



The Chemicals & Allied Industries Customer Service Management Group

Delivering superior customer experience

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Introduction to A.T. Kearney



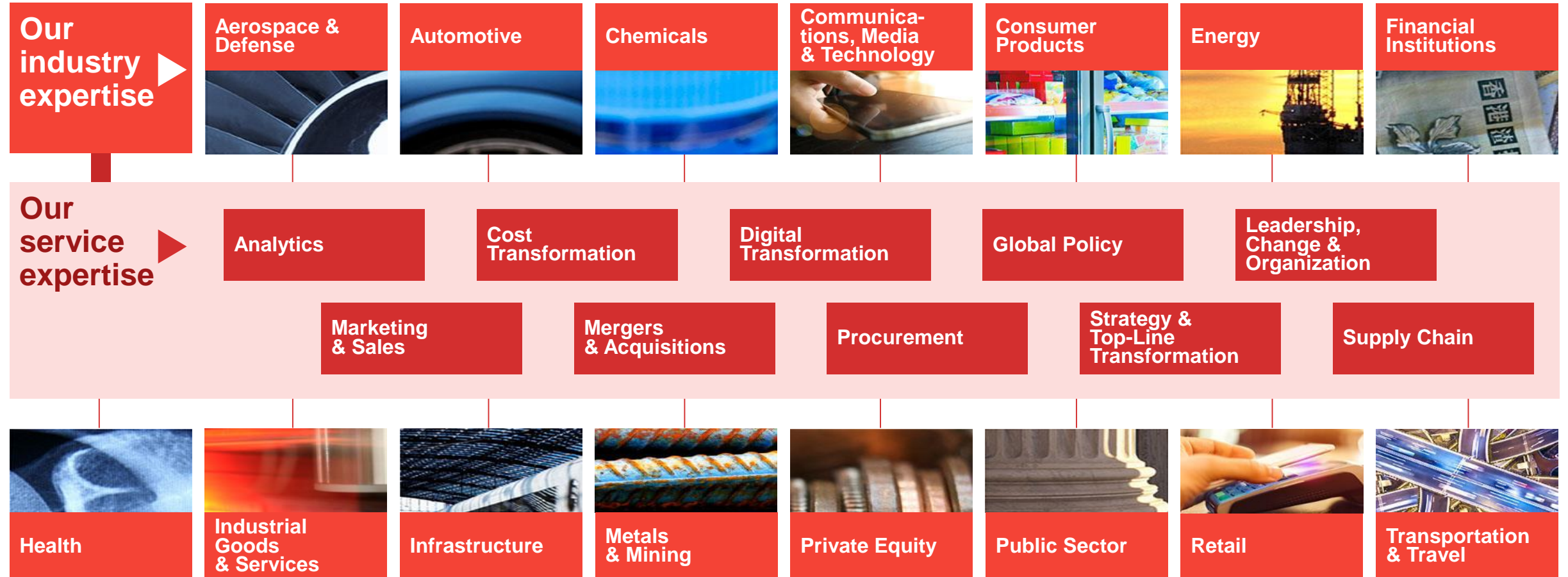
About A.T. Kearney

A.T. Kearney is a leading global management consulting firm with offices in 40 countries. Since 1926, we have been trusted advisors to the world's foremost organizations. A.T. Kearney is a partner-owned firm, committed to helping clients achieve immediate impact and growing advantage on their most mission-critical issues.



Our expertise spans a wide range of industries and services

What we do



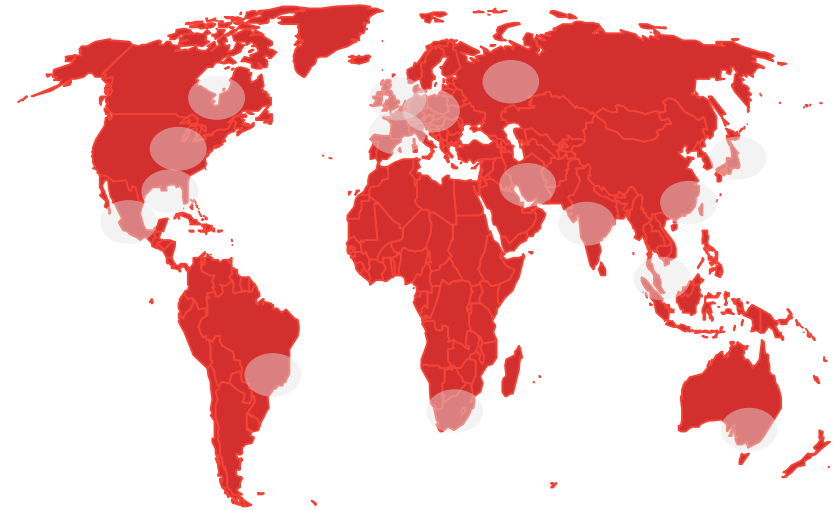
We are the leading consulting firm in Chemicals with a strong global presence

A.T. Kearney's Chemical Clients

- Globally 19 of top 25 chemical companies
- Top 3 North American players
- 50+ diversified/specialty chemical companies

Selection of recent consulting topics

- Growth strategy
- Marketing and sales effectiveness
- Organizational effectiveness and restructuring
- Customer satisfaction
- Operational assessment and improvement



A.T. Kearney Chemicals Centers of Excellence

- Chicago
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- Sao Paulo
- Toronto
- London
- Düsseldorf
- Moscow
- Paris
- Johannesburg
- Riyadh
- Dubai
- Hong Kong
- Melbourne
- Mumbai
- Tokyo
- Singapore

Our team today

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Reimagining customer experience

What connects the following?



Colonoscopy

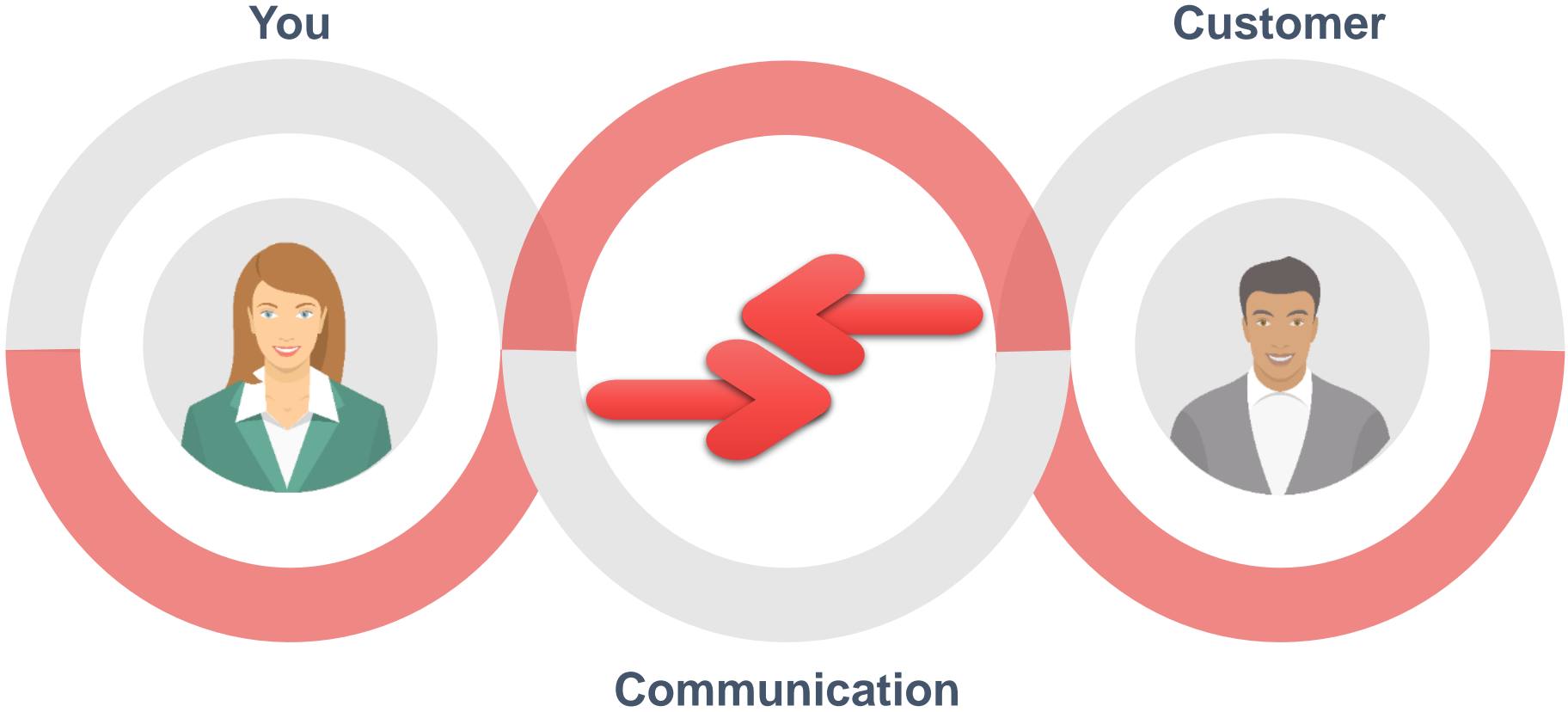


Michelin 3 star
restaurant

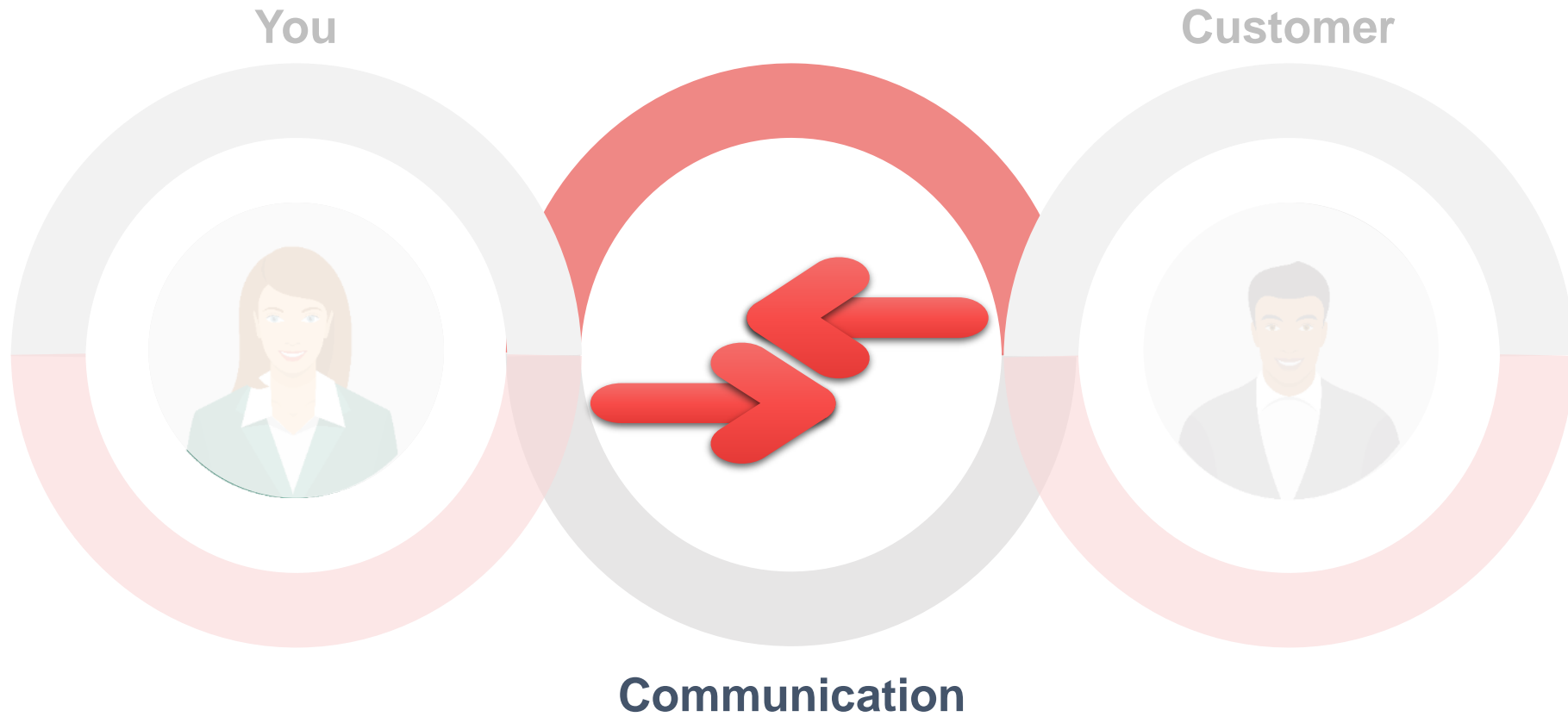


Arnold
Schwarzenegger

Customer experience: A conceptual model



Customer experience: A conceptual model



4 stages of communication



STAGE 01

Talking

- Give the right messages
- Create a narrative/story



STAGE 02

Listening

- Customer hears what you want them to hear
- Understand cultural / personal nuances



STAGE 03

Neural Imprinting

- Invoke right mapping/associations in the brain
- Appealing to the better angels of brain



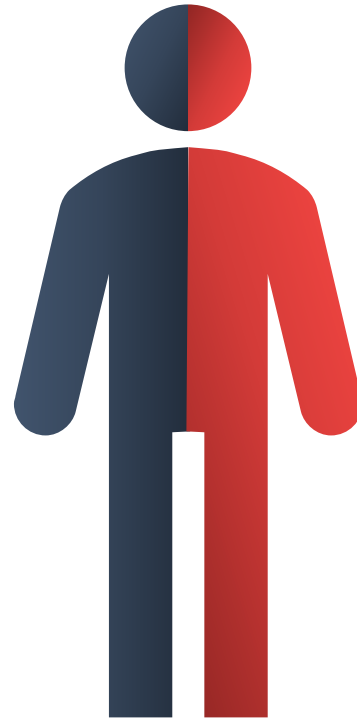
STAGE 04

Remembering

- But 6 months later – what do they remember?

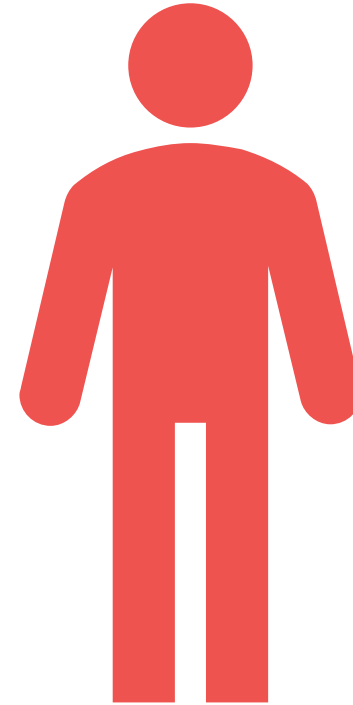
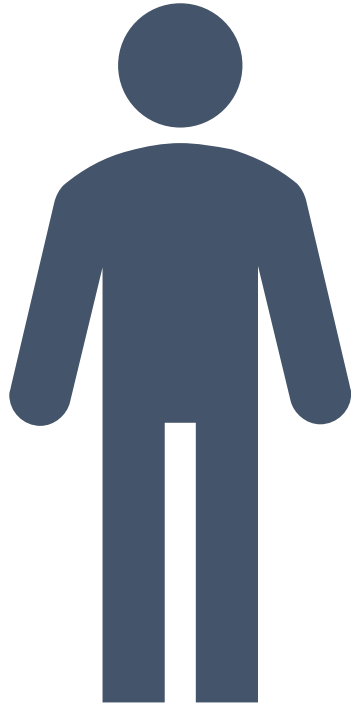
Meet your alter ego

You Now



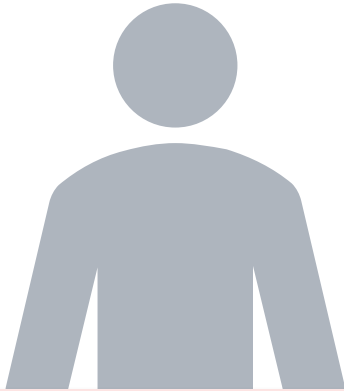
Meet your alter ego

You 6 months later



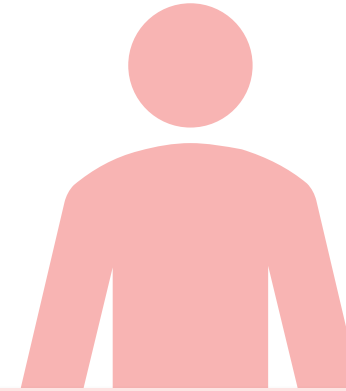
Meet your alter ego

You 6 months later



- Part of you which is experiencing the current sequence of events
- Makes reflexive decisions: Fight or flight

Experience Self

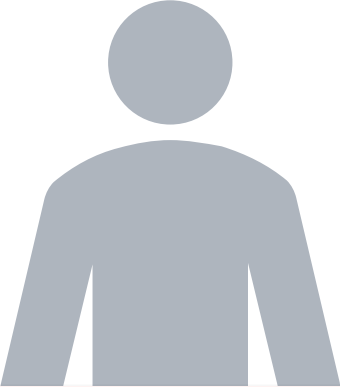


- Part of you which remembers how things happened in the past, makes memories of distant events
- Makes evidence based thoughtful decisions – like new purchases

Remembering Self


Meet your alter ego

Why is it important?



- Part of you which is experiencing the current sequence of events
- Makes reflexive decisions: Fight or flight

Experience Self



- Remembering self and experience self rarely agree on details of events
- As time lapses – as it usually does when customer makes a purchase decision – remembering self takes the driver seat



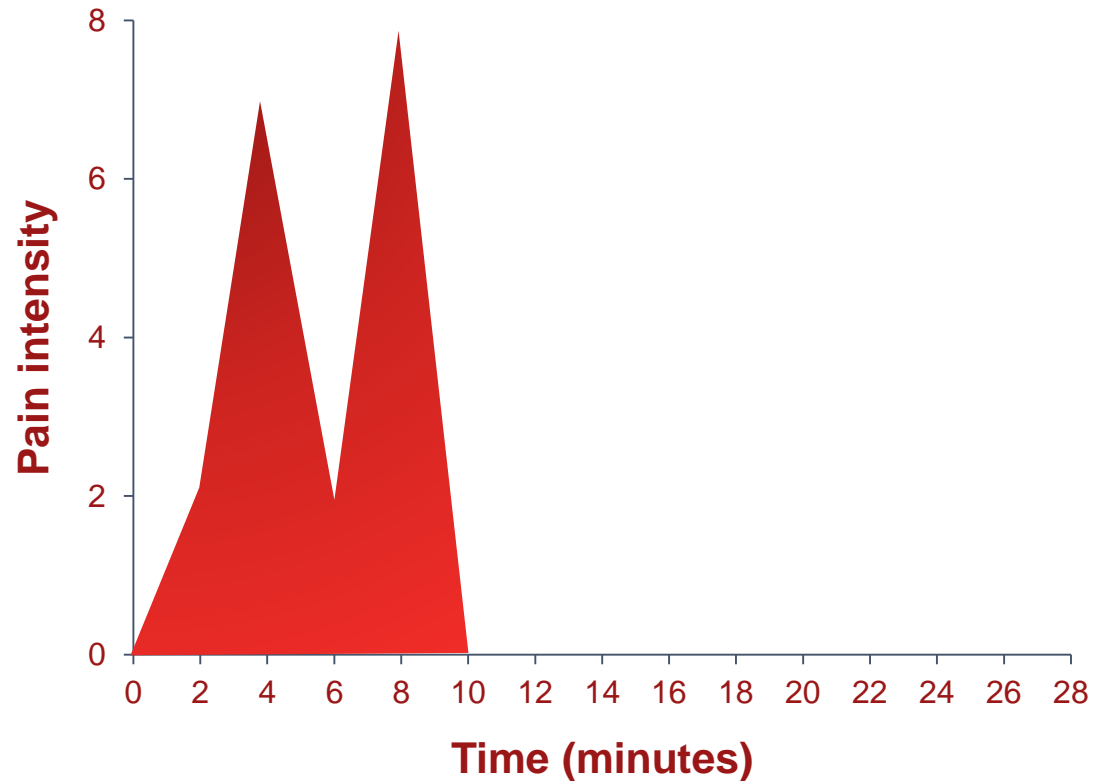
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Remembering Self

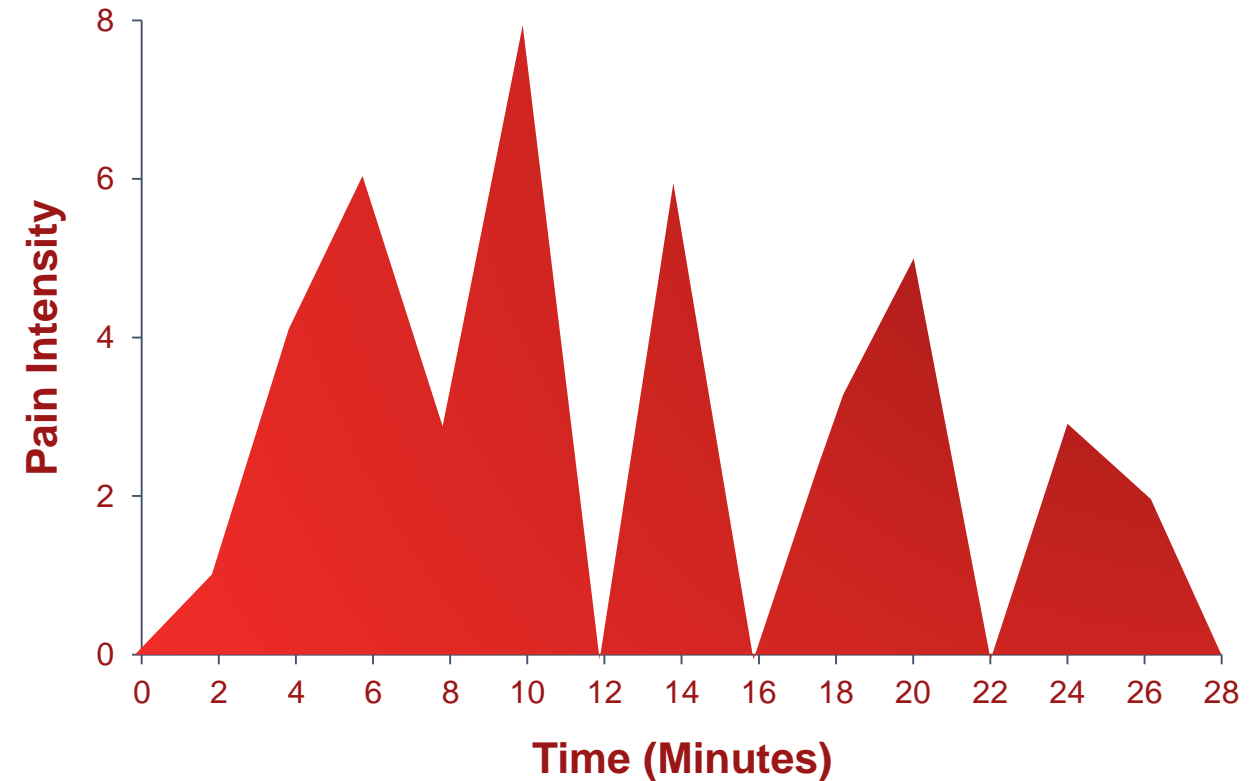
Can science prove existence of remembering self?

Which patient experienced more pain?

Patient A





Patient B



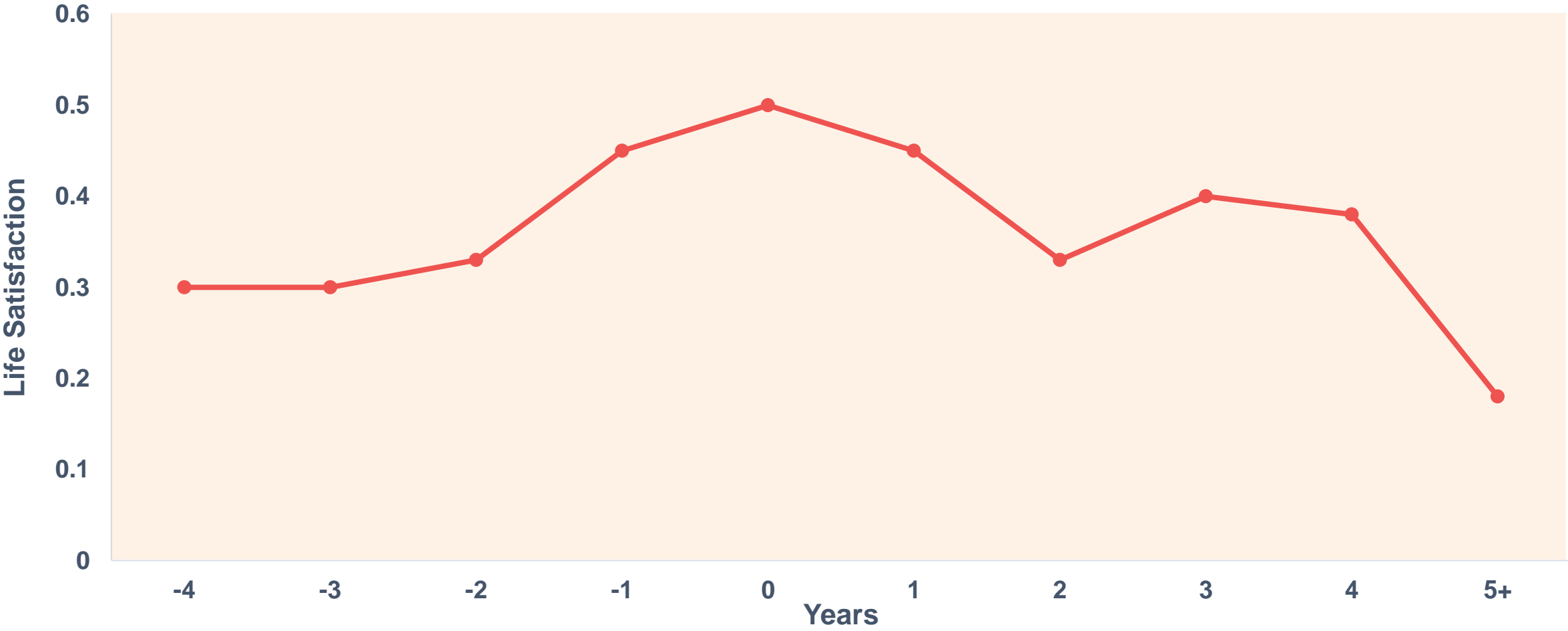
How can we influence the ‘remembering self’ to create lasting positive impression on our customers?

Two Rules to influence the remembering self

Rule	Peak-end Rule	Duration Neglect Rule
What it says	 <p>Highs (and lows), especially towards the end of the experience, are more important than individual aspects or averages</p>	 <p>Duration does not matter</p>
Implications for customer experience	<ul style="list-style-type: none">• Instead of delivering a sustained superior CE, focus on your strengths –create one or two moments of extreme satisfaction for your customer• Emotional highs are as important (if not more) as rational highs	<ul style="list-style-type: none">• Spilt negative experiences over time/touchpoints• Disproportionate attention currently is given to customer wait time. If properly sequenced, long wait time can work to your advantage

A quick poll: How happy do you feel?

Does marriage makes us happy?



How to use WYSIATI (What you see is all there is) to improve customer experience?

When to appease an unhappy customer?



How to use WYSIATI (What you see is all there is) to improve customer experience?

When to appease an unhappy customer?



Urge to 'control' is ingrained in human mind, harness it to improve customer experience

Delivering better health care



- Providing better healthcare by giving control back to the patient
- Is placebo effect real?

Creating better customer experience



- Tale of the old internet explorer
- Does tracking your shipment makes it arrive faster?
- Delayed shipment - is there a better way to deliver the bad news to the customer

To summarize: 4 mind hacks for superior Customer Experience

Summary

- Focus on your strengths to create high points in the customer journey

- Give the control back to the customer – it's free and powerful

Peak End



Duration Neglect



Urge To Control



WYISIATI



- Duration of the experience does not matter – dilute the lows by splitting them over time/touchpoints

- Sequence customer experience – bring positive experiences closer, push negative ones out

A real world example : Secret ingredient for healthier and tastier food



The Fat Duck Restaurant

- The secret ingredient of a Michelin 3 star restaurant is**Nothing**

- To be fair, they do use a technique called Encapsulation which uses whole spices instead of a powder – e.g. small granules of salts or pepper
- Granules delivers a few strong burst rather than dispersed flavor – peak end rule

But why should we change? B2B customers don't care

If you think you are in B2B business, then think again

Customers push companies to do better



■ Consumers ■ Business Buyers

Business buyer expectations get consumerized

Percentage of business buyers who agree with the following:



CONTACT US



Using Digital to deliver superior customer experience

Why care for Digital? Why not end this session with some good use cases?

A case for use of Digital

Cognitive strain



Digital brings down the transaction cost of implementing ideas

Thinking, especially, under daily stress of work is hard – automate the insights through digital

Fit to context



Be pragmatic, not dogmatic
A digital design exercise helps an organization to think through use cases that are most relevant to its customer's needs

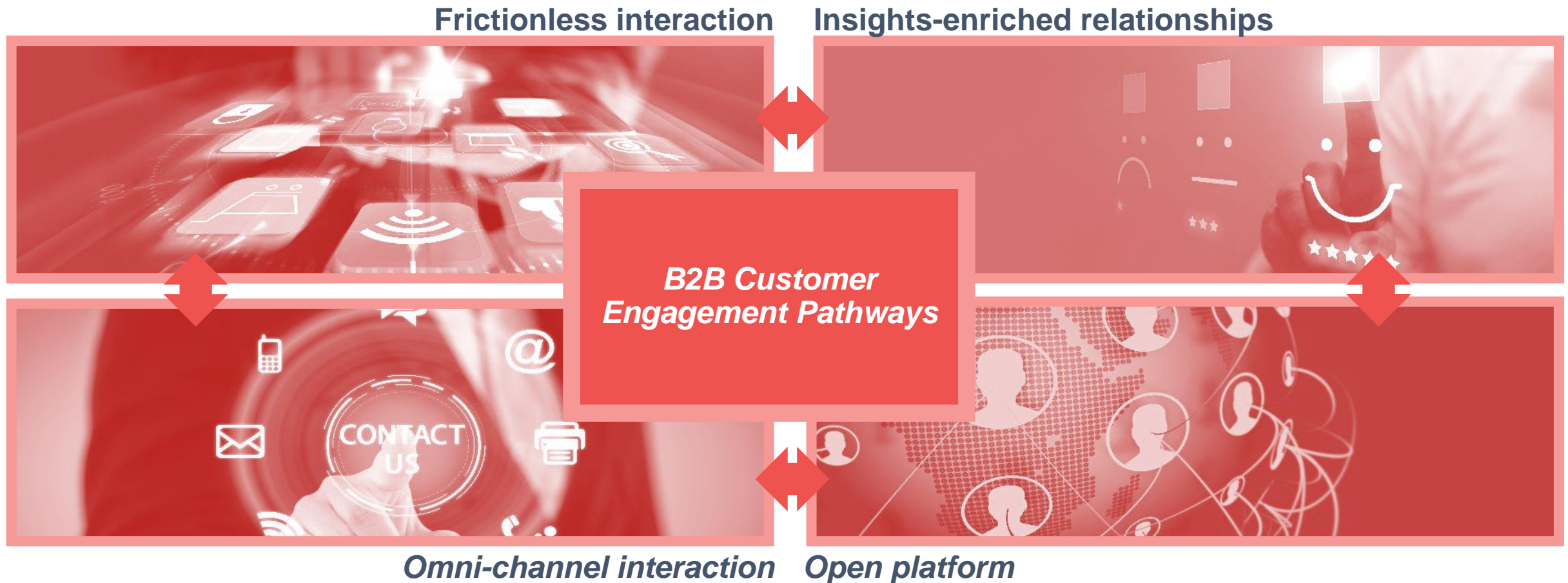
Standardization



Customer service is the face of the company – standardized, automated work flow makes customer experience consistent and repeatable

How can digital help? Four key capabilities to deliver a differentiated B2B customer experience

Capabilities and levers



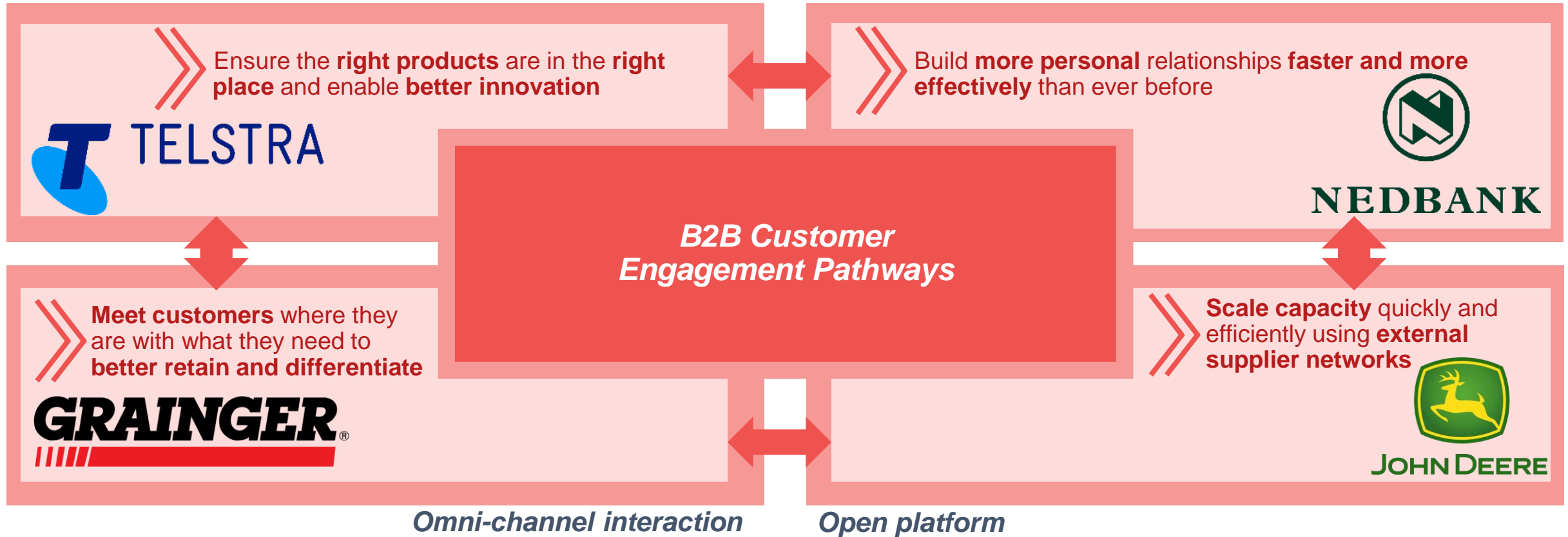
Leading players are using digital to improve B2B customer experience

Example of early adopters

Examples

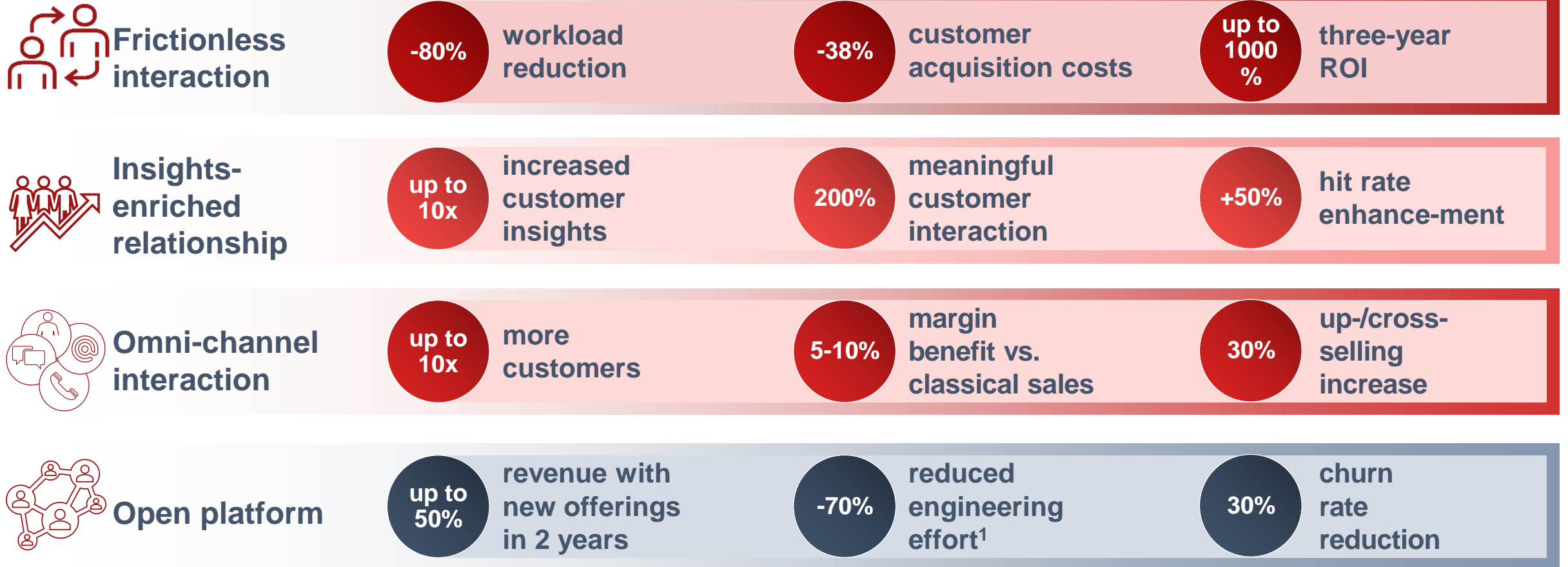
Frictionless interaction

Insights-enriched relationships



Applied in the right way, B2B Customer Experience can provide significant benefits to the companies

Typical benefits from B2B CX projects



The key is to drive a mindset shift

Digital mindset and culture

Design thinking

- User-centric workshops identify unmet needs and opportunities

Customer delight

- Deliver products that exceed expectations to delight users

Agile

- Highest gear of 2-Speed IT Delivery model
- Working in parallel but coordinating with traditional IT operations



Result-oriented

- Light, pragmatic and results-focused
- Mindset of rapidly moving from problem to prototype

Lean

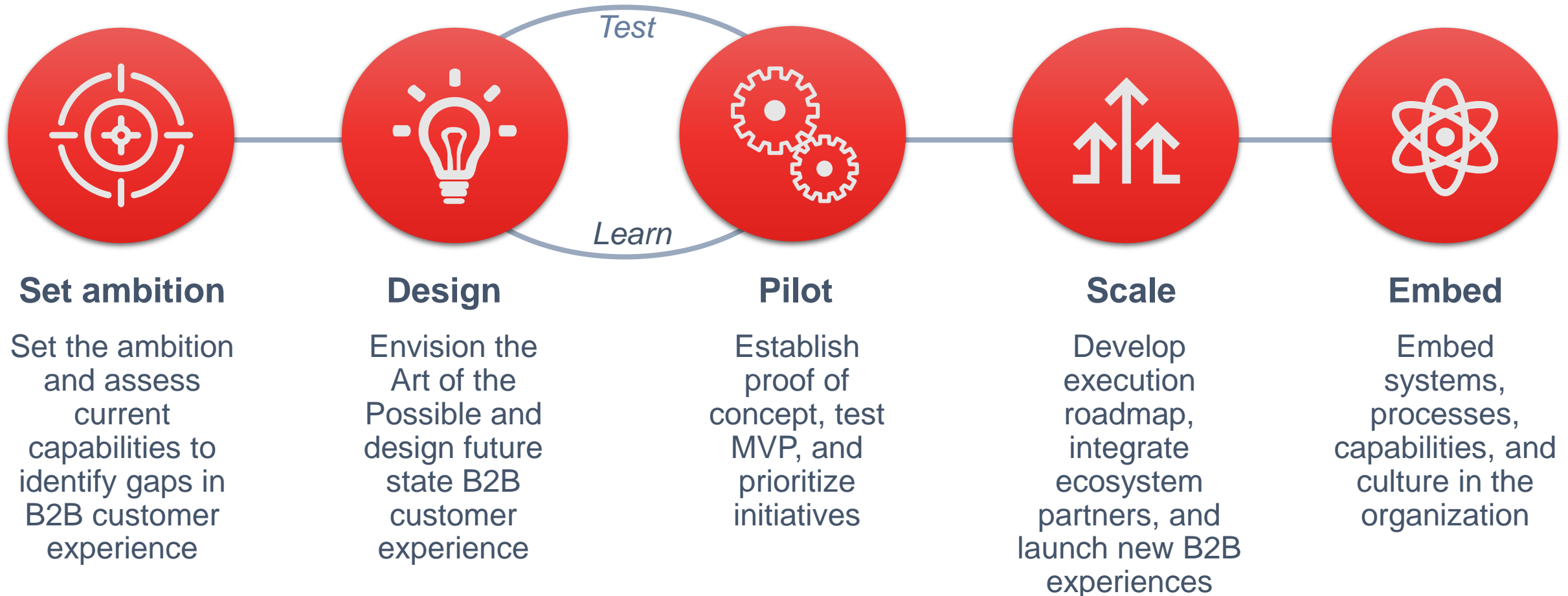
- Permission to experiment
- Minimum Viable Product (MVP) delivery- Avoid large upfront investment. Focus on smaller scope and scale successes

Forward looking

- Architecting the future
- Enabling continuous innovation

Vision meets Pragmatism - an iterative approach to deliver the future B2B customer experience

A.T. Kearney B2B CX design methodology



Crowd funding ideas to redesign your customer experience

Questions to answer



High

- What are some of the high points of your customer experience journey
 - How can we move them towards the end
 - Can we create new, more powerful highs



Lows

- What are some of the low (friction) points of your customer experience journey
 - Can their impact be reduced by diluting them over time or touchpoints?



Key milestones

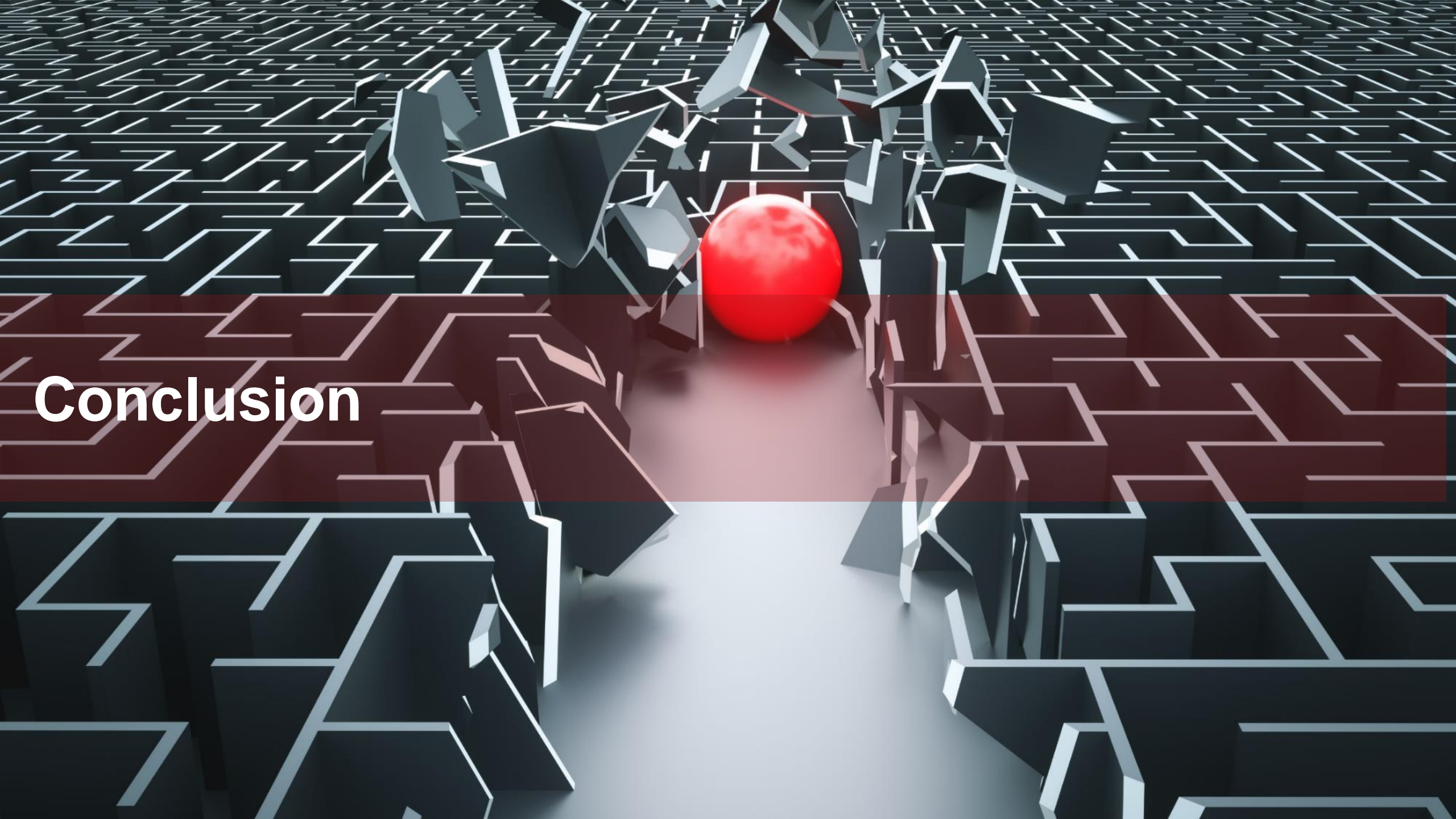
- What are the key milestones in your customer experience journey
 - Can you work with sales team to create some positive associations/experiences before key milestones?



Elements of choice

- How can you offer more choice to your customers
 - Increase transparency, proactive updates.

**How
digital
can
help?**



Conclusion

A final thought experiment to illustrate the power of remembering self

1

Take a wonderful 3 week vacation in Europe but forget the experience after?

2

Have a memory of a 3 week vacation implanted in your brain



Which one will you choose?

Thank You!

**"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."
- Maya Angelou**