

The background of the slide features a sunset scene with two women in silhouette. They are standing on a grassy hill, and their arms are raised to form a heart shape around the setting sun. The sky is filled with soft, golden clouds, and the sun is a bright, glowing orb in the center of the heart.

# Customer Experience - it's how you make me feel!

**Peter Dorrington**

Director, Customer Insights  
TTEC Digital

# Why Connecting Emotionally Matters

“ Customer experience has become a lightning rod. It has risen from a tactical cost of doing business to the battle ground where customer loyalty is won or lost.”

Ken Tuchman, Chairman and CEO, TTEC

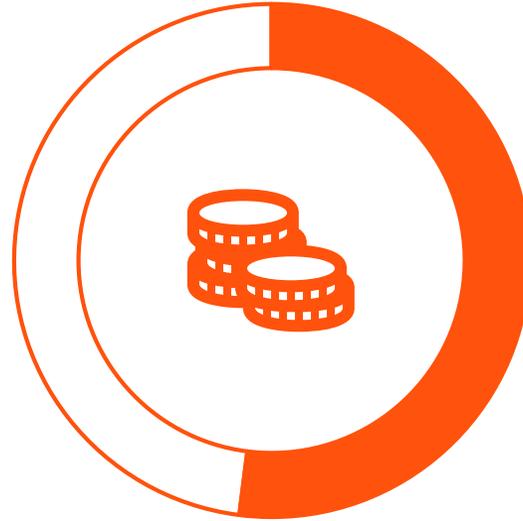
# Emotions impact business results



**95%**

...of our purchase decisions take place unconsciously

- Prof. Gerald Zaltman



**52%**

Customers who are emotionally connected with a brand are 52% more valuable than customers who are just highly satisfied

- Harvard Business Review



**60 – 80%**

... of customer defectors score themselves as "satisfied" or "very satisfied" on surveys

- Bain & Company

# Background: the ‘Choice Explosion’

A hallway with seven white doors set against a wall of dark blue patterned wallpaper. The floor is made of dark wood planks.

“[we have] more choices over more things than any other culture in human history”

– David Brooks

# But isn't choice a good thing?

More choice often means more complexity, and humans always try to **SIMPLIFY COMPLEXITY**

which gave rise to many goods & services becoming **COMMODITIES**

and product **QUALITY DOESN'T DIFFERENTIATE**

Ease of access and 'on demand' also led to **FALLING LOYALTY**

and measures of **SATISFACTION** are **NOT PREDICTIVE**

Therefore, we need to **UNDERSTAND CUSTOMERS** better so as to deliver **TAILORED EXPERIENCES**

but **EXPERIENCES** are judged by **LOGIC and FEELINGS**



# And experience is subjective

“At the end of the day people won't remember what you said or did, they will remember how you made them feel.”

— Maya Angelou

- What you ‘experience’ is in the moment
- What you recall will not be what you experienced
- It’s what you remember that influences your next decision



# Understanding How Humans Make Decisions

“ A man always has two reasons for doing anything: a good reason and the real reason.”

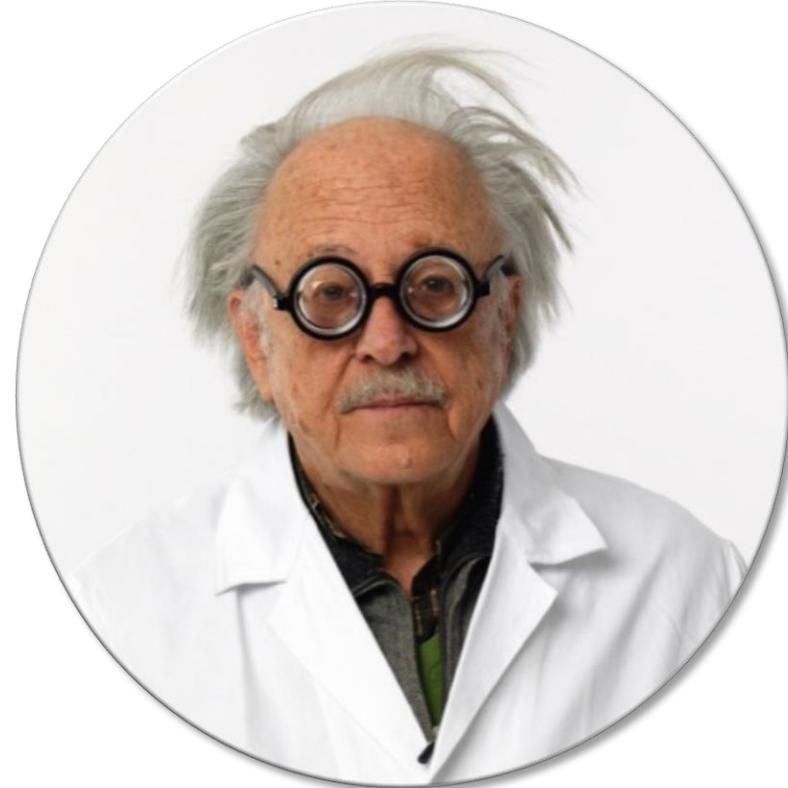
J P Morgan

# We like to think we are rational, but...

System 1 (fast)



System 2 (slow)



logical + illogical = biological

# Paul Ekman and the basic emotions

- The seminal research into the topic came from psychologist **Paul Ekman**, who pioneered research into emotion recognition in the 1960s
- His team of scientists provided their test subjects with photos of faces showing different emotional states. The test subjects had to classify the emotional states they saw in each photo, from a predetermined list of possible emotions

Joy (Happy)



Surprise



Sadness



Fear



(Contempt)



Disgust



Angry



# Phillip R Shaver's framework

- Researched emotions and attachment.
- Has proposed a prototype methodology for mapping individuals' and cultures' cognitive representations of the emotion domain and is investigating everyday conceptions of emotions such as love and shame in various cultures.

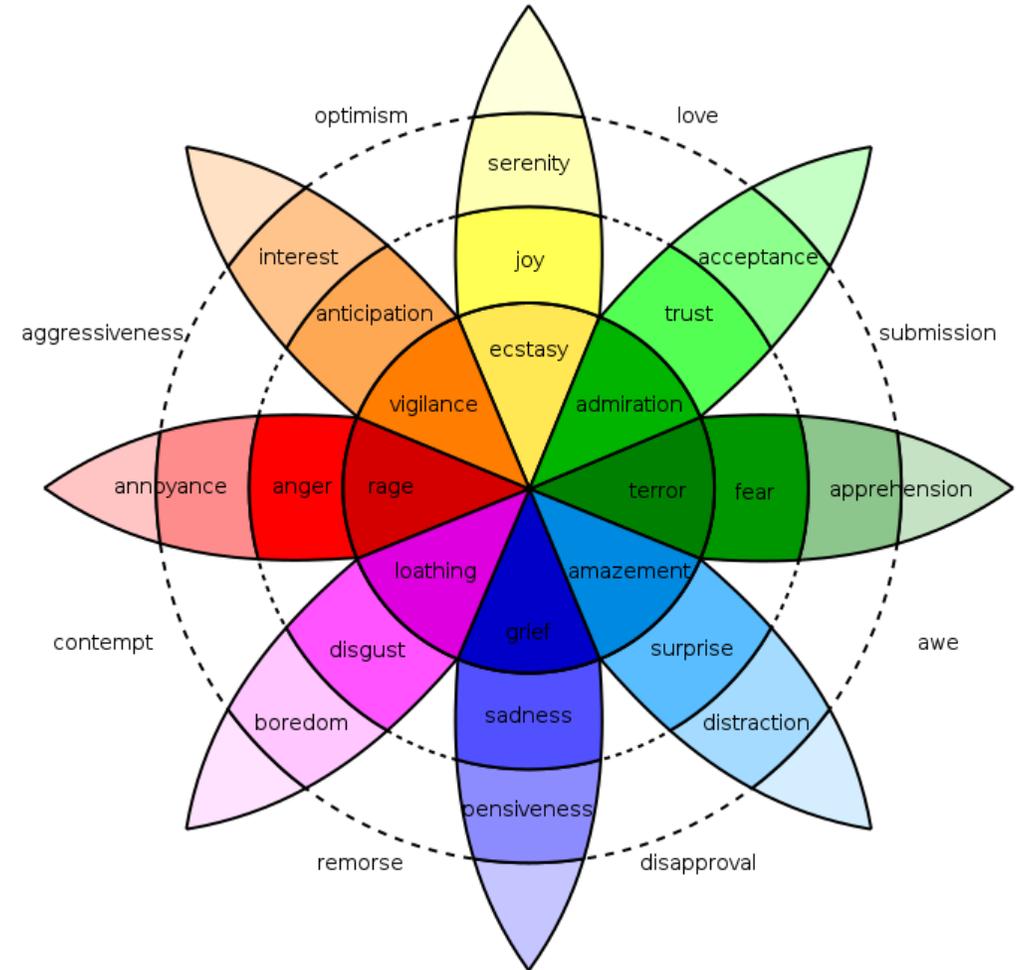
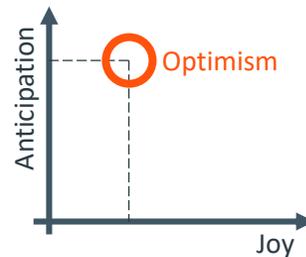
Superordinate	Basic	Subordinate
<b>Positive</b>	<b>Love</b>	Affection adoration, affection, love, fondness, liking, attraction, caring, tenderness, compassion, sentimentality
		Lust arousal, desire, lust, passion, infatuation
		Longing longing
(dependent)	<b>Joy</b>	cheerfulness, zest, contentment, pride, optimism, enthrallment, relief
	<b>Surprise</b>	surprise
	<b>Anger</b>	irritation, exasperation, rage, disgust, envy, torment
	<b>Sadness</b>	suffering, sadness, disappointment, shame, neglect, sympathy
<b>Negative</b>	<b>Fear</b>	horror, nervousness

# Robert Plutchik's 'wheel of emotions'

- In 1980, **Robert Plutchik** constructed a wheel-like diagram of emotions visualising eight basic emotions: Joy, Trust, Fear, Surprise, Sadness, Disgust, Anger and Anticipation.
- The wheel combines the ideas of levels as circles representing emotion strength (closer to the centre = higher arousal)

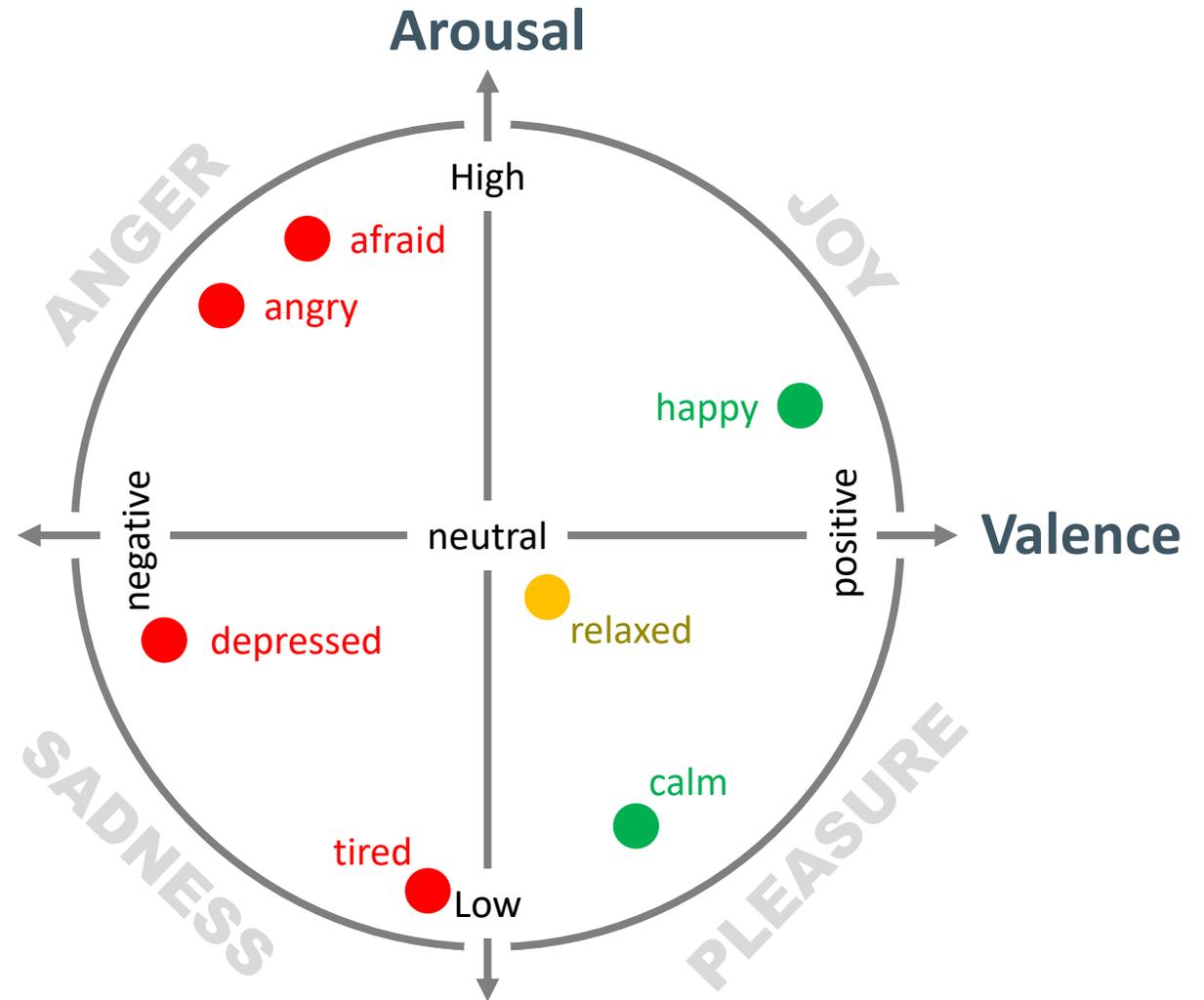
## Significance:

- Arousal
- Valence: opposite & adjacent
- Dyads & compounds



# Describing emotions: Arousal and Valence

- Emotional experiences can be described on 2 dimensions:
- **Valence**
  - Positive
  - Negative
- **Arousal**
  - High (exciting, agitating)
  - Low (calming, soothing)

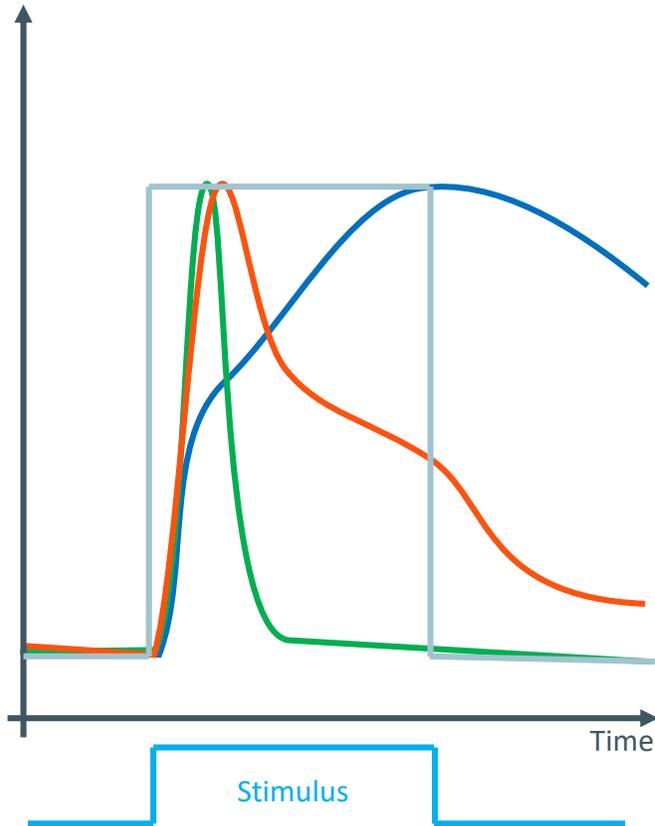


# The Challenging World of Emotions

“ If our brains were simple enough for us to understand them, we'd be so simple that we couldn't.”

Ian Stewart

# Emotions are...



**Individual** - how we react to an event or situation is dependent upon what we have experienced before and no two people (including twins) have had exactly the same experiences.

**Situational** - if and how strongly I feel emotions is also dependant upon the context - for example, what I am trying to do and how I am already feeling.

**Fleeting** - even strong emotions don't last for long, they come and go in moments. However, that doesn't mean that the effects don't accumulate over time.

**Unpredictable** - try though we might and because of the above, its impossible to accurately predict how a specific person will feel as a result of an event.

# Observable behaviour is a combination of..

## Functional Criteria

Price, availability, fit-to-need, convenience...

## Emotional Criteria

Increase joy, reduce anger, alleviate anxiety...

## Internal Influences

Beliefs, attitudes, 'personality', cognitive biases...

## External Influences

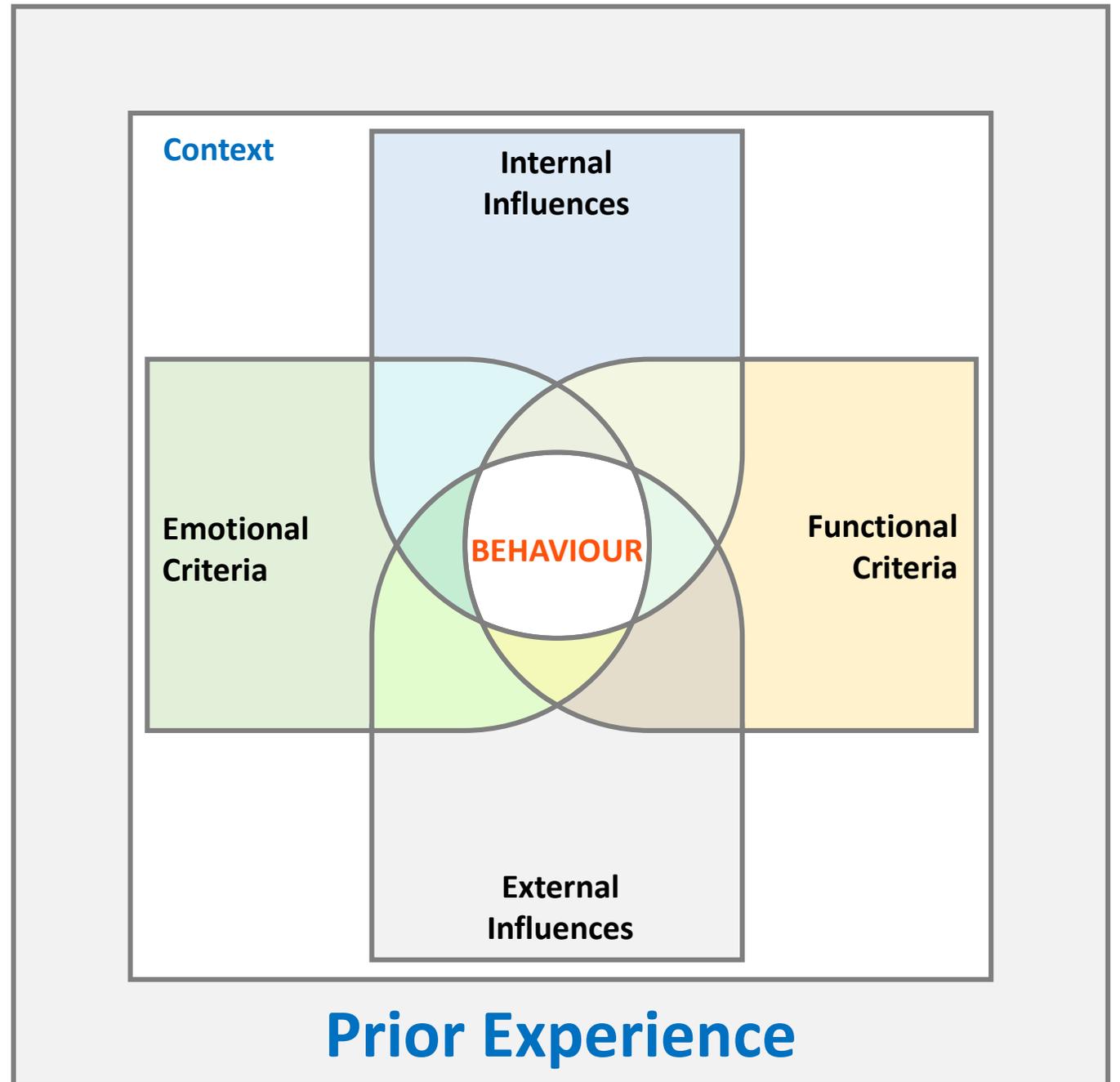
Societal norms, peer reviews, reputation...

## The Context

What I am trying to do, where, when, how...

## Prior Experience

Habit, familiarity, recency, repetition, complexity...



# Behavioural Economics & Cognitive Bias

The study of cognitive psychology, judgment & decision-making which led to the foundation of behavioural economics

## Behavioural Economics

- The effects of psychological, cognitive, emotional, cultural and social factors on the economic decisions of individuals and institutions

## Cognitive Biases

- A systematic pattern of deviation from norm or rationality in judgment



# Example Cognitive Biases

Name	Description	Occurs when...
<b>Bandwagon effect</b>	To do, or believe in something because lots of other people do	We fill in gaps in information with stereotypes or prior experiences
<b>Courtesy bias</b>	Tendency to voice opinions that are more socially acceptable than what is truly felt	We are under pressure to conform with societal or cultural norms
<b>Decoy bias</b>	When a binary decision is influenced by adding a 3 <sup>rd</sup> (decoy) choice	The two choices are similar and we need to make a quick decision
<b>Default effect</b>	The 'simple' choice – going with the default	Over-simplification of complexity by not making a decision
<b>Empathy gap</b>	Underestimating the strength / influence of feelings of others	Recalling a memory (our own) – and having different value systems
<b>Money illusion</b>	To concentrate on face value, rather than purchasing power	We focus on immediate gains, when there is too much information
<b>Negativity bias</b>	Humans find it easier to recall negative events, rather than positive ones	We disregard specifics in favour of generalisations
<b>Post-purchase rationalisation</b>	Persuading yourself through rational argument that a purchase represents good value	We want to reinforce our own beliefs

# Surveys: avoiding the 'observer effect'

"In physics, the observer effect is the theory that simply observing a situation or phenomenon necessarily changes that phenomenon."

- wikipedia

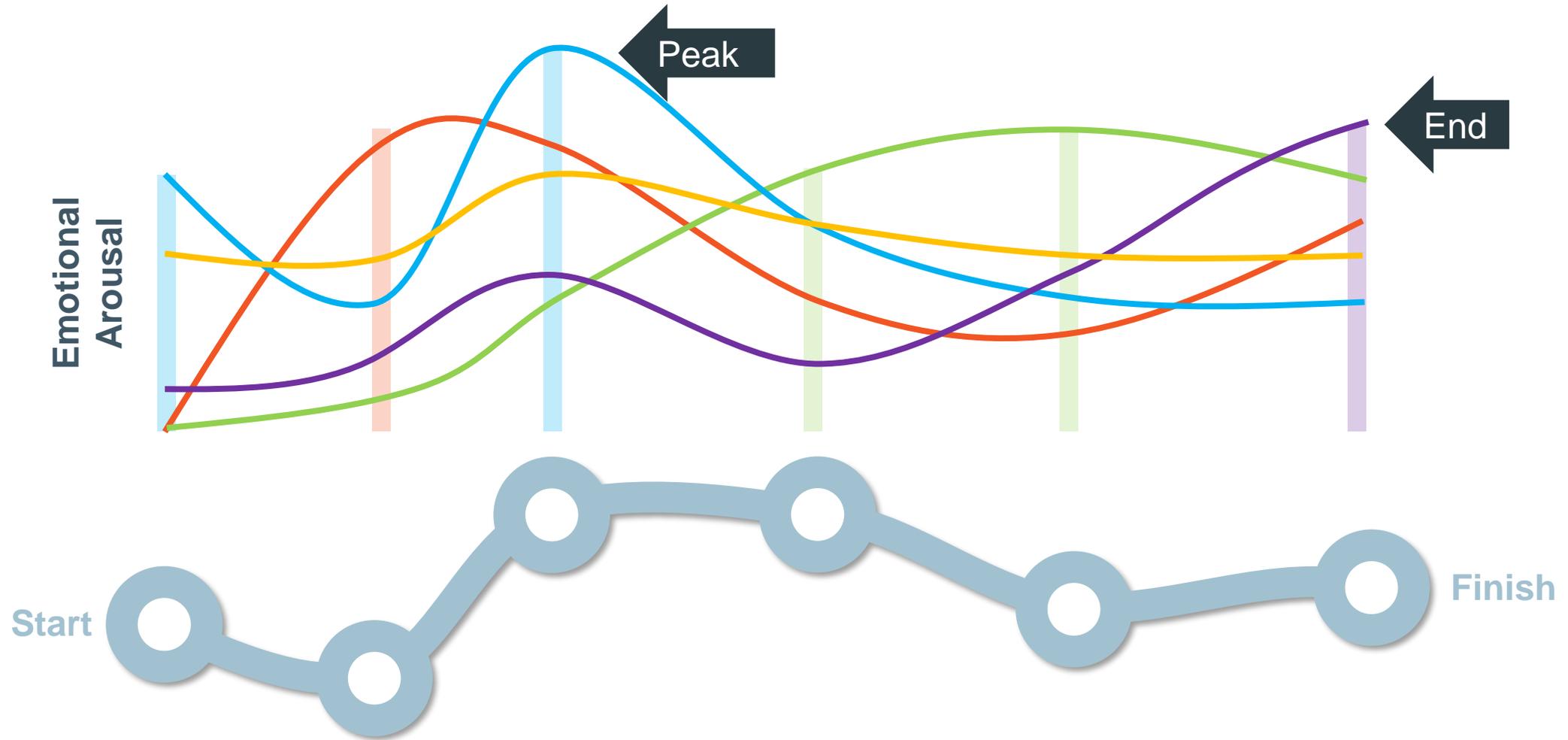
When you directly ask someone to describe their feelings – either to name their emotions, and / or how strongly they are feeling them, you rarely get a reliable answer, because of:

- Subconscious -> conscious translation
- Societal norms / self-censorship
- Lack of self-awareness

Ask them indirectly – e.g. to 'describe' an event or situation



# How we remember: the 'peak-end rule'

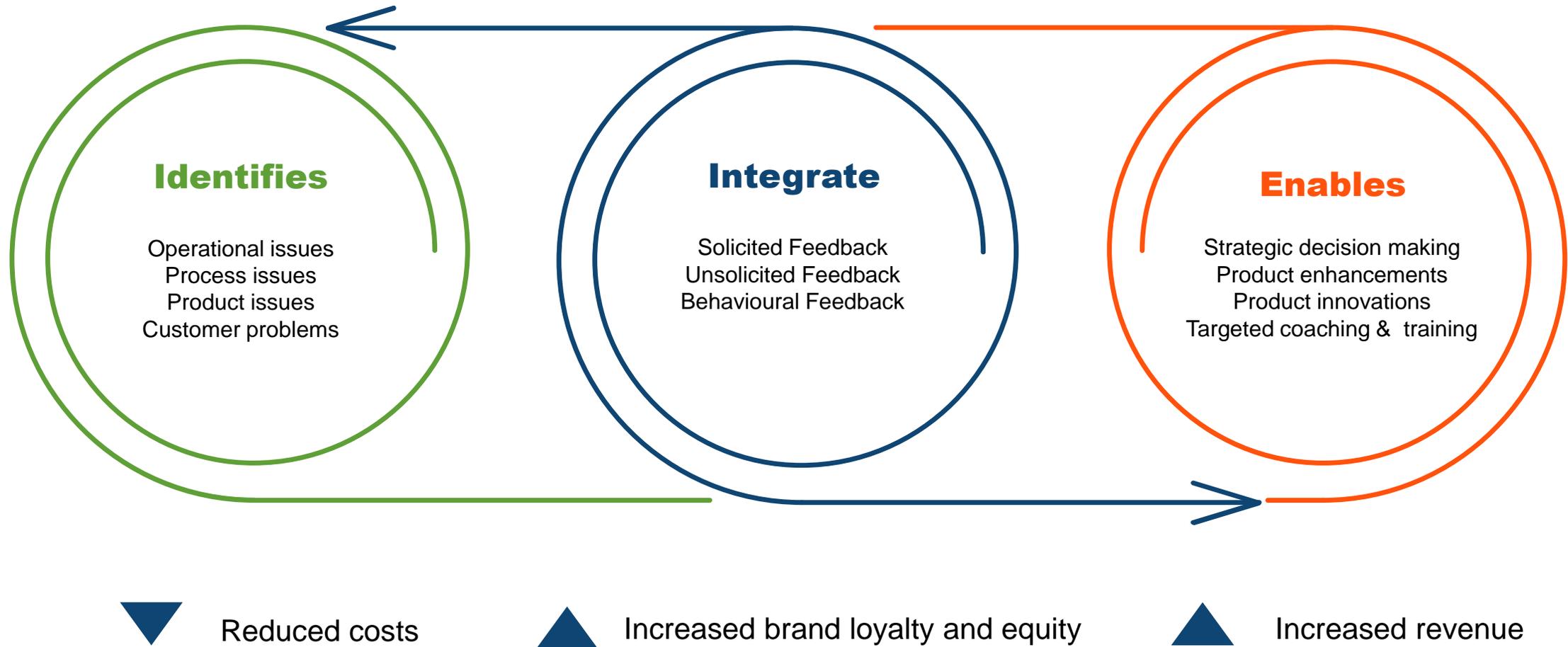


# The emotional **User Story**



	As a.... (role)	I want to... (activity)	So that... (outcome)
Functional	...mother with a sick baby	...talk to a health professional to get an accurate diagnosis	...my baby can be treated, and get better
Emotional	...Mother feeling anxiety about my baby's illness	...talk to someone who understands my worries and reassure me	...I am calmed, and can focus on my child

# Other sources of Voice of the Customer (VoC) data

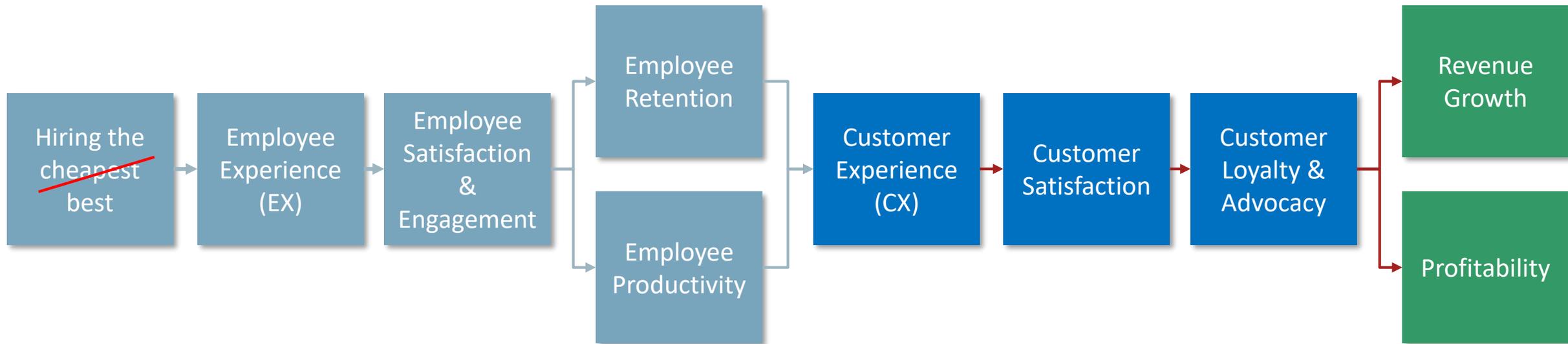


# Employee Experience (EX)

“ In order to have a successful customer experience, you must have a successful employee experience.”

Shep Hyken

# The link between Customer Experience (CX) and Employee Experience (EX)



The employee of the future will need both **cognitive intelligence** and **emotional intelligence**

# Personal vs. Organisational Emotional Intelligence (EQ)

## People

1. **Self-Awareness** (being able to recognise your own emotional state)
2. **Self-Regulation** (managing your emotional state)
3. **Empathy** (recognising the emotional state of others)
4. **Managing Relationships** (achieve a balance between the emotional needs of self and others)

## Organisations

2. **Self-Regulation** (if you don't know the appropriate emotion, try to exhibit none – be calm, logical and business like)
3. **Empathy** (recognising the emotional state of others)
4. **Managing Relationships** (If you can recognise the emotional state of others, use an appropriate tone of voice in response)
1. **Self-Awareness** (ideally, employees should learn to recognise their own emotional state so that they can be more regulated and authentic in their relationships with others).

# Use Cases

“ Experience is not what happens to you  
– it's how you interpret what happens to you.”

Aldous Huxley

# Example use cases

- As a **CEO / COO**, I want to know how my organisation is perceived so that I can adjust strategy accordingly.
- As a **CMO**, I want to be able to dynamically change the population of marketing campaigns to reflect the 'receptiveness' of individual customers.
- As a **Head of Customer Services**, I want to handle customer calls better by routing the call to the most appropriate agent and be more in tune with the emotional state of the customer.
- As a **CFO**, I want to be able to quantify the potential impact of different CX investments by understanding what drives customer economic behaviour.
- As a **CRO**, I want to be able to time sales campaigns to take advantage of when a prospective client is the most receptive to my proposal & how best to pitch.
- As a **CIO**, I want to enable the business to feel more human to our customers whilst leveraging the advantages of technology and automation.
- As a **CHRO**, I want to be able to use emotion analytics to align Employee Experience and Customer Experience.

# Some Practical Steps

“ The journey of a thousand miles begins with one step.”

Lao Tzu

# Vision To Results (VTR)

## - A proven transformation methodology

The Vision To Results methodology allows Leaders to set up a really solid platform for transforming employee motivation and performance in delivering the organisation's goals

1. **Set Direction** – provides clarity; what is the goal? Why is it important? What does the data say? And, how to inspire the change
2. **Engage & Excite** – Often overlooked, this section focused on gaining 'buy-in' and gauging willingness to change
3. **Enable & Execute** – Align execution around best practice, allocate the work and ensure accountability
4. **Sustain Momentum** – Measure and celebrate success, adapt to change and identify future requirements.



1 Set Direction



2 Engage & Excite



3 Enable & Execute



4 Sustain Momentum



Rational  Emotional 

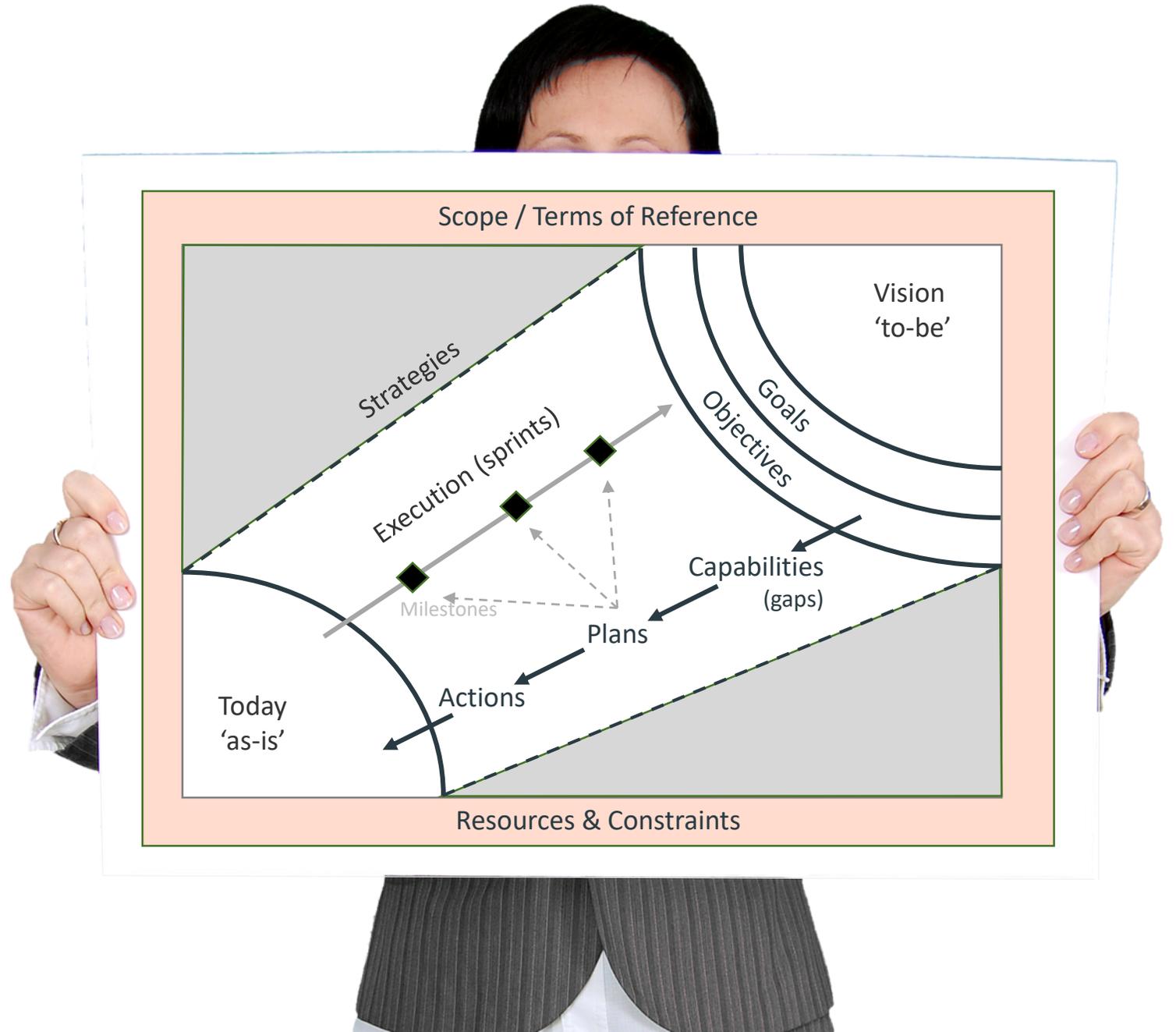
# 3-Act Drama

Define the 'frame'

The 'drama'

- Understand today
- Visualise tomorrow
- Right-to-left planning

Execution left-to-right



# Find out more...

**Read:**

[www.ttec.com/resources](http://www.ttec.com/resources)

[www.mycustomer.com/hub/understanding-customer-emotions](http://www.mycustomer.com/hub/understanding-customer-emotions)

[www.mycustomer.com/hub/improving-engagement-throughout-the-customer-journey](http://www.mycustomer.com/hub/improving-engagement-throughout-the-customer-journey)

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