Experience Quality: A New CX Framework

Use automation and predictive data analytics to drive action across the organization— and boost CSAT and NPS[†]

VERINT®

How to Use This Ebook

Businesses invest heavily in tracking and improving CX metrics like customer satisfaction (CSAT) or NPS®. Those scores should guide actions taken across the organization, from small tactical improvements to big strategic decisions. But are they enough, and are they the right lens through which to evaluate progress and guide actions?

Most organizations struggle to move the needle on satisfaction—they lack certainty about where and how to prioritize improvements and relevant insights necessary for each stakeholder to do their job effectively.

Something is missing.

A new framework is needed to consolidate, visualize, and analyze experience data to drive fast, smart decision making and move the needle on those beacon metrics like CSAT and NPS.

**WE CALL THIS FRAMEWORK EXPERIENCE QUALITY.**

This ebook is for strategic decision makers—executives, operational heads, and channel managers—and lays out a unified strategy for improving CX that also raises satisfaction and boosts business benefits. As you'll see, the recommendations emphasize:

- Data sharing and coordinated action
- Leveraging advancements in artificial intelligence (AI) and automation
- Making executive buy-in a key element of the program

Good CX Improves Business Results, But Most Teams (Still) Struggle

As consumers, we know what effortless CX feels like: Consistency across channels, prompt attention to issues, and easy access to support, to name a few attributes. We expect as much from a mobile app as we do from an agent, and we return to the brands that deliver—from retailers and banks to streaming providers and citizen services.
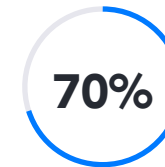
Organizations that master CX reap significant benefits. Verint research shows that customers who report having a great experience have:

84%
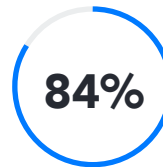
higher "likely to recommend the BRAND" score

79%

higher "likely to recommend the SITE" score

70%

higher "likely to RETURN to the site" score[1]

Yet Gartner reports that while CX drives over two-thirds of customer loyalty—outperforming brand and price combined—**over 70% of CX leaders struggle to design projects that increase customer loyalty and achieve results.**

WHY IS GOOD CX SO RARE?

[1]From the Verint Experience Index reports

Satisfaction Stagnation: A Diagnosis

Most companies struggle to quantify the benefits of their CX programs and connect changes to improved satisfaction. Forrester's "Top 10 Trends Among VoC Leaders" report says most Voice of Customer (VoC) programs—the structural driver of good CX—are not evolving. They are too focused on surveys, squander unstructured and unsolicited feedback, lack data integration, and struggle to prove business value.

This tracks with our experience and analysis. We've worked with thousands of companies across all industries. When we ask them about their biggest CX hurdles, this is what we hear:

Retail

"Customers are speaking loud and clear, but we can't capture it all. Incomplete data gives us not just an incomplete picture, it gives us an inaccurate picture."

Financial Services

"Teams act on their own, not together. Digital doesn't know what contact center knows or what location managers know. CX improvements are minor and fleeting."

Telecom

"Our decisions aren't backed up by our data. Following anecdotal evidence and hunches is wasteful, doesn't produce results, and undercuts our efforts at executive buy-in."

Most businesses aren't approaching CX with a holistic vision. There are too many silos and too many one-off or myopic projects. A wide-angle, macro view is mandatory in order to see and resolve problem areas. That may sound intimidating, but a unified and business-wide approach to CX actually simplifies your efforts.

Understanding Your CX Challenges

While every organization is unique, most struggle with CX in the same ways:

They aren't listening everywhere.

Despite the flood of information coming in, a lot of valuable data is left on the table.

They can't analyze data intelligently.

With scarce resources, it's impossible to pull actionable insights from your CX program.

They aren't prioritizing the best actions.

Finding problems is easy, but identifying fixes, product changes, and strategies that move the needle on CSAT and NPS is rare.

There's no organization-wide CX commitment.

Teams are disconnected, insights are siloed, and executive interest waxes and wanes.

And things aren't getting easier. As CX grows more important every year, the landscape is becoming harder to navigate:

- Journeys are more complex as interactions increase and channels expand
- Expectations around self-serve, speed, and engagement authenticity get higher all the time
- Striking the right balance between automation and human touch is a challenge
- Internal teams and budgets are stagnant as external CX demands increase

Industry Experts Agree: Unify & Prioritize for True Business and Customer Benefits

Organizations can't make measurable progress on satisfaction or meet business goals by playing CX whack-a-mole, chasing one problem after another hoping to hit on the right formula. Industry analysts and thought leaders are coalescing around the theory that CX has to be a holistic effort, driven by leadership to stay focused on prioritization and organizational alignment.

McKinsey & Company

Prediction: The Future of CX: "The **CX programs of the future will be holistic, predictive, precise, and clearly tied to business outcomes.** Evidence suggests that the advantages will be substantial for companies that start building the capabilities, talent, and organizational structure needed for this transition. Those that stick with the traditional systems will be forced to play catch-up in the years to come."

Forrester

Predictions 2021: Accelerating Out of the Crisis: "Forrester is seeing increasingly widespread adoption of CX competencies, which we predict will enable 25% of brands to achieve statistically significant advances in CX quality in 2021…. This year's advancers did the work to **determine what really matters to their customers, identified projects to improve important experiences, prioritized the efforts with the biggest potential upside for customers and the business, and then trained their employees** (and gave them new tools) so that they could deliver the right experiences consistently."

Gartner

Transcend Omnichannel Thinking and Embrace Multiexperience for Improved CX: "…delighting customers may create 'feel good' moments, but doing so has low impact on loyalty or repeat business. Instead, customers really want you to make it easy to do business with them. Gartner found that **96% of customers who had high-effort experiences reported being disloyal, compared to only 9% of customers with low-effort experience."**
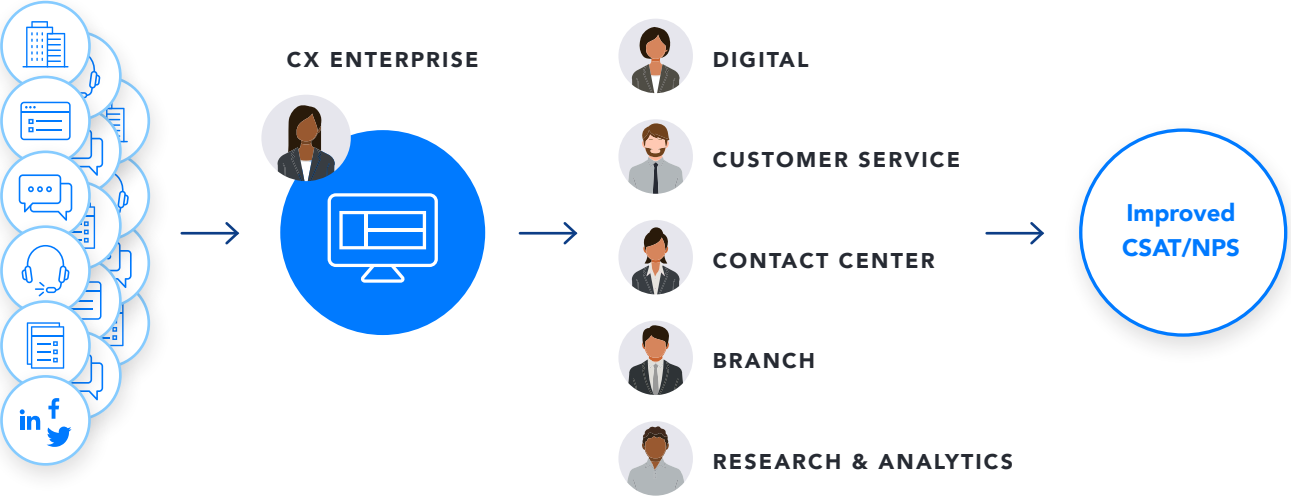
Experience Quality: A New CX Framework

CX isn't a box you can check—it must be an essential part of doing business and a first-tier organizational mandate.

To achieve that, you need a standardized approach to data integration, analysis, and visualization. That approach must allow senior executives to practically use large volumes of data to actively improve the quality of customer interactions.

This framework needs to include all the inputs from all your channels—behavioral, attitudinal, and inferred—from your physical shop to your sites and apps and all of your contact center engagements.

A number of factors impact CSAT and NPS. But CX programs that isolate and improve the quality of the experience have a direct and measurable influence on those satisfaction and recommendation scores—and they deliver a CX advantage.

CX ENTERPRISE

DIGITAL

CUSTOMER SERVICE

CONTACT CENTER

BRANCH

RESEARCH & ANALYTICS

Improved CSAT/NPS

A new framework is needed to consolidate, visualize, and analyze experience data to drive fast, smart decision making and move the needle on beacon metrics like NPS or CSAT.

Using Experience Quality as a CX strategy framework, senior executives can better manage three things:

1 Collecting, monitoring, and tracking large volumes of data

2 Quickly arming teams with the insights they need to innovate and solve problems

3 Improving customer interactions and connecting changes to business goals

This framework is so effective because it takes a holistic approach to CX by integrating data across digital, physical, and contact center touchpoints. Importantly, the outputs can be delivered to executives through a single dashboard that displays quality ratings for things like browse and search, agent interaction, purchases, delivery and other fulfillment options, returns, and customer service.

The benefits of taking an Experience Quality approach to CX are broad and deep:

• Automate untold hours of manual analyst activity and see instantly where you stand

• Identify themes and trends for customer types, journeys, or interaction points

• Quickly disseminate insights and speed decision making at all levels of the organization

Experience Quality Begins With Listening

Data Collection

The Experience Quality starting point is the listening program you build to understand customers. **It must go beyond surveys**, collecting data from all channels—including web, mobile, location, and contact centers—in the form of direct, indirect, and inferred feedback:
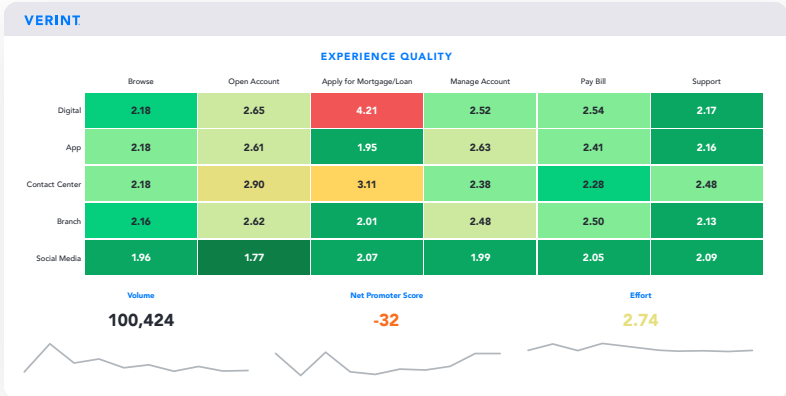
- Contact center conversations, transcripts, and open ends
- Customer feedback data via email, SMS, post-call IVR surveys, websites, and mobile devices
- Operational data from contact center, digital, and location interactions
- Inferred behaviors, sentiment, and emotion
- Employee feedback sources

Data Unification

An essential part of a listening program is bringing ALL data together. This is done with unification tools that map the data-source context, extending analysis capabilities while housing all sources of data within one platform. By unifying the data feeds up front, the CX platform can provide a comprehensive, analytical view of customer interactions in real time.

Data Visualization

Seeing the results of your listening program through a set of dashboards makes it easier for decision makers to use the findings to break down internal silos, unlock the full value of your CX investments, and prioritize and act on real-time and deep customer insights. The dashboard can cover any number of touchpoints, from digital search or chat bot experiences, to purchases, delivery, or returns.

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EXPERIENCE QUALITY

	Browse	Open Account	Apply for Mortgage/Loan	Manage Account	Pay Bill	Support
Digital	2.18	2.65	4.21	2.52	2.54	2.17
App	2.18	2.61	1.95	2.63	2.41	2.16
Contact Center	2.18	2.90	3.11	2.38	2.28	2.48
Branch	2.16	2.62	2.01	2.48	2.50	2.13
Social Media	1.96	1.77	2.07	1.99	2.05	2.09

Volume	Net Promoter Score	Effort
100,424	-32	2.74

Operationalizing Experience Quality

Armed with unified on-the-ground-level data and prioritized insights, executives can drive actions across the entire organization with an eye on CSAT and NPS and business outcomes.

Tactical Hot-Fixes

The level closest to the customer, this is where call center, technical, and other on-the-ground teams identify pain points, address issues directly, and close the loop with customers.

CAPABILITY NEEDS:

- **Real-time feedback and alerts:** Catch issues before they escalate with an automated trigger system that gives your CX teams detailed insight, customer quotes, impact analysis, and other details—right to their inbox, dashboard, or smartphone.

- **Find-and-fix tools:** Isolate and correct problems such as failed logins, billing and payment errors, or account management issues with text analysis, session replay, and other tools.

- **Closed loop management:** Use case management tools to engage and follow up with customers and arm stakeholders with actual conversations, engagement, or digital customer pathways.

BUSINESS AND CUSTOMER BENEFITS:

Issue identification, first-contact resolution, higher service standards, improved satisfaction

Product Management

Isolate important customer and employee interaction points by task, process, intent, or service point and provide specific data that can be used for problem identification, feature prioritization, and process improvement.

CAPABILITY NEEDS:

• Comparative reporting: Help product leaders monitor performance across teams, locations, products, timeframes/seasons, or before and after major business changes.

• Advanced analysis tools: Investigate and discover root causes that impact performance by function, task, process, or intent using heatmaps and driver, segment, text, and replay analysis.

• Automated insights: Complement train-of-thought data investigation by surfacing trends and anomalies with automation powered by AI and machine learning algorithms.

• Usability analysis: Leverage best practices and heuristic reviews to improve digital experiences.

BUSINESS AND CUSTOMER BENEFITS:

Improved conversion, increased task accomplishment, call-center deflection, higher satisfaction

Executive Strategy

Use data and analytics to support C-suite decision making with scarce resources, drive long-term direction, improve business performance, and increase shareholder value.

CAPABILITY NEEDS:

• Predictive ROI models: Get causal, predictive insight into to a range of business scenarios such as future contact-center volume, e-commerce sales, and movement in CSAT and NPS.

• Benchmarking: Benchmark against your own business over time, or across peers or best-in-class. Tracking data over time is critical in today's competitive and fast-changing environment.

• Brand and competitive insights: See the bigger brand-health picture, add context to CX measurement, and understand where your industry is headed.

• Executive alignment: Receive reporting and communications strategy to ensure executive alignment, actionability, and ongoing investment.

BUSINESS AND CUSTOMER BENEFITS:

Growth, resourcing, improved brand experiences, retention, and recommendations

Experience Quality: Use Cases

How does an organization change its behaviors and outcomes by using Experience Quality as a framework for CX?

A credit union's Chief Customer Officer uses automated analysis to know the difference between an anomaly and a system-wide issue. Simultaneous mapping of thousands of customer-journey paths allows for differentiating individual roadblocks or localized errors from deep or systemic problems on a website or app.

The Chief Executive Officer of a large retailer spots an emerging CX trend in a sea of data, before competitors do. Artificial intelligence reduces weeks of observation down to hours, highlighting in-the-moment changes to customer preferences, channel surges, product interest, or other issues.
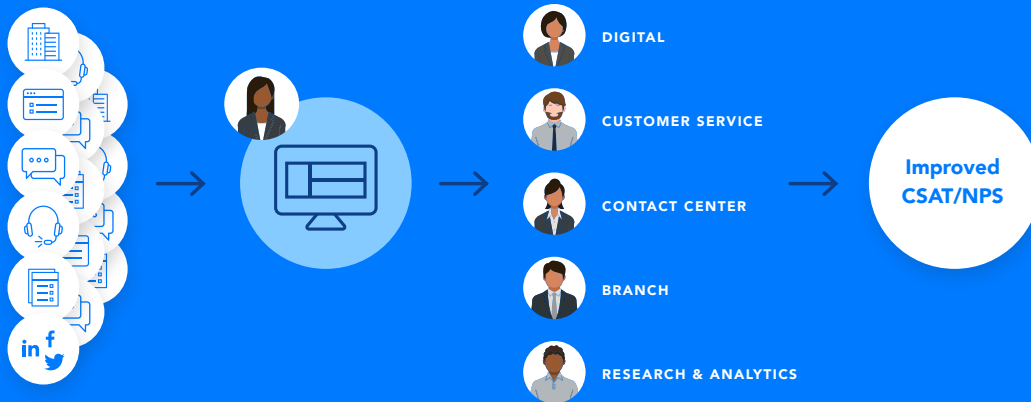
A telecom VP of Marketing allocates resources to a digital team knowing the decision is backed up by predictive analysis. Case management and digital behavior analytics provide pinpoint recommendations about which products or services require team attention, and automated alerts improve reaction time and coordination.

Unlock The Power Of Experience Quality

Experience quality already exists in your CX data sets. Uncovering and operationalizing it becomes possible by integrating your data through the right framework.

Listen everywhere. Automate analysis. Prioritize actions. Commit to CX.

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Improved CSAT/NPS

About Verint Experience Management

Verint Experience Management solutions help you process and analyze data, automate and speed decision making, and operationalize improvements across the organization—so you can compete on better customer experience.

Get in touch with us to discuss how the Experience Quality framework can benefit your organization: **ExperienceManagement@Verint.com**

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