



Why Creating Emotion in Customers Is Key to CX Success

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Author: Simon Fraser, Vice President, Customer Experience Strategy

The question has been asked as to whether creating emotion in customers is an important aim. Shouldn't the processes that deliver a consistent, functional, or well-managed experience be a priority?

In this whitepaper, we will outline why InMoment believes that measuring emotion, and having a focus on the types of emotions brands conjure in their customers, is important to understand and improve. We have brought together the latest thinking on customer experience (CX) optimisation, behavioural science, research, and our years of experience to lay out our thinking here.

We do believe that without creating key emotions in customers, brands run the risk of being ignored or, in time, forgotten. However, delivering unforgettable or delightful impressions across the complete customer journey can be an untenable, impractical, and expensive goal. Therefore, knowing where and when to focus is key to making the greatest impact—and to bringing customers coming back again and again.

We will share our learnings on recognising the moments that matter with this question in mind.

***Should creating emotion be
a customer experience goal***



Why Emotion?

“There is confusion between experience & memories, we actually don’t choose between experiences, we choose between memories of experiences.”

**DANIEL KAHNEMAN, PSYCHOLOGIST
AND ECONOMIST**

Positive Emotions Drive Customer Loyalty Through the Creation of Memories

When we are considering where to shop, dine, or visit, we don’t sort through the different experiences we have had. Instead, our brains flick through the memories and emotions that those experiences have left with us. Therefore, if you don’t deliver memorable moments, you may be disregarded in favour of an alternative that has provided a better experience.

We also know that something is far more likely to be remembered if an intense emotion has been created, such as joy, love, anger, or fear. Our emotions are also more likely to get us all to act than our more considered, rational, and contemplative sides. Thus, brands and the experiences that they deliver need to be designed to elicit the right emotions (and as often as possible).



The Emotional Factors That Move Customers

Many organisations think of customer experience as an operational tool or function, but in reality, a high number of CX stories relate to how customers were made to feel following an interaction. Other experience outcomes may well depend on how we feel going into said experience.

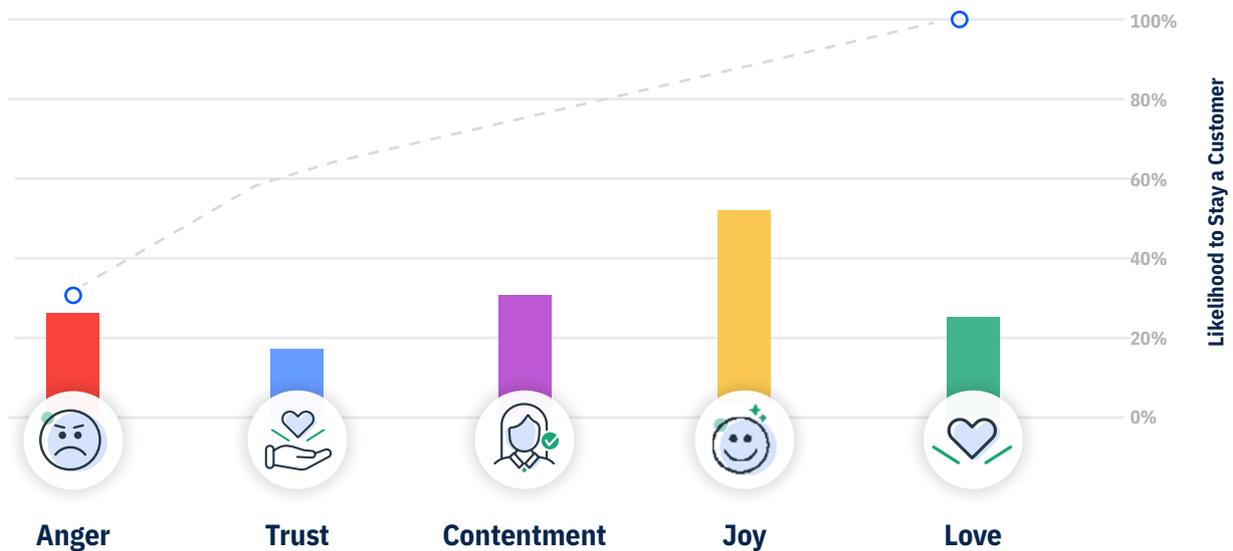
To help understand these experiences further, InMoment has introduced a specific taxonomy to help brands better evaluate customers' feelings as they share their experiences—and what this means for those brands' CX design in terms of the emotions it generates.

A core set of emotions has been created, breaking down sentences to identify and categorise customers' emotions. Through this model we are able to help:

1. Identify the customer's emotional 'state of mind' during and after their experience.
2. Map out which emotions are being felt and their impact on core KPIs.
3. Understand how to shift customers from one emotion to another.
4. Use this insight to inform staff and processes.

In the example shown here, we can see that transforming a contented customer into one that loves the experience adds nearly 20% to their likelihood of staying a customer. From there, the size of the opportunity or risk can be easily calculated. Through this model, we're able to listen to customers sitting across this emotional spectrum, bringing more to our understanding than just that of operational touchpoints.

Additionally, this focus can be shifted across how to best move customers from feeling content about a brand to actually loving it, as well as how to drive ROI.



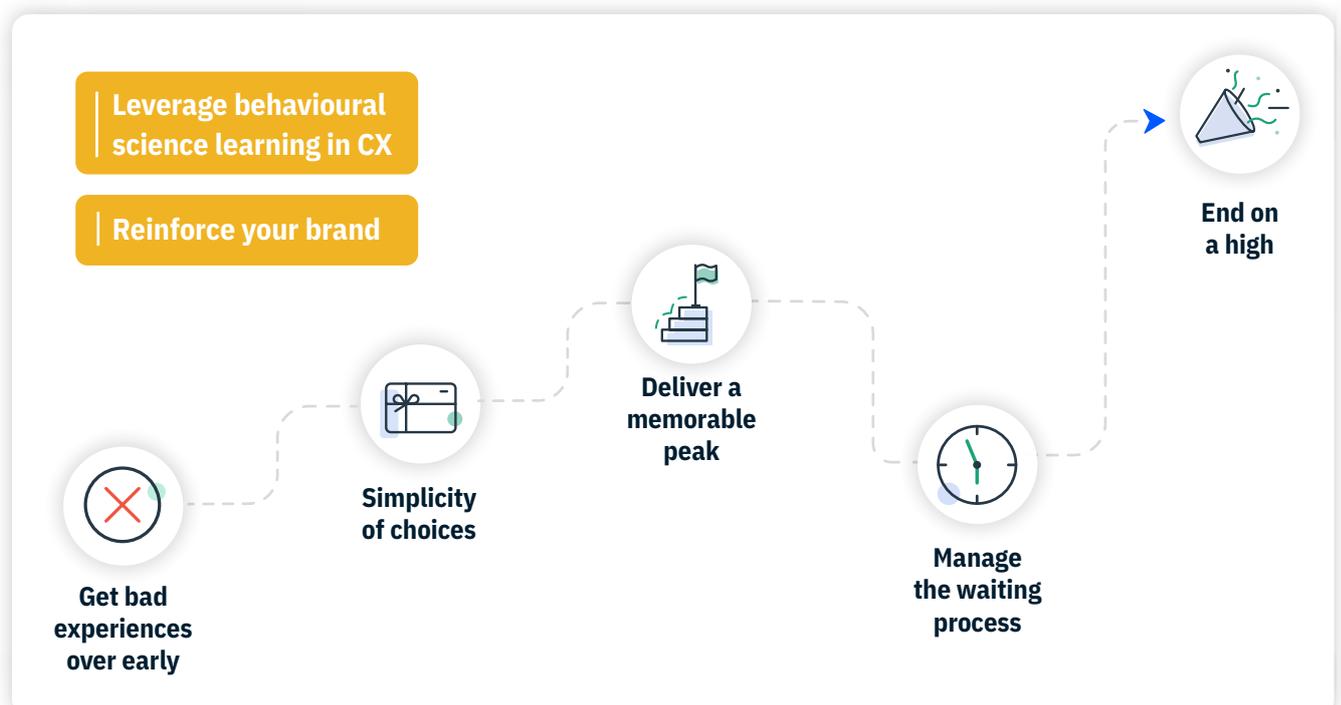
Designing Journeys with Emotion in Mind

Knowing where and when to focus on building positive long lasting memories is key to making the greatest impact and bringing customers back again.

In 1996, Psychologist Daniel Kahneman and his colleague Don Redelmeier came up with the Peak End rule. This principle states that people judge an experience based on how they felt at its peak and its end, not the average of its every moment. You only have to perfect those two moments to also perfect customers' impressions of the experience you provide.

However, there are other learnings that we can take from behavioural science and apply to experience design.

1. If there is some friction for the customer, try to get it out of the way early so that its memory can be replaced by other, more positive experiences later on in the journey.
2. Make it easy for the customer to achieve their mission. Reduce the potential barriers and frictions a customer could have when interacting with your brand. Keep things simple and effortless.
3. Boost communication in the 'final mile' of a fulfillment experience.



Creating Emotional Connections

Designing experiences to create emotional connections with customers at the key touchpoints increases value and reduces risk. We also know that positive emotions can be engineered by creating experiences in which customers feel valued or that they belong (i.e. they fit into this tribe); in which the brand helps the customer be the person they want to be; or through opportunities to provide the customer with a sense of security (trust) or a thrill (delight).



Customers that smile, stay.

Working in partnership with InMoment, Virgin Money collects and analyses over 100,000 pieces of customer feedback every year.

Through Virgin Money's CX success programme, a customer-obsessed culture has been created. With the help of InMoment, Virgin Money found that understanding emotion is critical to delivering its purpose: making customers happier about money.

To deliver this goal effectively, Virgin Money designed a bespoke "smile score" which focuses on three key elements:

1. Ease
2. Effective
3. Positive Emotion

These scores are combined to demonstrate how well Virgin Money is delivering on its purpose, and to keep the whole organisation focused on its delivery.

Examples of Emotion in Action



APPLE'S TRAINING STRATEGY:

Almost the entire volume is dedicated to empathising, consoling, cheering up, and correcting various Genius Bar confrontations at Apple Stores around the globe. (The Atlantic)

DIESEL

DIESEL:

The brand publicly celebrated losing 14,000 followers—after their July 2019 Pride month posts supporting LGBTQ+ community—showing how taking a stand and expressing who they are and what they believe in is worth more than a few thousand followers.

As stated by the Company the decision to celebrate the followers' departure is because "Followers are important, but love is more important." (Ad Age)

CX Emotional Factors



Should Creating Emotion Be a Customer Experience Goal?

The answer is yes. Simply focusing on the functional and satisfactory KPIs on meeting customers' expectations is not enough.

- Emotions drive customer retention as they make those memories stick.
- Review customer journeys with this principle in mind and, based on the science, design experiences that drive the greatest emotional impact.

- Avoid experience troughs, end on a high note, and engineer positive moments through the journey to make the greatest impact.
- Sometimes, as in any relationship, things can go wrong. How you turn that around, embrace the feedback. Demonstrating that you have listened offers an opportunity to strengthen the connection.
- Don't fall into the 'functional trap', and instead aim to be memorably different.

Closing Thoughts

There is an opportunity for brands to further utilise thinking around behavioural science and emotional (and therefore memorable) peaks when thinking about their customer experience propositions. This is as true for a single journey in store as for a customer navigating their way through multiple channels or touchpoints to achieve their mission.



LEVERAGE BEHAVIOURAL SCIENCE LEARNING

The more intense and more recent the feelings, the more memorable the experience. Additionally, if there's a pain in the experience, get it over with early and ensure that you finish the experience strong.



REINFORCE YOUR BRAND

Aligning peaks in the customer experience with your brand values, highlighting what your brand is known for (how you market the experience), and putting "theatre" around those moments are all ways to create a more memorable experience for customers.



CREATIVELY MANAGE THE WAITING PROCESS

Queues might be inevitable at busy times, but how you manage that experience will determine how that experience makes your customers feel. If you can occupy the customer during that time, it will be less annoying to them.



GIVE THE CUSTOMER CHOICE

Remember that people have a bias toward simplicity and are conditioned to choose products and experiences that minimise their cognitive load.



GET PAIN POINTS OVER WITH EARLY

If at all... if you can replace those memories with more positive ones, any damage will be reduced.



SPREAD THE PLEASURE OUT

Design moments along the customer journey where an element of delight..can be delivered, not just in the first impressions or at the end. It is often in these moments when the greatest opportunity to deliver upsell is also found.



FINISH ON A HIGH

People will remember and favour an experience that improves over time rather than one that starts strong and then tails off.



MEASURE THE RELATIONSHIP

There is an element around emotion (such as shared values) that goes beyond individual transactions or interactions but that also builds up over time and across different media. Therefore, measuring the strength of CX through relationship and transactional surveys is key. So too is organising and connecting those insights within the same platform to drive both joined-up thinking and clear actions.

For more information please visit our website:

<https://inmoment.com>

To demo a product or to contact us call:

NORTH AMERICA
+1 385 695 2800

UK & IRELAND
+44 (0) 1494 590 600

APAC
+61 (2) 8397 8131

GERMANY
+49 (0) 40 369 833 0

Or email us at sales@inmoment.com

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Improving experiences is why InMoment exists. Our mission is to help our clients improve experiences at the intersection of value—where customer, employee, and business needs come together. The heart of what we do is connect our clients with what matters most through a unique combination of data, technology, and human expertise. With our hyper-modern technology platform, decades of domain authority, and global teams of experts, we uniquely deliver a focus on Experience Improvement (XI) to help our clients own the moments that matter. Take a moment and learn more at inmoment.com

