#### Catherine Brys, PhD MBA

Brys Strategic Consulting Brys Pro Bono Consulting

# REWARDING WAY TO IMPROVE PROFITABILITY

How to create excellent customer experiences

A self-edge publication



Think Customer Experience is all about customer service? It's just as much about what you offer.

Profitability isn't about what customers want – it's about what they need.

Think Customer Experience is the next frontier? It's key to profitability now. Is Customer Experience at the front of every employee's mind?



Your Customer Experience is only as good as the weakest link in the chain.

Your team's satisfaction directly impacts the quality of your Customer Experience.

Do employee incentives harm your Customer Experience?

#### What this book is about

This book gives you a joined up approach to improve your profitability by excelling at Customer Experience (CX). Underpinning it is the idea that profitability flows from satisfied customers and satisfied employees.

How satisfied your customers are is determined by the value you offer. That value is linked to their entire experience as a customer.

That experience is in turn strongly influenced by how fulfilled your team are feeling.

So this CX-centred approach is rewarding both financially and relationally. "Customer obsessed organizations see customer experience as a source of commercial value; not just a differentiator versus competition (although it certainly is that) but a mechanism for superior profitability."

Julio Hernandez KPMG

"The best investor is your customer."

Esther Dyson, Wellville

"CEOs who primarily focus on innovating products and services, and concentrate on employee morale are the most effective at leveraging CX to create a competitive advantage. On the flip side, companies that focus on cost-cutting aren't as effective."

"Unless you have 100% customer satisfaction, you must improve."

Horst Schulze, Former President & chief operating officer Ritz-carlton

#### Who this book is for



- The Chief Executive of a small or medium-sized company?
- Or a Division Manager in a large corporation?
- Or in a position where you can influence your company's CX?

Then this book, together with the companion Action Planner and Success Monitor, charts a practical route to make your company's CX top-notch.



Are you studying business or entrepreneurship? Then this book gives you the best in business thinking on CX in a compact and easy-to-read format.

## What you will gain from this book

This book will challenge your thinking on CX. It gives you all the best practice you need to make your customer experiences superior. And this in an easy-to-read format. You can read the book in one hour.

The companion **Action Planner** gives you a pragmatic, step-by-step method to assess your CX and plan effective actions to achieve outstanding CX.

Via the **Success Monitor** you will develop a practical approach to monitor your success and sustain it into the future.

### The journey you will make





One hour to read this book.



One day to solo-assess your CX and develop your vision.



One week to collaboratively asses your CX with your teams and develop a pragmatic plan for impactful change.



One month to implement changes and start monitoring success.

Enjoy the journey!

#### What's in this book

The Magic of CX	<u>19</u>
Why care about Customer Experience (CX)? A vision	<u>20</u> <u>24</u>
Food for Thought	
Food for Thought	<u>29</u>
On what Customer Experience is/isn't	<u>33</u>
Not just "how" but "what"	<u>34</u>
The customer experience is multi-faceted	<u>36</u>
Friendliness is only gloss	<u>38</u>
Emotions play a big role in the customer's	4.0
experience	<u>40</u>
Customer needs are the keys to profitability	<u>44</u>
On mindset, culture, strategy	<u>49</u>
Corporate values should be about CX	<u>50</u>
CX value chain thinking is essential	<u>52</u>
Short-termism doesn't pay off	<u>56</u>
Scenario planning is a CX stress-test	<u>58</u>
You need your ecosystem	<u>60</u>
CX is a two-way street	<u>64</u>
On people	<u>67</u>
CX is a specialist discipline	<u>68</u>
CX is every employee's responsibility	<u>70</u>
Excellent CX requires kind and flexible people	<u>72</u>
Excellent CX requires empowered employees	<u>76</u>
Excellent CX requires high-performing teams	80

On operational organization	<u>83</u>
Silo thinking kills the customer experience CX fails because of the missing links Staff incentives may harm your CX	84 88 90
On operations	<u>93</u>
Exposing your inner workings is a tell-tale sign Measuring customer satisfaction requires	<u>94</u>
effort Suggestions and compliments are gold	<u>98</u>
nuggets If you can't afford personalised solutions to	<u>100</u>
complaints, your CX is failing	<u>104</u>
Complaint resolution should be about "what" and "how"	<u>106</u>
Best Practice	<u>109</u>
The big picture	<u>113</u>
Creating value, value	<u>114</u>
Understanding the customer's context &	400
priorities Building in resilience	<u>120</u> 124
Focusing on all CX dimensions	124
Thinking from the customer's perspective	128
The hidden engine	<u>131</u>
Streamlining processes and systems	<u>132</u>
Creating conditions for job fulfilment	<u>134</u>
Empowering your employees	<u>138</u>
Recognising and rewarding your employees	<u>142</u>

The customer journey	<u>151</u>
Being transparent about who you are	<u>152</u>
Creating a human connection	<u>154</u>
Not making rash promises	<u>158</u>
Joining up the customer journey	<u>160</u>
Not exposing internal workings	<u>164</u>
Minimizing the customer's effort	<u>166</u>
Respecting the customer's time	<u>168</u>
Putting the customer in control	<u>170</u>
Facilitating informed, relevant decisions	<u>172</u>
Communicating progress or status	<u>176</u>
Recovering graciously	<u>178</u>
Not explaining, complaining or making	
excuses	<u>180</u>
Apologizing, refunding and compensating	<u>184</u>
Replacing the negative emotion	<u>186</u>
Not plastering over cracks	<u>188</u>
The path to success	<u>191</u>
Understanding the soft drivers of profitability	<u>192</u>
Knowing how you're performing	<u>194</u>
Scanning for early signals of change	<u>198</u>
Engaging with customers	<u>202</u>
Creating a learning culture	<u>204</u>
Co-designing change	<u>208</u>
Embedding change	<u>210</u>

The Magic of CX Revisited	<u>215</u>
Your vision?	<u>216</u>
How about getting started?	<u>220</u>
Sources of inspiration	<u>224</u>