



A Superior Customer Experience: The Danger of Reaching for Wow at the Expense of the Essentials

Analyzing drivers of a positive customer experience to drive brand equity and customer loyalty

IDEA IN BRIEF

- › The best-in-class systematically deliver great customer experiences day-in and day-out by employing people, processes, tools, and measures designed with an explicit Customer Experience strategy as its goal
- › Customer Experience is viewed as a key business value driver impacting customer loyalty, differentiation and brand development
- › Organizations deliver superb Customer Experience by consistently delivering outstanding touchpoint experiences with minimal customer effort peppered by memorable highlights
- › In many circumstances, there can be greater leverage in reducing negative experiences than there is in investing in delivering enhanced experiences

A leading aircraft OEM had unveiled plans for an innovative new product that would begin full scale production and delivery in a few years. While the aircraft incorporated significant breakthroughs in technology, the company believed that the key to its ability to winning and retaining share in the long-run was not only through innovation but also through delivering a superior aftermarket customer experience (cX). While the company had some sense of its existing customers' satisfaction with certain discrete customer-facing functions (i.e., warranty support), *it lacked a higher order understanding of key contributors to a positive (or negative) customer experience.*

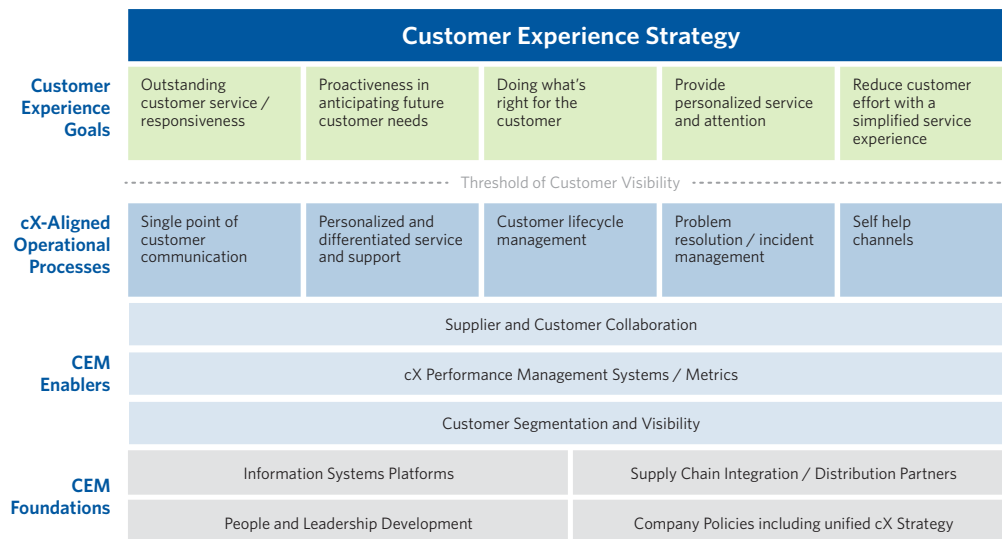
Kaiser was engaged to help define the core tenets of the company's cX strategy (i.e., what type of experience do we want to deliver/create) and what was needed operationally (from a people, process, and technology standpoint) to deliver against that promise. Kaiser conducted rigorous voice-of-customer (VOC) analyses to define the desired future-state and also conducted best practice analysis of leading cX practitioners to inform solution development.

Kaiser's VOC findings revealed that the company's customer experience was *much too variable* based on where interactions were occurring and the issues that were being addressed. Through the analysis of the best-in-class, we found supporting evidence that customers

believed it was much more important to first minimize the severity and frequency of negative experiences rather than overly focusing on exceptionally positive experiences as service has much more downside risk than upside potential. **Best practices that we identified include:**

- › Having a single point of contact that could help address all customer issues
- › Proactively communicating with customers on outstanding issues to deliver greater visibility and accountability
- › Hiring people with both functional competencies and emotional intelligence
- › Ensuring the consistency of interaction quality across touchpoints and across customer base through highly defined Customer Experience Management (CEM) processes and practices

From there, after it got ‘the basics right’, and consistently right, the company could deliver “wow” moments to the customer by seeking to reduce customer effort by anticipating needs and proactively resolving or escalating issues.



Through development of a clear cX agenda and strategy, the company now has a clear architecture of how its organizational resources, capabilities, and knowledgebase support critical cX-centric operational processes and outcomes.

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