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Maritz Solutions: Customer Experience Improvement A fresh look at customer experience management

What is it?

The next generation of experience improvement represents a world changing range of techniques for customer research.

It is about capturing and using unstructured consumer feedback to gain a comprehensive view. Evolved over time and from our experience, the Maritz approach allows businesses to focus on the right issues at the right time to build their advantage. Using a range of tested techniques, we close the gap between actual and desired experiences.

Why do I need it?

Survey rates are falling, with many customers critical of long surveys, and even less enthusiastic about completing them. In addition, many research methods are process-orientated and do not allow consumers to tell us what they really think. Consumers are rarely given the freedom to provide descriptions of their experiences to produce meaningful data.

At the same time, many managers are asking for more 'insightful' findings in order to provide actionable results and make better decisions. Customer reports aren't easily usable and management are often chasing numbers instead of improved experiences. What's more, it is difficult to find a way to capture and organise so much data to help make a positive difference.

How is it done?

We focus on consumers' desire to talk about many of their experiences. By placing the customer in the driving seat, we ensure higher engagement levels and more reliable inputs for your decisions. There is no single approach that encapsulates this. Overleaf are a range of examples that typify the next generation of measurements.

Why Maritz?

Maritz has been building the insight utopia for many years. It's in our blood.

Our survey designs are relevant and interesting for both the customer and the client. Our clients see the benefits of an improved approach. We integrate information sources, adding clarity of understanding, gravity to conclusions and increasing the confidence of decision-makers.

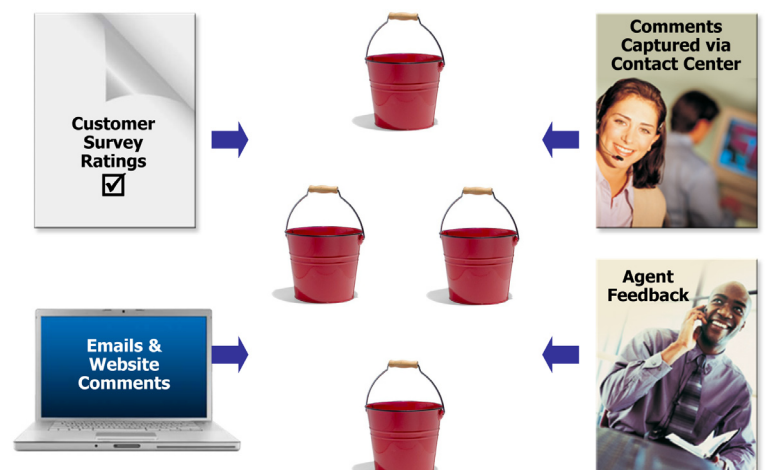


Who should be involved?

This kind of customer research is not just for the insight team. The Maritz approach is conceived as much with frontline staff, local and senior managers in mind as it is with researchers.

Snapshot of Next Generation

Integration & categorisation framework



10 positive things you can do today to start the next generation of customer experience improvement

1 Web harvesting

Find out what people are saying about your brand on review sites, social networks, blogs and chat rooms. Be careful; you should not look at this in isolation as online sentiment can be unrepresentative of your target market. Use convergence analysis to see how these comments line up with other sources of information.

2 Text analysis

Text analysis software now allows us to make more extensive and effective use of open comments from all kinds of feedback from surveys to web harvesting, which in turn gives us more opportunity to let our customers talk about what they want to talk about.

3 Adaptive questioning techniques

We have to accept that sometimes people don't remember anything about an experience so we have to skip detail. One example of an adaptive questioning technique is to ask about memorable moments – only if the respondent remembers something good or bad about an experience do we then ask them what it was.

4 Look at the bigger picture

So many organisations treat brand and experience independently. But it is a combination of communication-driven images and direct experiences that influences people's choice and loyalty decisions and their behaviour. We need to combine brand and experience in the same analysis, in order to properly determine the drivers of profitable behaviour and create more accurate ROI models.

5 Understand your brand delivery gap

Organisations need to measure and understand the gap between their brand promises and the experiences of their customers so that they can prioritise investments between communications and operations as well as within them.

6 Create a common framework to integrate data

Different sources of information are often organised and categorised in different ways. Companies need to create

a common harmonised framework so they can categorise information from any source into the same buckets. This simple task, if well thought through, enables comparison between survey data, complaints, web harvests, feedback from frontline teams and any other source of information about customer experiences.

7 Convergence analysis

Not all information should contribute the same weight of importance to our overall conclusions. Sources need to be scored on robustness, representativeness and clarity of message. Does the message come from a few dozen people or a few thousand? Do the participants speak for all of your target market or only for a small minority?

8 Don't report, communicate

Communicating the findings internally and getting them acted upon is a major challenge for many organisations. Different end users will inevitably want different things. Alternative channels such as newsletters, videos, workshops and training sessions are better ways of communicating than a research debrief.

9 Share data publicly!

The concept of publishing ratings and findings for everyone to see is contentious, but marketers have little or no control over this. People are already sharing their views and opinions online, rating and ranking brands on review sites, social networks, blogs and chat rooms. If we don't share information in a controlled way, then it will simply get out in an uncontrolled way instead.

10 Blueprint the customer experience

Map out the links and connecting paths between operations, communications, employees, customers and financials. Starting with financial goals, agree the behaviours you are looking for to achieve these goals and determine what experiences and brand opinions people need to have for them to exhibit these desired behaviours. This cascades down to internal processes. The goal is to have a guide for what we need to do in terms of operations, communications and staff-customer interactions to deliver the right images, experiences and opinions.