



The Chemicals & Allied Industries Customer Service Management Group

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# **Delivering superior customer experience**

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# Introduction to A.T. Kearney



## About A.T. Kearney

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



# Our expertise spans a wide range of industries and services

## What we do



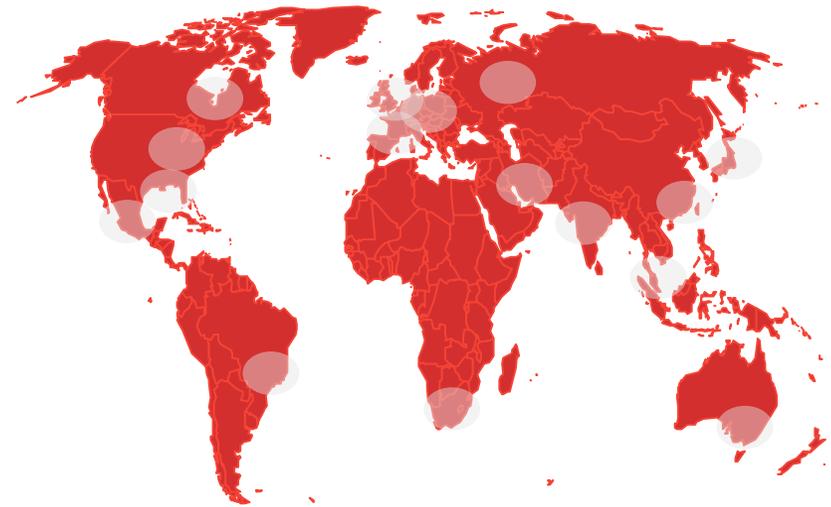
# We are the leading consulting firm in Chemicals with a strong global presence

## A.T. Kearney's Chemical Clients

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

## Selection of recent consulting topics

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



## A.T. Kearney Chemicals Centers of Excellence

- Chicago
- New York
- Houston
- Mexico City
- Sao Paulo
- Toronto
- London
- Düsseldorf
- Moscow
- Paris
- Johannesburg
- Riyadh
- Dubai
- Hong Kong
- Melbourne
- Mumbai
- Tokyo
- Singapore

# Our team today

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Reimagining customer experience

# What connects the following?



Colonoscopy

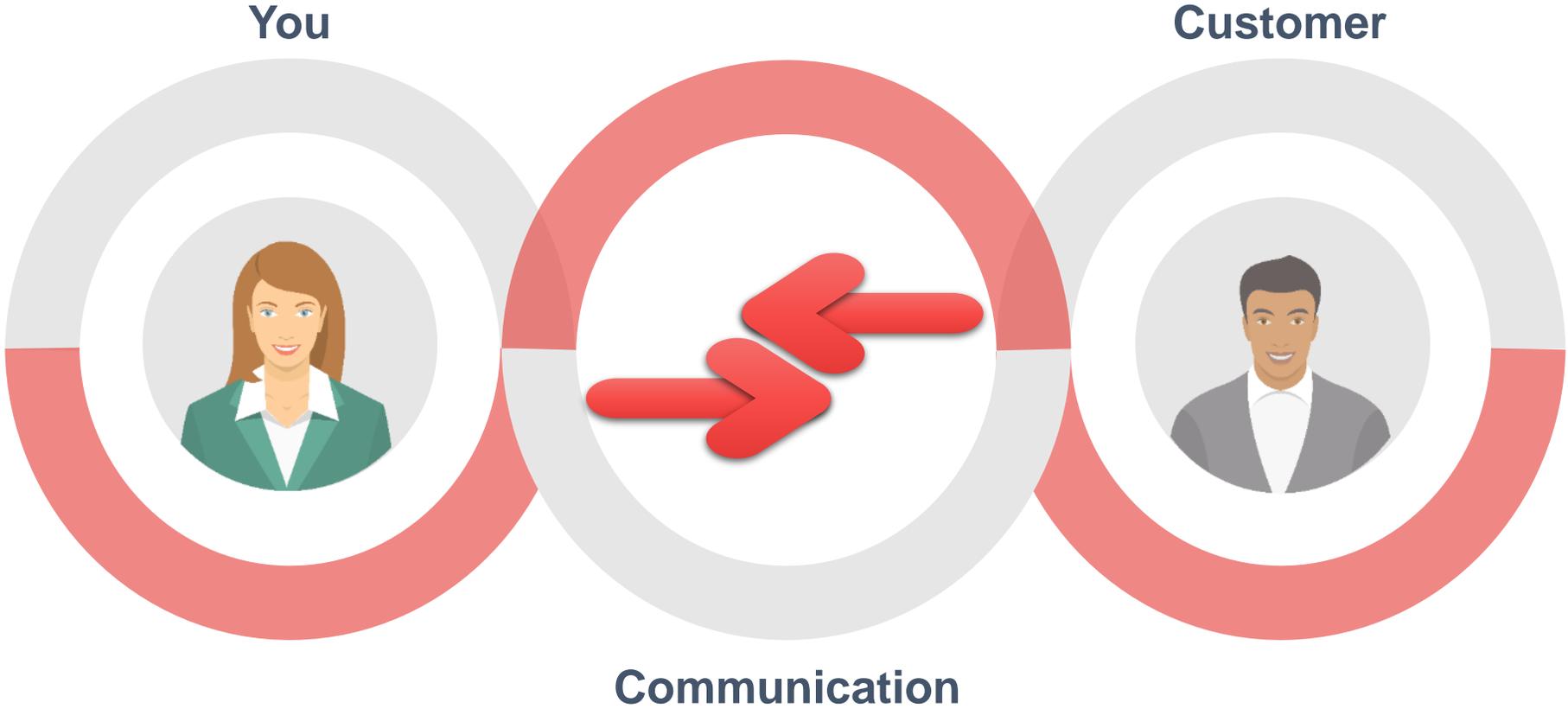


Michelin 3 star  
restaurant

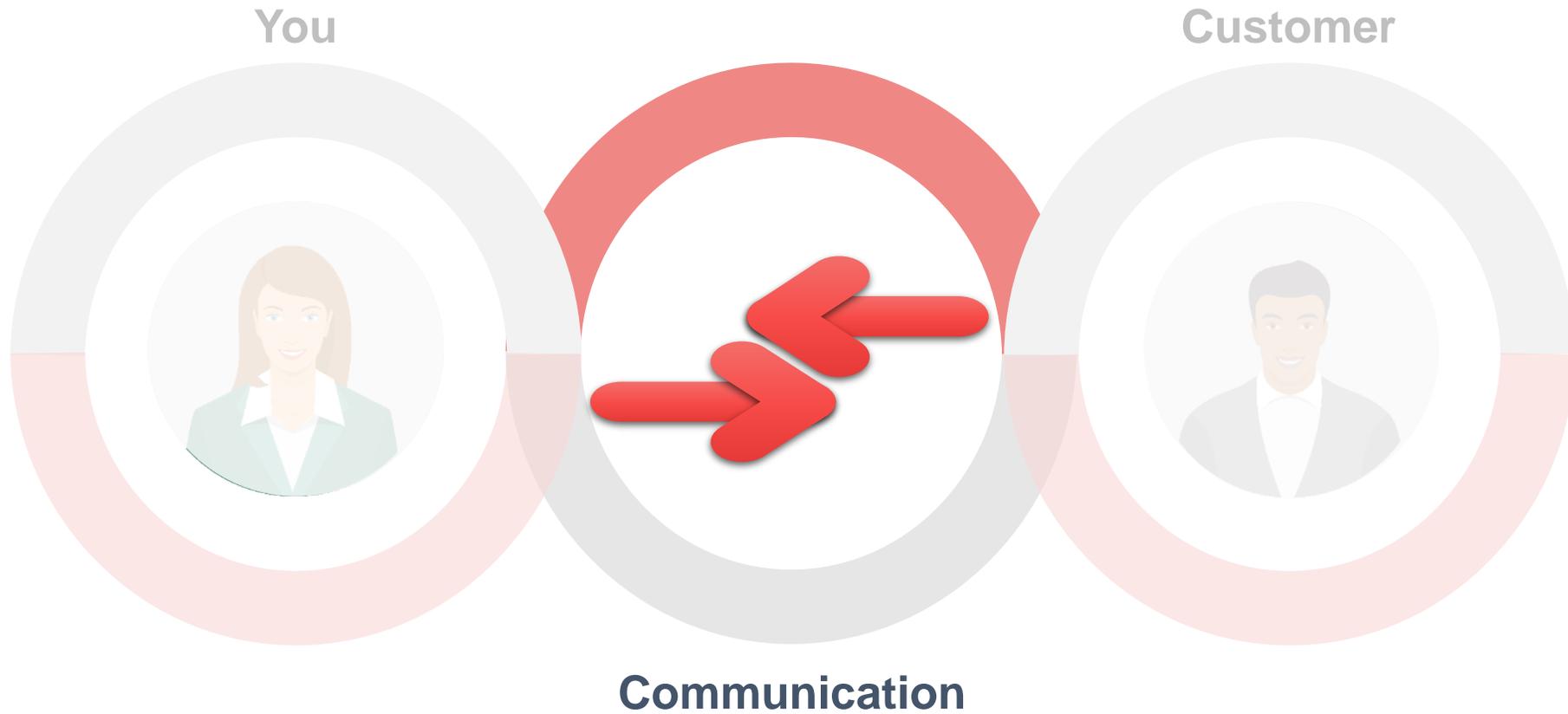


Arnold  
Schwarzenegger

# Customer experience: A conceptual model



# Customer experience: A conceptual model



# 4 stages of communication



## STAGE 01

### *Talking*

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- Give the right messages
- Create a narrative/story



## STAGE 02

### *Listening*

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



## STAGE 03

### *Neural Imprinting*

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



## STAGE 04

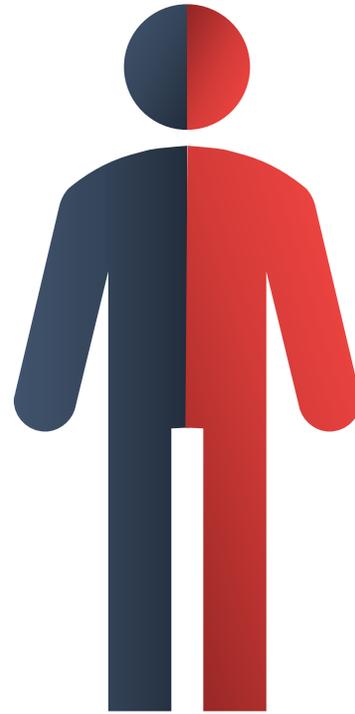
### *Remembering*

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- But 6 months later – what do they remember?

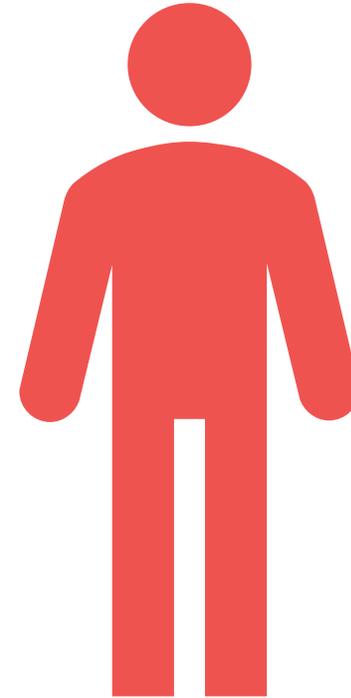
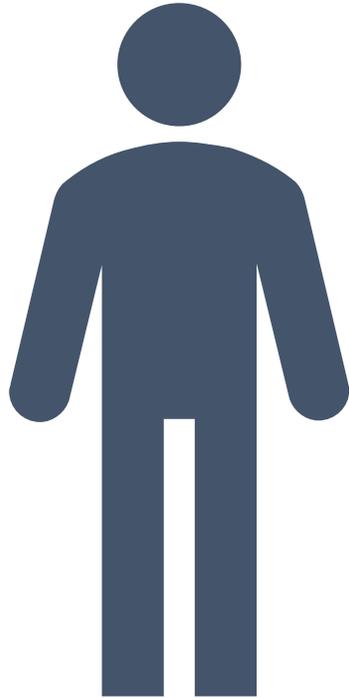
# Meet your alter ego

You Now



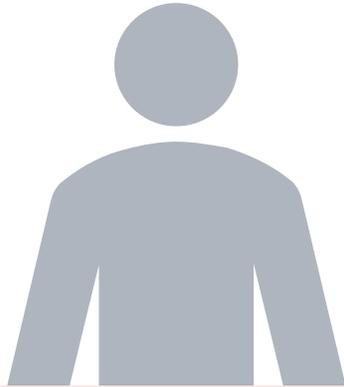
# Meet your alter ego

You 6 months later



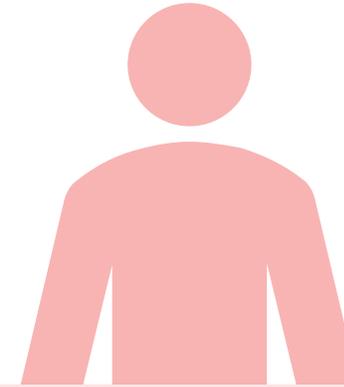
# Meet your alter ego

You 6 months later



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

**Experience Self**

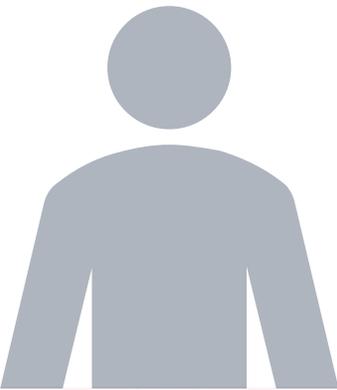


- Part of you which remembers how things happened in the past, makes memories of distant events
- Makes evidence based thoughtful decisions – like new purchases

**Remembering Self**

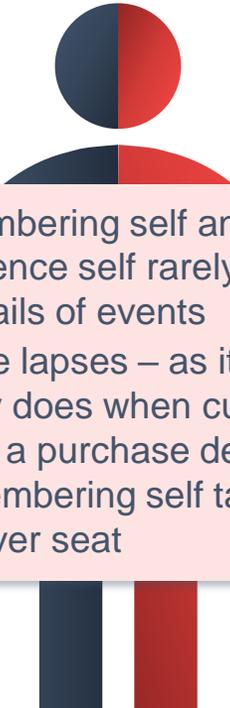
# Meet your alter ego

## Why is it important?

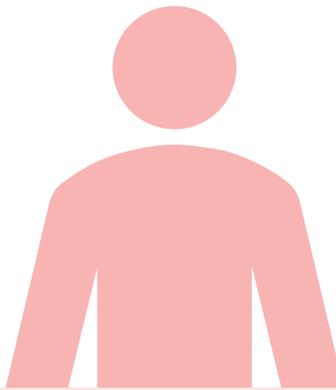


- Part of you which is experiencing the current sequence of events
- Makes reflexive decisions: Fight or flight

**Experience Self**



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



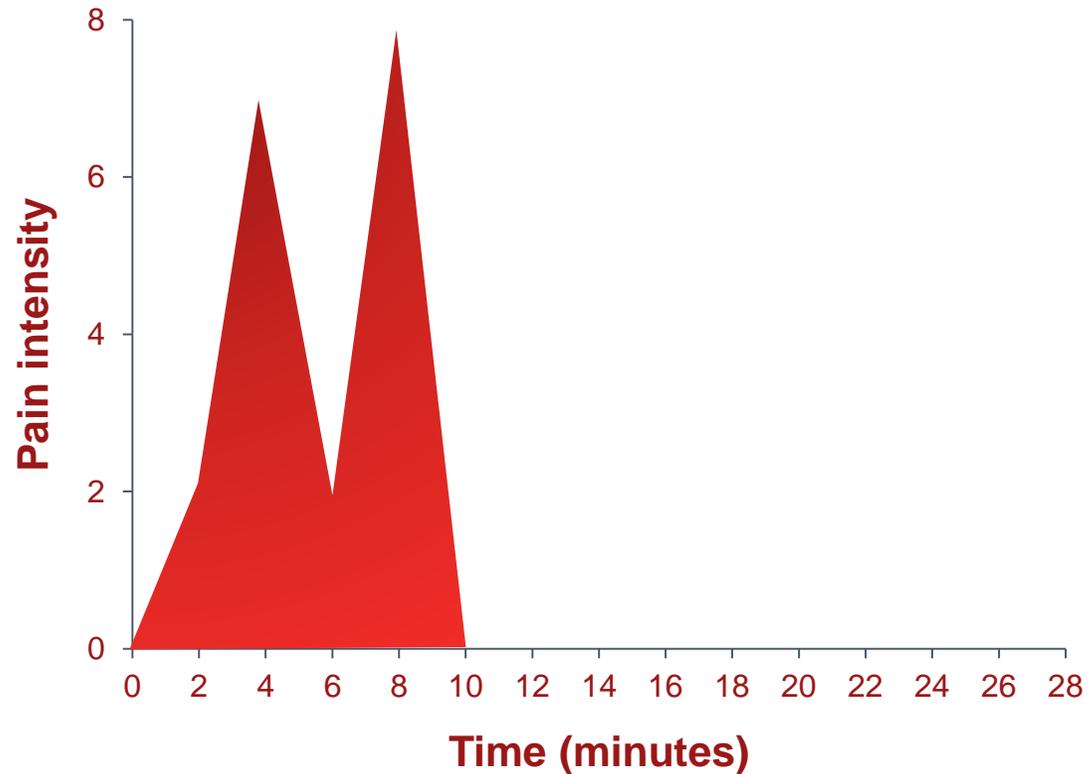
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**Remembering Self**

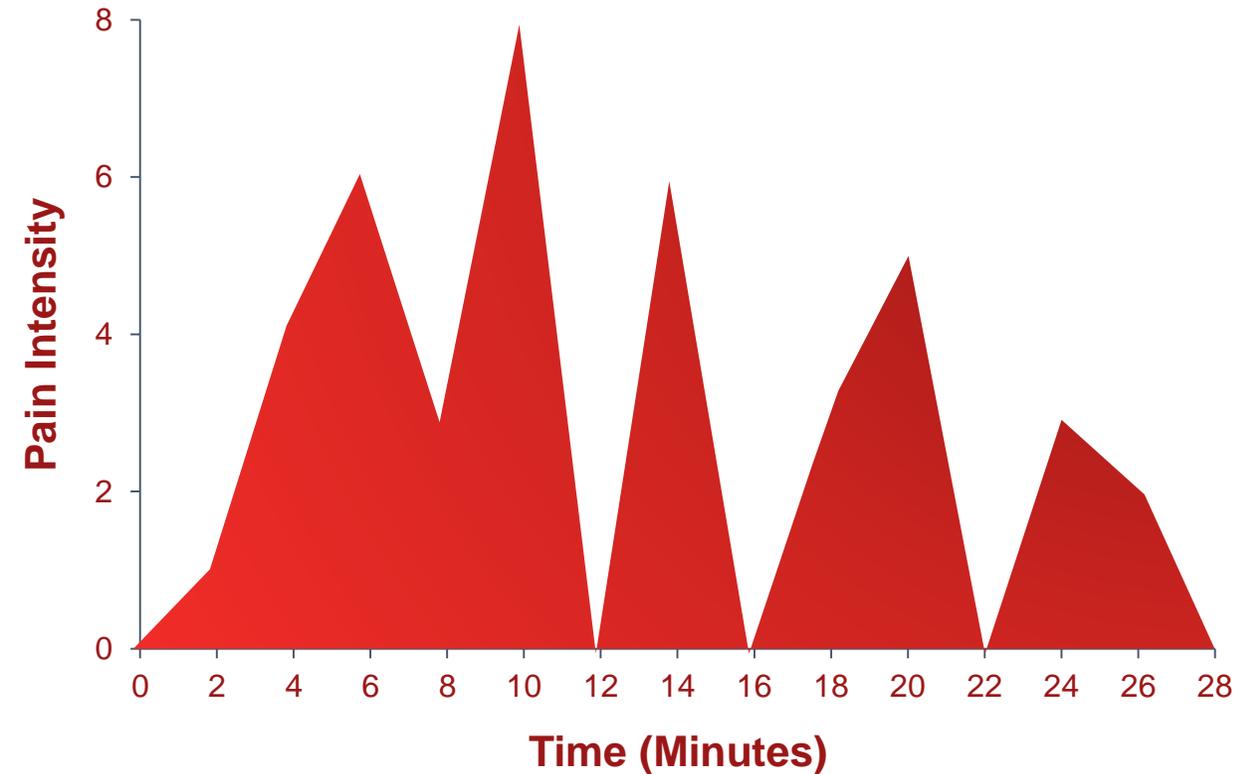
# Can science prove existence of remembering self?

Which patient experienced more pain?

Patient A



Patient B



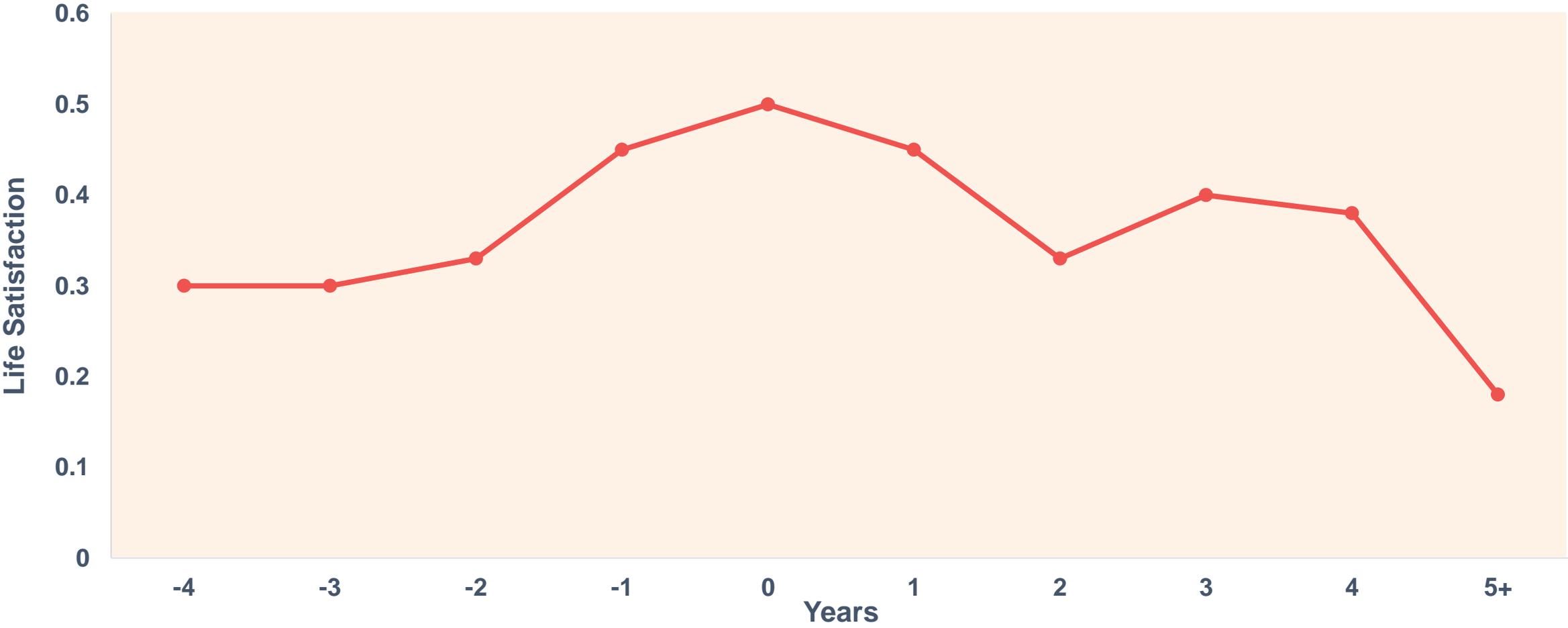
# How can we influence the ‘remembering self’ to create lasting positive impression on our customers?

## Two Rules to influence the remembering self

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

# A quick poll: How happy do you feel?

Does marriage makes us happy?



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

When to appease an unhappy customer?



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

When to appease an unhappy customer?



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

## Delivering better health care



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

## Creating better customer experience



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

# To summarize: 4 mind hacks for superior Customer Experience

## Summary

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

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

**Peak End**



**Duration Neglect**



**Urge To Control**



**WYISIATI**



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

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

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



## The Fat Duck Restaurant

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

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

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

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

## Customers push companies to do better



■ Consumers ■ Business Buyers

## Business buyer expectations get consumerized

Percentage of business buyers who agree with the following:



**CONTACT US**



**Using Digital to deliver superior customer experience**

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

## A case for use of Digital

### Cognitive strain



**Digital brings down the transaction cost of implementing ideas**

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

### Fit to context



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

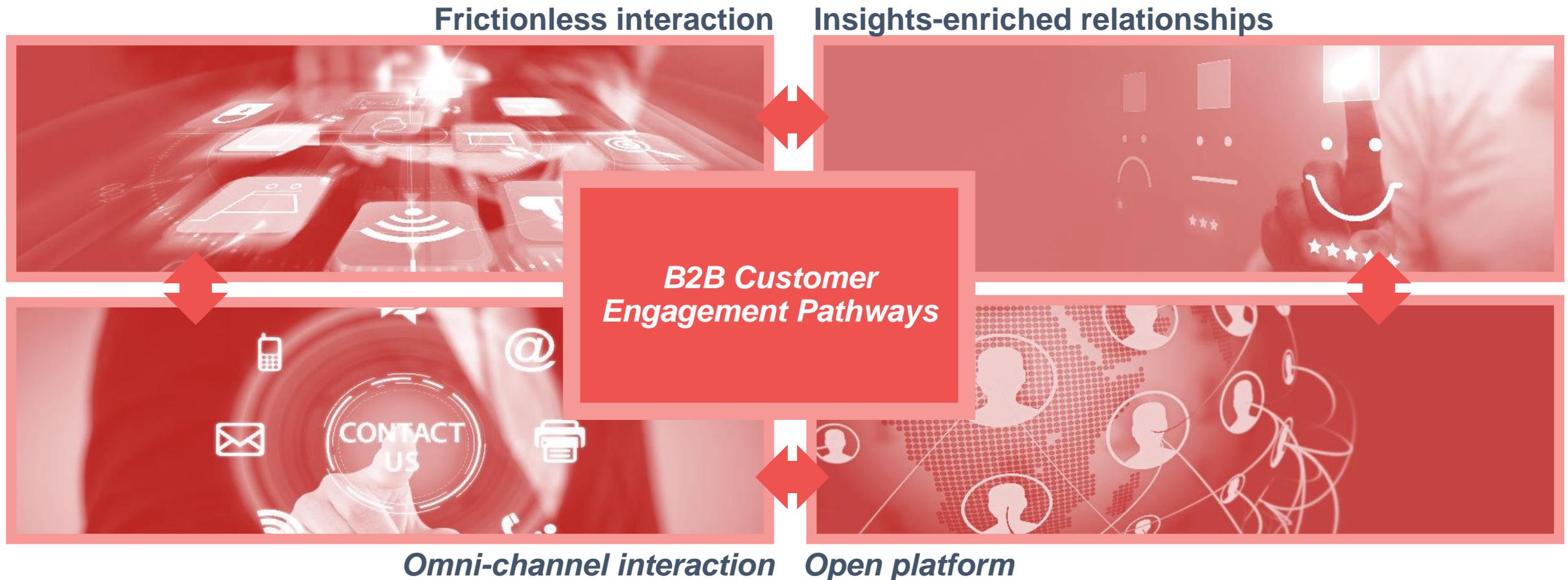
### Standardization



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

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

## Capabilities and levers



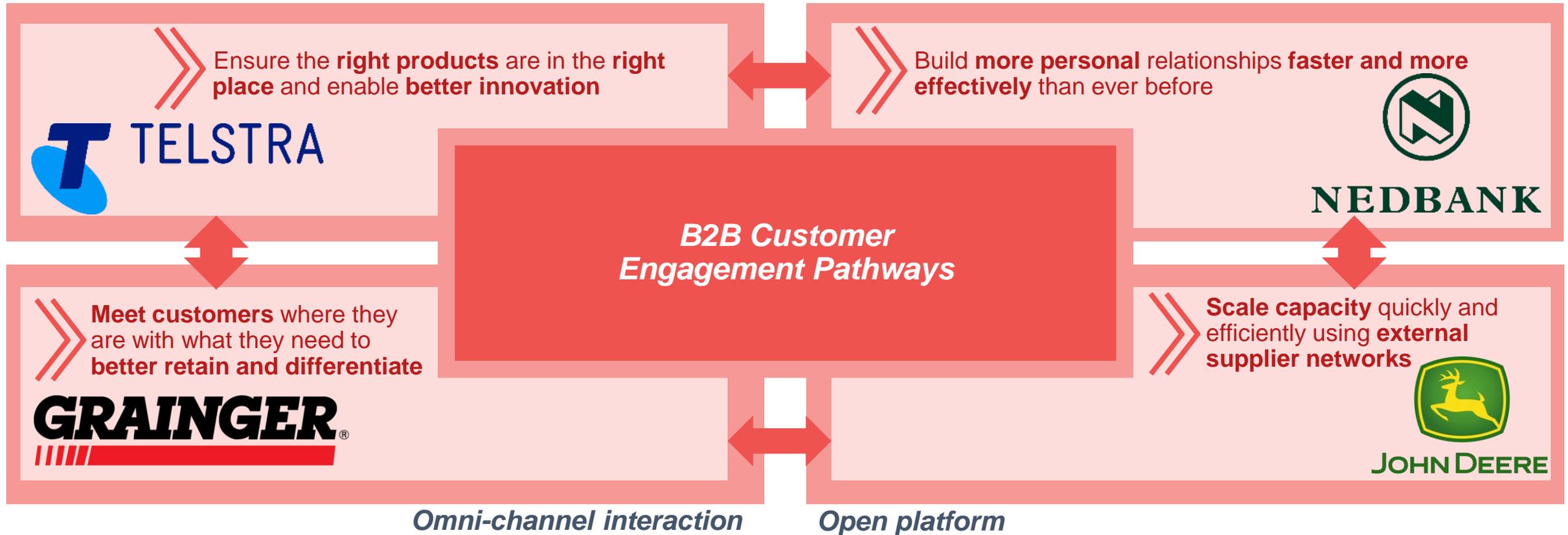
# Leading players are using digital to improve B2B customer experience

## Example of early adopters

Examples

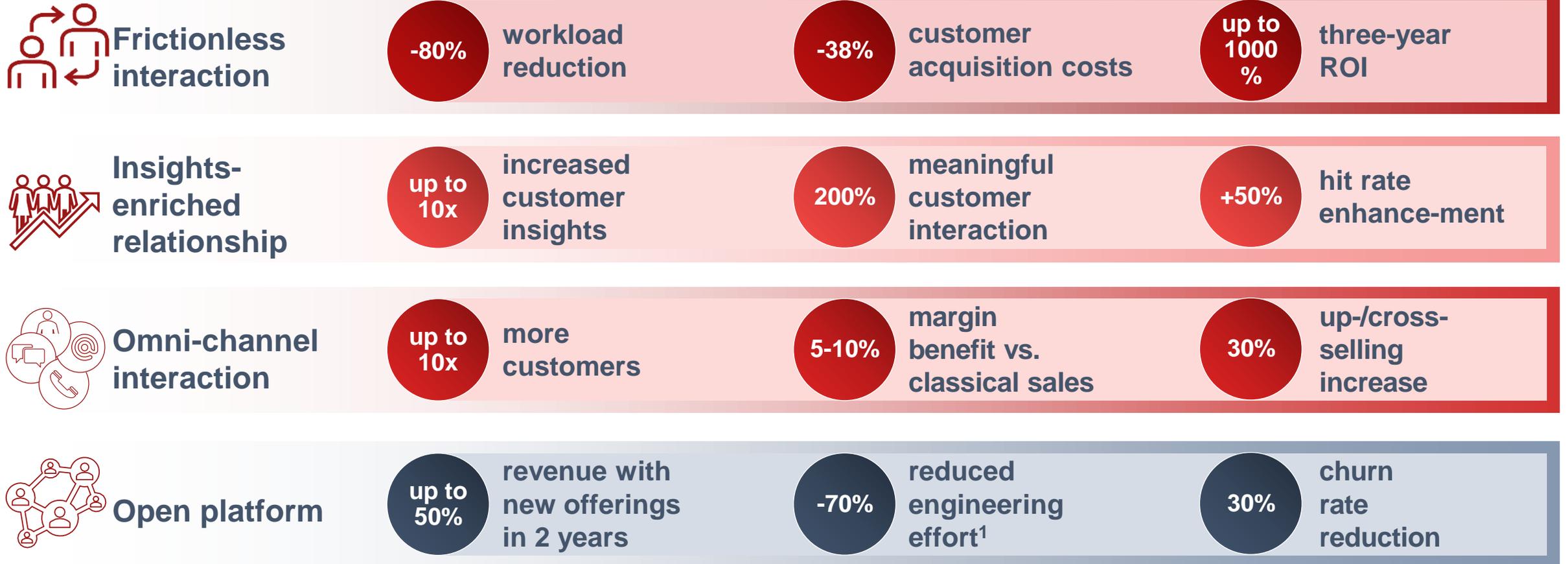
Frictionless interaction

Insights-enriched relationships



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

## Typical benefits from B2B CX projects



# The key is to drive a mindset shift

## Digital mindset and culture

### Design thinking

- User-centric workshops identify unmet needs and opportunities

### Customer delight

- Deliver products that exceed expectations to delight users

### Agile

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



### Result-oriented

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

### Lean

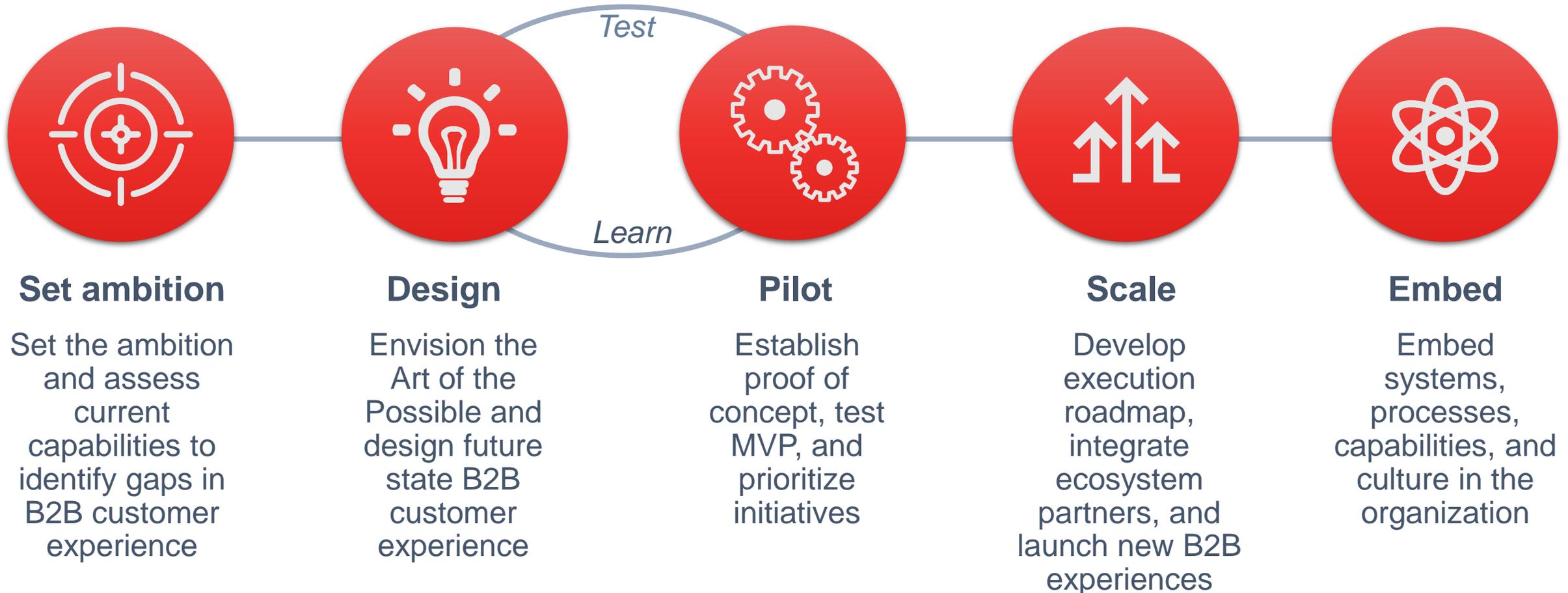
- Permission to experiment
- Minimum Viable Product (MVP) delivery- Avoid large upfront investment. Focus on smaller scope and scale successes

### Forward looking

- Architecting the future
- Enabling continuous innovation

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

A.T. Kearney B2B CX design methodology



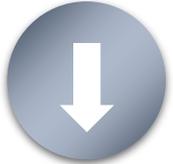
# Crowd funding ideas to redesign your customer experience

## Questions to answer



### High

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



### Lows

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



### Key milestones

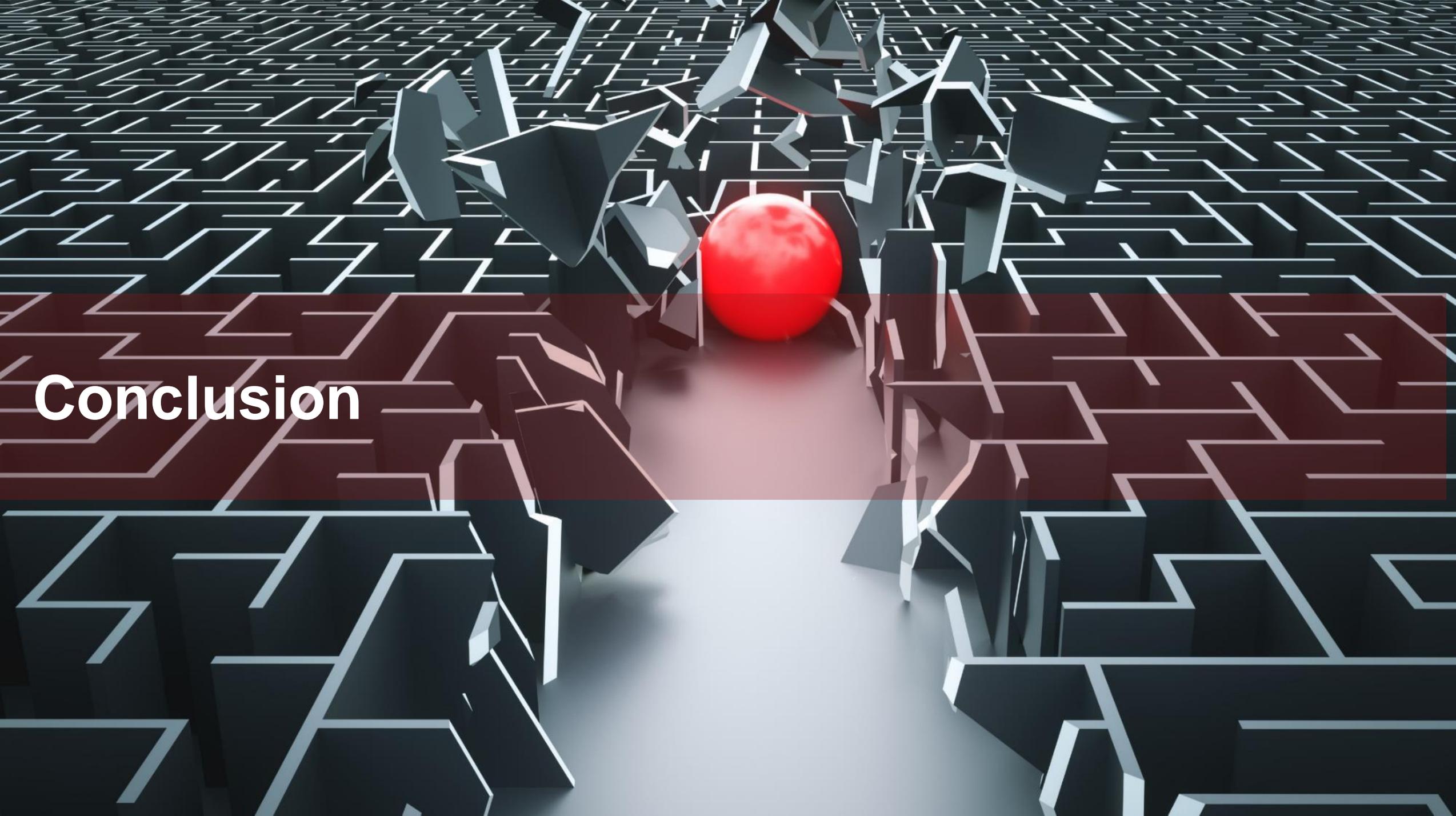
- What are the key milestones in your customer experience journey
  - Can you work with sales team to create some positive associations/experiences before key milestones?



### Elements of choice

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

**How  
digital  
can  
help?**

A 3D maze with a red sphere in the center, symbolizing a conclusion or solution. The maze is composed of dark grey walls on a light grey floor. A semi-transparent dark red horizontal band is overlaid across the middle of the image, containing the word "Conclusion" in white text. The red sphere is positioned in the center of the maze, surrounded by broken pieces of the maze walls, suggesting a path has been found or a solution reached.

**Conclusion**

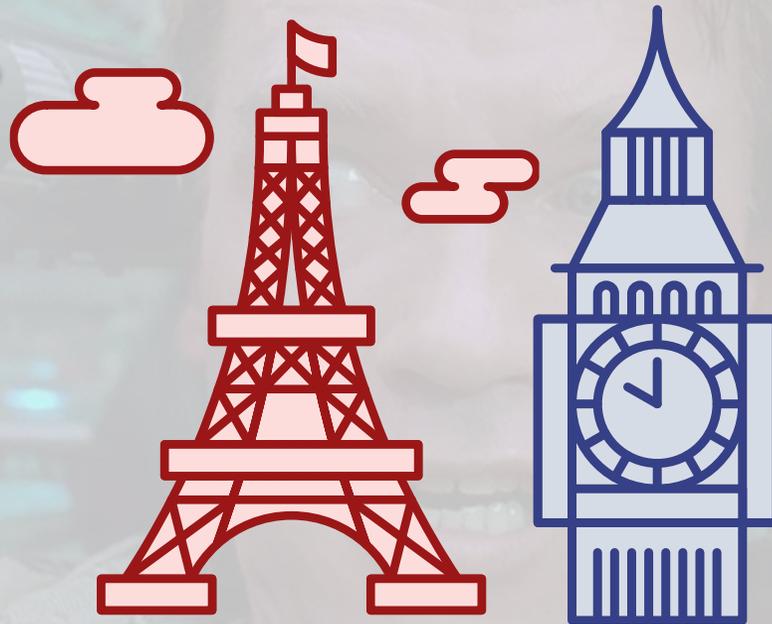
# A final thought experiment to illustrate the power of remembering self

1

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

2

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



*Which one will you choose?*

**Thank You!**

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