



How to Leverage Your Experience Ecosystem to Achieve Desired Outcomes

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There's no understating the power of a single moment when it comes to a customer's, employee's, or even a non-buyer's overall experience with a brand.

One exceptional interaction—or a particularly disappointing one—can mean the difference between a life-long relationship or defection.

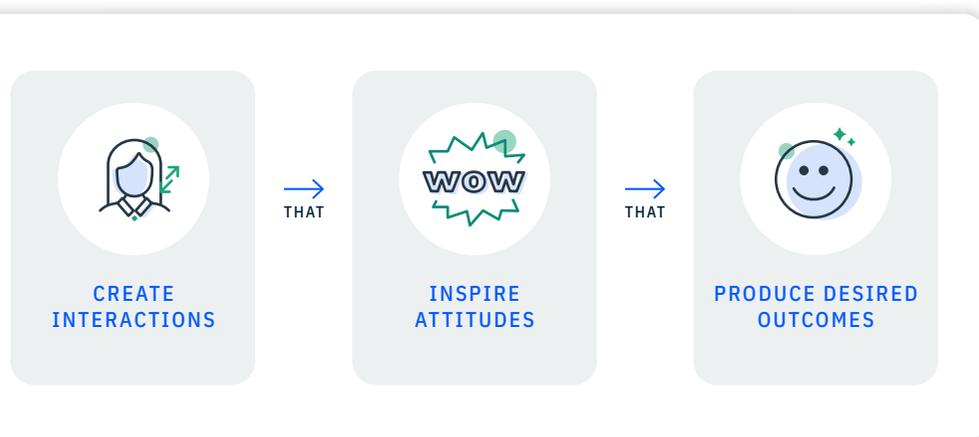
The bad news? No business can stop every single negative experience from happening—they're inevitable. But despite that, there is good news! If you leverage a powerful experience program

that can ingest customer, employee, operational and market data and then apply advanced analytics, you can predict and even alter the outcomes of everyday interactions in a way that helps you meet business goals.

If this sounds like it's too good to be true, let me assure you, it isn't! The method I'm about to describe to you is based on years of social science and experiences from my own career building solutions for some of the world's most successful brands. So, before I get too ahead of myself, let's dive in!

Where Social Psychology Meets Customer Experience

Let's start at the very beginning. In the simplest of terms, our goal as experience-minded individuals is to help our organization accomplish one goal:



This relationship is called the attitude-behavior relationship in social psychology, and experts have been researching and detailing this concept for decades. I'm sure there is a more scientific way to explain it, but here is the best basic explanation I've heard:

Snake bites you (negative interaction) > Snake = bad (negative attitude) > Run away from snakes (predicted behavior/ outcome)

Obviously, this is an incredibly simple example, so let's think about a customer experience example. Let's say your business is retail apparel. A customer comes in looking for a special occasion outfit. They are immediately greeted by a helpful salesperson who asks about their reason for coming into the store, and offers helpful advice. The customer finds multiple options, all available in their size, and leaves the store with a smile on their face and exactly the items they had in mind.

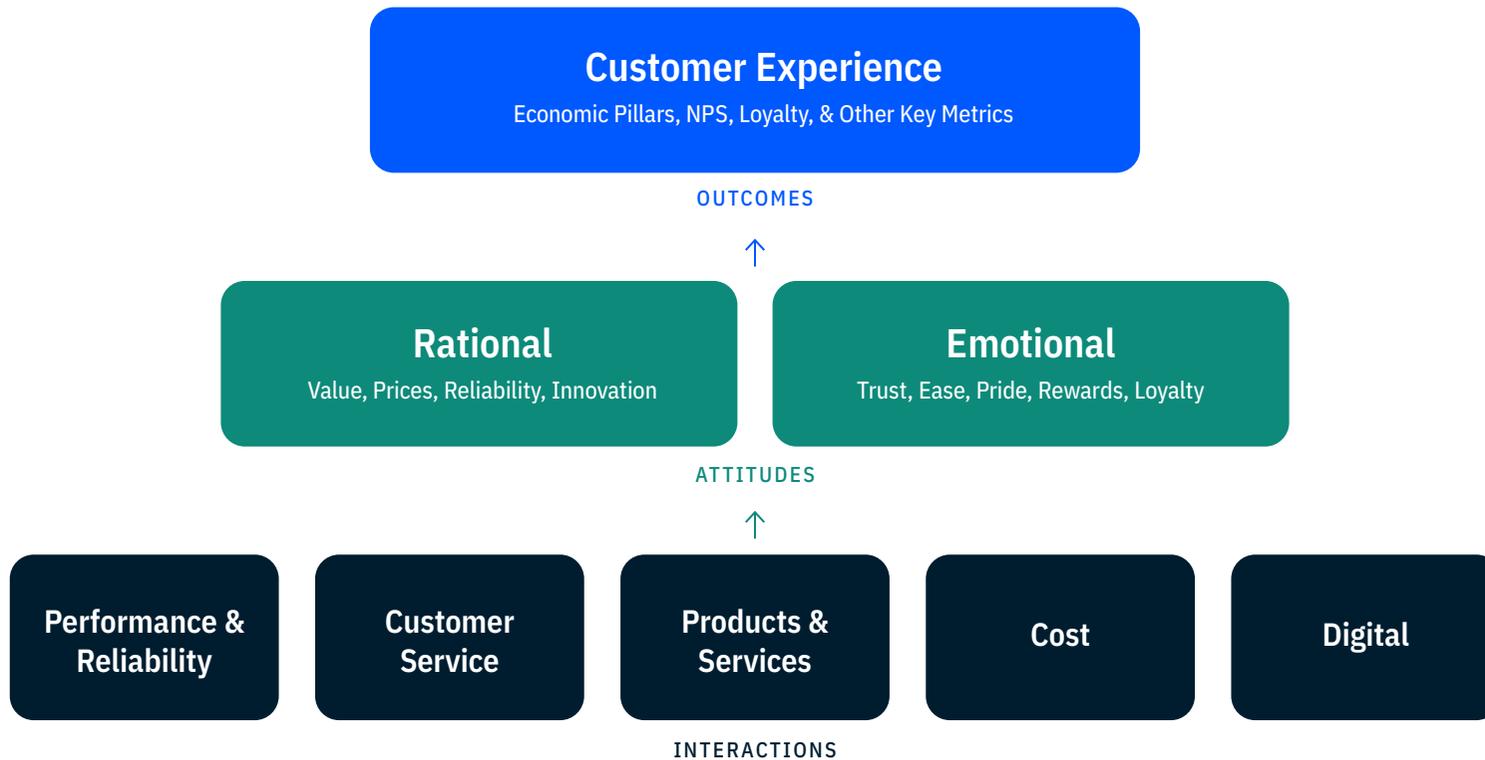
If we map this out according to the model above, the customer had an overwhelmingly positive interaction with your store, therefore, their attitude about your brand will be positive as well. They know they will find what they're looking for and can count on your sales people. As a result, you can bet that the next time they need some new clothes, they'll come walking through your door. If you're looking to encourage customer retention, this is a win. And if that customer tells their friends about you? That's a customer acquisition win, too.

Let's Zoom Out

Our previous example is one of millions of interactions your business is likely having with customers, so the next question we'll answer is, "how do I apply this at scale with my customer experience program?"

At this point I'd like to turn your attention to the following diagram:

INTERACTIONS, ATTITUDES, AND OUTCOMES ACROSS YOUR CX PROGRAM





Everyday, your CX program should be collecting data from countless interactions across your business. That data should be feedback about your products and services, costs, and countless other things, but all of it describes the attitudes your customers have about those elements of your experience.

The attitudes customers have generally fit into two buckets:

- **Rational:** This product costs more than I'm willing to pay so my attitude is negative, or the service is reliable so my attitude is positive
- **Emotional:** This brand is easy to do business with or gives me rewards with every purchase, so my attitude is positive

From that information about attitudes—negative or positive—your CX program can help you identify what drives customers to either fulfill your desired outcomes or not.

What Do Desired Outcomes Look Like?

Desired outcomes will look different for every business. After all, experience programs are not one size fits all, so why should your experience goals be?

As mentioned in the diagram on page 4, your goals for your program could be as simple as achieving an increase in your brand's Net Promoter Score (NPS) or any other North Star metric you use internally. Your desired outcome could also be to increase loyalty among your customers.

But these outcomes are largely experience-based. What about the goals you have to fuel your larger business strategy and fulfill goals associated with your bottom line? Well, understanding how your interactions are influencing attitudes can help you influence those as well!

At InMoment, we break down the economic areas you can influence at your company into four pillars: customer acquisition, customer retention, upsell and cross-sell opportunities, and cost reduction. You can read a little bit more about each to the right!



ACQUIRE CUSTOMERS

Understand the market environment and changing consumer preferences.



RETAIN CUSTOMERS

Address organizational or procedural issues that negatively impact customer experience.



GROW CUSTOMERS

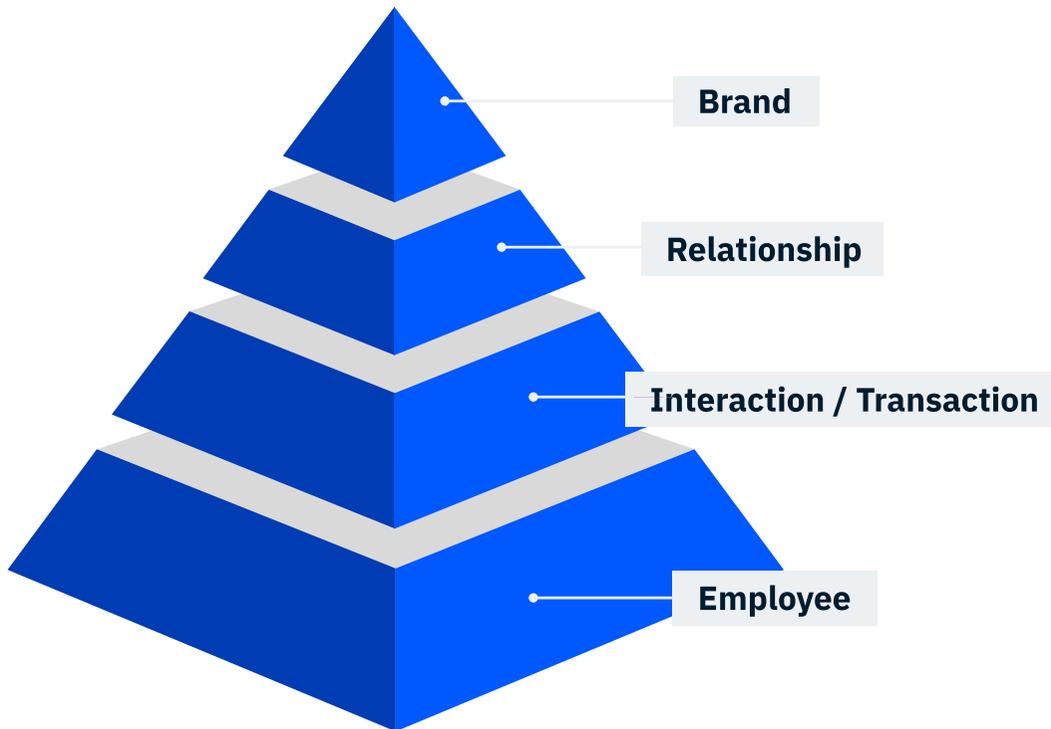
Identify opportunities to expand loyalty and share of wallet within existing customer base.



MINIMIZE COSTS

Find areas for achieving greater efficiency and probability, eliminating unnecessary elements.

EXPERIENCE ECOSYSTEM



Influencing Outcomes for Your Greater Experience Ecosystem

As we all know, customer experiences don't exist in a vacuum. There are so many other elements that affect them! There are your employees, your transactions, products and services themselves, the greater relationships you have, and the way your brand is perceived.

This network is commonly referred to as your experience ecosystem, and while it's easy to get overwhelmed at the thought of all those interactions, you don't need to. Why? Because you have the power to understand them and influence attitudes and outcomes with your experience programs. Let's take a look at the outcomes you can influence across your experience ecosystem.

OUTCOMES

BRAND

- Affinity Drivers; customer & Non-customers
- Share of wallet, market, mind
- Proof points of loyalty and advocacy

RELATIONSHIP

- Relationship health with key customer segments
- Growth & retention drivers

INTERACTION/TRANSACTION

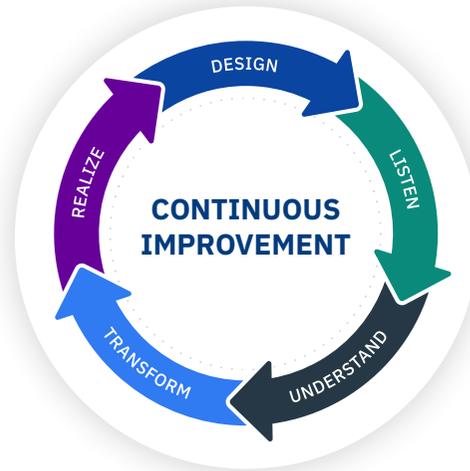
- Execution & performance; service product process
- Performance management
- Understand & diagnose stated interaction drivers

EMPLOYEE

- Team empowered, engaged, enabled & energized

Each level of your ecosystem has its own set of outcomes it can produce, but we have to point out that each level can also influence the other. For instance, your employees have an incredible effect on the way your brand is perceived. If they are not trained to fulfill your brand promise and embody your brand values, there is a risk that they might cause you to commit the cardinal sin of branding: failing to fulfill your brand promise. However, if they are trained to be ambassadors of your brand, then they are going to best represent your brand to your customers.

It's vital that you're able to collect data from all levels of your ecosystem so you can get the intelligence you need to succeed. But to get from point A to point B, you've got to put in place a framework that allows your experience program to collect data on interactions, the attitudes they produce and why, and ultimately tell you what actions to take to influence the outcomes. That's exactly what we'll discuss in the next section.



The Success Framework Your Experience Program Needs

At InMoment, we've been working with the world's leading brands for decades to produce their desired outcomes for business success. And though every experience program is different, we have discovered a framework that sets up brands for success. We like to call it the Continuous Improvement Framework. Because after all, you aren't just trying to measure your experiences; you're trying to improve them!

The Continuous Improvement Framework consists of five steps that your organization can take to implement a successful experience program, regardless of where you are in your experience journey (launching a new program or refreshing a mature experience machine). Today, I'm going to break them down in a way that specifically speaks to the attitude-behavior relationship:

DESIGN:

The first, and often most overlooked step, is to design your program with the end in mind. That goes to say that you need to start your plans with the outcomes you want to achieve. If you want to increase loyalty, that's awesome! It's also going to determine the listening posts you need to set up, so you can determine what drives loyalty, understand how you're delivering on those drivers, and set a course for actions that will help you meet your goals. At this step, you also need to decide how you will measure success according to those goals. Don't just select a metric you've always reported on. Really take care that you're actually measuring according to your goals.

LISTEN:

Listening is the cornerstone of the classic customer experience program. Collect feedback from each area of your experience ecosystem (brand, interaction/transaction, relationship, and employee). And when I say "collect feedback" I don't just mean surveys. Unsolicited data from social media or your call center can be the key to added intelligence!

UNDERSTAND:

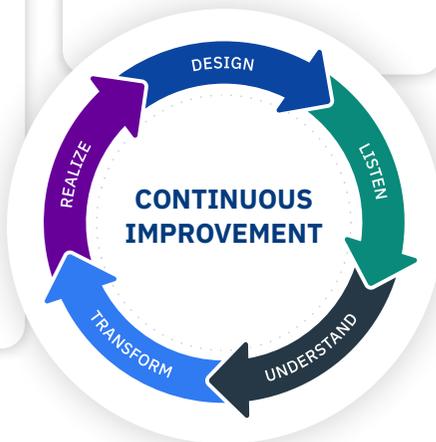
Now that you've got the data, it's time to apply analytics to "get to the why." Remember, it's not enough to just measure how you're doing. You have to understand why you're doing well in certain areas and where you're falling short in others. Only after you analyze, interpret, and translate data can you truly understand what's driving customers toward—or away from—desired outcomes.

TRANSFORM:

You've listened, you understand, and now it's time to create and execute your action plan. If customers are churning because their favorite menu item has disappeared, who do you need to talk to to get the item added back? Working with teams who are typically outside of the experience will be vital here. Also, be sure to close the loop with individual customers too. Let them know how you're taking action on the things they care about.

REALIZE:

This is the point in the process where you're standing at the summit of the mountain. You've put in the work, you've achieved your goals according to the metrics you set in your design phase. Now it's time to party! And by party I mean socialize that success! Let the company know about the wins you've had. It'll help you get buy-in and back up with future projects. Again, don't forget to let your customers know what you're doing on their behalf as well. It lets them feel heard and appreciated.



These are the steps in our improvement framework, but I want to polish them off by emphasizing the "continuous" nature of this framework. These steps should be performed cyclically. Don't stop when you've realized your original goals, because by the time you've reached them, it's likely you'll have new challenges to tackle. After you've put some points on the board is the perfect time to reassess your experience, set new goals, and realign your program accordingly.

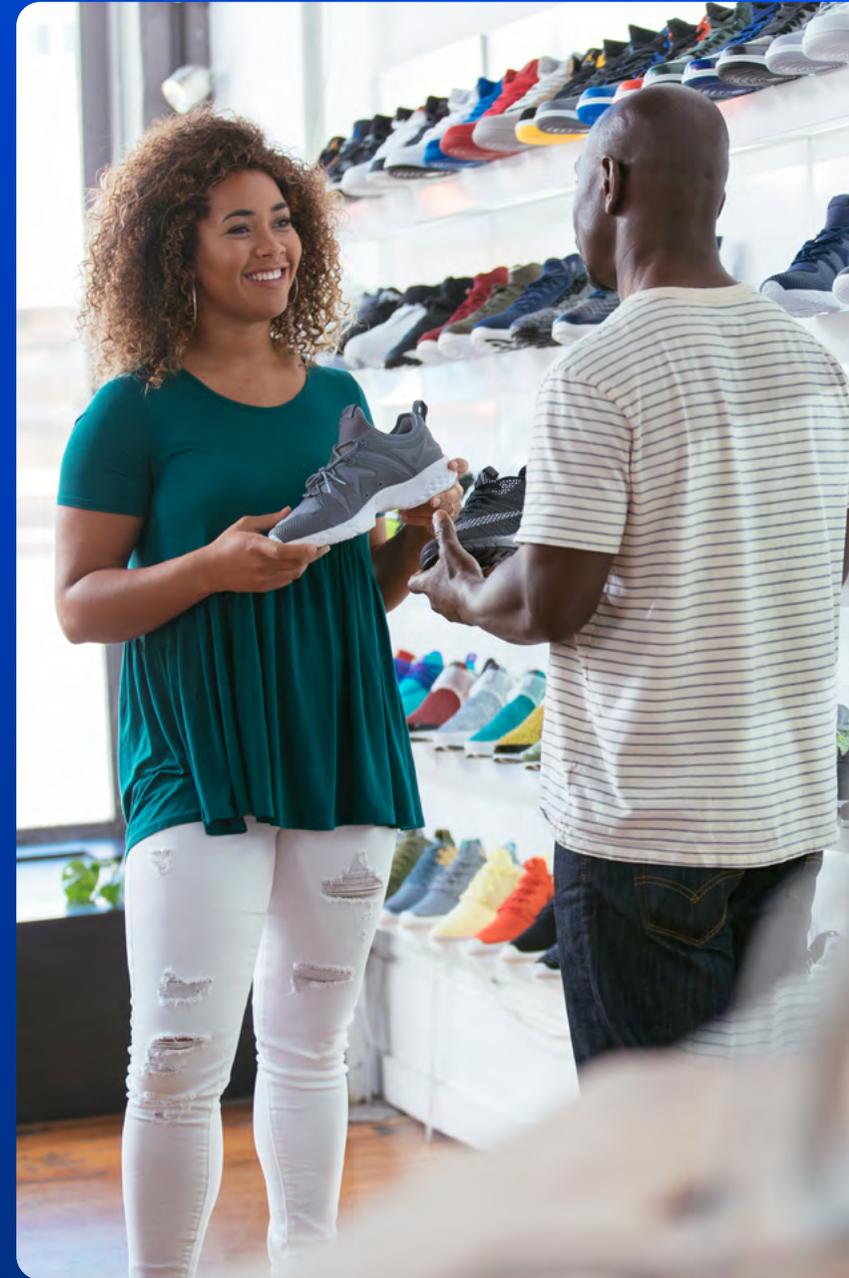
CUSTOMER STORY

Global Athletic Retailer Achieves Transaction Goals by Combining Customer and Employee Feedback

One of our clients, a retail giant in athletic wear, noticed a concerning problem in their stores: customers were coming in and shopping, but not actually completing a purchase with them. This posed a serious issue for the company's sales and customer satisfaction goals.

To get to the "why" behind this behavior, the company turned to the experience program they had set up with InMoment. By diving into feedback from both customers and employees and applying industry-leading analytics, the retailer discovered that the reason customers were walking out of stores was because the lines were so long! Potential buyers were discouraged by the wait times, so they put their items back and went someplace else.

Now that they understood what was going on, the company was able to realign management on scheduling, making sure there were enough employees on-shift at popular times to serve customers quickly and efficiently. Customers were able to complete their purchases in a timely manner, and stores could meet their goals while making customers happy!





Own the Moments That Matter

When you harness your entire experience ecosystem, you are able to see through millions of interactions and pinpoint the ones that truly matter for your customers, employees, the market, and your business. With the power of your experience program and a little social psychology, you'll be able to understand the attitudes that drive behaviors, and then craft an action plan to influence your desired outcomes.

Need a little advice on how your organization can make this happen? Our experts at InMoment are here to help! Chat with us today or check out these assets on our Continuous Improvement Framework and other best practices today!

- [Achieving Continuous Improvement: A Framework for Success](#)
- [Why Measuring Doesn't Make You Taller](#)
- [Why Just Listening to Customers Isn't Enough](#)
- [How You Listen Matters: Modernizing Your Methods & Approach to Customer Listening](#)

About InMoment

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



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