CUSTOMER I HEAR YOU...

Do you hear me?
Context is key
Single experiences = 😊

Overall satisfaction = 😞
How do we capture end-to-end B2B experience?
STEP ONE:
Believe in the Journey
Sample Customer Journey Map

End-to-End Matters – Customer Empathy is Powerful

**Customer Experience Journey**

**BUYING PROCESS**

1. Learn best practices for top companies
2. Reduce warehouse space by better planning
3. Find information & resources online to get to 'Company' better

**INITIAL CONSIDERATION**

(30-60 Days)

1. Online Research – Pleased to Find Info
   (Google Searches, Analyst Firms, Blogs, Tech Reviews, etc.)
2. Website Visit - Excited to Get Resources
   (Sign Up to Get Content – Video (network),
   Webinars, Whitepapers, Case Studies, etc.)
3. Call from Sales Representative - Annoyed
   Typically annoyed as not ready for sales call,
   ask to be called back in a few months.
4. Website submission form– Disappointed
   Initial questions answered promptly, but wish we
   would reveal pricing immediately. Main worry is cost.

**EVALUATION/COMPARISON**

(30-90 Days)

1. Talk to Other People – Get Excited About Us
   (Colleagues, Twitter Followers, LinkedIn Connections, etc.)
2. Product Demo with Sales – Overwhelmed
   (Happy with product but get stressed out that
   they are not ready to start this initiative yet).
3. Lead Nurturing Email Campaign – Upset
   Not enough info from 'Company' about our
   offering. Careful balance of getting enough info
   without feeling 'sold to'.
4. Online Research – Not Happy
   why not enough info from 'Company'.

**DECISION/ MOMENT OF TRUTH**

(14-30 Days)

1. Will this save me money? (main decision maker)
   (Stressed) Don't know how to predict cost savings / ROI.
2. Select Vendor – Relieved
   (After many demos and internal meetings,
   happy to select a vendor).
3. Negotiate Contract – Conflicted
   Want to get best possible pricing but
don't want to sign a multi-year deal.
4. Will save money with 'Company'? (main decision maker)
   (Stressed) Don't know how to predict cost savings / ROI.

**RELATIONSHIP/ IMPLEMENTATION**

(1-21 Days)

1. Kick-Off Call – Excited
   ready to get project going.
   Spread excitement to small internal team.
2. Integrations – Disillusioned
   Disappointed that integrations are
   more costly and difficult than anticipated.
3. Integrations – Conflicted
   Disappointed that integrations are
   more costly and difficult than anticipated.
4. Can I bring 'Company' team to talk to my
   small internal team.

**SUPPORT/ LOYALTY LOOP**

(Lifetime Average: 3 Years)

1. Support – Satisfied
   Getting help but want faster response time.
2. Renewal – Content
   Unhappy with price increase on renewal but
   happy with added features and value.
3. Loyalty – Customer refers
   Thrilled with the relationship,
   this customer becomes a loyal advocate.

**OVERALL CUSTOMER EXPERIENCE**

- **Pleased**
- **Satisfied**
- **Upset**

**IDEAS TO IMPROVE**

- Provide industry 'solutions' and customer list, and case studies on corporate website.
- Demonstrate cost-savings potential
- Create business case template for customer
- Don't assign to sales so quickly
- Simplify demo to reduce stress and anxiety
- Get good PR coverage
- Develop well-balanced nurturing email campaign
- Build ROI calculator to facilitate buy-in
- Consider billing/contract flexibility
- Offer 'test' project without long-term commitment
- Have good industry references on hand
- Show knowledge of prospects customer base
- Improve implementation guide
- Build 'Quick-Start' guide
- Don't oversell 'Company' capabilities
- Document Customer needs to avoid lack of understanding and overselling 'Company'
- Give Market analysis on regular basis
- Get feedback each quarter or after milestones
- EXECUTE like crazy
- Live up to every promise

**Customer Expectations**

- Easily find information & resources online to 'get to know 'Company' better.
- Vetting word-of-mouth
- Can speak to customers in specific industry with proven expertise.
- High level of customer service, reliability, and communication.
- Single point of contact: visibility, service-level agreement (accountability).

**THOUGHTS & RESPONSE POINTS & IDEAS TO IMPROVE**

- Why isn't there more info available online for solutions for our industry?
- Do these vendors understand my customers?
- How long will this take to implement?
- What are our competitors doing about this?
- What are our requirements? Do we need to do this now?
- Who should be on our short-list of potential vendors?
- What features and functions are available?
- What is the expected ROI with 'Company'?
- Where are the support documents?
- Can I trust 'Company' to deliver on-time?
- Will I save money with 'Company'?
- Can I bring 'Company' team to talk to my management team?
- How else can 'Company' help me?
- Will prices go up? Why? How much?
- Can we get a discount for a 3-year deal?
- If I refer 'Company' can I get a discount?
- Can I bring 'Company' team to talk to my management team?
- How else can 'Company' help me?
- Our business users better adopt this.

**TRUTH**

- Typically annoyed as not ready for sales call,
  ask to be called back in a few months.
- Not enough info from 'Company'.
- Why isn't there more info available online for solutions for our industry?
- Clear}
Journey and Marketing Mix

Multiple touch points lead to conversion

Site traffic from marketing and advertising campaigns

Inbound leads
(form submissions, telephone)

Qualified Leads

Customers

Direct Marketing

Organic Search/Direct

Paid Search

In Person

Advertising
HBR study showed companies who delivered on the Journey had a 2 percentage point in revenue growth rate over competitors.

Journey performance is ~30%-40% more strongly correlated with customer satisfaction than touchpoints.
Journey performance is ~20%-30% more strongly correlated with business outcomes such as high revenue, repeat purchase, churn, and WOM
STEP TWO: Collect Journey feedback
Would we ever measure only one part of the conversion funnel? Does that give us a clear picture?
STEP THREE:

Analyze the data and develop a plan
What did the customer tell us?
What are we doing well?
Where do we need to improve?
What cross functional improvements are needed to improve overall service?
How can we sustain our plan?
STEP FOUR:
Make the Customer Happy
How do we execute our plan?

Inside out or Outside In Approach?

Top down or Bottom Up Approach?
YES
Inside Out
New Customer Surveys – Use Good Design

Surveys designed to identify customer service issues, growth and cross-sell opportunities

Responses shared with the account reps and sales managers

- All customer grievances followed-up within 48 hours
- Specific growth and cross-sell opportunities actively pursued

Service and responsiveness

- XX% happy with 'Company' service
- XX% satisfied with 'Company' responsiveness

Growth and cross-sell opportunity

- XX% anticipate growing shipping needs
- XX% interested in multiple products/services
- XX% work with other 3PLs
Revival Campaigns – Ask ‘Why?’

3X Higher Chance of Revival Just by Asking

2016 Customer Revival Stats

- Dormant Customers Revived: XX
- Gross Revenue: $XX MILLION
- Net Revenue: $XX MILLION

Revival Rate

- 26% Read campaign email and provided feedback
- 17% Read campaign email but did not provide feedback
- 9% Did not open/read email

Key Insights:

- There is 3x greater chance of revival when customers provide feedback compared to an unengaged customer
- Even when customers don't provide feedback (many don't), there’s 3x higher chance of revival compared to an unengaged customer

Revived customers definition: Revived after 12+ months of inactivity (i.e., accounts for seasonality)
NPS Initiative – A Holistic View

Establish an NPS benchmark early and build a program around it.

How likely are you to recommend 'Company' to a friend or colleague?

0 1 2 3 4 5 6 7 8 9 10
Not at all likely  Extremely likely

NPS = % OF PROMOTERS - % OF DETRACTORS

*Promoters  Passives  Detractors
Touchpoints

These are just touchpoints – only a part of the whole picture!

**Digital Touchpoints**
- Targeted Display Ads
- YouTube Videos
- Social Media
- Paid Search
- SEO

**Customer Inquiry**
Telephone or web inquiry
More Touchpoints

Again, these are just touchpoints – only a part of the whole picture!

- Sales Training
- Customer Communication
- Sales collateral
- 'Company' Video
- CRM Activity Logs
- Relationship Nurturing
Enter *phone* comments…  
Ask how we are doing…  
Record any **WOM** that you know of!  
USE your **CRM**…
Top down:
Harness the **Pack Mentality**
Don’t Helicopter!
Bottom Up:
Execute the **Pack Mentality**
Make the customer happy!
End Game?
Make the Customer Happy
So they stay... Build predictive models... change behavior... So they stay...

Data Input
Old life cycles

Prediction Cycle
Who lapses when with which probability and why?

Change of Behavior
New life cycles

Segmentation
Activity
Customer behavior
Data analysis
Data collection

Findings and assumptions

Customer type A
Usage
Lapse

Customer type B
Usage
Lapse

Customer type C
Usage
Lapse

Customer type A
Usage
Activity

Customer type B
Usage
Activity

Customer type C
Usage
Activity

II

III

IV

V

VI
Recap

Step One:
- Believe in the Journey
- It matters

Step Two:
- Collect Journey Feedback
- End to end
- Use your CRM

Step Three:
- Analyze feedback
- Develop a Plan

Step Four:
- Make the Customer Happy
- Execute the plan
- Build organizational buy-in

Harness the Culture:
- Give the frontline the power
- Make them accountable
- Enable organizational change

Execute
- Communicate
- Own the plan
- Clear accountability
- Build predictive models
- Change behavior

Harness the Culture: Give the frontline the power, Make them accountable, Enable organizational change.
On a scale of 0 to 10
How likely are you to recommend THIS SPEAKER to a friend or colleague?