Chattermill

Scaling CX Playbook

We are Chattermill.
We are the CX platform for scaling businesses.

Chattermill is a unified customer feedback analytics platform. Through our platform, we help businesses understand their customers at scale. We empower companies to unify, measure and analyse all of their feedback in one place across different channels in real time. Learn more at chattermill.com

Chattermill

@ChattermillAI

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01.

Introduction

Introduction: What Led Us Here?

Like many things in life, scaling CX is simple, but not easy. As you enter a whole new stage of growth for your business, you will face new challenges on how to improve your customer experience. Many of these challenges have scarce documentation, and lots of CX or UX pros are facing these challenges for the first time. It's an exciting time but equally filled with testing experiences to overcome.

Luckily we saw an opportunity to put this problem right and wanted to produce the definitive guide to scaling CX - the right way.

This process happened during July, which has been an intense one of talking to customers and getting a pulse on the most pressing issues that customers and companies are experiencing when it comes to building, maintaining and scaling their CX efforts. After hundreds of Zoom calls (Zoom fatigue is real btw!) filled with internet malfunctions and crying babies on the background. We found some common themes around the problems they've been facing.

We then hit the drawing board to create a playbook to help educate you about what you might not know and guide you to mastery at a time when we need it the most.

We hope educate and guide our readers on the most difficult challenges that many CX pros face on their journey of scaling CX.

In this playbook, we'll cover and guide you through to how you can:

- Collect and analyse all the critical CX insights that help you truly understand what your customers are wanting and feeling.
- Democratize all those insights across all teams within your company.
- Build an efficient and resilient customer-centric culture within your company that always puts the customer first in every decision.
- Keep track and measure what truly matters by focusing on the few very important metrics and KPIs that will help keep you and your team accountable to the fundamental objective of being customer-focused today and always.

This is the ultimate playbook to help you and the rest of your company scale CX. We've put a lot of thought and effort in putting this guide together, so we truly hope it's useful to you and that you enjoy the read 😄

P. S. Do let us know what you think - what's the good, bad and the ugly 😜 as you might expect we love customer feedback!

02.

Scaling CX Insight

When speaking to scale-ups a familiar story we often hear is that the current way a team analyzes feedback takes too much time and isn't scalable. Often we hear that people have to go through the tiresome process of exporting multiple CSV files from different tools. The next step usually involves aggregating those files into one Excel file, following that someone will have to read each piece of customer feedback row by row tagging the data and analyzing the results.

Maybe you're a bit more advanced than an excel sheet with your methods of analysis, and you have some kind rule-based system to tag data. But over time, these systems often fall short in the accuracy of tagging and depth of insight which we'll explain why later.

To many of you reading this article those workflows may be familiar to you. With scale comes new markets, new team members and new insight challenges. Your customers now speak multiple languages and translation becomes a headache when you can't quite find that dream candidate who is multilingual.

When you take a step back and analyze your tech stack, there's a good chance it's grown in size and complexity. Productivity software, surveys tools, social media, research reports and databases have created data silos and gaps in knowledge on why customers are struggling.

The struggle to influence teams to make changes based on customer insights grows. It requires hard qualitative & quantitative data to back up an idea or recommendation. You probably frequently message teams on Slack and chase up on actions & prove the value of insights to spearhead cultural change.

But it's not all doom and gloom, we've helped numerous teams scale their customer understanding and have in-depth knowledge of the ecosystem of products and processes needed to scale CX.

Below we break downscaling insight down into an actionable step by step process so you can understand what best practice looks like and arm yourself with tools and systems to aid your workflow.

Let's begin.

Section 1: First Phase - Scale Insight Collection

The CX tech space can be overwhelming. At some point, you'll need to find a better way to book candidates for interviews, collect feedback from different sections of the customer journey and store and plan your research. We've cut through the noise and selected a range of tools that can help solve these problems.

Booking Interviews

Everyone gets tired of asking groups of people when they're free to schedule meetings. Make it easy for yourself and save some time and take a few steps from the process and sync your calendar with participants. Avoid back and forth emails!

calendly

Calendly is an app for scheduling appointments, meetings, and events. Its goal is to eliminate the problematic back-and-forth when trying to nail down times. Rather than email chains and phone tag, you can send your availability with a Calendly link (even if the people booking time with you don't use Calendly).

Doodle

Doodle is a great way to schedule meetings with clients, colleagues, and teams. Find the best time for one-to-ones, team meetings, and more with our suite of user-friendly calendar tools.

you can book·me

Book me eliminates back and forth emails. Customer bookings straight into your calendar. Connect with your calendar and only share the times you want with your customers - they book straight into your calendar.

Recruiting Customers

Finding qualified participants for research quickly is often a barrier to doing user research. Give yourself a helping hand and grow and mature your UX research practice. You can't afford to take days to recruit participants for in-person or remote studies. Screen and recruiting platforms mean you can have in-person participants in hours not days.

Ethnio

Ethnio is a UX and design research that create a screener that can use on site or on Craigslist, Twitter, Facebook, or anywhere else to automatically screen, call, and schedule participants for research. You'll have so much more time to focus on research after you'd tried Ethnio.

RESPONDENT

Respondent is a real-time marketplace for sourcing and scheduling research interviews with anyone, anywhere in the world. A powerful way for conducting sales research, competitive research, identifying problems, identifying needs, reaching product market fit, getting ahead of the pack.

Transcribing Interviews

Product Researcher: Asks a question

Interviewee: Answers thoughtfully

Product Researcher: Furiously scribbles notes, looks up and says, “Ah, ok...I got the first part of what you said there, but can you please repeat that last bit one more time?”

The last thing you want to worry about when sitting down with a user is taking notes. If the interview is in person, you need to capture non-verbal clues you’d miss if busy annotating a conversation.

Otter.ai

Otter, the AI-powered assistant that improves collaboration by generating rich notes for meetings, interviews, and presentations. Focus on the conversation rather than on taking notes. Equip your team with modern methods for capturing and finding important spoken information, freeing teams to be more productive and engaged.

Trint, speech-to-text platform makes any audio and video searchable, editable and shareable.
Trrint uses artificial intelligence to automatically transcribe the spoken word. Trint's powerful collaboration tools connect teams for seamless, fast and secure content creation, whether you're working from the office or home.

Research Repositories

Here's a scenario that should be extremely familiar to researchers in relatively large organizations: Every day or so, a researcher sends an email to the entire group of researchers in the organization asking if anyone conducted research about a certain topic, what did they do, find, and recommend.

By the end of the day, about 10 responses come in with a glorious YES as the answer. 10 other researchers fail to respond although they should have because they did not remember what studies they ran 3 years ago. The researcher decides to run the study he or she is planning anyway. Repeat.

Aurelius

Aurelius - Tag, group, organize and search every user research note and customer insight in one place. Aurelius also has 30 day free trial on right now!

Product Board gives product enough information to sort and plan features and accept feedback. Productboard offers the right balance of guidance and flexibility to help product teams understand what users really need

Airtable

Airtable can help whether you're planning user studies, creating feedback surveys, or generating product insights, you can use Airtable to organize the entire user research process. A vey versatile tool.

Notion is an all-in-one productivity platform. Note-taking, project management, spreadsheets, and collaboration. Tens of thousands of teams and companies around the world use it to keep their employees informed and working together in one place.

Confluence

Confluence connects people to the ideas and information they need to build momentum and do their best work. Find work easily with dedicated and organized spaces, connect across teams.

EnjoyHQ

EnjoyHQ helps you centralize all your research data, improve collaboration, standardize your research process, and share insights easily.

Survey Tools

One of the most essential tools any CX pro cannot live without. It's the only way to scale customer feedback collection as you grow your customer base.

SurveyMonkey is a provider of web-based survey solutions, trusted by millions of companies, organizations and individuals alike to gather the insights they need to make more informed decisions.

Typeform helps power brand's interactions with beautifully designed, professional-looking online forms & surveys that people just love. Collect feedback, sign people up to events, receive job applications, take payments, create engaging quizzes or interactive stories.

Usabilla enables you to collect native feedback in-app, email or website in real time providing intuitive insights. Users can also to send screenshots along with their feedback making it much easier to understand user's concerns.

Conversation Tools

On top of survey tools, every CX professional must come to grips with the growing element of conversations. Conversations is fastly becoming the bigget pool to collect and analyse valuable feedback from. Here are the tools that we recommend to master.

Intercom is a Conversational Relationship Platform (CRP) that helps businesses build better customer relationships through personalized, messenger-based experiences. ntercom's platform lets businesses track and filter customer data. This data includes conversation history, product usage behavior, past purchases, and payment details.

Zendesk is a simple but sophisticated help desk solution proven to increase customer satisfaction and agent productivity - at any scale. The software intelligently routes the right requests to agents, providing them with the context and tools they need to resolve issues and build stronger relationships.

Freshdesk converts requests coming in via email, web, phone, chat, and social into tickets, and unifies ticket resolution across channels. Additionally, Freshdesk lets you automate workflows, provide self-service, manage SLAs, and measure metrics, so you can stay on top of all things customer support. Freshdesk also offers out-of-the-box features like an AI-powered support chatbot, predictive support capabilities, and field service management.

Section 2: Second Phase - Centralise Data Sources

To help solve that problem, you need a customer feedback analytics platform to sync up and connect the different data sources.

You don't want to have to rely on technical resources or engineering time to build an internal solution. By combining data sources such as chat, voice, survey, and reviews, you open up a range of new possibilities to scale CX that you might not have considered. Even better, you now have a real-time view of the customer experience.

Get everyone on the same page

If everyone in your organization is referring to the same platform that centralises CX data it's much easier to get aligned on metrics and get on the same page when it comes to strategy. There's no dispute over who's data is more accurate and trustworthy.

Identify gaps in data collection

If you have data stored in one platform, it's possible to inventory all the feedback that is being collected and identify which parts of the customer journey map you're missing when it comes to insight.

Spot the gaps and put in place a business outcome to plug the data gap in your customer understanding. Which leads to the next point.

Impact overall experience

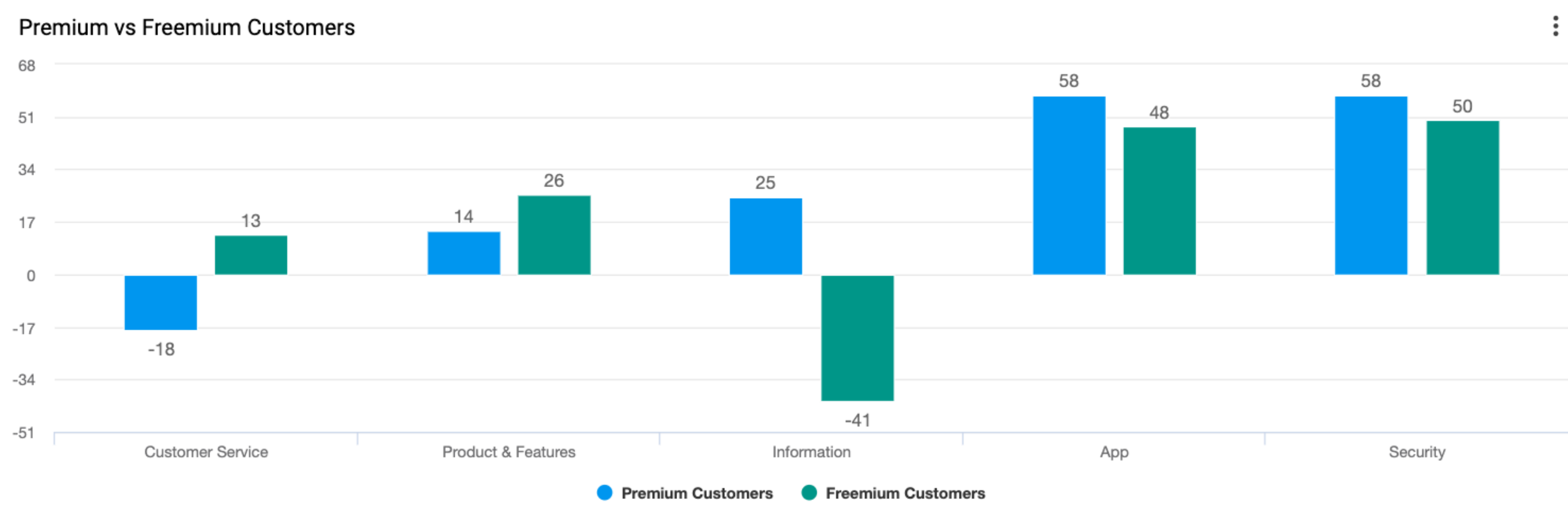
With feedback in one central place, you can now get a full 360-degree view of the customer experience. Pinpoint critical areas for improvement and rally a call to action from key stakeholders in the business to make a positive change to the customer's experience.

You might find customers in Canada are receiving faulty products that can act as a signal to tell marketing to halt ad spend and for support to stop a product line until the product is fixed.

The intelligence you have at your disposal can deliver a huge business impact and get the entire organisation to sit up and take notice.

Combine CX Data with Operational

To power advanced analysis being able to enrich feedback data with operational data is a must. Data points such as LTV, geography, freemium, paid and age to name a few provide the scope to segment the data and find clear patterns.



Segmentation adds a lot of context to data. As we see here in this chart, churn rate due to the negative customer service experience of Premium customers is arguably more of a problem than negative customer service experience of Freemium customers.

On the flip side, information is likely to be much more important to Freemium customers as opposed to Premium customers, with conversion to paid customers in mind here.

Section 3: Third Phase - Analysis

The last step in customer experience analysis is to, you guessed it, analyze the data. The goal is to identify any recurring patterns that indicate a wider selection of your audience is unhappy with something.

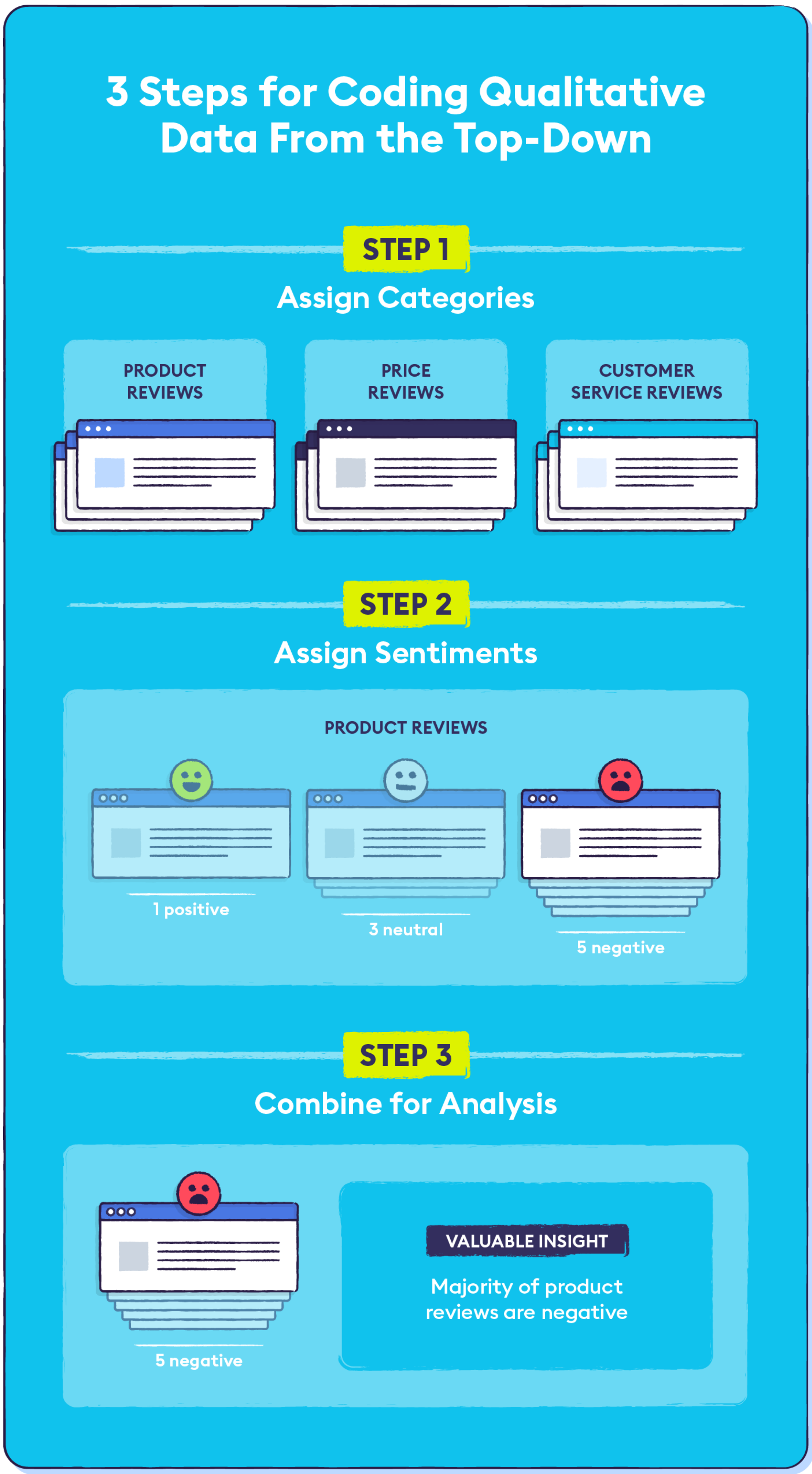
Tag and Categorize Qualitative Feedback Data

You should note that most of the data you'll be gathering will be qualitative, meaning it comes in freeform responses as opposed to quantitative data which is simply a number or rating. Qualitative answers are the best way to get the most meaningful data, but it's not the easiest thing to analyze at scale.

Tag and Categorize Qualitative Feedback Data

Qualitative data coding is the process of assigning quantitative tags to the pieces of data. This is necessary for any type of large-scale analysis because you 1) need to have a consistent way to compare and contrast each piece of qualitative data. We see a lot of people start off using tools like Excel and Google Sheets to manipulate quantitative data.

For example, if a customer writes a Yelp review stating “The atmosphere was great for a Friday night, but the food was a bit overpriced,” you can assign tags based on sentiment and topic. Below we’ve created a diagram to give you a visual representation of the step by step by process.



Once you've finished assigning sentiment and topics to each comment you should be able to have a feedback tab or table in excel looking similar to the image below.

Assign Category Tags and Sentiments

Online Reviews	Category Tags	Sentiment
"This software is amazing, does exactly what I need it to. However, I do wish they'd stop raising prices every year as it's starting to get a little out of my budget."	Product Quality × Price ×	5/5 3/5
"Love the product, but honestly I can't deal with the terrible customer service anymore. I'll be shopping around for a new solution."	Product Quality × Customer Service ×	5/5 1/5
"Meh, this software is okay but cheaper competitors are just as good with much better customer service."	Product Quality × Price × Customer Service ×	3/5 2/5 2/5

Combine for Customer Insights

Category	Sentiment	Insight
Product Quality ×	5/5 5/5 3/5	Maintain high product quality
Price ×	3/5 2/5	Decrease price point to remain competitive
Customer Service ×	1/5 2/5	Revamp customer service team to better meet needs

However, we appreciate that manually reading the comments for 100’s and 1000’s of comments and tagging sentiment and assigning topics can take a huge amount of time, and that’s time that could be better spent elsewhere. If you’re scaling CX then it’s time to think about equipping yourself with the right tools.

Picking the right platform

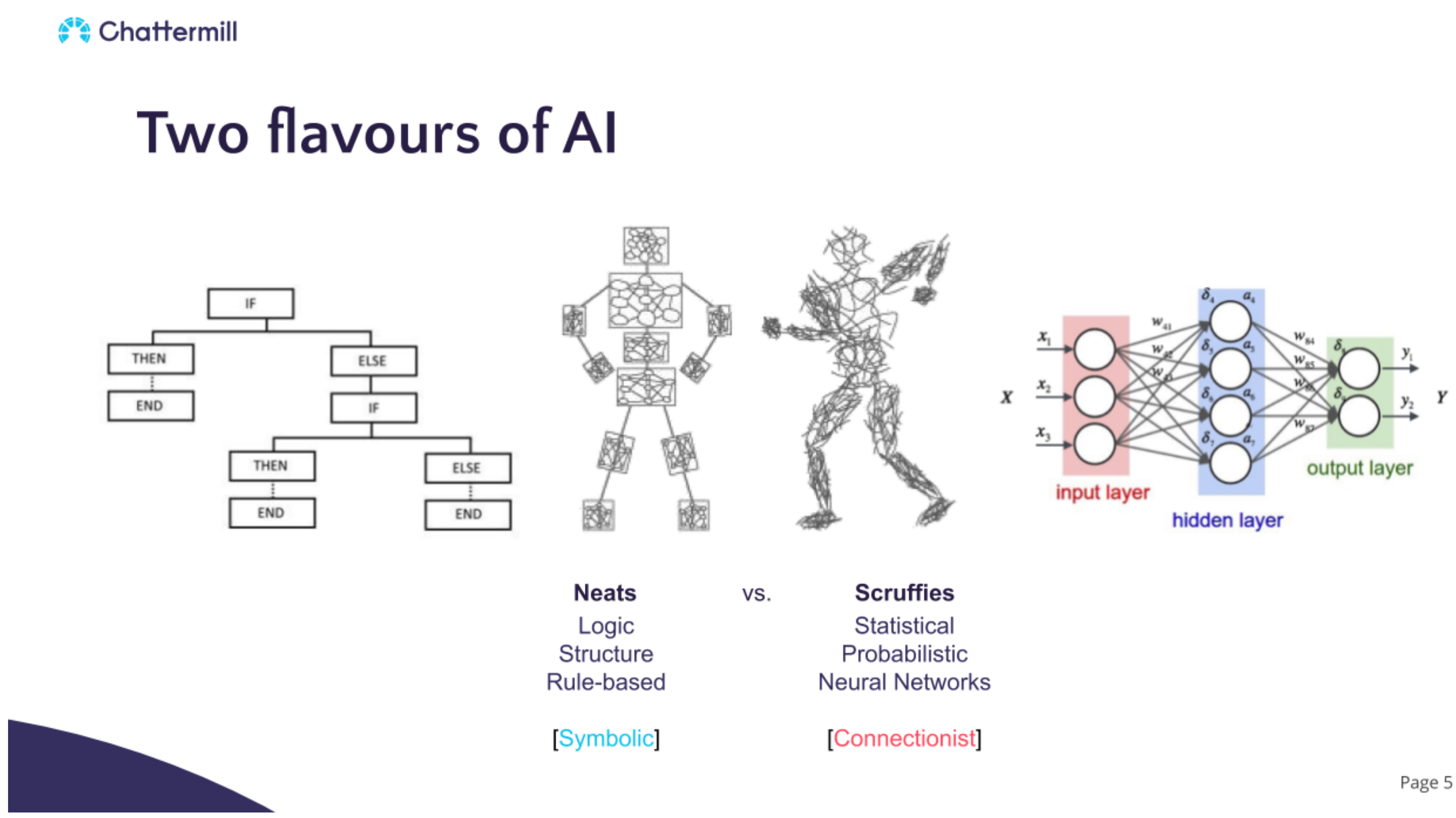
When it comes to analysing feedback, there are different ways to approach the problem. You can try it manually, which doesn’t scale. If you’ve reached that stage in your journey, you’ll start to look for a Customer Feedback Analytics platform to analyse your feedback data.

Top of the range feedback analytics platforms will leverage AI to analyse thousands of comments and assign sentiment and topic to customer feedback with human-level accuracy.

Used correctly, AI can enable you to gain an edge over your competitors for several reasons. However, be warned, not all AI-powered text analytics engines are created equal.

There’s a lot of hype in the world of AI technology, and it’s crucial you understand what power you should have at your fingertips to supercharge your CX.

Choosing the right engine



There are two main types of AI-based engines one powered by rules and the other powered by neural networks. A rule-based system is a series of IF ELSE conditions that are pre-programmed by a knowledgeable analyst. The logic is if you have enough IF ELSE rules and you have enough knowledge embedded in the system, you'll be able to have enough intelligence in the system to analyse and tag customer feedback.

The problem with Rules-Based systems is that they're very brittle, and as soon as something changes in the real world, they quickly become out of date. For example, COVID-19 would catch rule-based systems off guard unable to classify new pieces of text in user feedback.

Additionally, the number of rules you have to program to equate for all the different variations in the English language is enormous. Did the user mean spicy as in hot or temperature? Maybe an analyst programmed a keyword and left out another crucial keyword, and critical themes are underrepresented in your analysis of customer feedback. That gap in the analysis may cost you dearly when you decide to push for change and action in your organisation.

The second approach is using Machine Learning which is instead of hard programming rules. It's giving the machine the ability to learn without being programmed. So by feeding it customer data, the machine can learn and classify text and identify different aspects of the text. This is very important because you can now identify more than one topic within a feedback comment. For example, look at the comment about an app.

Responses with comments and scores

4 11:34 am • Typeform Response

“Provides everything you need. However it can be slow at times.”

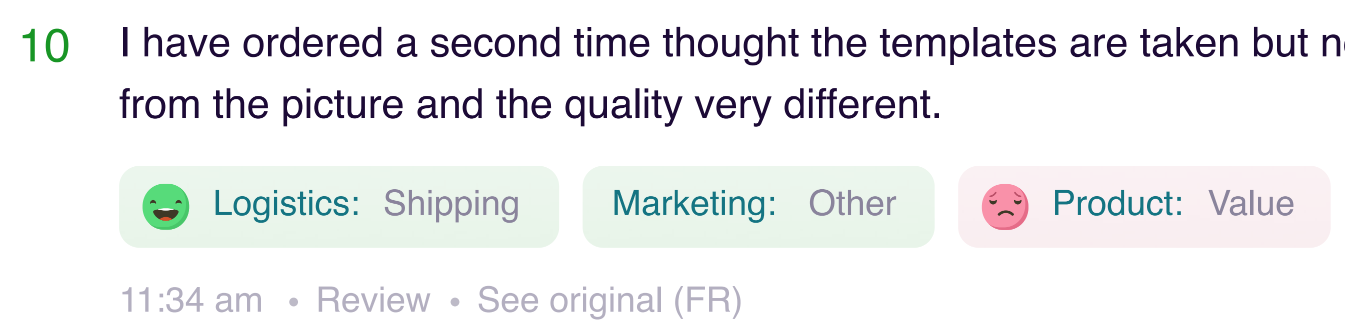
App: Convinience App: Speed #App

The machine was able to pick nuances in the language and can detect it's not just a single theme mentioned. The machine correctly identified both positive and negative sentiment. Those nuances are never picked up by rule-based systems that don't have that level of accuracy baked into the system, excluding you of valuable insight on how to improve your CX - bringing us nicely to the next point.

Depth of insight

When picking a platform to scale CX it needs to help provide reliable and in depth insights to improve your customer experience. Below we’ve outlined a few insight features that are a must have at scale to understand your customers.

<u>Aspect Based Sentiment Analytics</u>

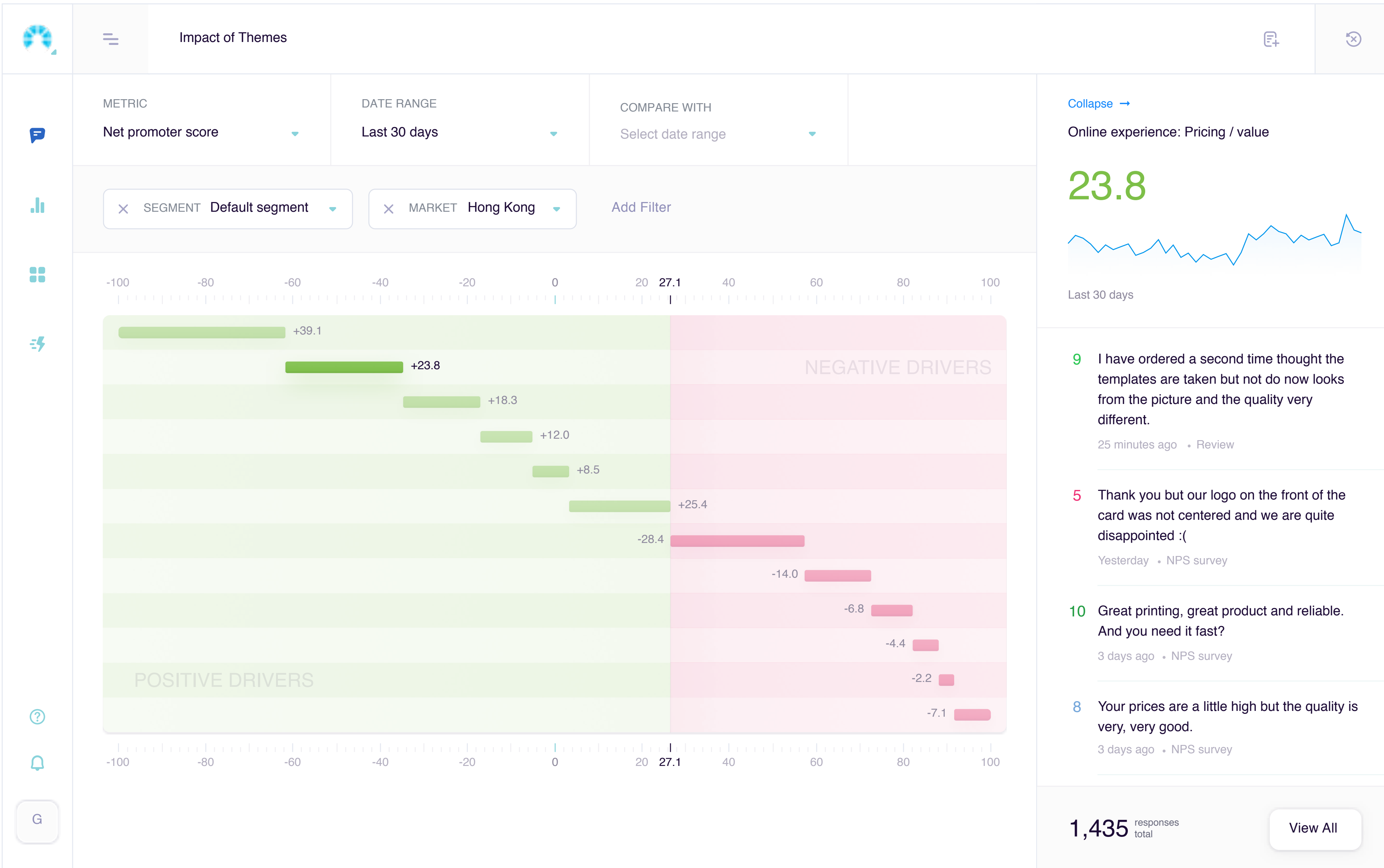


A CX platform should be able to process comments as inputs and output all the topics that are present in the comment along with the sentiment attached for each topic found. When aggregated at scale it provides huge power at your fingertips to slice dice the data to find actionable insights. (See image abov as an example)

<u>Impact Analysis</u>

Make sure your product can analyse which particular aspect or topic is driving your KPIs and metrics that matter most to you. Every business has a metric that matters most to them and from text data you can find out the impact each topic has on the overall score.

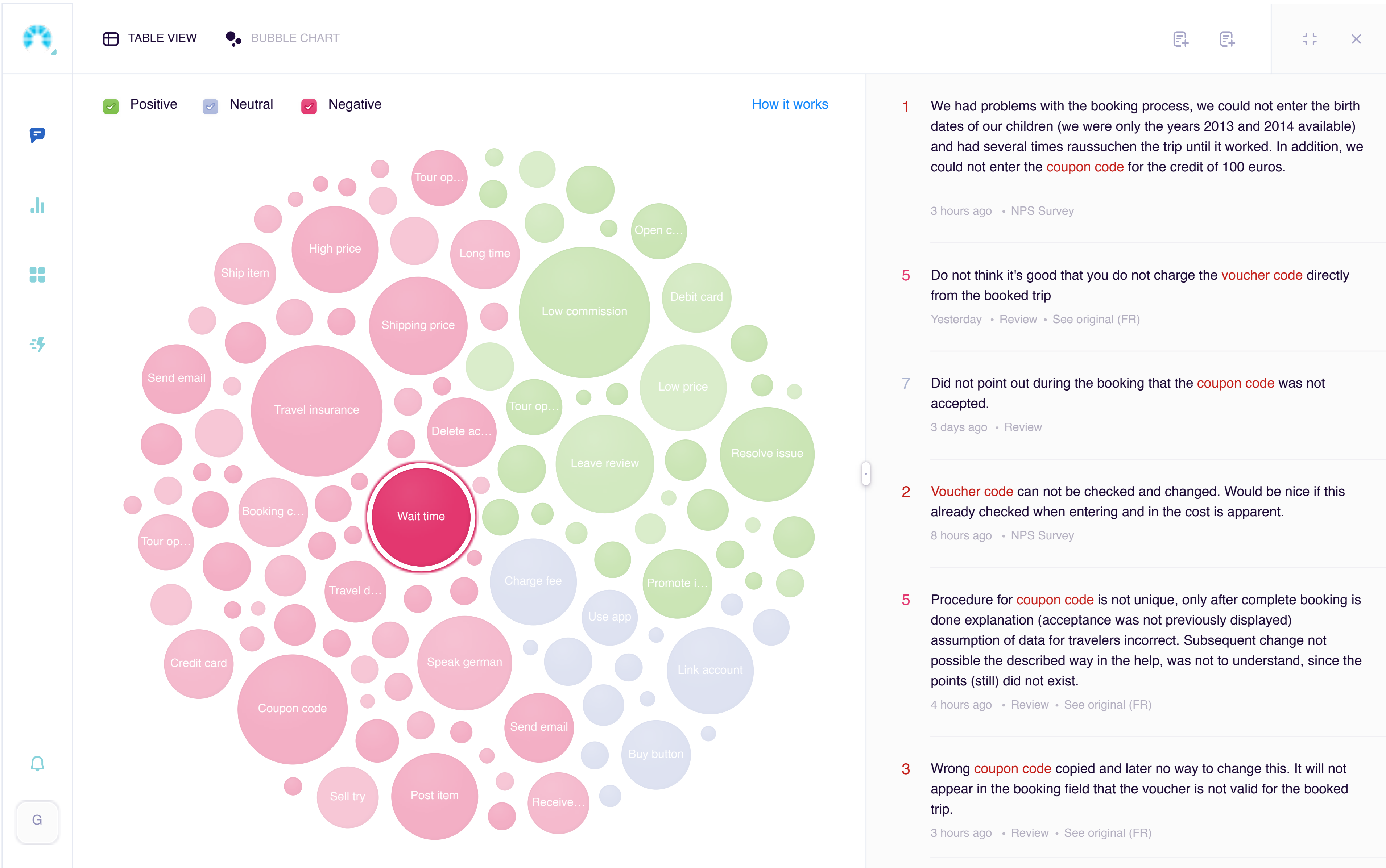
On the next page you'll see an example of impact analysis.



(Impact Analysis)

Phrasal Analysis

For when you want to dig deep in your data and find a needle in a haystack of verbatim - you need to have access to phrasal analysis. If you wish to have more granularity behind topic insights, phrasal analysis enables you to source common phrases mentioned. It helps you zone in on a topic and finds out what customers were saying most and shed some light behind the quantitative score.



(Phrasal Analysis)

KPI Tracking

What good would a CX Analytics platform be without tracking NPS, CSAT or another key CX metric? When you combine KPI tracking in one dashboard alongside customer feedback analysis, you conveniently have the ‘why’ behind the score. Noticed your NPS has dipped by a few points compared to last month? Then dig into your feedback and see what is driving negative sentiment in your feedback.

Anomaly Detection

You don't want to be playing catch up with your customers and discover a slip off in retention before it's too late. With anomaly detection you can hook your KPI metrics and feedback data into an algorithm that will notify you of any abnormal change in your data. Have an analyst working alongside you 24/7 to make sure you don't miss a thing when it comes to delivering a great experience.

Bespoke Theme Structure

Each industry vertical has unique challenges and a set of characteristics and topics that people want to keep an eye on. Having the ability to select and choose topics that you'd like to track and understand helps massively when trying to find competitive insights in your industry. No one understands your industry and customers better than you so being able to create your own theme structure and select which topics you'd like AI to scan for is critical.

Speed to Insight

Easy to use interface

No one wants to spend their day inside a clunky and slow UI that makes sourcing insights a painful experience.

We spend most of our time on sites like our trusted customers Amazon, Spotify, Zappos, and Transferwise expecting a seamless experience. So why expect anything different from analytics software?

Workflows

Wouldn't it be cool if you could build a workflow to analyse a comment in Zendesk and create a rule track all comments mentioning support to a Slack channel code free? Well you can! A modern CX platform should provide powerful workflow features to fit nicely into your productivity tools like Slack, Jira, Zendesk, Salesforce and more.

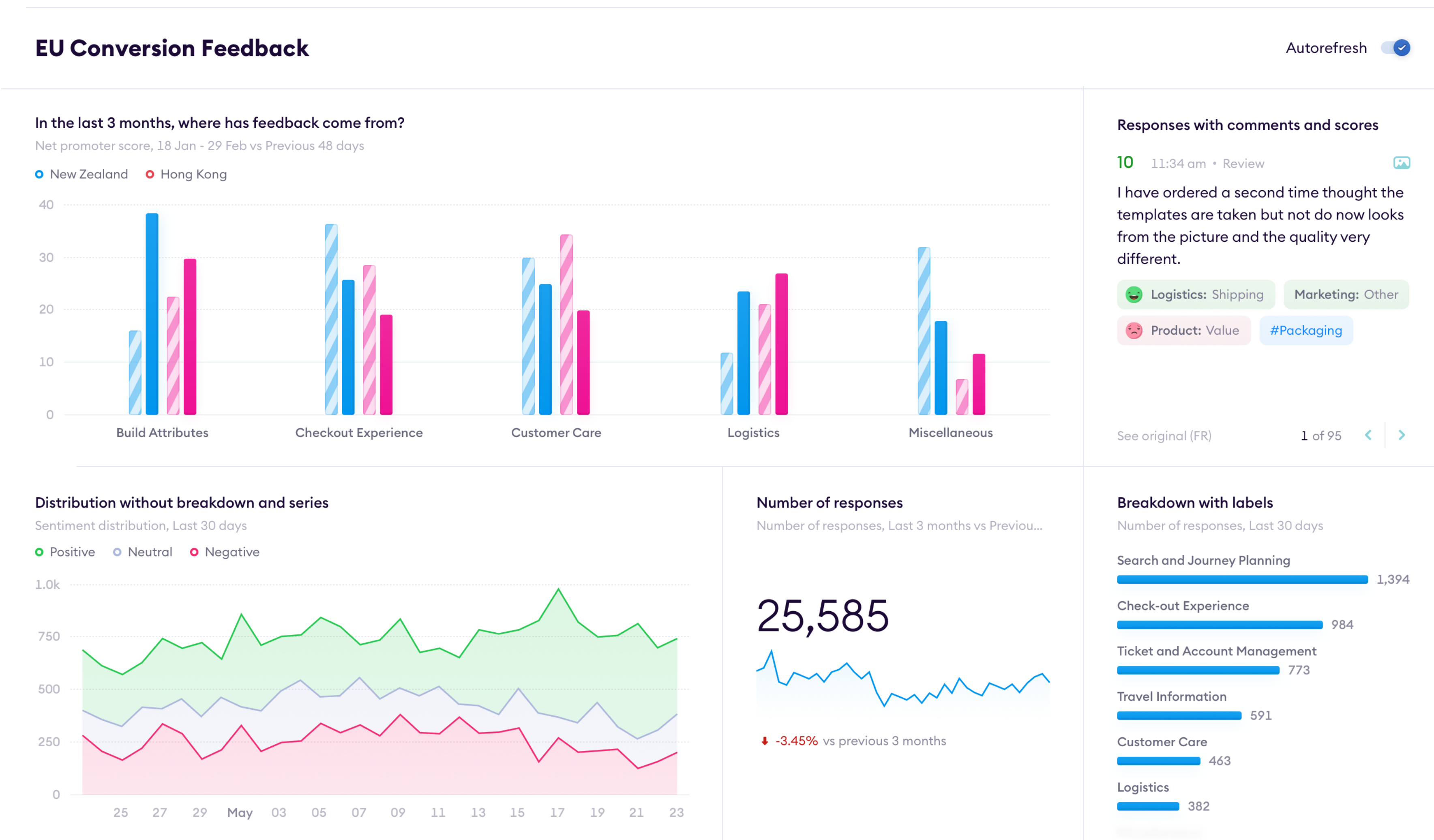
Real Time Insights

Arm yourself with a Machine Learning data processing pipeline machine to analyse all the different feedback sources in real time and process them into charts to visualize charts. Keep a live feed up on a second screen so you can check in on what your customers are saying live.

Sharable Dashboards

There's a quicker way to create reports than using pivot tables in excel and pasting charts into powerpoint. Your CX insight platform should enable you to drag and drop your charts into a shareable dashboard.

Drop a link in Slack and get your insight viewed by 100s of colleagues in Slack or in your internal software systems. Create custom dashboards for different teams who focus on different parts of the customer journey, ensuring they know what are the key priorities to the customer.



03.

Customer Journey Mapping

Using data gathered from feedback surveys, online reviews, and other customer satisfaction metrics, a customer journey map is used to tell the story of a customer's lifetime relationship with a company. Depending on the customer persona, this relationship can be as short as a few minutes or as long as many years. Customer journey maps are useful tools for visualizing the quality of each interaction and the customer's reaction to that touchpoint as they move along the buyer's journey.

Section 1: Customer Journey Map: Understanding the Basics

Before we dive into creating your own customer journey map, it's important to cover the basic ideas behind these types of visualizations and why they're helpful for businesses.

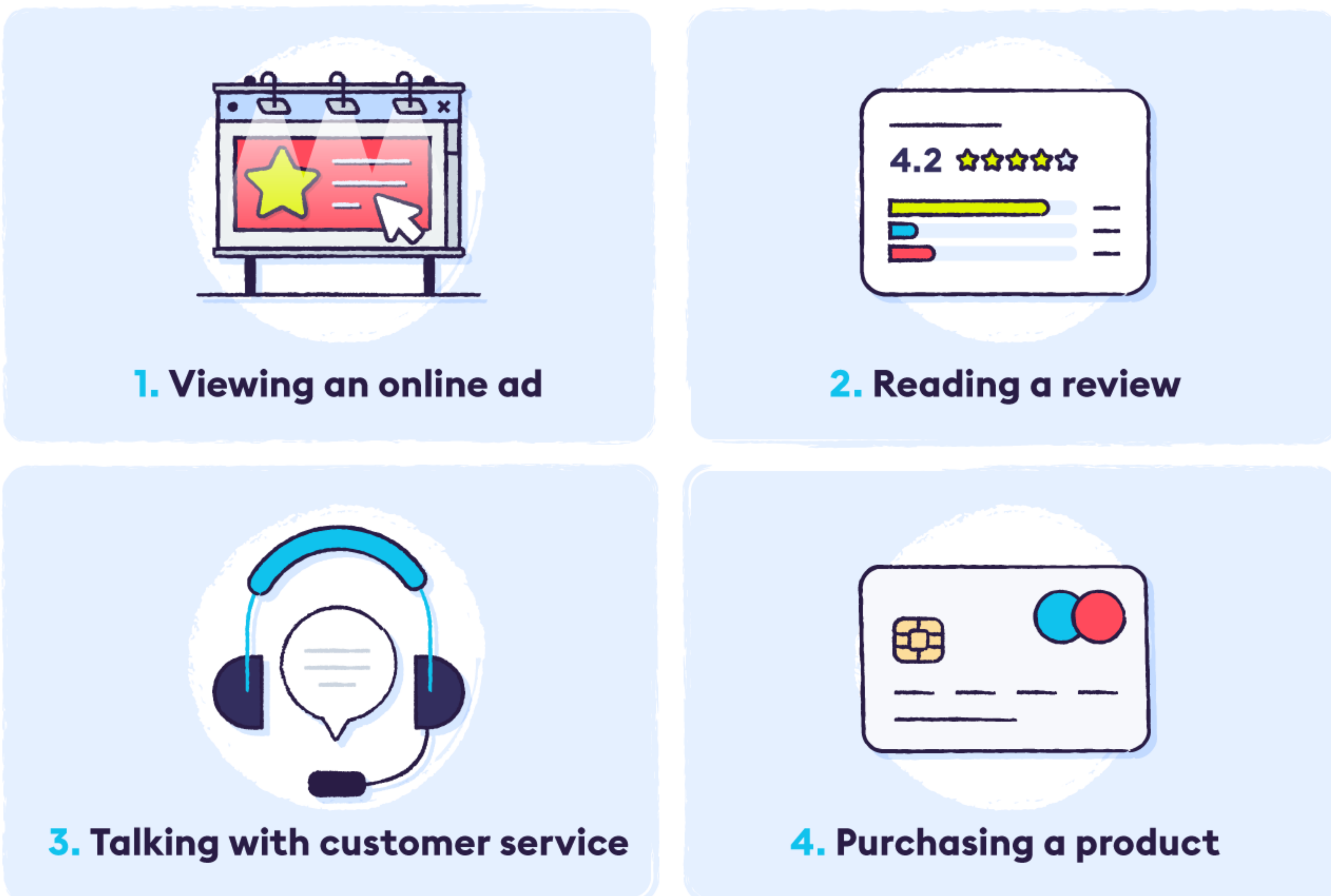
How Journey Maps Help Businesses Understand Customers

Using buyer personas (a semi-fictional representation of a type of customer based on market research and real customer data, as defined by Hubspot) you can track the path different customers take on the road to conversion and pinpoint failed or successful interactions. This ultimately helps you do things like:

- Allocate advertising budgets to channels that produce the most positive responses.
- Collaborate across teams to improve touchpoints that continuously produce a negative reaction.
- Retain and satisfy existing customers by improving customers' churn points.

What Are Customer "Touchpoints"?

Before we dive into creating your own customer journey map, it's important to cover the basic ideas behind these types of visualizations and why they're helpful for businesses.



Customer touchpoints are any interaction someone has with your brand. These could be awareness-based touchpoints, where a potential customer learns about your company for the first time through things like:

- Social media ads
- Print ads
- Reading an online review
- Finding your site through organic search

Or, touchpoints can be more direct interactions such as:

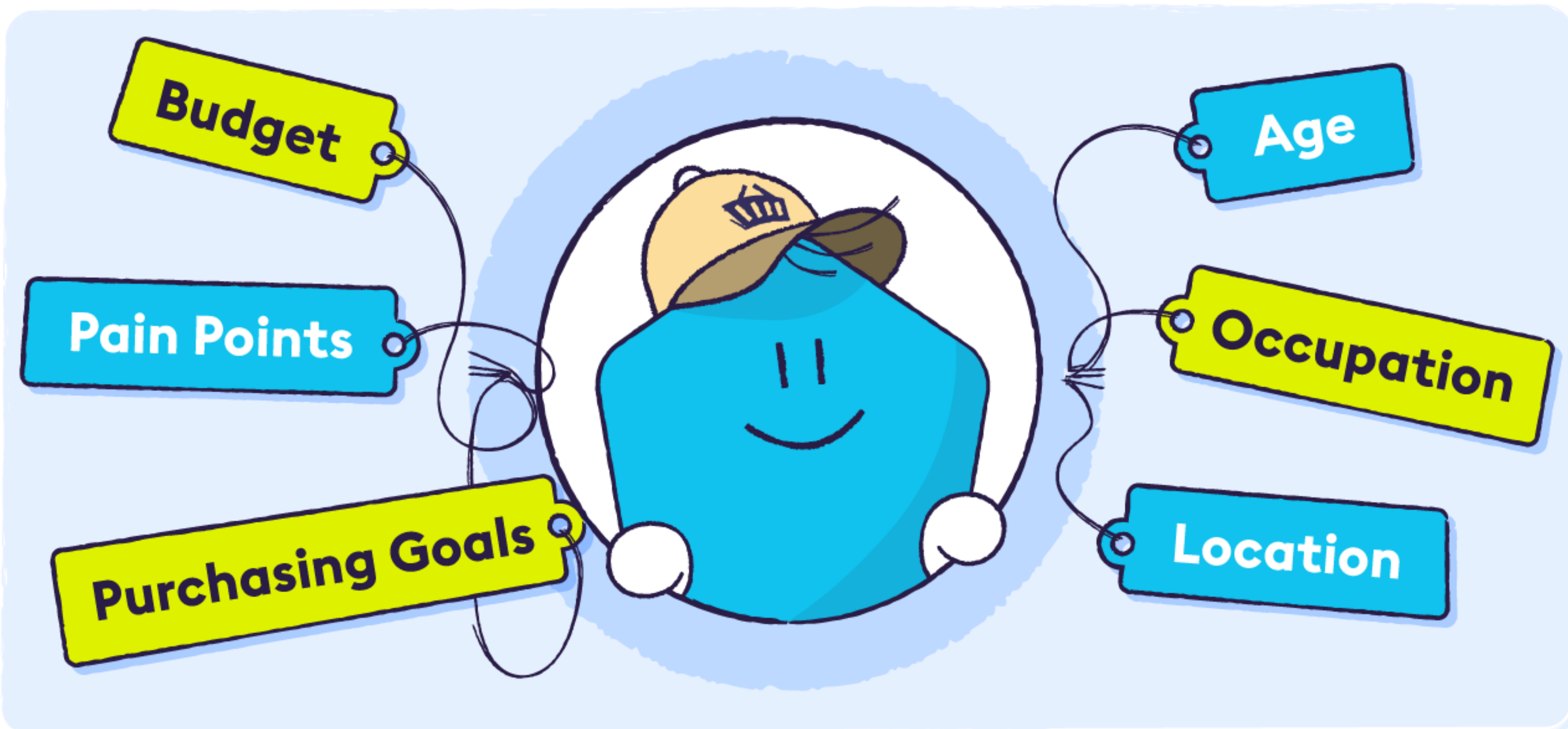
- Clicking a product and reading the description
- Adding a product to their shopping cart
- Making a call to your customer service center
- Signing up for an email newsletter

Depending on the structure of your business, your customer journey map can cover just the main customer touchpoints on your buyer journey, or it can encompass any small interaction that can occur as well. Your ability to create a broad or detailed customer journey map will also depend on the customer data available to you.

Section 2: How to Create a Customer Journey Map in 7 Steps

Though there are many customer journey map templates available online (including ours at www.chattermill.com/templates/customer-journey-map) it's still good to understand the fundamental ideas behind how these maps are created so you can learn to customize each to suit your needs.

Step 1: Determine Target Personas



Each customer journey map is meant to demonstrate just one segment of your customer base, so it should be built specifically for each persona. Many businesses already have personas built for other purposes such as targeted ad campaigns, but if you haven't, they aren't too hard to construct. Utilizing your existing user data, create mock

- Demographic data (age, gender, location, etc.)
- How they first learned about your company
- Their budget
- What their goals are when purchasing from you
- What's most important to them when buying
- Pain points that your company either does or could address

Then, decide which persona you're going to target for this iteration of your customer journey map. For example, you could focus on the "tech-forward business executive" or the "Millennial startup owner," whichever customer type you want to learn more about and improve the customer experience for.

Step 2: Define Your Customer Touchpoints, Actions, and Reactions

Once you've decided on your target persona, the next step is to define the customer touchpoints you want to track. As we talked about earlier, customer journey maps can be used to paint a broad picture of the buyer journey or track every little interaction possible. It's up to you to determine what the most useful route will be for your project and where you want to focus your efforts.

It can be helpful at this step to list out every touchpoint you can think of, and then narrow down as needed. You'll likely need to collaborate across teams to make sure you're covering every type of customer interaction.

When you have your list of touchpoints compiled, it's then easy to construct a corresponding list of customer actions.

For example, if the touchpoint is “reads online review,” then the logical action would be “searches for company/ product online.”

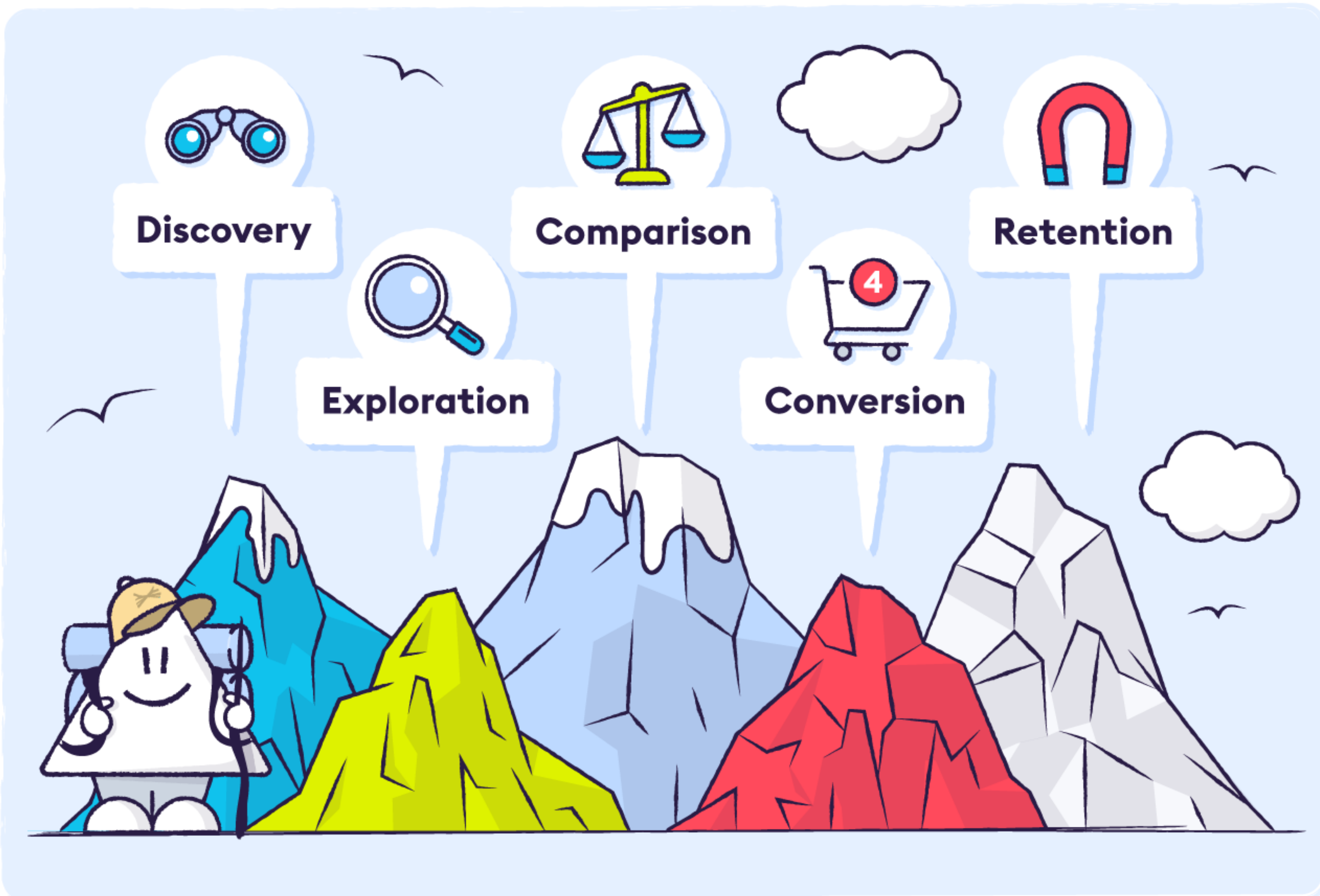
After that, the next touchpoint would be “homepage/ landing page” and the action would be “reads about product details.” You can see how building your customer journey map becomes easier once you get started.

In addition to touchpoints and actions, the third metric you will need to track in your journey map is customer reactions. These can be as basic as “positive and negative,” or be broken down further into numerical scales or other ratings. Customers take each action based on their reaction to the previous touchpoint. For example, a progression could look something like:

Touchpoint: targeted ad, Reaction: positive, Action: clicks ad > Touchpoint: ad landing page, Reaction: neutral, Action: reviews additional competitor options

It’s important to track each of these points concurrently to understand where customer pain points come from.

Step 3: Break Customer Touchpoints Into Phases for Clear Execution



Once you have all of your touchpoints, actions, and reactions listed, put them in a logical order that follows the actual buyer journey. At this point, it can be helpful to break out the list into overall phases in order to get a clearer visualization of the process.

Again, these phases can be named whatever makes the most sense for your business. If you want to keep things general, you could follow a specific model, for example, the brand equity pyramid, and use the related phases of "brand salience," "brand meaning," "brand response," and "brand resonance."

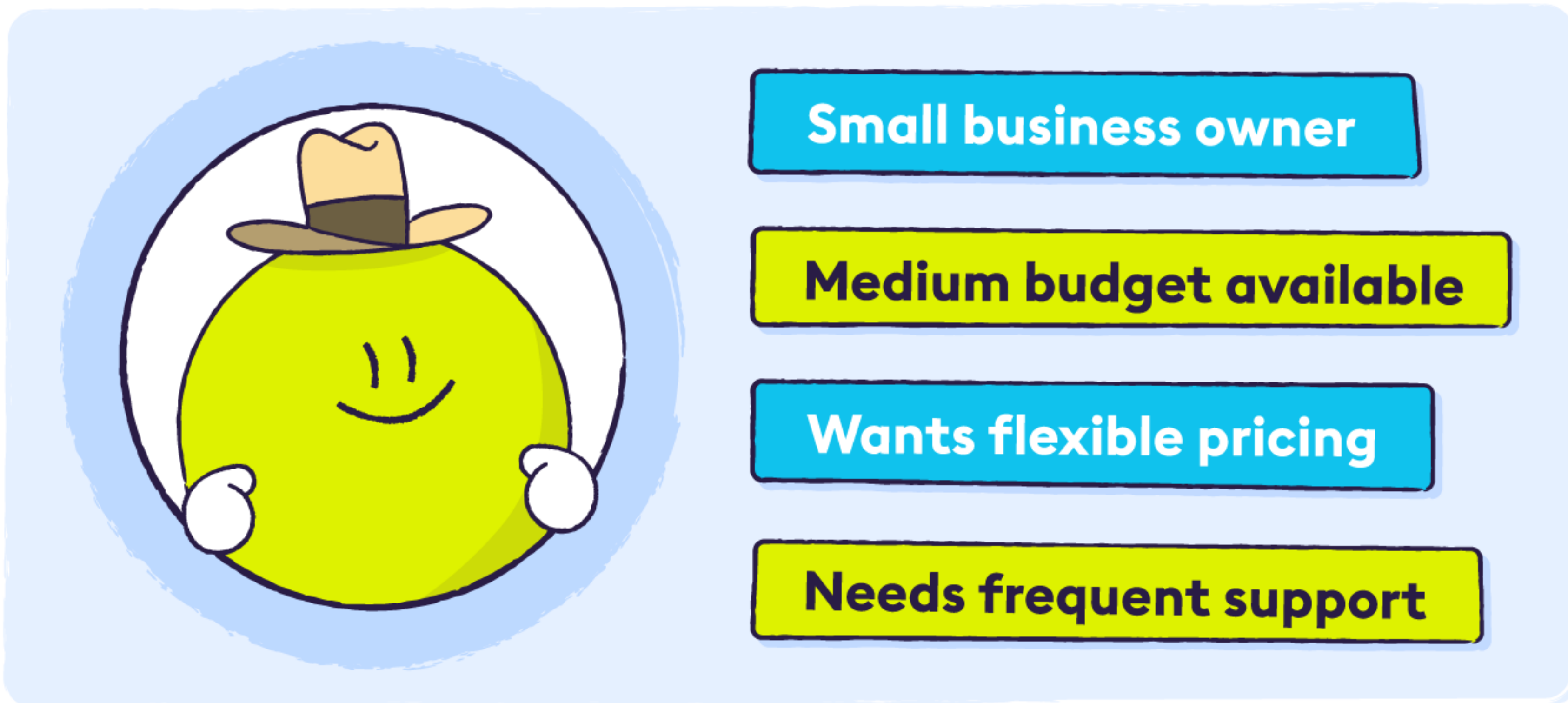
It may be more helpful to name your phases something more specific, however, so you could also structure the map into sections labeled “Discovery,” “Exploration,” “Comparison,” “Conversion,” and “Retention” in order to better represent the customer’s thought processes. Though this step is optional, it’s easier to look at a chart that is broken down into larger phases vs a timeline that just details every specific interaction.

Step 4: Test the Customer Journey Map

Now that you’ve established the basic structure of your map via touchpoints grouped into phases, you should have a few different people run through the map to make sure your model is sound. Put yourself into the shoes of your target persona and pretend you are going through each touchpoint as that type of customer.

At each point, stop and ask yourself “What would the customer do next?” The point of this exercise is just to ensure that you’re not leaving out any vital steps in the customer journey and that the map follows a logical progression.

Step 5: Complete the Customer Journey Map with Persona Data



Now that you've properly set up your customer journey map and tested it for any missing pieces, all that's left to do is fill in the persona data. From your persona creation process, you should already have a good understanding of each type's reasons for interacting with your business and what their specific pain points are.

Using customer feedback data, abandoned cart data, advertising data, page bounce rate data, and other sources of customer information, you can reconstruct what the typical buyer's journey looks like for this segment, including their unique actions and reactions at each step.

Step 6: Identify Areas for Improvement

The main purpose of creating customer journey maps is to display your data in a way that's easier to visualize than numbers in a spreadsheet. If you've displayed your persona data accurately, then it should be simple enough to determine where customers are dropping out of the buyer's journey. Look for places with negative reaction scores, especially scores that lead to customers bouncing from your site, and identify why this is.

At this point in your analysis, it can be helpful to add a new section to your customer journey map called something like "Pain Points," "Reaction Explanations," or simply "Why?" In this section, you can add notes or theories about why those negative reactions are occurring. Sometimes figuring out the issue can be a simple matter of walking through the buyer's journey yourself (perhaps you discover something like an ad pointing to an unrelated landing page) or running additional customer feedback surveys to gather more data about a particular touchpoint.

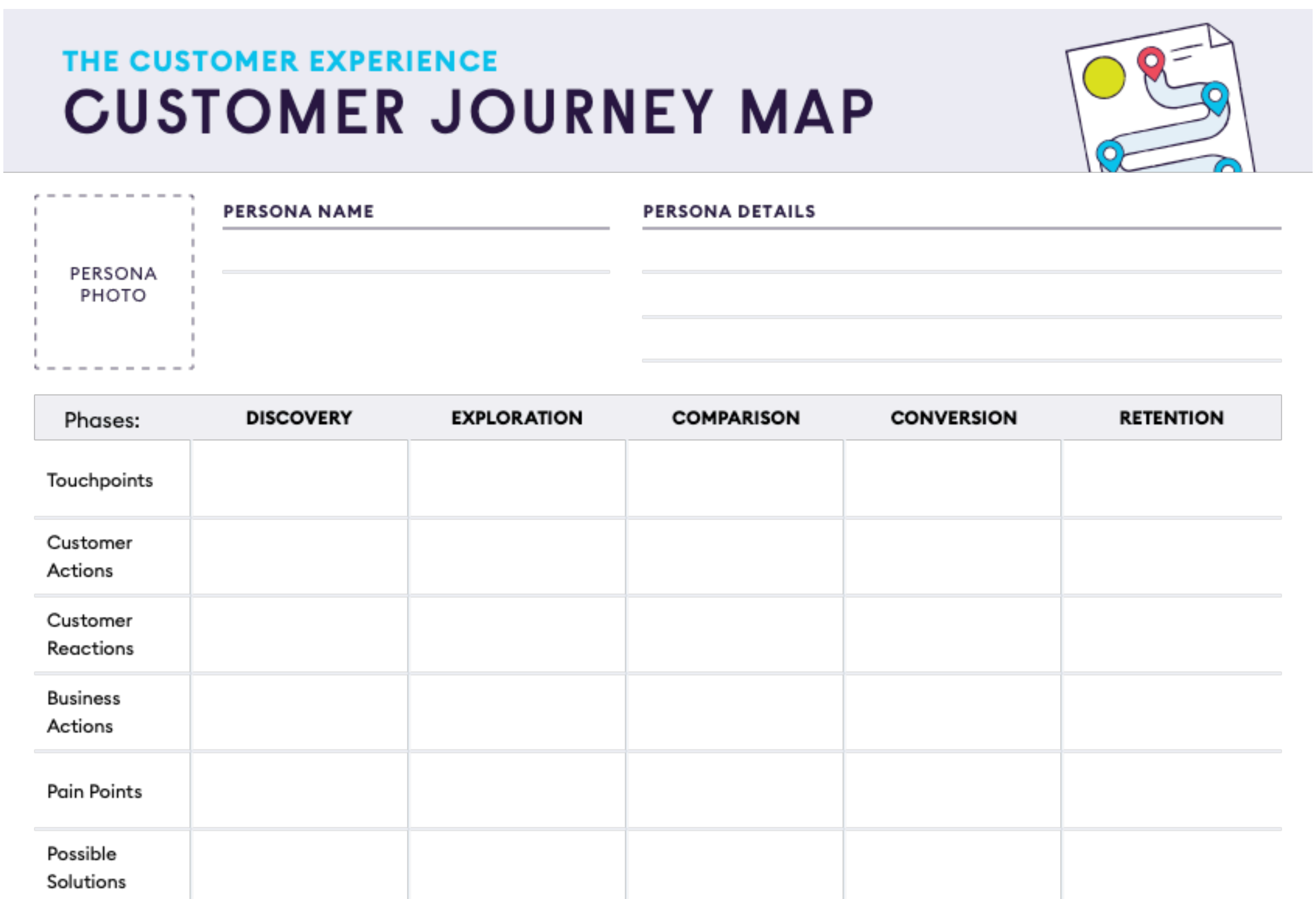
Step 7: Create a Corresponding "Business Actions" Map

Customer Action	Business Action
Submits email request for return assistance	Follows up within 1 day to help resolve issue
Purchases product for the first time	Sends a customer feedback survey a week later

Now that you've pinpointed steps on the customer journey that are causing negative reactions, you should be able to identify what your company needs to do to improve these interactions. However, when you aren't able to determine exactly what is causing these negative reactions, it's hard to know what to do to fix them. As mentioned, you can always run additional customer feedback surveys to try to shed some light on the issue, but you may be able to discover more immediate fixes by creating a "business actions" map that corresponds to your customer journey map.

While a customer journey map is structured from the customer's point of view, this reverse map would look at the same touchpoints and actions but from the business's point of view. For example, if a customer submits a return request, what actions does the returns team take in response? Having each step detailed like this helps you paint a more holistic picture of your business processes to find unexpected areas of customer friction where things may be slipping through the cracks.

Customer Journey Map Example


THE CUSTOMER EXPERIENCE

CUSTOMER JOURNEY MAP

PERSONA PHOTO

PERSONA NAME

PERSONA DETAILS

Phases:	DISCOVERY	EXPLORATION	COMPARISON	CONVERSION	RETENTION
Touchpoints					
Customer Actions					
Customer Reactions					
Business Actions					
Pain Points					
Possible Solutions					

04.

How To Make CX Everyone's Job

It's not so easy anymore to grab a coffee and discuss with the support team what customers liked, what they found confusing and what annoys them. Even worse, you may lose access to customer feedback data. Over time data becomes siloed in different systems and tools and threading together the disparate sources of feedback becomes excruciatingly painful.

Section 1: Problem: How to go from data rich to action rich

As you scale, embedding customer insights into your decision making can become a full time job.

Communication between team members was easy when you could all huddle together around a small table, calling customers and sharing information at the end of the day. Still, as you hire and grow your team, that strategy won't scale.

As you expand into new markets and territories, it gets tough to keep everyone in the loop on customer feedback. You might get thousands of customer responses a month, and you'll have many more team members working in different departments who may need access to customer insights daily.

A dangerous situation emerges where customer needs and wants can get lost, and a clear vision of the biggest challenge to improving customer experience within your business can fade away over time.

However, it's not all doom and gloom. You can get around this problem by focusing on what we like to call the democratization of customer experience insights. This might sound counterintuitive, but the goal of democratizing CX insights is to sound like a broken record... It's critical to share findings as widely as possible and repeatedly. Below we outline our 6 principles to embed into your organization on getting the voice of customers heard across the organization.

Section 2: Data Rich to Action Rich 🚀

Know your audience

Just as a marketer might create a customer persona to understand their audience, you need to prepare your insights differently for each team. For example, some teams will want more granular detail and be better engaged in spreadsheets, and other teams might want two bullet points highlighting key findings.

Start by gathering feedback from internal stakeholders and gain a deeper understanding of the metrics that matter to them. Remember, their goals and their interests will be heavily aligned and bespoke to their function. If you can create dashboards excluding data that isn't pertinent to their day to day objectives, you can capture the attention of your co-workers.

Store Globally & Accessibly

People shouldn't need to think or ask where can I find information about the customer experience. They should be able to grab insights on the fly to aid a project, team meeting or product feature design on a globally accessible platform.

It should be as simple as a few clicks to view key CX metrics across different markets and customer segmentation. The way to facilitate a setup that empowers workers to do so is to have a one-stop shop for all customer experience insights.

With the right platform, you can remove the headache of creating reports that often involves searching for pockets of insights located in different tools. You may find yourself exporting multiple datasets as CSV files then glueing them together to give a holistic view of customers.

The more scalable system is to centralize your insights into one platform that has a direct integration to connect your favourite tools to set up a dashboard streaming continuous real-time customer feedback data. Crucially you can define the critical problems for your business. Even better, make custom dashboards for each section of the customer journey.

Connecting dots

Not everyone in the organization will have a big picture view of what is happening in the business. It's your job to be the quarterback or point guard and connect the dots between different pieces of information. But it's also about connecting people and interests to foster CX collaboration across the organization.

If you're talking to a product squad and you know they're working on a particular area on the onboarding journey you might also know that the success team is also working on a similar problem.

You may suspect that they're not talking to each other, so you need to make sure they're connecting up and sharing insights. You might have NPS data that is applicable to them that sheds light on reasons why customers don't complete the onboarding process.

Democratize Insight Generation

It's not enough to generate insights well in one team, that's a great start, but that means you're about to embark on your next journey on scaling CX. The next stage is about making sure all teams are capable of sourcing insights well across the entire organization.

They need to have the tools and know-how to crunch the data and create their own charts and dashboards to generate insights and essentially democratize insight generation. It also had the added benefit of more insight circling back round to wider org if they're stored in a globally accessible platform. It's a game-changer for your team and business because it means insights get a whole lot closer to the action.

Build into various functional KPI's

You also need to consider how you can build your KPIs into different functional areas of the business. Whatever metric you use to measure CX, maybe it's CSAT, Net Sentiment or NPS it's critical you get that metric as a company-wide KPI to work towards instead of sitting in one team alone.

A famous example of a company trialling this is Transferwise who don't net promoter score (NPS) on a single team's KPI map since all the other branches impact the customer's NPS anyway.

Convert data & insights into action

The last principle is less about a set of actions and more about mindset. Too many times, people fall in love with a great set of data or how interesting some insights are and don't think about the next steps. What action does it take to change that or how are we going to capitalize on that key learning. You need to build that thought process into your way of working.

Section 3: Sharing Insights Across The Company

Below we've added a few extra tips on how you can share insights shared across the organisation.

Slack Integrations

If your team is anything like ours, you're in Slack a lot. At Chattermill, almost all of our internal communication happens in Slack, and it's even one of our preferred methods to speak to customers.

Which is why when thinking about how to help teams share and discuss insights from their customer experience data, Slack is one of the first places that comes to mind.

Lots of you have likely taken screenshots and pasted them into Slack channels to spark further discussion with your teammates - not exactly an ideal workflow.

Firstly, screenshots will see your desktop turn into a monstrosity, the digital equivalent of locating a needle in a haystack. A far cry from the visual serenity Steve Jobs and Apple intended the desktop to be. Secondly, the workflow is reactive rather than proactive. You have to dig into the data to pull insights. You only have a limited amount of time each day to surface insights on different projects and segments of the business.

You should make sure the platform you use to monitor CX data has taken advantage of Slack's APIs to help make some beneficial alerts and notifications for you and your colleagues.

Using Chattermill when a pattern emerges in your data and meets specific criteria, you will receive a notification via Slack automatically. For example, this could be when a customer has asked for further contact or has given you a particularly low NPS score. Or when NPS has reached a particular milestone that should be celebrated.

Host Internal Events

At times in your work life, you may have been frustrated that people don’t quite understand the work you do or the impact and benefits it has for your teammates.

At Chattermill every week we have a breakfast and learn session where employees from different teams present and educate the broader company on their area of expertise. Topics could range from the Product team discussing agile methodology, the Deep Learning team discussing the latest developments in AI or Marketing sharing tips and strategies on how they plan to grow the customer base.

Why not organise one for CX and Data? It’s an excellent opportunity to educate the broader organisation on the work you do, the challenges you face, the problems you solve and plans for the future to get everyone pumped and excited about the impact you have at the company.

You may find yourself with new fans and fewer blockers in the organisation to help get projects over the line. More engaging conversations during breaks and new ideas to help turn your insights into action.

Email Digest

People still have time for high-quality content in their inbox. Everyone in an organization checks their inbox regularly at all levels from the intern to the CEO.

We live in a world of information overload and shortening attention spans, and you might be surprised at the positive response you receive by sharing easy to digest insights. A successful digest email can have impressive results on engagement. Good digest emails (a) summarize important information in a way that makes it very easy for a reader to get value, and (b) delivers it right to...their inbox (where they are already spending most of their time).

For instance, take LinkedIn Daily Update Digest - one of the most successful digest emails ever – it has been essential for driving LinkedIn's engagement and growth. If there were an engagement email Hall-of-Fame, this would be the first inductee!

It's safe to say that LinkedIn wouldn't have driven nearly the participation and engagement it has without this email. Maybe you can take inspiration and set up your own weekly internal CX insight digest email? Treat it as an experiment if it doesn't quite work out then move on and try something else.

05.

Building A Customer Centric Culture

One 1/3 of all CX pros surveyed by Forrester cite a lack of a customer-centric culture as their biggest obstacle to transforming the customer experience.

For the brands that succeed in creating a customer-centric culture, they understand that it's important to build out initiatives that connect employees with the customer. What this means is that from the day somebody joins they partake in a range of programs to ensure they develop a deep empathy with the customer.

Section 1: What is a Customer-Centric Culture?

Why do some brands push for customer-centricity to be at the heart of everything they do but for other brands they let it fall by the wayside?

To give you some inspiration we've broken down the strategy of two brands that have built and scaled a customer centric culture to supercharge their growth.

The two cases we will look deeply at are Zappos and Zoom Communications; two companies that, for better or for worse, have been changing the world we live in. Their obsessiveness with the customer experience has propelled them to levels of success seldom seen by businesses.

We can all learn volumes about how they crafted the perfect customer-centric culture so that we as well can put customers first and earn their loyalty as these superpowers have. It's not at all out of our reach. We just need to reverse-engineer the correct process and apply it. And then, stick to it. Simple but not easy - but we're here to help!

Without further ado, meet brand number one: Zappos.

Section 2: How Zappos WOWs Customers

Zappos has built a brand powered by customer experience. Back in 1999, Tony Hsieh and a small team of internet entrepreneurs had the vision to deliver happiness to customers and provide the very best customer service.

It may be hard to believe that an upstart company purchasing shoes from brick and mortar stores, and then turning around to sell them online, has become a mainstay in online retail. But that's exactly what Zappos has done.

Today they are worth billions of dollars, and have become one of the most recognizable brands in the world.

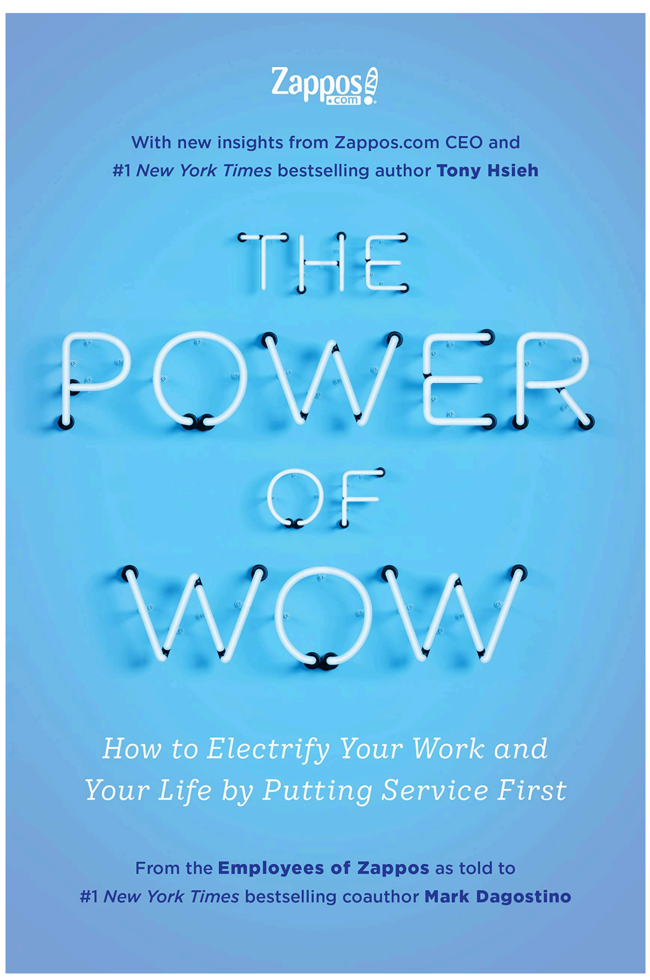
By 2009 Zappos had grown revenue to over $1 billion in gross merchandise sales. Jeff Bezos and Amazon were such big admirers of their culture, operating model and dedication to customer experience, they acquired the business for $1.2bn. What's even more unique is that Amazon let Zappos operate under their own brand, keep the same management team, and retain its staff.

Below we've listed some of the actions Zappos takes to ensure they maintained a customer centric culture.

Culture Book

Zappos releases a culture book every year. A culture book is a powerful way to focus the company on the core values. The original idea for the book was simple. They would ask each employee to write in a few paragraphs, the answer to the question: What does Zappos culture mean to you? Craziest part is that they would leave it completely unedited.

It acts as a medium for the employees to freely express themselves, and a way everyone can get a pulse of where the company's culture and core values stand. Above all, because the company believes culture is an essential part of the business, it has become the brand book.



Zappos Core Values

Tony Hsieh (CEO of Zappos) reached out to all Zappos employees, asking for their input on core values. Thirty-seven beliefs were refined, and on February 14, 2006,

Zappos' 10 core values were born.

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative, and Open Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships with Communication
7. Build a Positive Team and Family Spirit
8. Do More with Less
9. Be Passionate and Determined
10. Be Humble

Those values are set up to reflect everything Zappos does, including how they interact with customers, how they interact with each other, how they interact with vendors and business partners.

Dual Interview Process

At Zappos, they believe if you get culture right, most of the things - like great customer service, or building a great brand will happen naturally on its own. So how do you maintain the culture that you want as you grow? It starts with a great hiring process.

Zappos provides potential employees with two sets of interviews.

The first interview is looking for technical ability and relevant experience, etc. But that's followed by a second interview based purely on cultural fit. Candidates have to pass both sets of meetings to be hired.

"We've actually said no to a lot of very talented people that we know can make an immediate impact on our top or bottom line. But because we felt they weren't a culture fit, we were willing to sacrifice the short term benefits to protect our culture (and therefore our brand) for the long term." - Tony Hsieh, CEO @ Zappos

New Hire Bootcamp

Zappos designed a 4 week program, in which they go over company history, the importance of customer service, and the long term vision of the company. They're even on the phone for two weeks in the call centre, taking calls from customers. Keeping very much in tune with the belief that customer service shouldn't just be about the department, it should be the entire company.

But what's even more unique about the training course is that after the first week they make an offer to the class. Not an offer to skip the course, or take some additional holiday. They offer everyone $2,000 to quit. Yes you read that correctly.

“We make sure that employees are here for more than just a paycheck. We want employees that believe in our long term vision, and want to be part of our culture. As it turns out, on average, less than 1% of people end up taking the offer.” - Tony Hseih, CEO @ Zappos

Section 3: Zooming in on Zoom

Since their founding in 2011, the platform has been used to conduct tens of billions of meeting minutes. It’s clear a lot of teams are seeing value in the product. They’ve turned that high product usage into some serious revenue growth.

They now have thousands of customers. Ranging from huge enterprises to small businesses.
Revenue has grown from $60.8 million in 2017 to $151.5 million in 2018 and $330.5 million in 2019, that’s revenue growth of 149% and 118% in 2018 and 2019!!

By all measures, Zoom has become a hyper-growth company. They’re a unicorn, have thousands of customers and have joined the likes of Slack and Dropbox as success stories in the software productivity space.

Culture & Leadership: Customer Experience Is Ingrained In Zoom's DNA

Behind any great company that is growing a base of happy customers are an awesome team and great company culture. To Zoom if they cannot make the customer happy, nothing will matter.

Eric Yuan (current CEO of Zoom.us) measures success differently than most. Eric was an early employee at WebEx that was acquired for $3.2 billion. For most people, this would be a dream outcome, a massive exit, and an opportunity to sail off into the sunset.

But for Eric, he was frustrated, whenever he spoke to a WebEx customer they'd have nothing positive to say about the product experience. He knew that the product was outdated and delivered a below-par experience.

"Because even with 14 years of hard work on [the product], I did not see a single happy customer. Every day, I was not happy. My engineers were not happy. Every day, it just felt like, 'Oh my God, what happened?!?'" - Eric Yuan

Eric soon left WebEx with a point to prove to his customers, he knew he could deliver an experience that would help their lives. Inspired by his goals, 40 engineers followed him on a journey that would change their lives forever.

“From the moment we founded Zoom, our main focus has been to provide a cloud video communications solution that would make customers happy. That focus has continued to guide all our innovations, partnerships, and other initiatives. The fantastic growth we’re experiencing and the many industry accolades we’ve received can all be attributed to having satisfied customers that enjoy using our platform.”

Value Statements

If you read Zoom's SEC filings before their IPO, you can see in the document that Zoom believes its competitive strength is customer happiness. The word 'customer' and 'happiness' is used over 100 times!

"Our culture of delivering happiness drives our mission, vision and values and is fundamental to everything we do at Zoom:

- Mission: Our mission is to make video communications frictionless.
- Vision: Our vision is to empower people to accomplish more through video communications.
- Values: We care for our community, our customers, our company, our teammates and ourselves."

Simple Customer Strategy

Eric Yuan breaks down Zoom’s customer centric strategy into 3 simple processes.

Step 1: Make Sure The Product Works

Zoom isn't interested in the user having an 'acceptable' experience they only care about creating great ones. Every customer at Zoom has to like the product. There must be continuity in the customer experience across all platforms, whether it's IOS or desktop, or different support channels and devices.

"Every day, Zoom speaks to customers and also looks at internal processes to try and understand how they can improve from an end-user perspective." - Eric Yuan

To measure how they're doing Zoom uses NPS to understand what customers think about their product experience. Zoom then reaps the benefits when customers share great stories about their experiences bringing in more customers through word of mouth.

Zoom now has close to 1 million followers on Twitter and 60,000 on LinkedIn. That's a huge audience of happy customers spreading the word about Zoom.

Step 2: Frictional Experience

Zoom has a maniacal focus on making every experience frictionless for the customer. Everything needs to be very simple and very easy. They make cancellation very easy, they offer support quickly, they make the onboarding process a breeze.

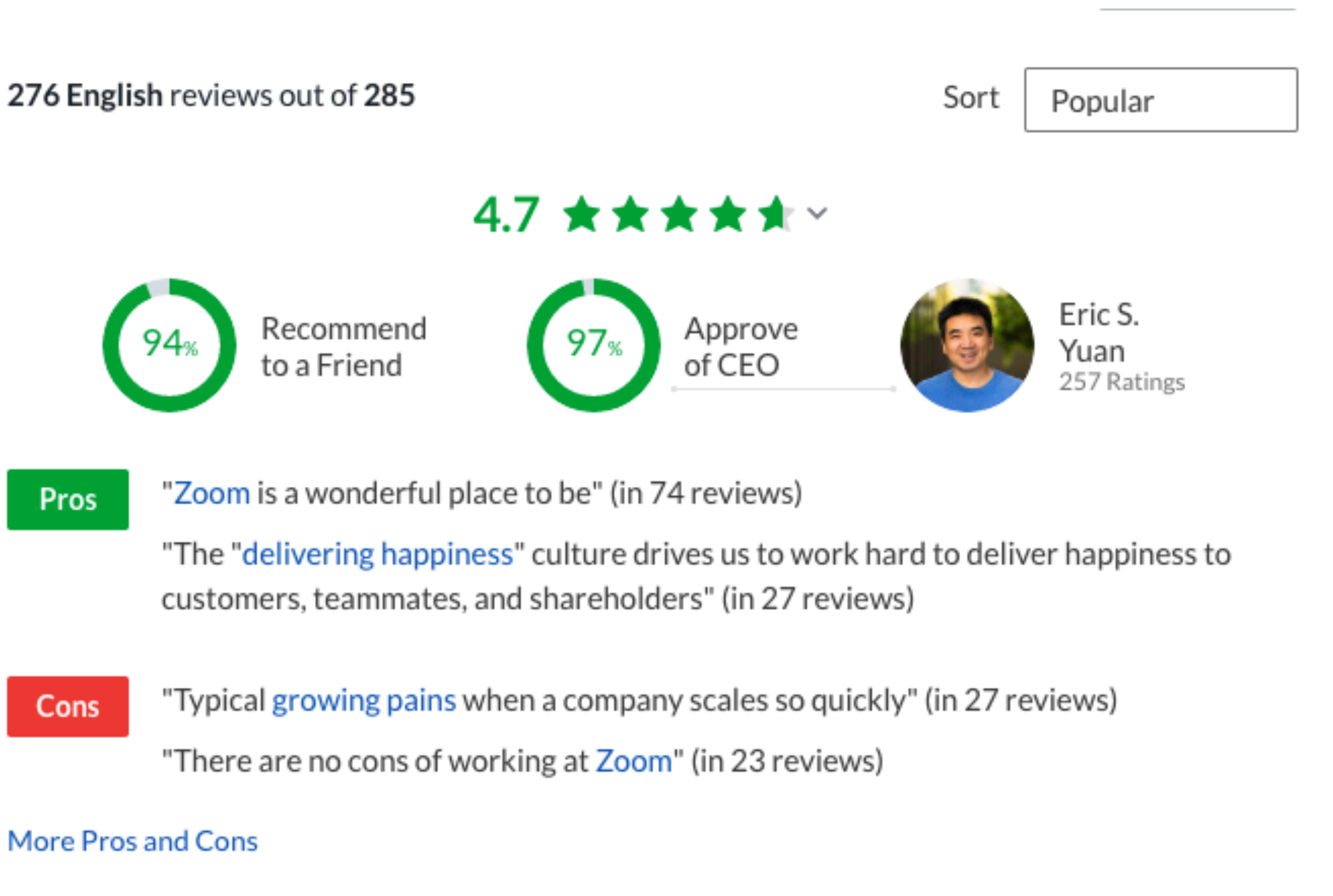
At a user level, it is essential that whether you're on desktop, mobile, web app the experience is very intuitive. From the moment you first install Zoom, it's effortless to set up, and they make sure each product isn't siloed from one another but sync up and interoperate with one another.

No matter how small or large the customer account is, they offer 24/7/365 support through live chat, phone and video. For the 90 days ended January 31, 2019, Zoom's customer support team had a customer satisfaction score (CSAT) of over 90%.

Step 3: Focus on Employee Experience

They make sure their employees are happy, self-motivated and driven to learn. What does this have to do with CX you might be wondering? The connection may not be so apparent. They care because Zoom wants to make sure every interaction between their employees and the customer – say like support, a customer success manager, engineers, our product managers – every interaction between our company and the customers, they enjoy it.

A motivated and happy workforce can be an unstoppable force when their energy can be channelled in the right direction.



To sum it up, Product, Process and People are the three cornerstones of Zoom's CX strategy.

The Result? The happiness Zoom bring's is recognized by customers and industry analysts alike.

In 2018, the average customer Net Promoter Score (NPS) was over 70.

Gartner has named Zoom a Leader in its Magic Quadrant for Meeting Solutions based on our "ability to execute" and "completeness of vision."

Zoom also has consistently high scores across customer review sites, including Gartner Peer Insights, TrustRadius and G2 Crowd.

Zoom has been recognized as a 2018 Gartner Peer Insights Customers' Choice for Meeting Solutions (Web Conferencing).

G2 Crowd recognized Zoom as the leading pacesetter in the industry in its 2018 Momentum Grid of Video Conferencing.

06.

KPIs & Metrics

Every business needs a north star. That north star guides you to your objectives, prioritizing your workflows and directing your team to what moves the needle the most.

When it comes to successfully scaling CX, every business must decide on and align all their teams around the same correct KPIs and metrics. The right metrics are always those that put the customer at the center of all decision-making.

Section 1: Why Focus on Metrics

The right metrics should:

1) Give your organisation clarity and alignment on what teams need to be optimising for and what can be traded off; and

2) Communicate the organisations' impact and progress to the rest of the company - resulting in more support and acceleration of strategic product initiatives.

Most importantly, it holds every team accountable to the same outcome, which should be the overall priority for the organisation.

How do the right KPIs lead to success?

Many organisations measure the success of their teams by how much they ship. There are two inherent flaws in that mode of thinking:

1) Effort in and of itself doesn't always correlate with impact; and, perhaps more importantly,

2) The first principles of business begin with the customer, not with the product.

The foundation of any kind of business are its customers. Therefore, any analytical or production-oriented endeavor must begin with the customer experience. Customers are what matters - anytime, anywhere. That's how you truly measure overall business impact. Finding out if and how happy your customers are is the best measure of success.

So, companies must first find out what the best way of getting in touch, listening and understanding their customers is, so that they can then move on to building the desired products and services that the market is missing and yearning for.

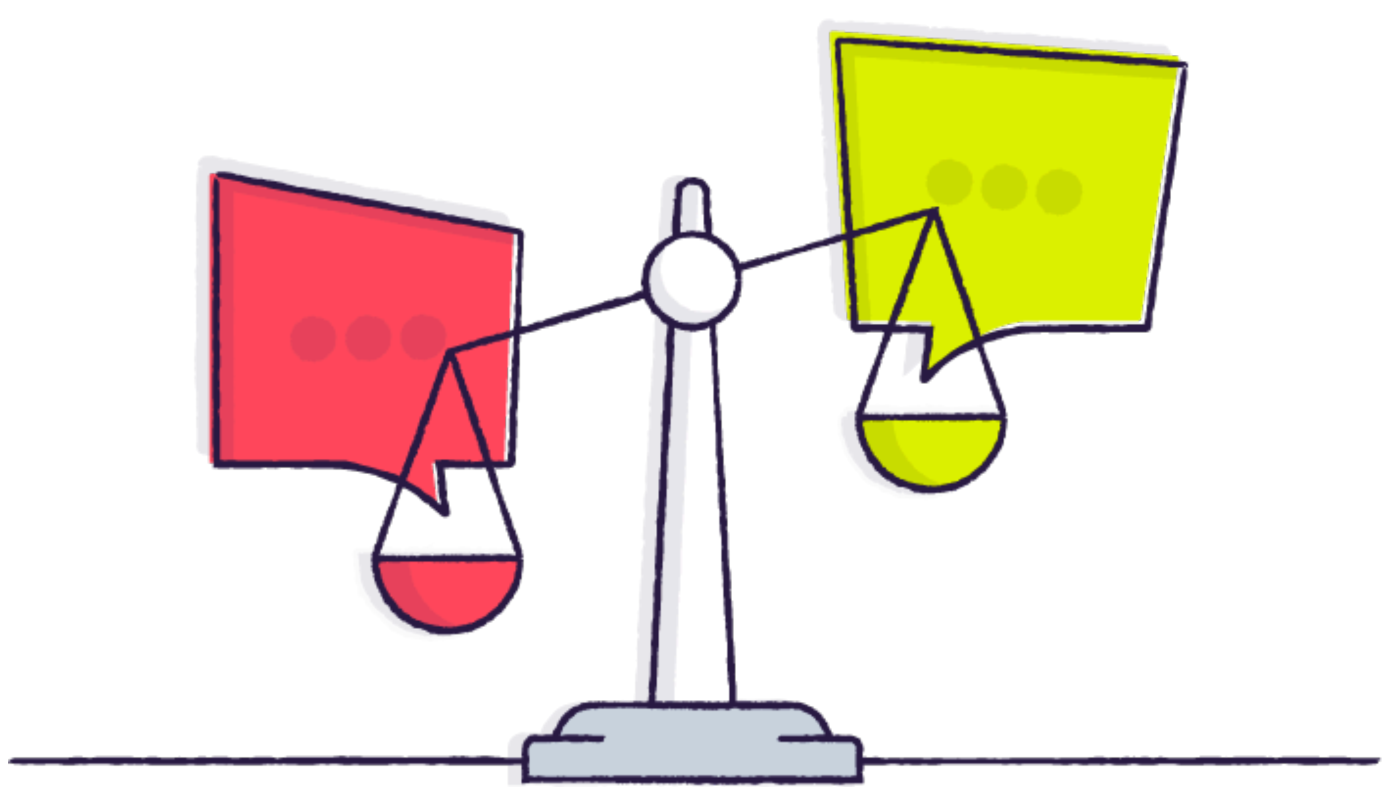
Naturally, this process is complex and overwhelming. It's easy for businesses to lose track of the priority - their customers - when they have to deal with internal issues, competitive dynamics, and other exogenous factors like Covid, as we're all experiencing today.

That's where a data-driven culture centered around the right metric(s) can guide you to equanimity, resulting in superior decision-making. The right KPIs will force all the teams within your firm to crystallise a complex and ambitious vision into consistent strategy for your business. iness' relationship with your customer base.

In case we haven't said it enough: remember the first principles of business success - customers are the one who buy your products/services. It would be foolish to not put them at the center of every decision.

But what metric should companies focus on? Well, every company is their own organism, however, as we've concluded, the common denominator is the customer.

Therefore, every team in every company should have clear objectives that take into consideration customer-oriented metrics, like CSAT or NPS. Customers are at the center of any form of business success, so the key metric(s) that your company should follow, should be one that is CX focused in order to truly reflect the health of your business' relationship with your customer base.



Section 2: What do KPIs accomplish?

As the great management thinker Peter Drucker is often quoted as saying, "If you can't measure it, you can't improve it." It's crucial you measure what matters.

But what does “measuring” even mean? At Chattermill, efficient measuring requires teams to:

Track and analyse what happens when customers interact with their brand, how customers perceive those interactions, and what customers do as a result.

Communicate CX metrics with actionable insights to employees and partners.

As a company grows, teams often begin pulling in different directions. There can be a lot of ambiguity about which direction to take. By measuring what matters and keeping track of the couple metrics that matter the most, teams can begin strategizing on the different inputs that will help them reach their goals. They can much more easily discard things that won’t help. When this metric is working, it’s a guiding light for all team members. It provides a clear goal that everyone can work toward.

Ultimately, this key metric should become a rallying story for all the teams within the organisation; it should represent a focal point, linked to the customer that will ultimately direct your efforts to the areas that your customer base cares the most, allowing your whole firm to save less time on efforts that don't move the needle that much and rather, optimize for the perfect customer experience.

Your team needs to be working in the same direction in order to effect meaningful change. Your CX-centered North Star Metric should be easy to understand, actionable, and must capture the relationship between your business' development and how customers are responding to it.

Section 3: What are the correct metrics?

Purpose

The right customer-centric North Star Metric to scaling CX should bridge the gap between your teams' intentions and the reality of what customers want and how they're feeling.

From our studies and observations, this are usually achieved by combining quantitive with qualitative assessment, which allows businesses to:

1) Measure customer value;
2) represent the current CX strategy; and
3) be a leading indicator of customer satisfaction.

Top 10 Metrics to Understand and Choose From:

Below are the ten most important metrics used by top companies in understanding how their customers are responding to their business so that they can sustainably scale CX:

1. Net Promoter Score (NPS)

Definition: Net Promoter Score is a newer school of thought when it comes to measuring customer satisfaction, though its popularity has surged in the last decade and a half since its inception. NPS is specifically concerned with customer loyalty to a brand.

How it Works: NPS is measured on a scale of -100 to 100, with positive 100 being the best possible score. Customer data is gathered using a specific NPS survey, with the question "How likely is it that you would recommend COMPANY/ PRODUCT to a friend or colleague?" Respondents are asked to give an answer to this question between 0 (not at all likely) and 10 (extremely likely).

Responses are then categorized into three sections:

Detractors (responses 0-6): These are people who are not loyal to your company
Passives (responses 7-8): These are people who are satisfied but not necessarily loyal
Promoters (responses 9-10): These are people who are extremely satisfied, highly loyal to your company, and likely to recommend you to others

To calculate your NPS, simply subtract the percentage of Detractor responses from the percentage of Promoter responses to get a number between -100 and 100. For example, 50% Promoter responses - 20% Detractor responses = an NPS of 30. You don't have to do anything with the remaining 30% of Passive responses.

Pros and Cons:

- Pros: Easy to use, studies have shown it correlates to revenue growth

- Cons: Narrowed focus doesn't give the full story on customer satisfaction

2. Customer Satisfaction Score (CSAT)

Definition: Unsurprisingly, CSAT remains one of the most widely-used customer satisfaction metrics. Once again, this data is gathered using a specific question in a customer feedback survey, such as “How satisfied are you with your experience?” Respondents typically answer this question on a scale of 1-5 or 1-10.

How it Works: CSAT is calculated as an overall percentage out of 100. Once you decide on your specific survey question and have gathered your responses, you simply divide to find the percentage of positive respondents. For a scale of 1-5, you’ll want to take just the 4 and 5 responses, and for 1-10 just the 8, 9, and 10 responses. For example, 120 positive responses/200 total responses = 0.6, or 60% CSAT.

Pros and Cons:

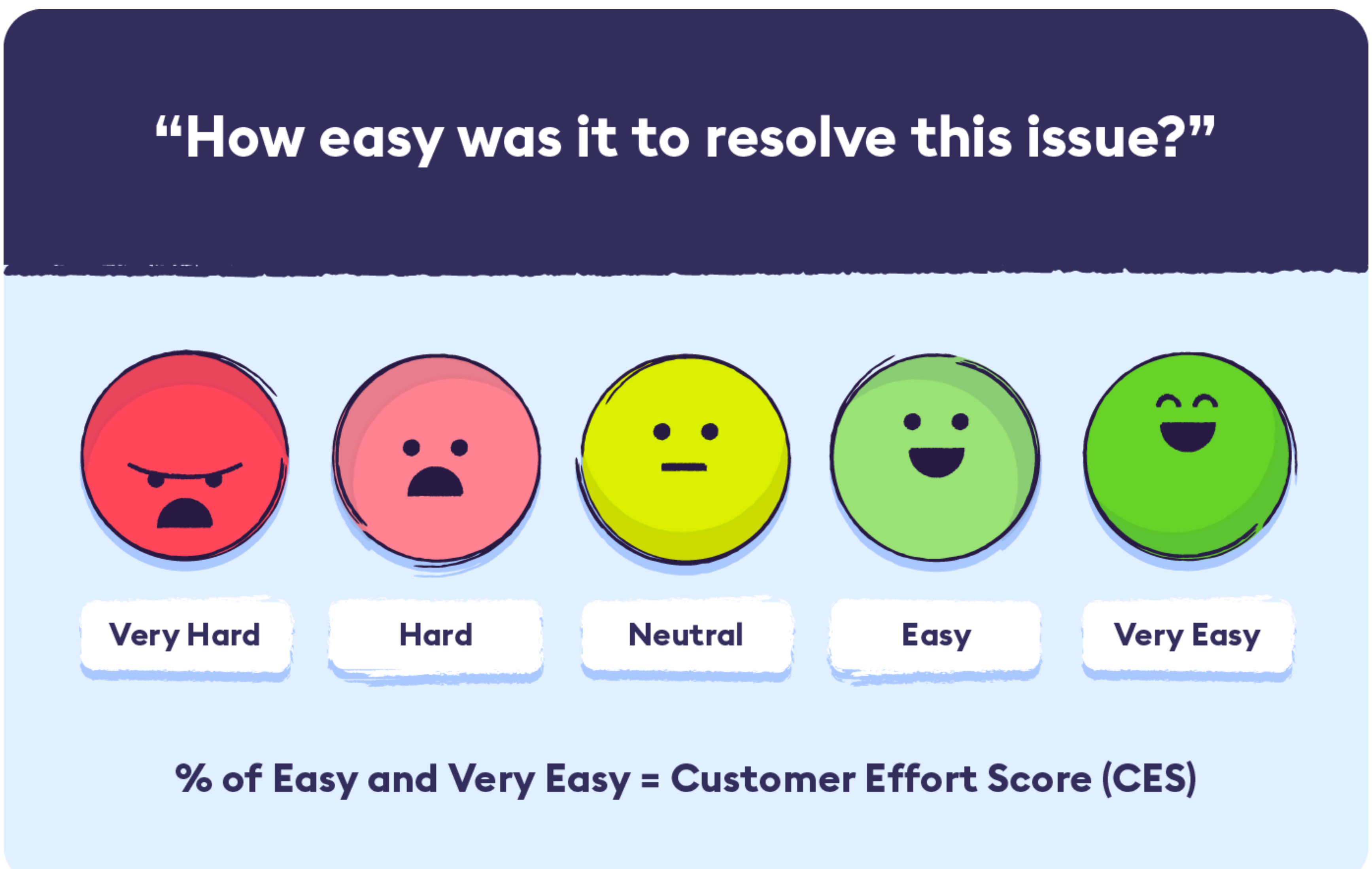
- Pro: Short and easy for customers to complete, easily adaptable to measure different products or services

- Cons: High potential for response bias, leading to skewed data

3. Customer Effort Score (CES)

Definition: CES measures how much effort a customer had to put in to interact with your brand, product, or service. Examples include working with a customer service rep to resolve an issue or setting up newly purchased software. CES has become increasingly popular in the last decade as a way to specifically measure customer loyalty, similar to NPS.

How it Works: Once again, CES is best measured through customer feedback surveys. These types of questions typically look something like "How easy was it to interact with COMPANY/PRODUCT?" or "How easy was it to resolve this issue?" Respondents are asked to answer on a scale of "very difficult" to "very easy."



Using the same method as CSAT above, you can calculate the percentage of “easy” and “very easy” responses, or perhaps more usefully, the percentage of “difficult” and “very difficult” responses to see where things need to be improved.

Pros and Cons:

- Pros: Easy to identify touchpoints that need improvement, strong direct correlation with conversions

- Cons: Doesn’t represent a customer’s holistic relationship with a brand

4. Customer Service Satisfaction (CSS)

Definition: As the name would imply, CSS measures how satisfied your customers are with the support provided by your customer service team. You can gather this data through a customer feedback survey, or, more typically through an automated message sent directly after a customer interacts with a representative.

How it Works: CSS can be easily calculated as a percentage, depending on the type of scale you choose to use.

For example, after an issue is resolved with the support team via email, you could send the customer a follow up email asking them to rate their experience on a scale of 1-10. Or, after they use a live chat feature on your site, you could give them the option to select great, neutral, or bad customer service. Then, you simply gather all the responses for the specific channel you'd like to measure and calculate the percentages.

Pros and Cons:

- Pros: Directly measures one of the most important customer satisfaction metrics, easy to break down by channel or team

- Cons: Obviously, only provides data on this specific metric without giving the full customer satisfaction picture

5. Customer Acquisition Cost (CAC)

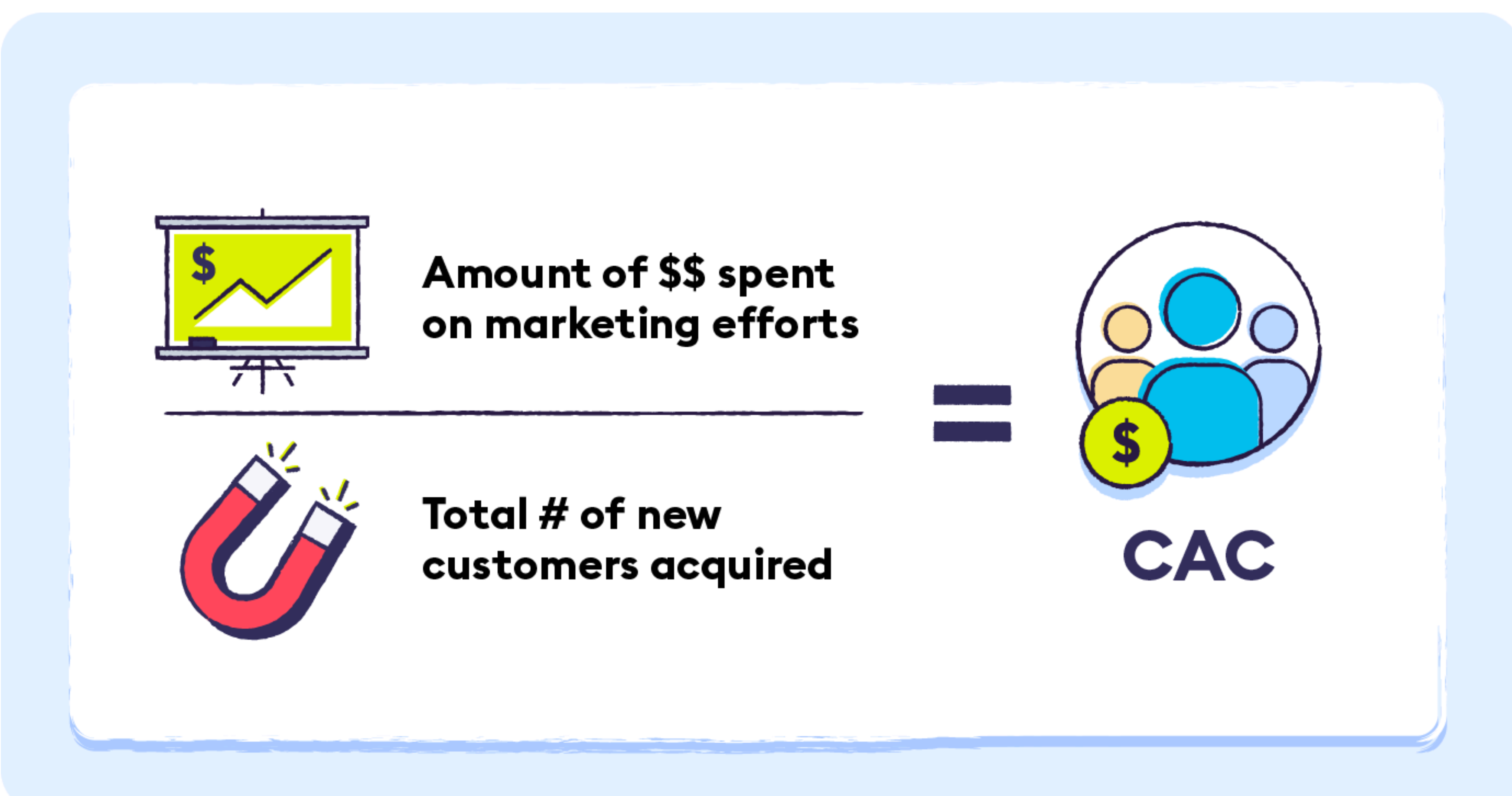
Definition: Though CAC is typically used more by sales and business development departments, it can serve as an important benchmark for customer satisfaction as well. CAC measures how much money, on average, your company is spending to gain one new customer.

How it Works: Calculating CAC is straightforward. Take the total amount of money your company spent on marketing efforts for the period, divided by the number of new customers for the period. For example, say in one month 500 people purchased from your website, after you spent $3,000 on social media advertising. Your CAC for this period and channel would be $6.

Pros and Cons:

- Pros: Understanding CAC's for specific periods and channels can help you identify issues with your customer satisfaction

- Cons: CAC can't help you understand exactly what is going wrong or right, it's used more as an indicator



6. Customer Churn Rate (CCR)

Definition: Similar to CAC, CCR is typically a metric used more by sales and marketing departments, but it can be an important check for customer satisfaction efforts as well. CCR is the percentage of customers that leave your business over a period of time. If other customer satisfaction metrics are positive, you can reasonably expect that CCR will be positive as well. If not, it is a definite indication to dig deeper into your other metrics.

How it Works: The calculation for CCR is also fairly simple. Take the total number of customers at the beginning of the period, subtract the total number of customers at the end of the period, then divide by the total number of customers at the beginning of the period to get your churn rate. For example, say you started the summer with 1000 customers. By the end of the summer, you had 850 customers. Your CCR would be 1000 - 850 = 150, 150/1000 = 0.15 or 15% CCR.

Pros and Cons:

- Same as CAC. This metric is more useful to provide context to your other customer satisfaction metrics than as its own measurement.

7. Customer Health Score (CHS)

Definition: You can think of CHS as a summary of all your other customer satisfaction metrics combined. Basically, how "healthy" is the customer? How likely are they to take a specific action based on that "health", such as churn, upsell, refer a friend, etc.?

How it Works: CHS is hard to define, because it's different for every business. On a basic level, it works by first defining a customer health scale. This could be 1-5, very unsatisfied to very satisfied, red, yellow, and green color profiles, or any other type of measurement that's easy to differentiate. Next, you define the outcomes or actions you want to predict and utilize the rest of your customer satisfaction data to sort customer health.

For example, a customer who answered “very difficult” on a recent CES survey might be placed in the “red zone” for CHS, with a prediction that they will churn in the next period. Here is an excellent resource to learn more about this process.

Pros and Cons:

- Pros: Saves time and effort by combining customer satisfaction metrics for an accurate, holistic view of a customer

- Cons: Difficult to set up and manage, will likely be time-intensive in the beginning.

The following three metrics aren’t the most used ones, but they can also help you get a sense of how your customers are reacting to your products/services.

8. Retention Rate

Customer retention rate refers to the percentage of customers that the company retains over a specific period. Retention is, in essence, the opposite of churn, meaning gathering feedback from customers who stick with you can reveal what you’re doing well.

9. First Response Time (FRT)

First response time is the average amount of time that it takes for customers to receive an initial response to a support issue. Generally, this is measured by customer support team, it's calculated by taking the average response rate time between a customer opening a support ticket and when a rep acknowledges their request.

10. Average Handling Time (AHT)

Average handling time is the amount of time to resolve a support issue from start to finish. This includes every interaction from calls to emails and chat, plus time spent waiting between interactions. The “ideal” handling time varies by organization and complexity of the issue, but it’s good to get a sense of how long people are waiting, on average, for a fix. Remember, this could be a root cause for churn.

Section 4: How to Choose The Right Metric(s)

We must all start with metrics and the correct KPIs. Everything aligns around this. KPIs allow you to eliminate distractions as well as improving what is the most important thing - the customer! On top of getting your whole firm focused on moving the right needle, the right metric(s) has an incredible ability to align your team and scale your company's CX efforts.

Fine, you trust my point - but what's the catch? Seems too easy right?! The key to setting up the right culture around metrics and data to govern your goal of scaling CX begins and ends with selecting a small number of the correct metrics. This is indeed simple, but definitely not easy. What is very easy, and very common at that, is for companies to either pick too many metrics to follow OR not pick the correct ones.

The former problem is easier to solve. All you need to do is direct your team to focus their efforts and measuring 1-3 key customer-oriented metrics. Abundance makes even the best of us manic and lost. So, by limiting your team to focus on just the couple of metrics that truly move the needle, you're able to prevent the unforced error of picking too many metrics. This makes for easier, simpler and consequently, more consistent measuring which correltes highly with successful data work.

On the other hand, the latter is slightly trickier. That one requires slightly more time and reflection - and is surely more prone to errors. The reason being that experience has a high correlation here with the ability to pick the best metrics. Nonetheless, it is possible to choose them correctly. The solution lies in truly understanding each metric discussed previously and them stress-testing your assumptions agaisnt real life case studies (companies that you admire and try to find out or uncover what metrics they're focusing on) or discussing your assumptiuons with more experience professionals (could be your manager, a colleague, a friend...whoever you think has an interesting perspective to add). The more intellectual rigor and truthful discourse, the higher the chance of you getting to the best metric for your company.

Section 5: The Superpowers of Measurement

Company Alignment

Measuring the success of a support rep based on the total number of calls they respond to per day does not align their work to making the customer happy. A support agent will be conscious of their manager assessing individual performance based on the number of requests completed per day.

It is within their self-interest to keep calls short and sidestep challenging customer problems. Forcing behaviour such as offloading hard to solve problems to a different team, or avert solving a problem because it will be too timely or complicated to fix. A situation where all the actors from the employee, customer and organisation lose out.

Prioritise CX Improvement Efforts

Using metrics as a guide, CX teams can find the biggest, most damaging issues their customers face. What's more, they can go beyond detecting problems and identify opportunities to delight. An organisation can track CX scores and analyse open-ended survey responses to understand topics or themes that emerge from customer feedback data to provide actionable points to focus improvement efforts.

Understand CX Performance

By measuring what customers think about their experience with an organization, you can quantify the customer experience experience and track whether that number goes up or down over time. To continuously understand how it is performing against customer expectations and if it is on target.

For those of you well accustomed to customer experience metrics skip to the later sections where we cover advanced analytics and analysing customer feedback.

Consistency is the ultimate superpower

The ultimate goal with metrics is to have everyone working towards the same set of objectives and measuring the same thing.

It's preferable to have your whole team around a specific metric than if every team is focused on their own set of metrics. Even if that one metric isn't the correct one for the goal of scaling CX. Alternatively, what we can all do is invest some real time in thinking about what our goals and obstacles are, thinking deeply about what metric would help us with what and make sure that we decide on the right customer-centric North Star Metric for your whole company to be aligned around in order to truly scale CX.

This metric must be simple and followed by the whole company. Every team must be able to connect their objectives and workflows around this metric and put the customer at the center of literally every decision made, no matter how small. These key metrics should change often. Does your goal of scaling CX change? I hope not. After all, business success is the result of exceptional customer experience management and analysis. Therefore, your key metrics shouldn't change much either.

Businesses do change a lot and live is a constant state of impermanence. This in turn calls for a constant review of goals and systems in place that were once designed to get you there. Nevertheless, customers remain as the focal point to determine if and how your business will survive and thrive. Everyone is your organisation must buy into this to truly build a long-lasting enterprise.

So, sure...look in the mirror and question if the CX metrics you're following are the right ones and if they're not, be cold and dispassionate in altering them. But just makes sure that the customer-centric philosophy that was used to create this CX data-driven culture continues to put your customer base first and drive decision-making within every team.

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We are the CX platform for scaling businesses.

Chattermill is a unified customer feedback analytics platform. Through our platform, we help businesses understand their customers at scale. We empower companies to unify, measure and analyse all of their feedback in one place across different channels in real time. Learn more at chattermill.com.

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