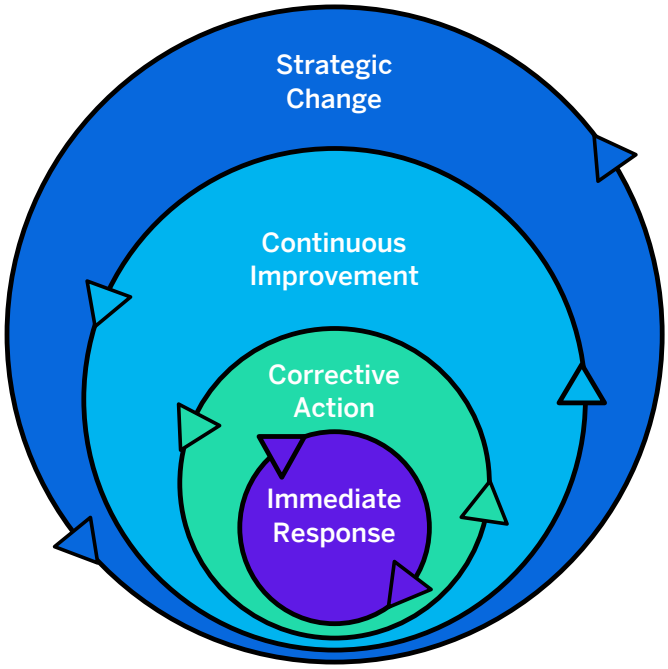
Figure 6

Operationalize Critical Fixes: Four Closed Loops For Taking Action



Loop	Objective	Example of actions taken
Immediate Response	Solving immediate customer issues	Reach out to a restaurant customer who responded on a survey that the bathroom was dirty, and help take care of her ongoing concerns
Corrective Action	Fixing service problems by taking action right away	Get the manager or employee to clean the bathroom in that restaurant
Continuous Improvement	Identifying and solving root causes to problems	Create new process for restaurants to check and clean bathrooms on a regular basis
Strategic Change	Applying insights to key strategic decisions	As part of new restaurant formats, design bathrooms so that they don't require as much time from employees to keep them clean

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Figure 7

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Design Personas

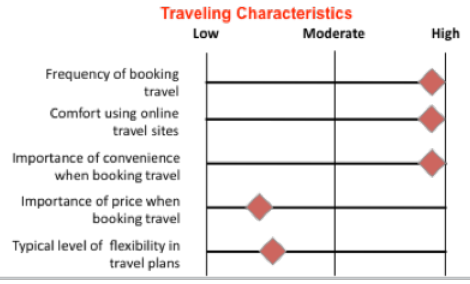
Example of a Design Persona "John Barrows"

Name	Gender	Age	Family Income	Education	Location	Family
John Barrows	Male	42	$180,000	MBA from Northwestern	Chicago, IL	Married with two kids

John Barrows
"I have to get to my clients when and where they need me"

Active business traveler

I'm a 42 year-old management consultant who hopes to become a full partner within the next two years. I'm on a plane two or three times almost every week going to visit my clients, who are located across the country and sometimes overseas. I often travel redeyes to get to my client or to get home in time for the weekend. My clients pay for my travel and never question my expenses as long as I don't go crazy.



Characteristics of Strong Design Personas

Good design personas share these characteristics. They:

- **Represent a key customer segment.** It's not a random description, it actually represents the core characteristics of a segment.
- **Are based on research.** The elements of a design persona aren't just imagined, they come from solid research, often requiring qualitative or ethnographic studies.
- **Create a vivid description.** The artifacts for a design persona should create a crisp picture of a person that is so compelling that people think they know him or her.
- **Provide information for decision-making.** It's not good enough to know generic information about a customer segment, design personas must include key information about that person's needs and requirements for interacting with your company.
- **Are widely used.** Design personas create value when they're put to use, so it's important to get different groups across the organization to embrace them. It's a good sign when the CEO is referring to one of the personas by name.

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Figure 8

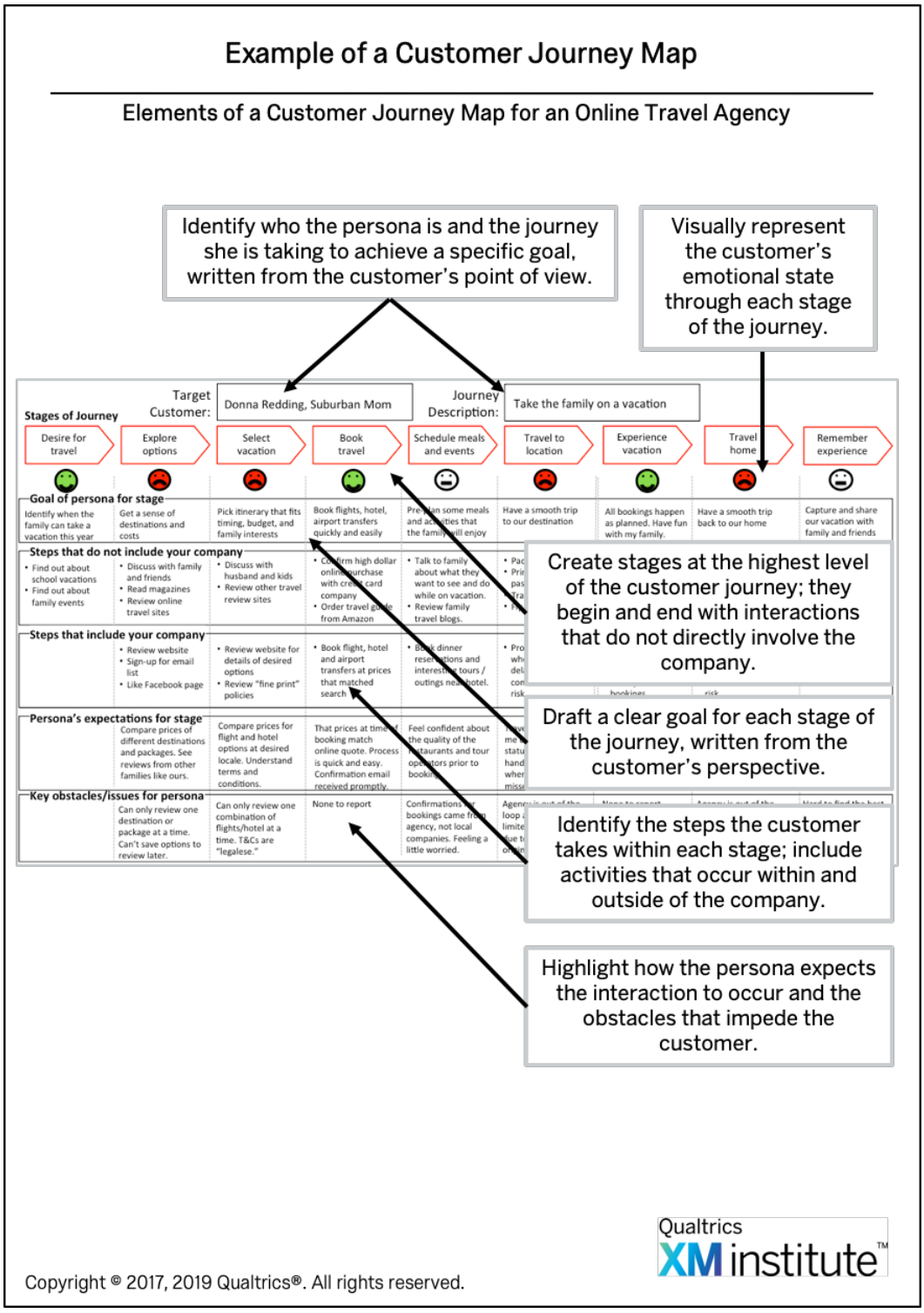

Figure 9

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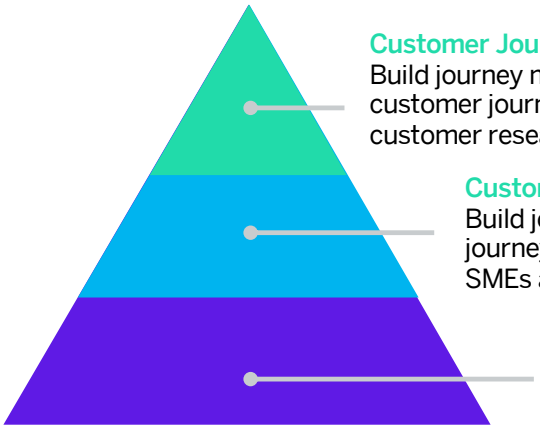
The Customer Journey Mapping Pyramid



Customer Journey Mapping Projects
Build journey maps for a few critical customer journeys using significant customer research.

Customer Journey Mapping Sessions
Build journey maps for many customer journeys using facilitated sessions with SMEs and existing customer insights.

Customer Journey Thinking™
Embed thinking about customer journeys into day-to-day decisions across the company.

Five Questions That Drive Customer Journey Thinking™

1. **Who is the customer?**
   Start by recognizing that different customers have different needs. It's important to understand who the person is before thinking about a specific journey.
2. **What is the customer's real goal?**
   To understand how customers will view an interaction and what's shaping expectations you need to think about what they are really trying to accomplish.
3. **What did the customer do right before? (three times)**
   A company interaction is part of a larger journey, so you need to think about where they've been prior to the interaction and repeat the question three times.
4. **What will the customer do right afterwards? (three times)**
   The customer interaction with a company is rarely the last step in a journey, so you need to think about what they do next and repeat the question three times.
5. **What will make the customer happy?**
   Rather than just aiming to satisfy customers' basic needs, think about what it will take to provide each customer with the most positive experience.

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Figure 10

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Strategies For Designing Experiences Based on Human Behaviors an Bases

Strategy	Tactics
1) NUDGE Point people in the right direction.	▪ Reduce the number of choices. ▪ Engage the senses. ▪ Tap into the power of free. ▪ Use price anchors. ▪ Add a decoy option. ▪ Tell customers how others are behaving. ▪ Advertise your product or company's popularity. ▪ Provide good default options. ▪ Create a sense of urgency. ▪ Engender a sense of ownership prior to purchase.
2) ASSIST Help people successfully accomplish their goal.	▪ Activate rational thinking. ▪ Reduce customer effort. ▪ When outcomes are delayed, provide positive feedback and benefits. ▪ Create a community around products. ▪ Allow customers to co-architect their experience. ▪ Go with the grain of people's mental accounting. ▪ Encourage decisions that improve long-term wellbeing.
3) ENHANCE Make people feel good about their experience.	▪ Get bad moments over with early. ▪ Clump pain-points and spread out pleasure. ▪ End on a high note. ▪ Minimize the number of steps in a journey. ▪ Personalize interactions. ▪ Let employees be human. ▪ Relieve customer anxiety by eliminating uncertainty. ▪ Pay special attention to emotional moments. ▪ Proactively avoid bill shock. ▪ Frame communications in a positive way.

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Figure 11

Figure 12

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Temkin Group Customer Experience Competency Assessment

To what degree do the following activities occur within your company?

1 = Never 2 = Periodically 3 = Usually 4 = Almost always 5 = Always

1. Customer experience metrics are reviewed and treated as financial metrics	
2. Senior executives regularly communicate that customer experience is one of the company's key strategies	
3. The executive team uses a clearly defined set of values to guide how it makes decisions	
4. Employees across the company understand the core values of the company and understand how those values relate to their role	
5. Senior executives support decisions to trade off short-term financial results for longer-term customer loyalty	
PURPOSEFUL LEADERSHIP total	
6. The company's brand is translated into a clear set of promises to customers	
7. The company's brand guides decisions about how customers are treated and interactions are designed	
8. The company regularly examines how effectively interactions live up to its brand values	
9. Marketing does as much brand marketing inside the company as it does outside the company	
10. Employees are encouraged to interpret how their efforts can reinforce brand values	
COMPELLING BRAND VALUES total	
11. Employee feedback is actively solicited and acted upon	
12. Managers are evaluated based on the engagement level of their employees	
13. The company provides industry-leading training for employees	
14. The company celebrates and rewards employees that exemplify its core values	
15. The human resources organization is actively involved in strategic initiatives	
EMPLOYEE ENGAGEMENT total	
16. Customer feedback is regularly collected and acted upon	
17. User-centered design approaches are used to design interactions in all touch points (e.g., web, phone)	
18. The company has a well-defined set of target customer segments that guides priorities	
19. Executives regularly interact with customers in target segments	
20. Customer feedback is integrated throughout key processes like product development and marketing rollout	
CUSTOMER CONNECTEDNESS total	
OVERALL TOTAL	

Competency Area Totals:		Overall Total:	
		<50	Ignore
5 to 10	Very Poor	50 to 59	Explore
11 to 15	Poor	60 to 69	Mobilize
16 to 20	Okay	70 to 79	Operationalize
21 to 25	Very Good	80 to 89	Align
		90 to 100	Embed

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Figure 13