

Rich Wilson

Hyper-Targeting CX Strategy Using Customer Data

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Let's get this out of the way, shall we...

This is not an endorsement of any specific tool or company. Nor are the examples stated in this presentation reflective of Kimberly-Clark corporation strategy or trade secrets. Any mention of specific businesses or software are hypothetical and for educational purposes only.



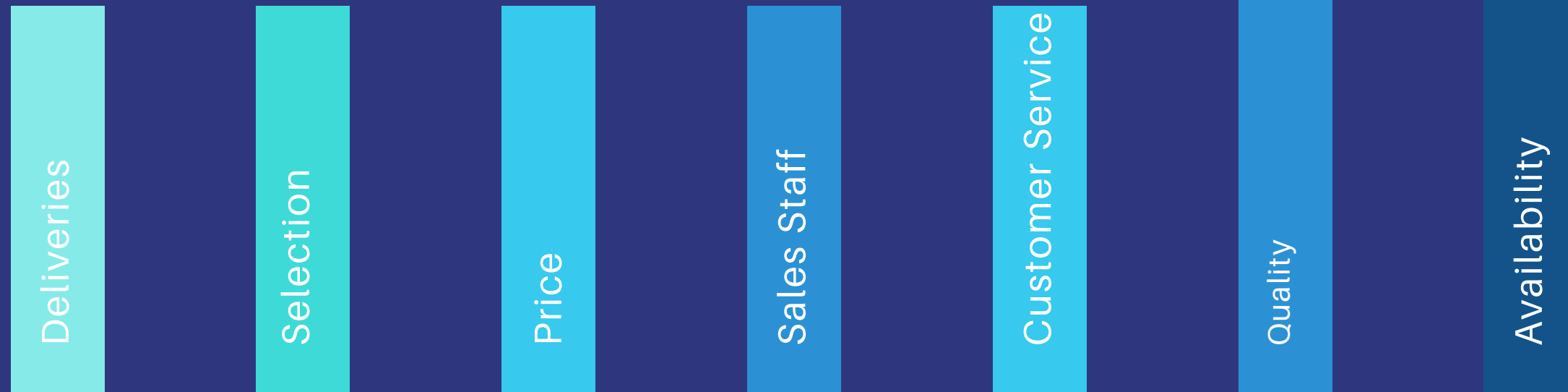


■ Not so important or not at all important ■ Somewhat important ■ Very or extremely important

However!!!

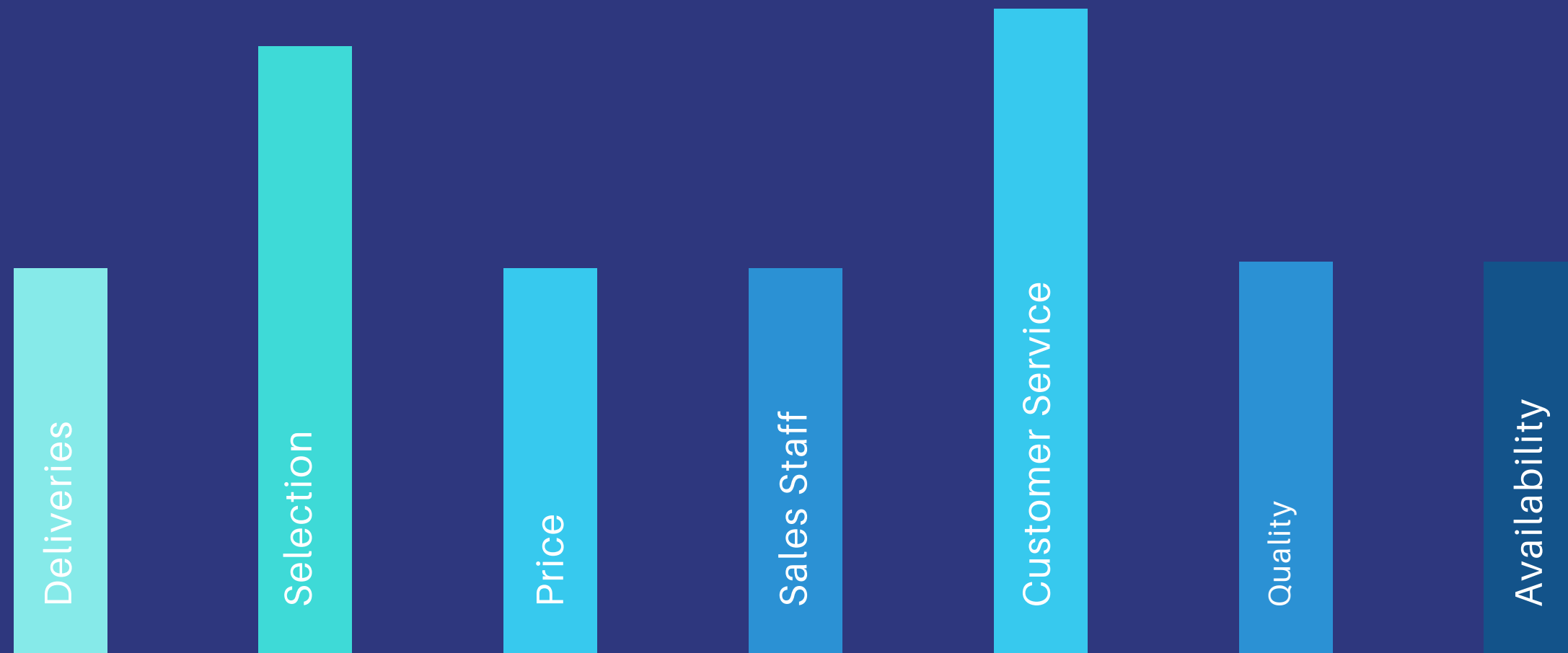
It's difficult to get executives to invest in "experiences" without a clear ROI

Every Organization Has Known Challenges to Customer Experiences



Known Issues, Unknown Priorities

CX Strategy Can Be Centered on Issues Tied to Both Sentiment Scores and Revenue



Known Issues, Focused Priorities

No single tool tells the whole story

Critical Disciplines in Guiding CX Strategy

Journey Mapping

Relationship
Surveys

Transactional
Surveys

Service Blueprints

Relationship Surveys Set the Foundation



Choose the Right Survey Type to Get the Right Sentiment Scores

- * Customer Effort Score (CES) as a focus for B2B interactions
- * Customer Satisfaction (CSAT) for consumer product interactions
- * Net Promoter Score (NPS) for long-term loyalty

Determine the Value of Customer Sentiment



Survey Complete! Compare Like Customers With Different Scores to Answer the Following:


- * What's the value of moving customers with negative scores to neutral scores?
- * What's the value of moving customers with neutral scores to positive scores?
- * What's the revenue risk if 10% of customers with positive scores give you negative scores next year?

**Never Forget:
Correlation is
not Causation**




Results May be Directional...And That's OK!


Use Language Like This:



Customers with "poor" annual relationship survey scores are correlated with an average spend of \$3 million less than customers with "neutral" scores



Customers with "neutral" annual relationship survey scores are correlated with an average spend of \$1 million less than customers with "positive" scores

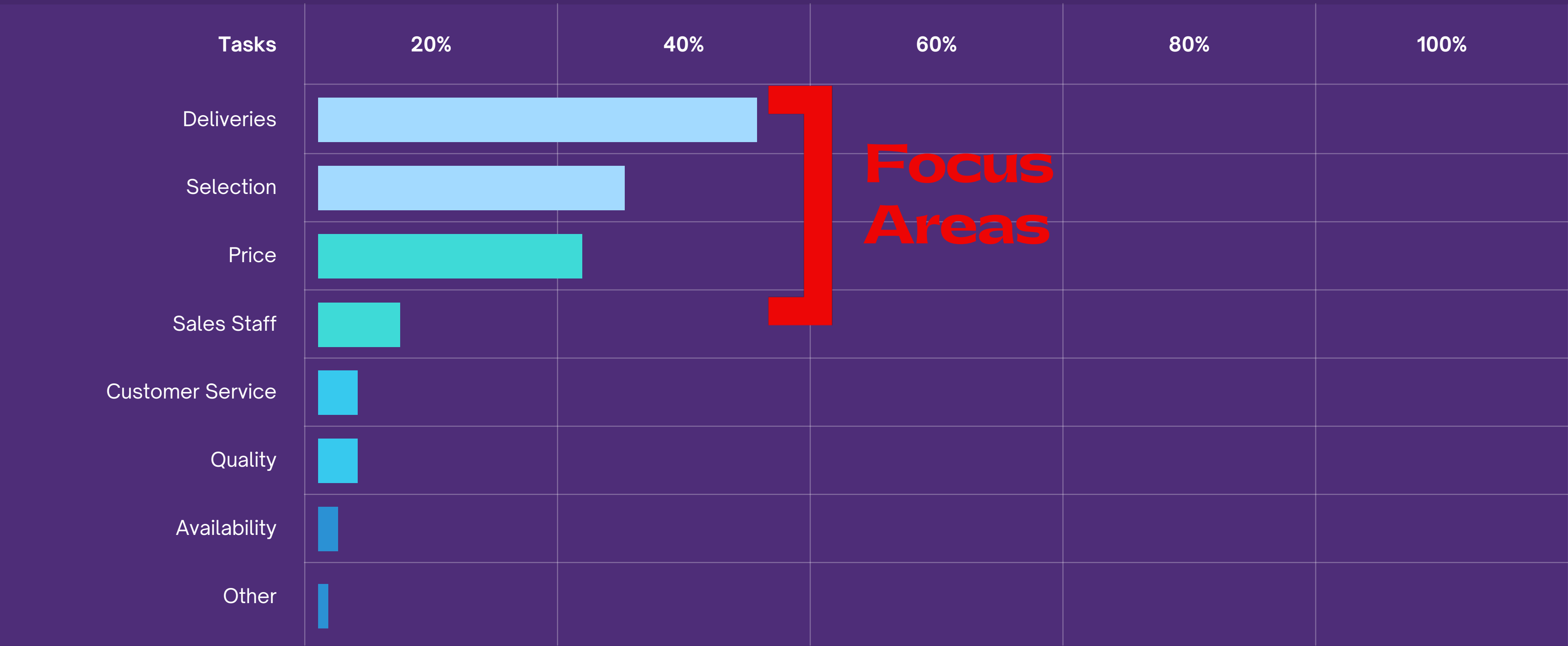


The Annual Customer Relationship Survey represents 32% of all company revenue and we estimate a potential of \$20 million in lost revenue due to "negative" customer experiences in the survey population alone

Foundation
Set: Now,
Dive Into
Specific
Experiences



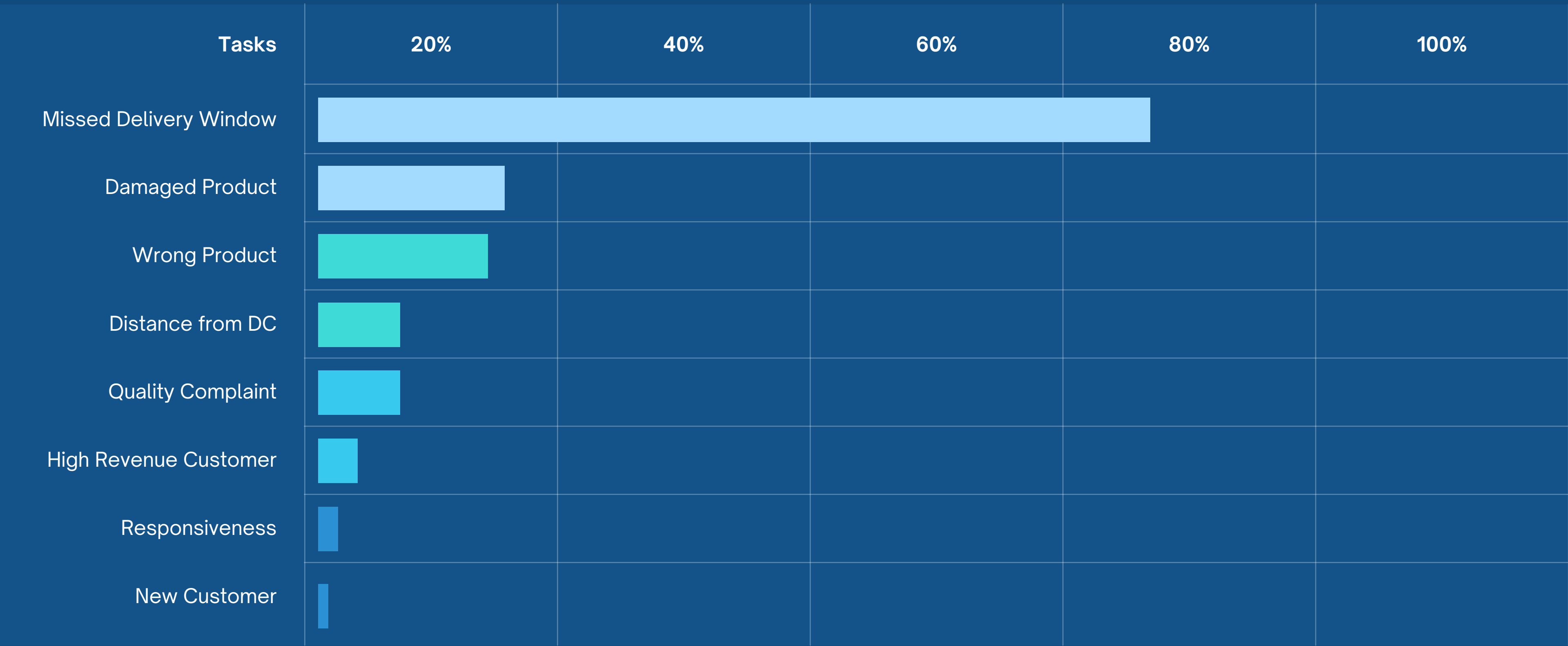
Break Up Your \$20 Million Problem Into Focus Areas Using Regression



**What Operational
Metrics are Common
Among Those
Customers Who
Selected "Deliveries"
as a "Poor
Experience"**

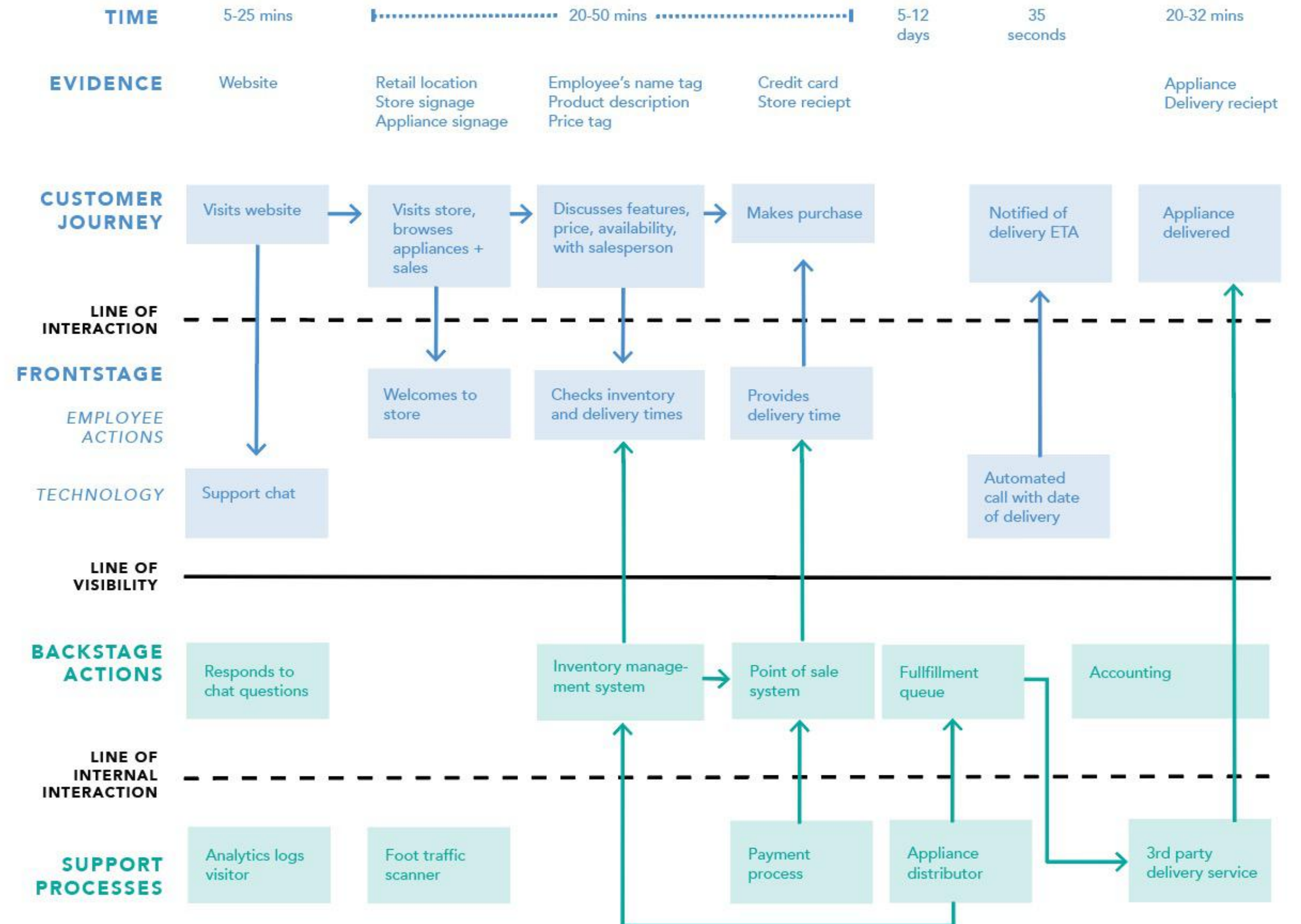


Most Common Operational Metrics Among Those Who Noted "Deliveries" as a Driver of Dissatisfaction



Use Service Blueprints to Develop CX Strategy Based on Focus Areas

SERVICE BLUEPRINT *Example*



Did We Win? How to Measure Success and the Value of Experience Change

Drop Transactional Surveys Before and After Planned Improvements

Measure progress against improving the experience before you measure the financial improvement

Speed of Measured Improvement Depends on Conversion Cycles

Shorter sales/conversion cycles allow for faster testing of new ideas. Longer sales cycles require more patience in discovering what works with customers

Real Proof Comes in the Following Year's Relationship Survey

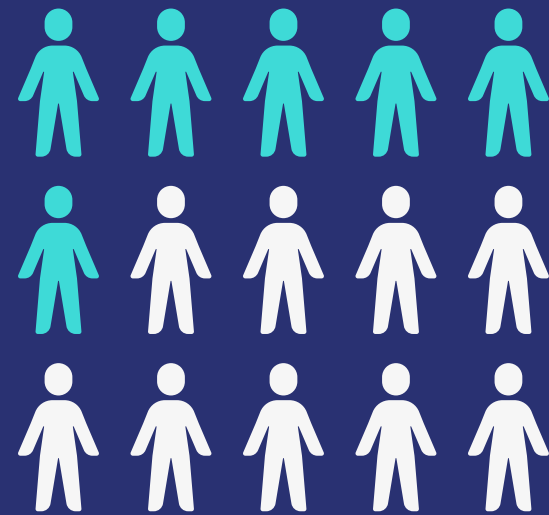
- Did sentiment scores improve?
- See if "Deliveries" is the top driver of dissatisfaction
- If the above are true, you can likely back into a directional value of the experience going forward

Skills Required to Win

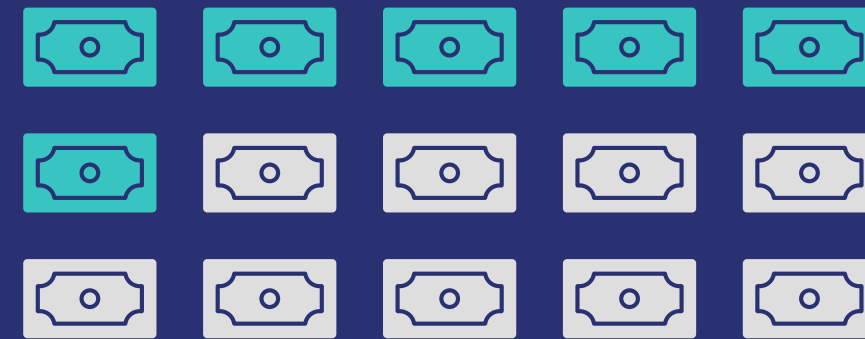
Hard and Soft Skills Needed at Minimum

Strong Sense of Curiosity	Ability to Pivot When Data Doesn't Cooperate	Basic Data Analysis (Not Necessarily Data Science)	Data Cleansing	Professional Research, Including Regression
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Tools Required to Win



**Professional
Survey
Software**



**Citizen
Data
Science
Tool**



Thank you!