



Simple & Digital Customer Experience Model

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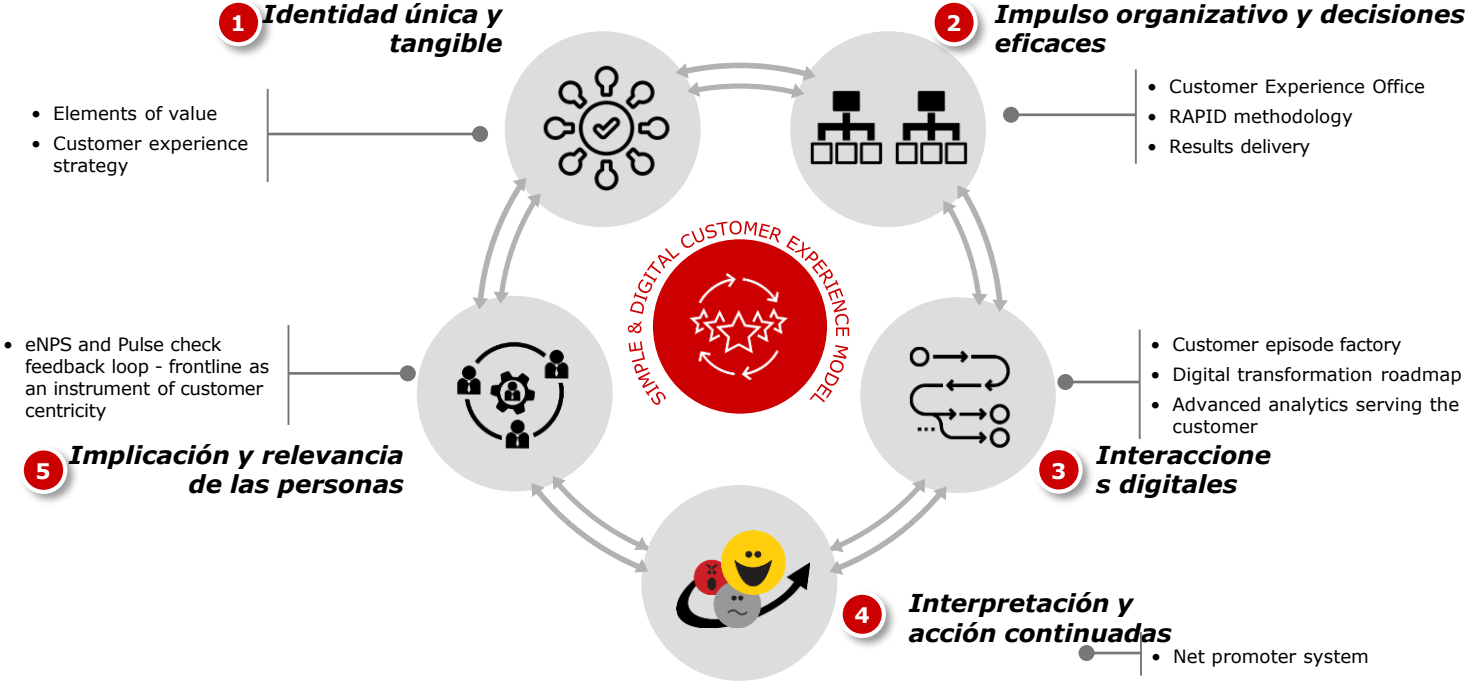
BAIN
SIMPLE &
DIGITAL



Simple and Digital

Integrated Customer Experience Toolkit

The **Integrated Customer Experience Toolkit** consists of five related components



So far, we have identified 30 Elements of Value: These can lift products and services above commodity status

SOCIAL IMPACT ELEMENTS

What value to society?

Self transcendence


LIFE CHANGING ELEMENTS

How does it change my life?

Provides hope


Self actualization


Motivation



Heirloom


Affiliation & belonging


EMOTIONAL ELEMENTS

How does it feel?

Reduces anxiety


Rewards me


Nostalgia


Design / Aesthetics


Badge value


Wellness


Therapeutic Value


Fun / Entertainment


Attractiveness



Provides access


FUNCTIONAL ELEMENTS

What does it do?

Saves time


Simplifies


Makes money


Reduces risk


Organizes


Integrates


Connects


Reduces effort


Avoids hassles


Reduces cost


Quality


Variety

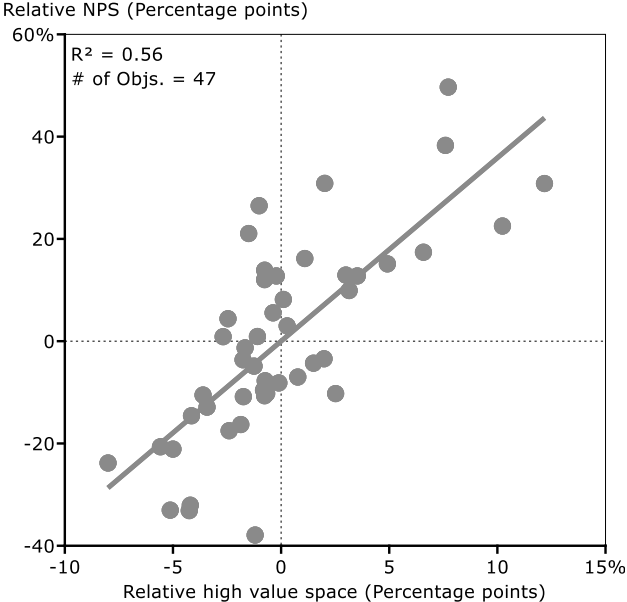

Sensory appeal


Informs

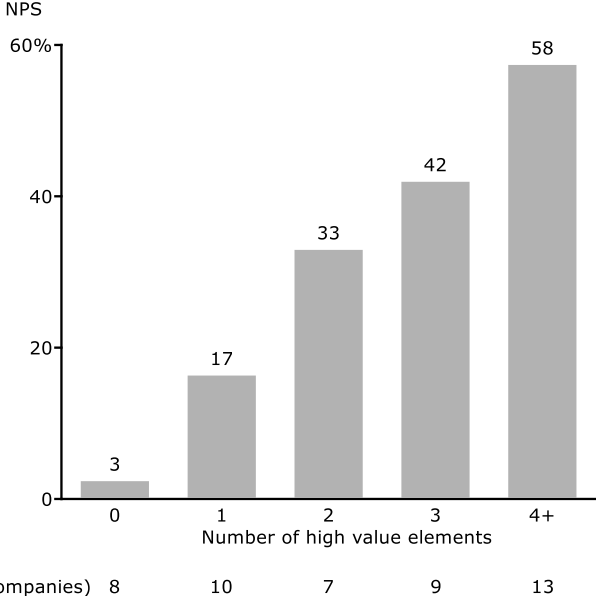



Companies that score highly on multiple Elements of Value have higher NPS

COMPANIES DELIVERING HIGHER VALUE HAVE A HIGHER NPS



MORE HIGH VALUE ELEMENTS CORRELATES WITH HIGHER NPS



Note: High value space is the percentage of element scores ≥ 8 across elements in each company; High value elements are elements where majority of respondents gave scores ≥ 8
 Source: Bain Elements of Value survey, Oct. 2015, N=8,014 tested 12 industries and 47 companies



We calculate NPS with a simple equation

How likely are you to recommend our product/service to a friend or family?

$$\text{NET PROMOTER SCORE} = \% \text{ } \img alt="Smiling face emoji" data-bbox="534 451 628 618" \text{ } - \% \text{ } \img alt="Angry face emoji" data-bbox="748 451 842 618" \text{ }$$

% Promoters **% Detractors**



There are 4 different types of Net Promoter Scores

	CUSTOMER			EMPLOYEE
	1 COMPETITIVE BENCHMARK	2 EPISODE/ TOUCHPOINT	3 CUSTOMER RELATIONSHIP	4 EMPLOYEE NPS (NET PROMOTER FOR PEOPLE)
OBJECTIVE	<ul style="list-style-type: none"> Competitive comparison Strategy decisions Goal setting 	<ul style="list-style-type: none"> Front line learning Organizational learning Customer relationship enhancement Link to operational/ financial data for robust analytics 	<ul style="list-style-type: none"> Front line learning Organizational learning Customer relationship enhancement 	<ul style="list-style-type: none"> Employee engagement, frontline / operational improvements
WHO IS SURVEYED	<ul style="list-style-type: none"> Customers Competitor's customers <p><i>(double-blind research)</i></p>	<ul style="list-style-type: none"> Customers with recent experience 	<ul style="list-style-type: none"> Any existing customers <p><i>(representative sample or census)</i></p>	<ul style="list-style-type: none"> Employees only
SURVEY FREQUENCY	<ul style="list-style-type: none"> Every 1-2 years 	<ul style="list-style-type: none"> All year around/ touchpoint triggered 	<ul style="list-style-type: none"> Quarterly – yearly 	<ul style="list-style-type: none"> Weekly or bi-weekly
CLOSED-LOOP?	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes, in regular team huddles
OTHER FOLLOW-UP	<ul style="list-style-type: none"> Data analysis Cross-functional projects Major initiatives 	<ul style="list-style-type: none"> Episode/ touchpoint experience improvement or redesign 	<ul style="list-style-type: none"> Account planning Product, policy or other enhancements Customer call-backs Coaching for employees 	<ul style="list-style-type: none"> Cross-functional initiative workshops (outer loop) Quick wins on frontline Frontline training



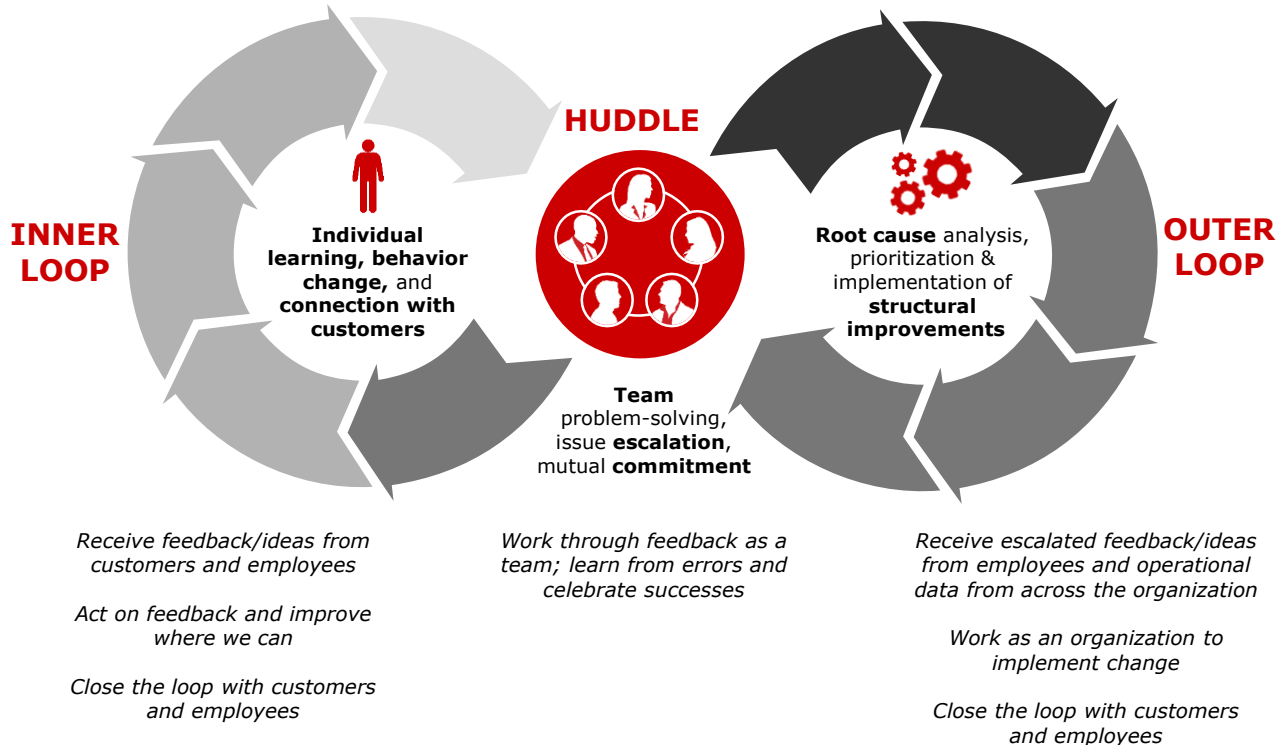
Episode, Relationship, and Employee NPS feed into closed loop feedback (CLF) of the Net Promoter System

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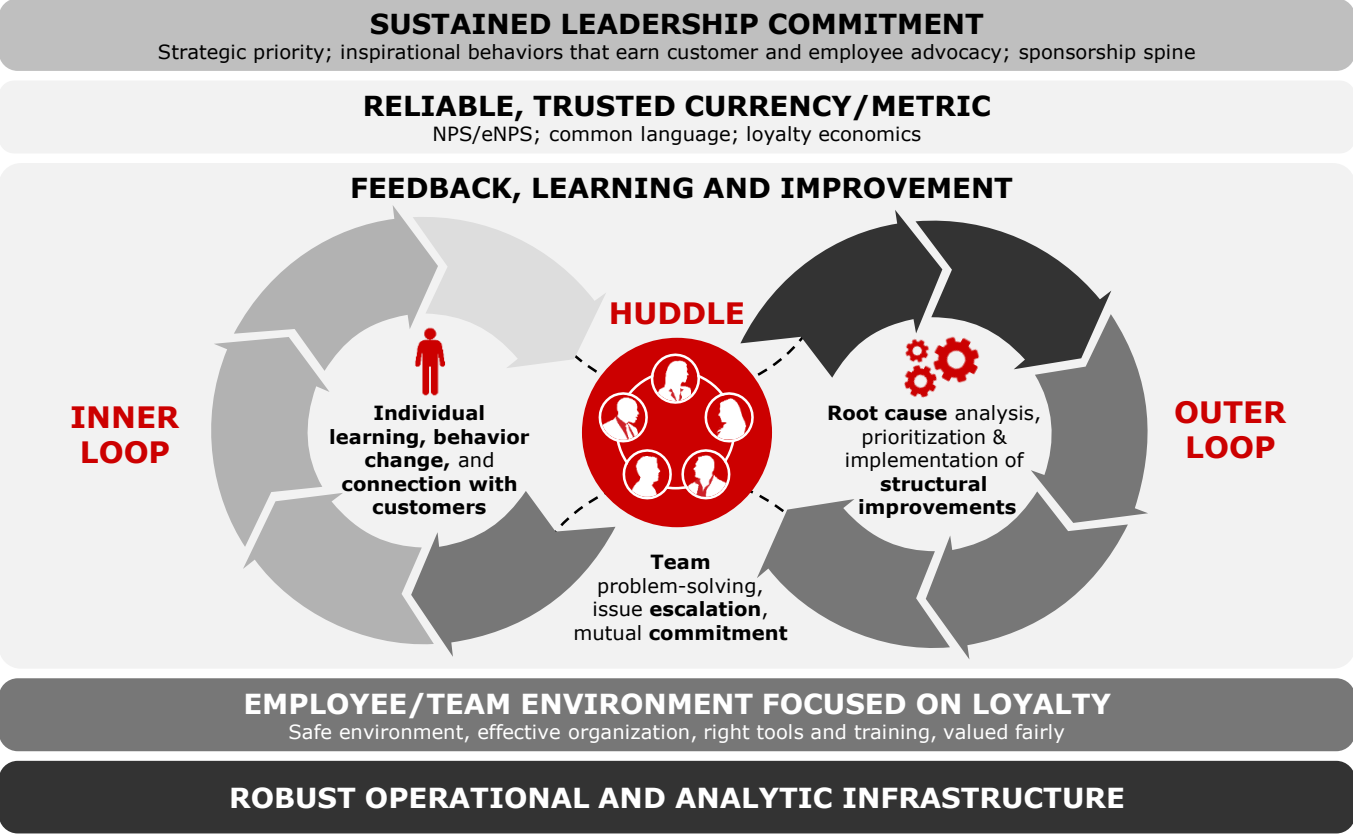


The score is a useful metric, but the Net Promoter System's closed loop feedback drives improvements

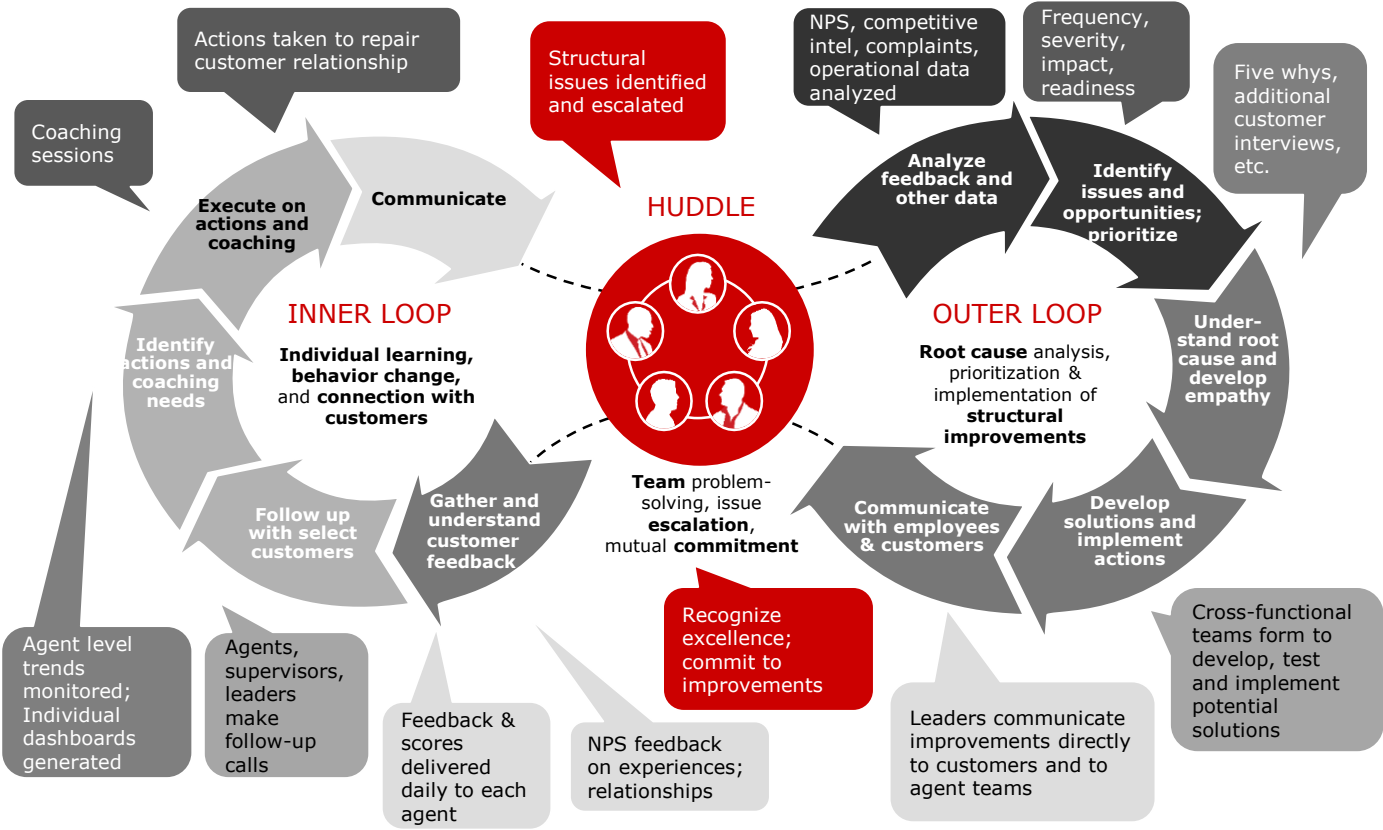
CLOSED LOOP FEEDBACK



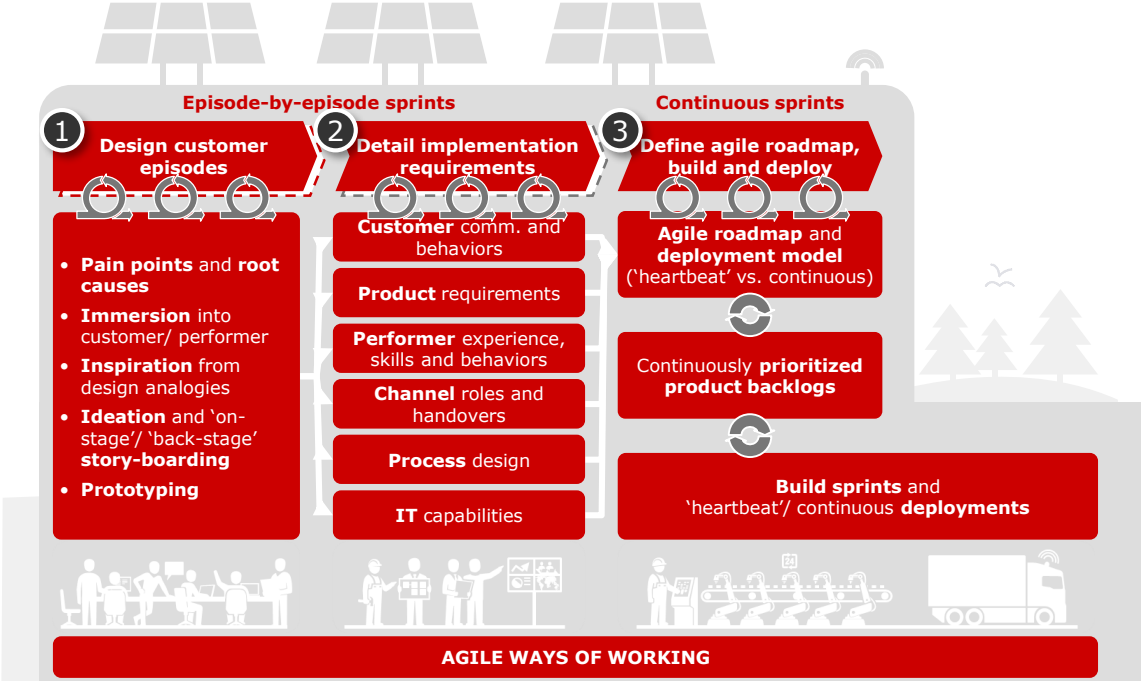
Net Promoter System – mechanisms that support a culture of customer-centricity




Inner loop, huddle and outer loop processes




Design customer episodes with Bain design approach in cross-functional teams




Measures should be designed “ready for implementation”




Customer behavior




- Definition of **desired customer behavior** and **approach** needed
- Ensures customers **behave like intended**




Product architecture




- Overview of **required product adjustments**
- Articulates required **product specifications** to realize experience




Performer behavior




- Definition of required **performer experience** and **behaviors**
- Articulates what is being designed to make it **easy to do the “right” thing**




Channel roles




- Summary of **channel roles** for each episode
- Ensures **consistent experience** across channels and **seamless handovers**




Processes



- **E2E map for customer processes**
- Specifies the **flow** and required **performance levels**



IT requirements



- **System landscape/ applications** to enable episode design
- Brings credibility to the design solution by showing the **technical “how”**

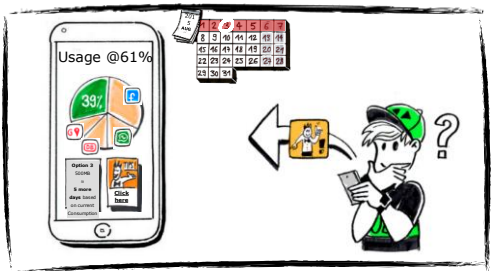
Requirements **detailed down to a level** at which they can be **directly executed** by the line organization/ included in product backlogs



We design episodes from an on stage and backstage perspective and rapidly prototype our ideas

EXAMPLE: TRANSPARENT COST CONTROL EPISODE

STORYBOARD

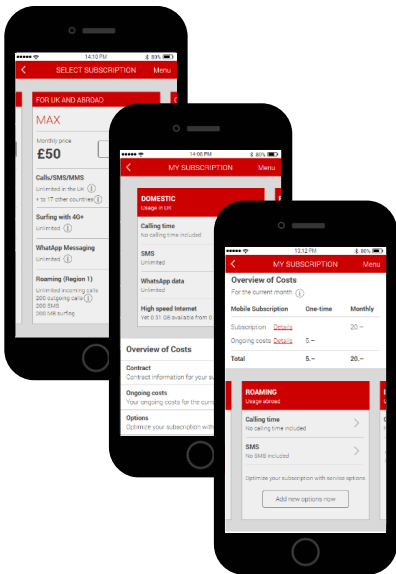


- I want to see my current **accumulated costs** and **usage statistics** in **real-time**
- I want to be informed about **relevant add-on options** while **checking my costs** for the current month
- I want to know the **services** included in my **current subscription**

- Backstage**
- IT We provide customers with **cost information** and **usage statistics** in **real-time**
 - IT We intelligently suggest customers relevant **add-on options** based on their **preferences** and **historic behavior**

IT IT requirement E Employee requirement O Organizational requirement

PROTOTYPE



BAIN & COMPANY 

DEC

in  f

