



Five Steps to an ROI-Focused CX Program

DESIGNING & MEASURING EXPERIENCES THAT

DELIVER ROI ACROSS YOUR ORGANIZATION



ROI: THE HOLY GRAIL OF CX

Return on investment (ROI) is the holy grail of every experience program—whether it's focused on customers, employees, or the greater market. Every practitioner wants to prove the value of their program is real, but the quest to find it can be fraught with peril and, in the end, many businesses end up believing it's completely fictional.

This eBook will delve into the mysteries of the financial impact of experience programs as well as how you can implement and measure experience initiatives designed to deliver ROI.

Why is the ROI of experiences so hard to establish?

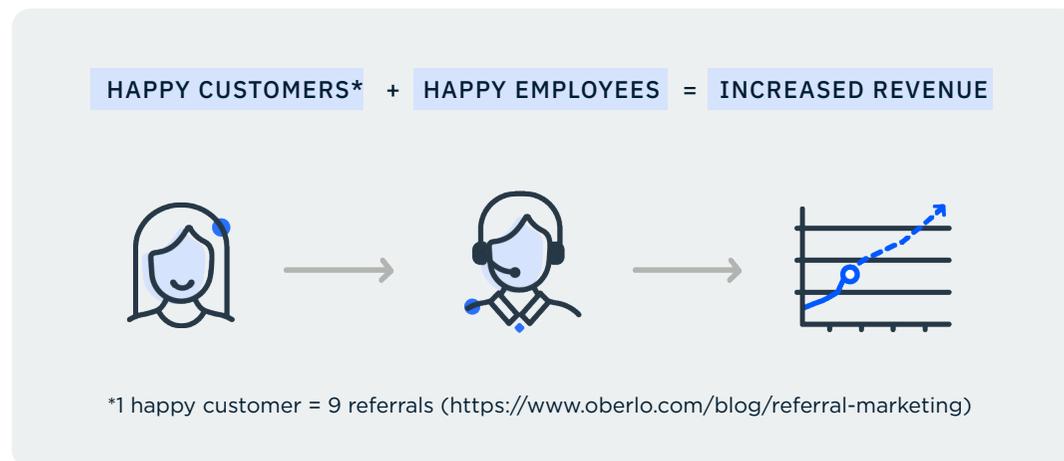
The answer is twofold:

1. ROI cannot be captured in a single number; the value of your program is wide-ranging and can be found in any part of the enterprise.
2. Many businesses focus too much on the end goal (ROI), but fail to establish a program with the necessary elements required for success.

TRADITIONAL ROI:

A STRAIGHT LINE

Traditional thinking around ROI goes something like this:



While that's true, most businesses today find it difficult to attach a single number to their voice of customer (VoC), Voice of Employee (VoE) or customer experience (CX) program because there are so many external factors involved.

HAPPY EMPLOYEES

“Organizations with higher customer satisfaction have demonstrated better employee productivity.”

—ICS*

BETTER BUSINESS RESULTS:

FINDING VALUE IN EXPERIENCES

We live in the experience economy and one experience bleeds into the next; mapping each experience out to see which has had the most impact on your business is hard because there are hundreds of influencing factors. Does this mean uncovering the financial impact of experiences is impossible? Of course not. We just need to take less of a linear approach.

EMPLOYEE AND CUSTOMER FEEDBACK + MARKET INTELLIGENCE = BETTER BUSINESS & INCREASED REVENUE

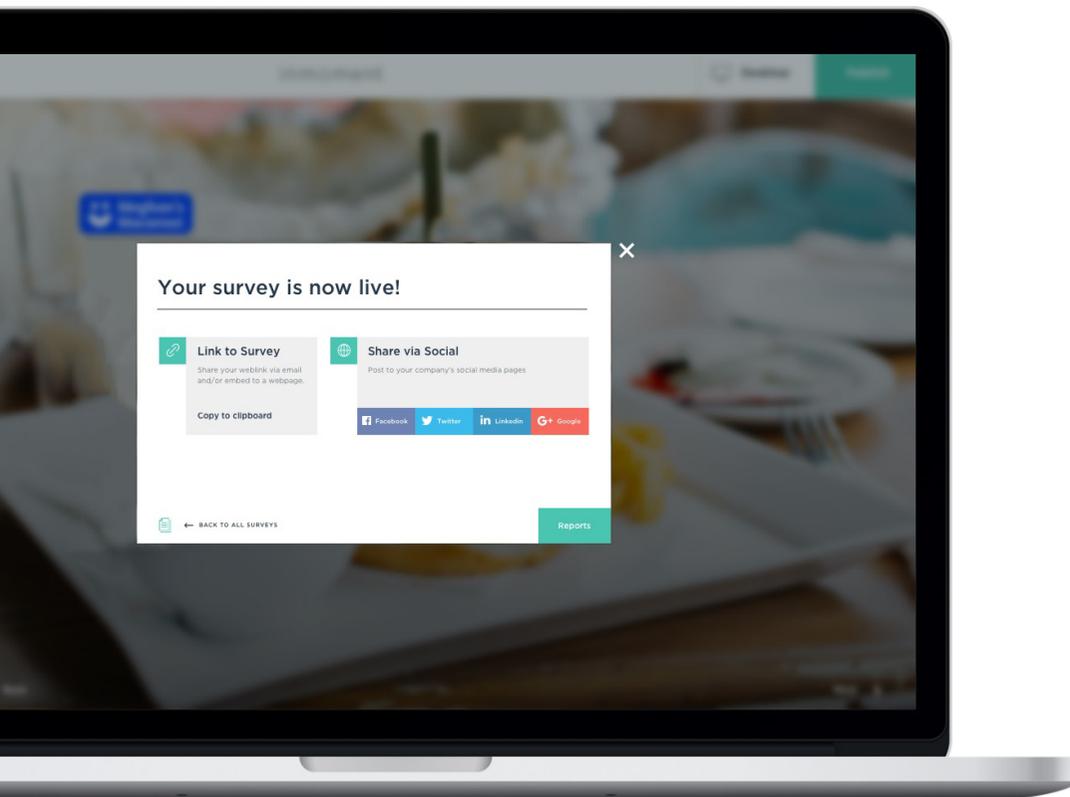
LET'S BREAK THIS DOWN TO UNDERSTAND HOW ROI CAN BE UNCOVERED THROUGH THIS APPROACH:

EX + CX

Employees play a critical role in customer experience. More engaged employees lead to lower turnover, higher productivity, happier customers—and a multitude of bottom-line benefits. In addition, employees have a unique perspective on the customer experience, whether they are interacting with customers on the front line or behind the scenes making decisions that affect them. Connecting customer and employee experience (EX) provides more intelligence on opportunities and risks, and helps take better care of these important audiences.

EX+ CX + MX

In addition to customer and employee experience, market experience (MX) data also plays a part in building an intelligent ecosystem and measuring ROI. Experience intelligence is more than just listening to traditional customer feedback. You also need answers to questions like: how am I performing versus my competitors? What is the story behind non-buyers? How do consumers feel about my brand? Adding this information to CX and EX data will enable you to see the bigger picture and take action to improve your business and increase ROI.



“Through the implementation of InMoment’s technology and best practices, we’ve tripled our feedback rate, created a more customer-friendly and effective survey, responded to nearly 9,000 customer concerns, and realized almost \$9 million in new revenue. In under six months, the program paid for itself many times over.”

Major Outdoor Sports Retailer

ROI TODAY:

A SPIDERWEB

Today's picture of ROI is less of a straight line and more of a spiderweb or jungle gym. Because every employee and department—from marketing to operations—owns the customer experience, each can focus on finding ROI in an area of the business that affects them.

For example, marketing might use a VoC program to understand the ROI of customer loyalty, or an MX program to scope out competitor information, while HR can use a EX program to find the ROI of employee retention.

In today's world, experiences are being created everywhere, it's not as straightforward as simply measuring and managing customer experiences. By bringing together intelligence about the brand, the customer, the employee, and the market to create a holistic view of your business, you will then understand and identify the critical intersection of what creates meaningful experiences that will help you improve experiences across the board—and drive revenue and increase business performance.





FIVE STEPS TO AN ROI-FOCUSED EXPERIENCE PROGRAM

Using intelligence from your customers, employees and market to build an informative and transformational experience ecosystem already puts you ahead when understanding ROI. Now that we know where to look for ROI, we can focus on creating initiatives that are aligned with this new understanding. At InMoment, we help our clients to build a business case for their experience programs using these five steps:

- 1 Design with the End in Mind
- 2 Create CX Advocates
- 3 Get a Holistic View of Your Customer
- 4 Tailor Behavior
- 5 Run Your Best Race

1 DESIGN WITH THE END IN MIND

Like architecture, great experiences don't happen by accident; they are highly engineered. When you begin building your program—or even adjusting it—bring intention to what you build. Each “brick” must be placed with purpose to enable not just the finished product, but also to meet any future needs.

What this ultimately means is that you're focusing on optimizing the entire journey. Optimizing this journey can mean many things, including embracing the journey your customers want to be on or being open to a journey you hadn't even considered. An optimized customer journey is 30-40% more strongly correlated to overall customer satisfaction and 20-30% more correlated to business outcomes.¹ (Harvard Business Review, “The Truth About Customer Experience,” 2013).

One study compared results across a range of key areas for companies with a customer journey management program versus all other companies. A focus on the buyer's journey reaps over 50 percent greater return on marketing investments than those that don't.²

1: Harvard Business Review, “The Truth About Customer Experience,” 2013

2: Aberdeen Group, “The CMO Dilemma: Bridging the Gap Between Love and Money,” 2015



“Sometimes service isn’t a thing... It’s simply a connection. It’s the people we employ to protect the brand, project the brand but also trust it, understand it, believe it and breathe if every single day when they come to work.”

John Heatherington, International
Operations Manager, M&S

2 CREATE CX ADVOCATES

It’s impossible to over-stress how important it is to have a cross-functional team responsible for CX governance and application. This cross-functional team will be the beginning of a group of highly engaged CX advocates in your business. Together, this team is responsible for:

- Collaborating to flesh out root cause in all disciplines of the business. Don’t discount non-core groups; they will have recommendations that will drive efficiency and reduce costs.
- Canvassing key stakeholders to understand their mandates, KPIs, and business beliefs. These are almost guaranteed to be different from yours, so pivot to incorporate them.
- Constantly adjusting your CX program to capture and provide new value. This will specifically address and surface pockets of ROI for different stakeholders.

Market insight also plays a big part in creating advocates. Stakeholders across the business can benefit from the type of intelligence MX offers, including:

- Non- buyer data
- Competitive intel
- Answers to specific questions from a target audience

“Traditionally, decisions were more process-driven and based on operational factors rather than the needs and wants of the customer. To provide the best possible shopping experience, become a customer-centric business, and learn how to consistently meet customer expectations, we needed to place customer insights at the heart of our decision-making.”

Midcounties Co-operative Phil Ponsonby, Chief Executive Officer – Trading



3 GET A HOLISTIC VIEW OF YOUR CUSTOMER

Having a single data point about your customer is simply not enough anymore. You need to know your customer from every angle. And knowing your customer means bringing all the different data together: from CRM, to VoC, to loyalty, financial, transactional, and beyond.

The InMoment XI Platform brings in a variety of data from virtually any source, enabling you to get the most holistic view of the customer experience and their decisions. The combination of CX, EX, and MX data means you can understand what customers are saying to and about your business, what employees are saying about the customer experience, and what the market is saying about your brand and your competitors.

When you truly understand who your customer is and how they are behaving, you can more easily tie that behavior to business benefit.

“InMoment appends upwards of 300 customer- specific data points to each response. As a result, Hawaiian Airlines understands the impact that seat location, aircraft type, departure time, delays, food, flight crew, stops, travel history, and other variables play in each customer experience. This extremely detailed analysis enables Hawaiian Airlines to understand trends and pinpoint the exact factors most likely to have significant impacts on customer satisfaction.”

Hawaiian Airlines

“InMoment’s analytics prowess and collaborative approach enables us to tap into the wisdom of our customers to create a win-win-win experience. Our employees win because they’re armed with the feedback they need to perform at the top of their game. Our customers win because we’re able to react and strive to exceed their expectations. With effective, engaged employees and loyal customers, our business wins in the form of real bottom line success.”

John Wompey, VP of Operations - Foot Locker

4 TAILOR BEHAVIOR

Always consider how you use your employee resources most effectively so that they are exhibiting the behaviors that customers will give you credit for. As this case study clearly shows, there was an additional lift in Net Promoter Score when the brand pursued behavioral initiatives above and beyond operational improvements.



Your employees are a critical advantage in building ROI-focused initiatives. We know that in every customer interaction there are certain behaviors that resonate most in building loyalty and increasing spend.

InMoment’s EX Cloud enables you to better understand not only employees’ personal work experience, but also their perspective on the customer experience they play a role in. Giving your employees a voice has a positive impact on your staff and improves the efficiency of your business and quality of the customer experience.

5 RUN YOUR BEST RACE

Finally, bring a discipline to your organizational practices that results in harmony between what's best for the customer and what's best for your business. It's about doing the right things the right way, while always being careful to not "improve" the customer experience at the customer's expense.

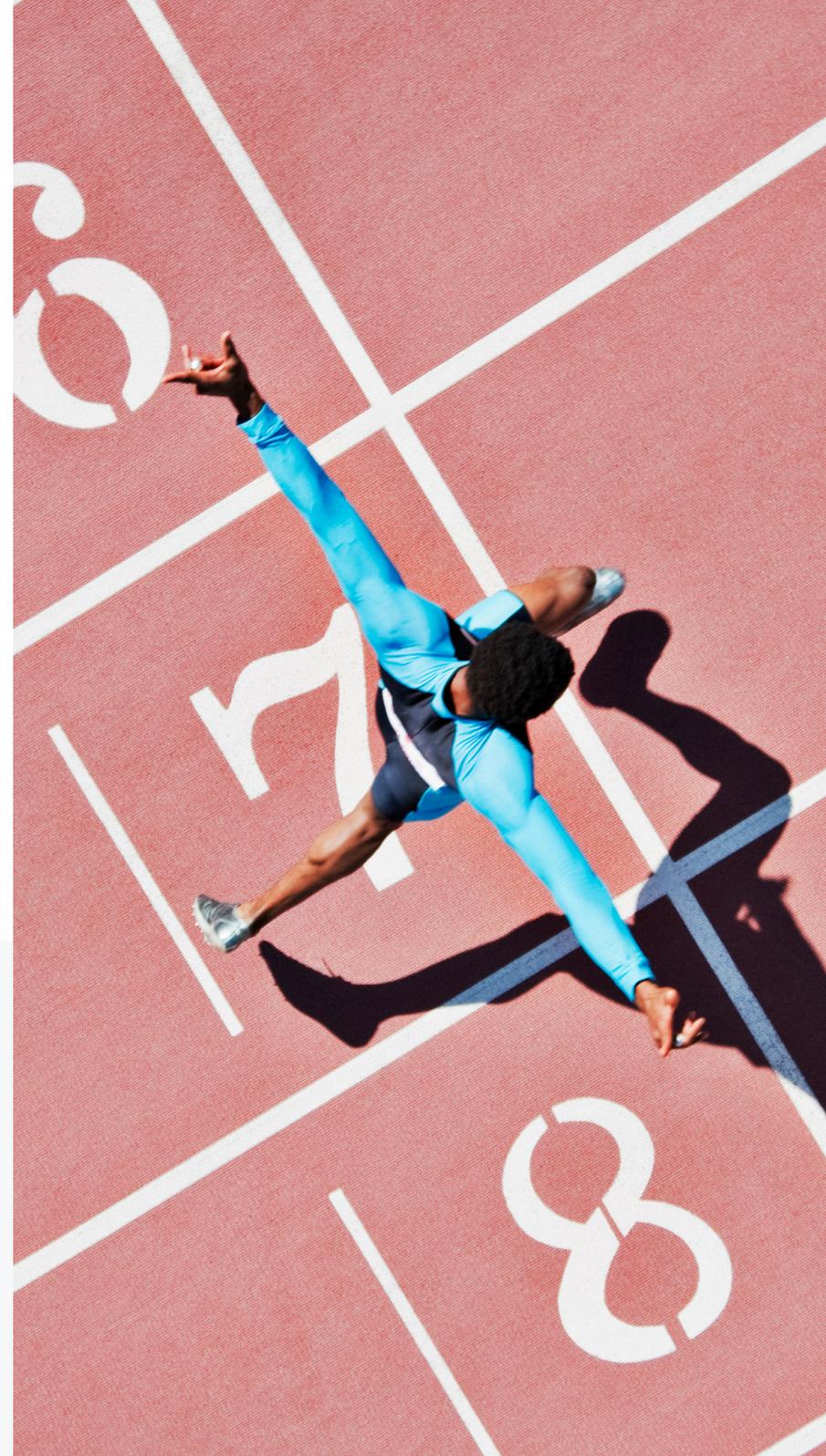
InMoment's revolutionary Experience Improvement (XI) approach is made possible through our industry-leading Experience Intelligence (XI) technology and our in-house Experience Improvement (XI) services teams. With our ability to collect and gather data from anywhere and in any form, industry-leading technology, and decades of experience in key industries, InMoment can help you craft an experience initiative that truly meets the unique needs of your business.

Want to learn more? Contact our team of experience experts and hear how your brand can improve experiences and prove ROI today!

“Today’s consumers do not buy just products or services—more and more, their purchase decisions revolve around buying into an idea and an experience.³”

McKinsey & Company

³: Customer experience: New capabilities, new audiences, new opportunities, 2017



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

Turning Insights into Business ROI

Want to learn more about how you can create and implement experience led initiatives designed to deliver ROI?

Contact us!



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