

The 10 Pillars of Customer Experience

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SEARCH KEYWORDS

Search



 Advertising, Marketing, and PR

 Business Management and Administration

The 10 Pillars of Customer Experience ▾

Instructor: Brad Cleveland

Customer experience is a team sport! When everyone understands customer experience and the key pillars that support it, powerful enthusiasm, alignment, and collaboration tend to follow. In this course, Brad Cleveland explains what customer experience is and shows you 10 key pillars that, together, create a positive customer experience. Brad explains how to build the foundation for customer experience through vision, goals, and employee engagement. He highlights the importance of listening, both through a great voice of the customer (VoC) strategy and through customer service opportunities that provide insight on where to improve. Brad goes over how to design a better customer experience by wrapping data in a compelling customer narrative and improving processes and technology. He covers building inspiration through customer advocacy and innovation, then dives into using investments and leadership to build and maintain momentum.

[Learn More >](#)

bradcleveland.com/ingrammicrocloud

- **Workbook**
- **Slides**
- **Ch 4, book**
- **Traits of engaged employees worksheet**
- **Customer journey maps**
- **Excel queue calculator**
- **ROI toolkit**

Trivia...

<https://submarine-cable-map-2022.telegeography.com>



Workbook

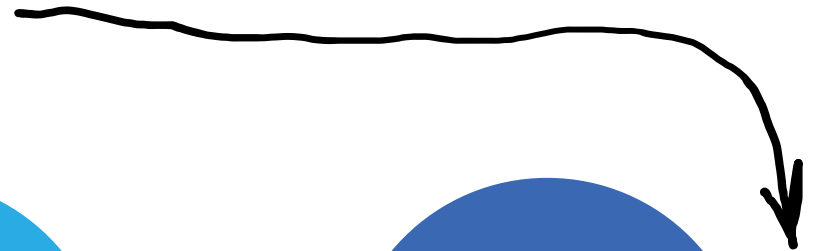
Introduction

What is Customer Experience?

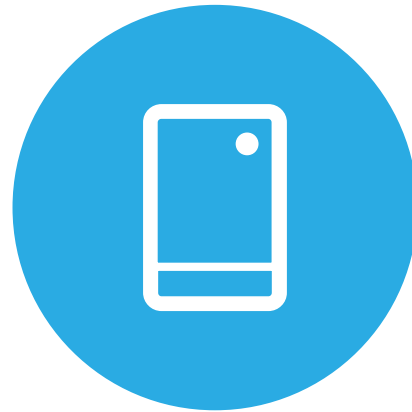
Customer Experience is...

- Everything a customer hears about your organization
- Every interaction they have with your organization and its products and services
- Ultimately, how they feel about your organization

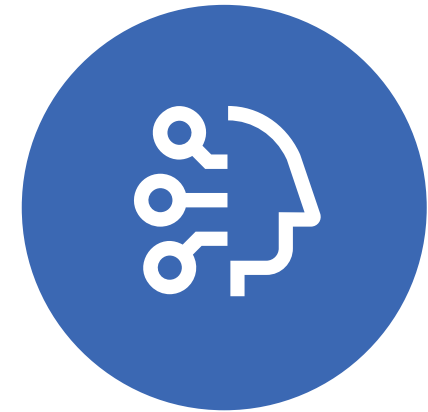
Inflection Point
(pandemic)



INTERNET / WEB-BASED
(2000)



SMART PHONES / APPS
(2010)



AI / MACHINE LEARNING
(2020)

“Whether it’s related to work, home, school or social media, our day-to-day reality has changed forever. And now, the transformational way of thinking we pioneered years ago is coming to fruition in the More as a Service economy. In turn, this is fueling disruption along the entire technology supply chain—not just the physical supply chain, but also the virtual one, where the platform has become the focal point of every successful digital journey.”

The 2021 State of the Channel Report, Ingram Micro Cloud



Pillar #1

Vision and Goals

REI (core purpose)

“We inspire, educate and outfit for a lifetime of outdoor adventure and stewardship.”

USAA (core values)

“Service, Loyalty, Honesty, Integrity.”

Federal Gov of Australia (vision)

“Make government services simple so people can get on with their lives.”

Go further and faster with *More*

There is a world of opportunity within the cloud. We give you more to help your business navigate the complexities of the cloud on a fast-track towards success.

Get started



Source: ingrammicrocloud.com

- Customer experience goals focus on customers

Examples: customer satisfaction and repeat business

- Business goals reflect the health of the organization

Examples: financial performance and market share



Power Tip

Develop a vision for
your team



Pillar #2

Employee Engagement

A green circular graphic containing text.

Traits of
engaged
employees,
worksheet

Engagement is the enthusiasm or emotional commitment an employee has to the organization and the work they do.

Source: Cleveland, Brad. *Leading the Customer Experience*. New York, Kogan Page, 2021

**The picture
that went
viral**





Key Drivers of Engagement

- Purpose (do we believe our work matters)
- Opportunities to learn and grow
- Empowerment
- Performance goals aligned with customer needs
- Coaching and recognition



Power Tip

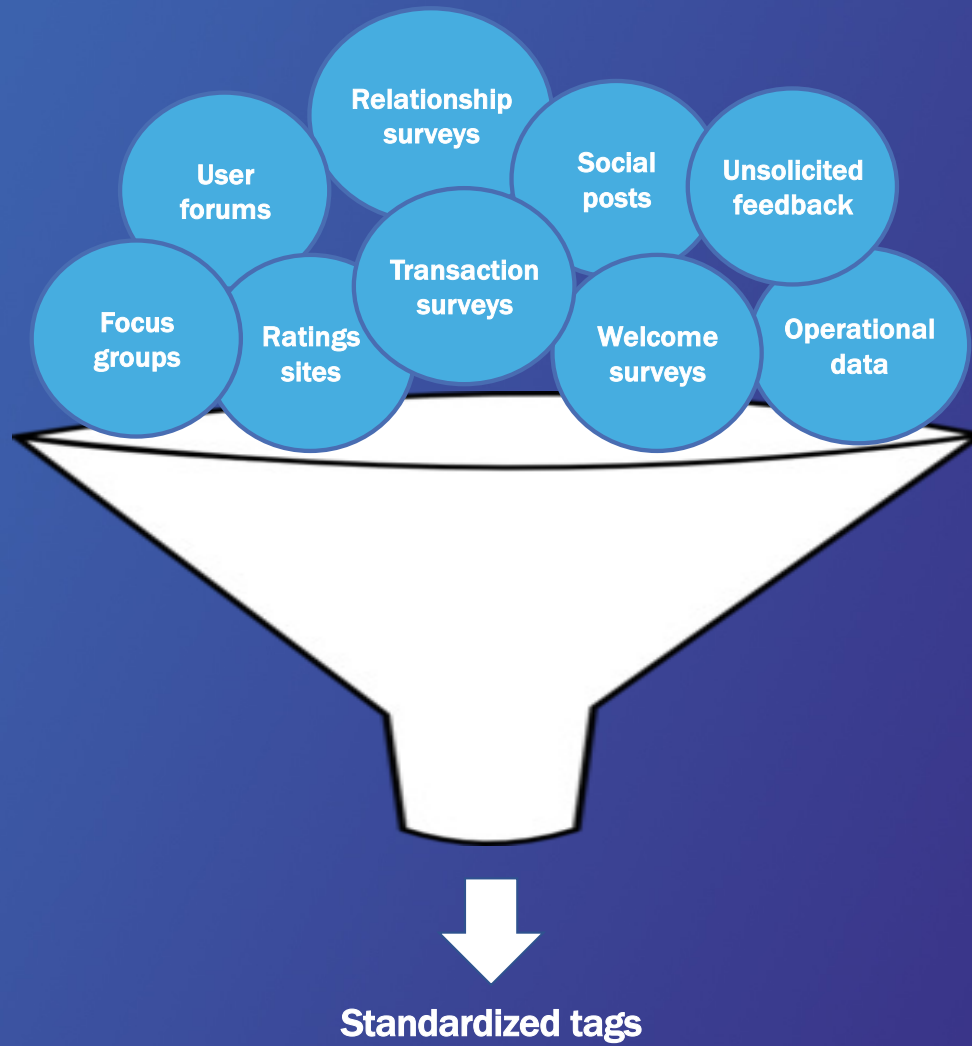
“Are there requirements at odds with doing what’s best for customers?”



Pillar #3

Voice of the Customer

Feedback from customers is like oxygen. Your organization has to have it to survive and thrive.




10 Customer Expectations

Service Interactions



Customer
expectations
worksheet

- Be accessible (*in the channels I prefer*)
 - Treat me courteously
 - Be responsive to (*and anticipate*) what I need and want
 - Do what I ask promptly
 - Provide well-trained and informed employees
 - Tell me what to expect
 - Meet your commitments and keep your promises
 - Do it right the first time
 - Follow up
 - Be socially responsible and ethical
- 



Power Tip

Compare customer and
employee feedback

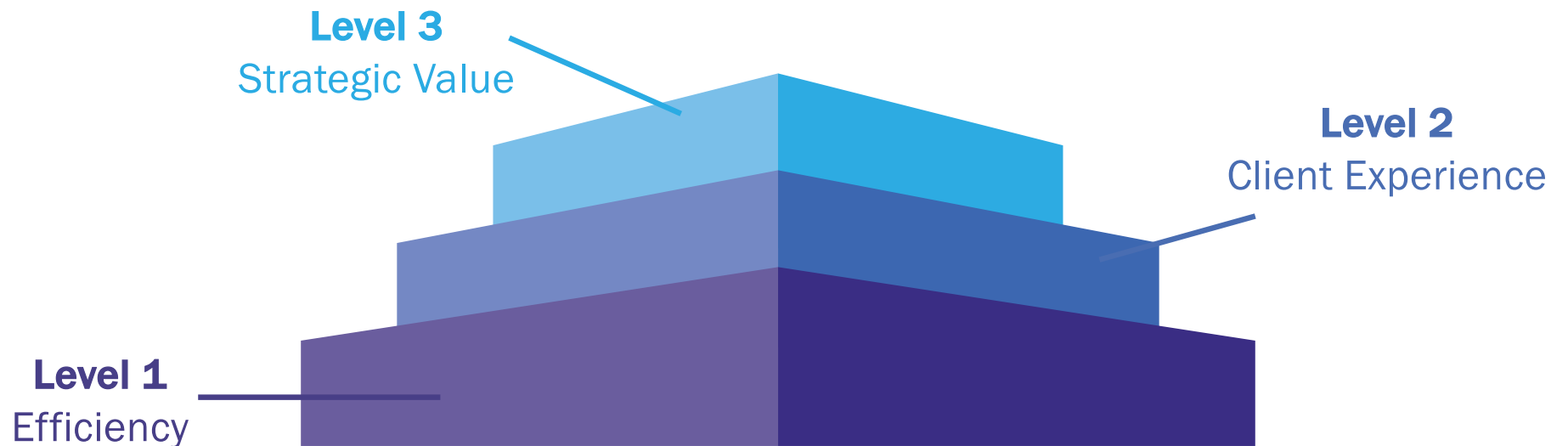
Chapter 4
of book

Pillar #4

Customer Service

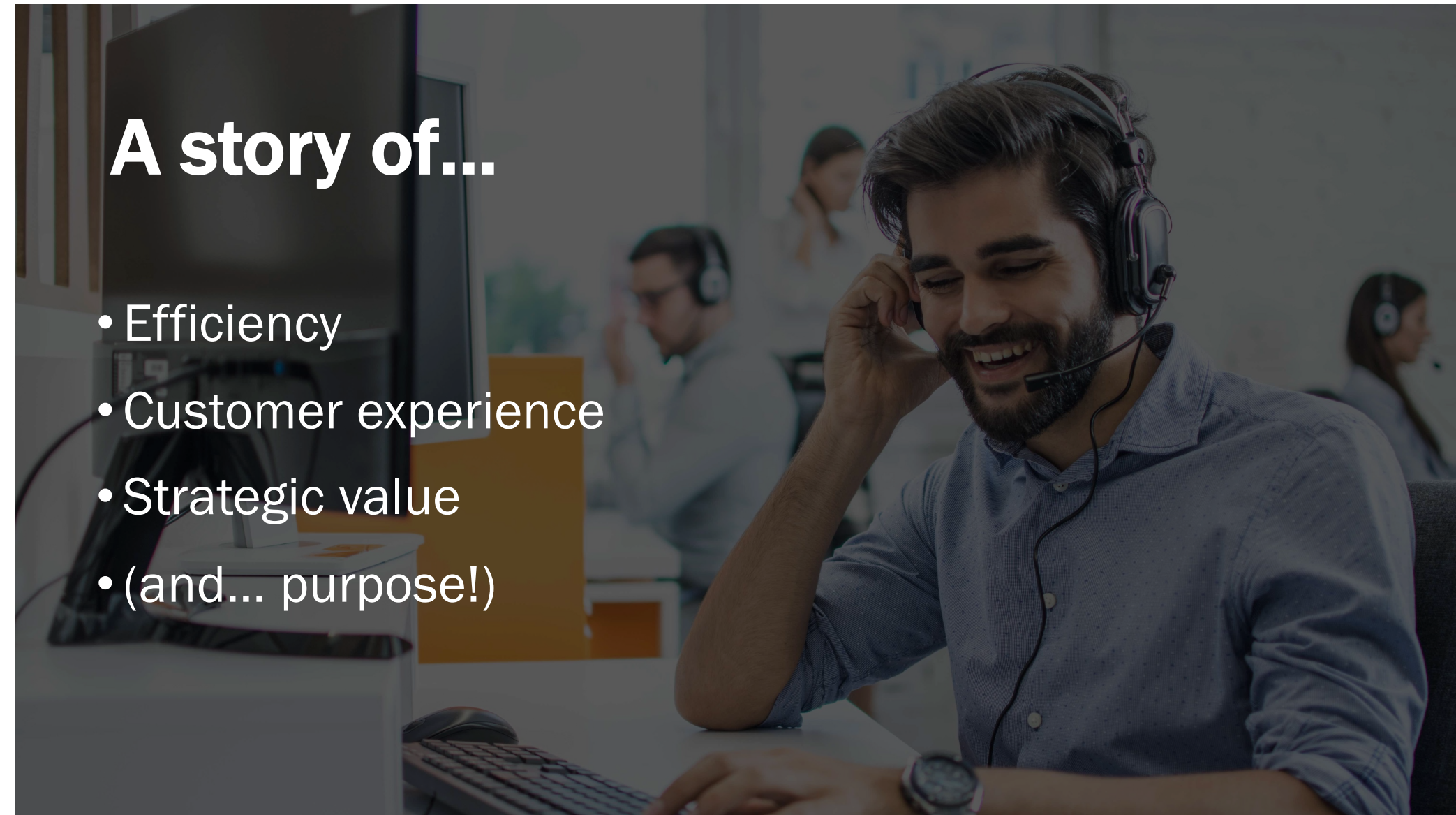
Service Delivery:

Three Levels of Value



A story of...

- Efficiency
- Customer experience
- Strategic value
- (and... purpose!)





Power Tip

Promote the value customer service provides to customer experience



Pillar #5

Customer Narrative

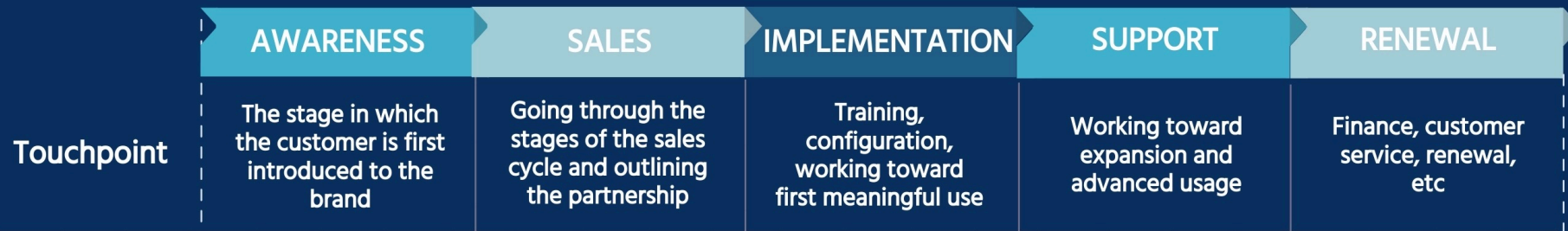
CUSTOMER JOURNEY MAP: SAMPLE



Name: Alyssa
Title: Environmental Health
and Safety Manager
Age: Mid 40's
Degree: Business Admin

Key Objectives: To ensure the health and safety of every employee. To proactively foster a culture of safety among the employee population.

Core KPI: NPS



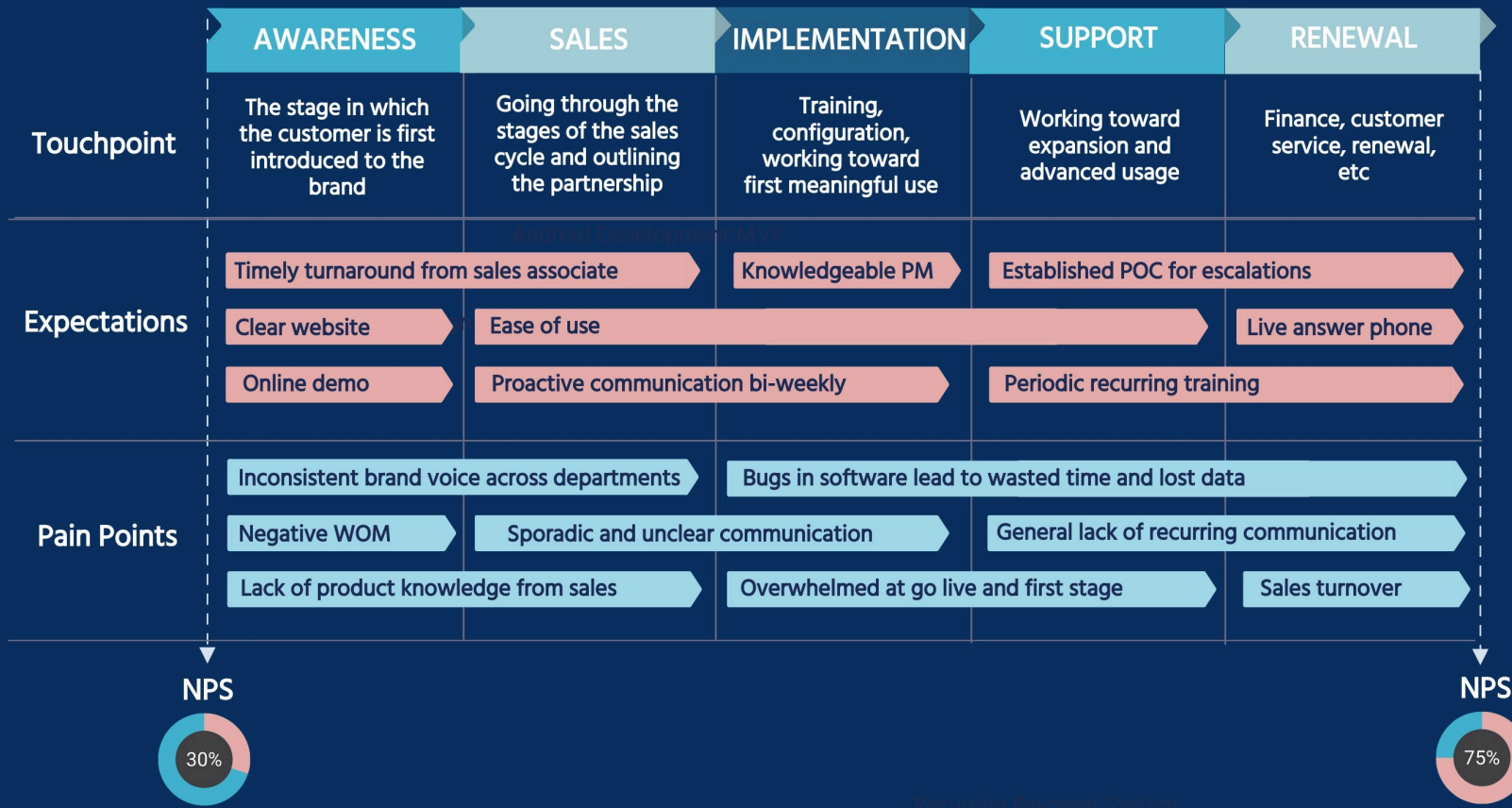
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Recurring Payment System

Customer Narrative

- Journey maps
- Hall of customers
- Newsletters
- Customer stories
- Customer charades



Power Tip

The stories that relate to our humanity
have the most impact





Pillar #6

Processes and Technology

Erlang C

$$P(>0) = \frac{\frac{A^N N}{N! (N-A)}}{\sum_{i=0}^{N-1} \frac{A^i}{i!} + \frac{A^N N}{N! (N-A)}}$$

The Nature of Queues

Excel
Calculator

Input: 100 customers in 30 minutes
Average Handling Time: 5 minutes

Employees/ SL/20 sec	<= Number of customers waiting longer than x seconds =>											
	5	10	15	20	30	40	50	60	90	120	180	240
17 (11%)	90	90	89	89	88	87	86	85	82	79	74	69
18 (39%)	65	64	62	61	58	56	53	51	45	39	30	23
19 (59%)	46	44	43	41	38	35	33	30	24	19	12	7
20 (73%)	32	30	29	27	24	22	19	17	12	9	5	2
21 (83%)	22	20	19	17	15	13	11	10	6	4	2	1
22 (89%)	14	13	12	11	9	8	6	5	3	2	1	0
23 (93%)	9	8	7	7	5	4	4	3	2	1	0	0
24 (96%)	6	5	4	4	3	2	2	1	1	0	0	0

Quality Standards

- Safety
- Courtesy
- Inclusion
- Show
- Efficiency



Processes and Technology

- Diverse perspectives
- Effective collaboration
- Thinking outside of the box



Power Tip

Look for solutions that drive simplicity
and ease of use



Pillar #7

Customer Advocacy

Customer advocacy is...

1) The actions you take to focus the organization on doing what is best for customers, **2)** which rewards you with loyal customers who advocate for your organization.

Plays Out In ...

- Plans
- Metrics
- Performance standards
- Budgeting decisions
- Really, *everything...*



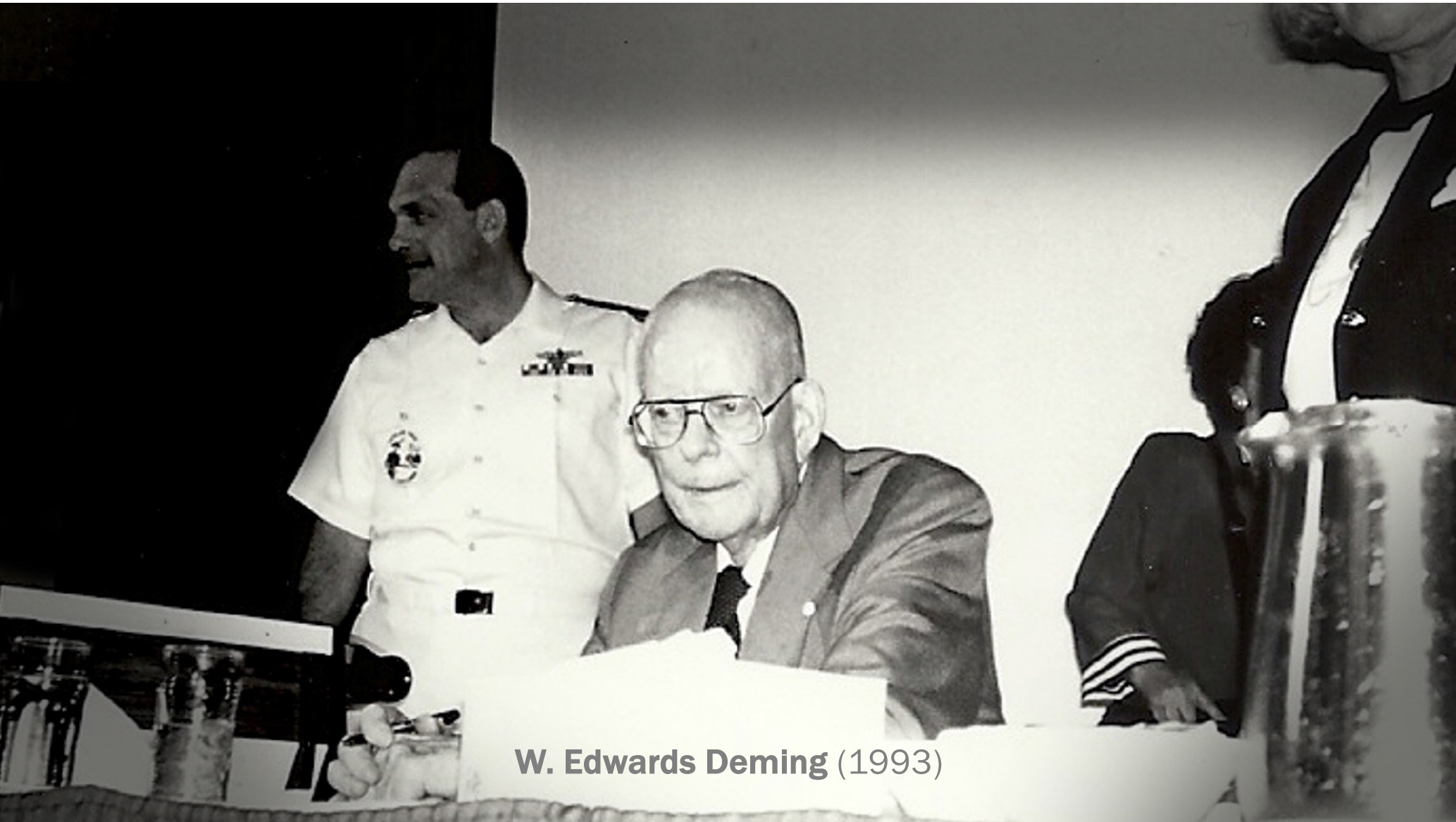
Power Tip

Create a way to represent the customer
in all decisions



Pillar #8

Innovation



W. Edwards Deming (1993)

100% participation



The process of innovation



Remove barriers (no time, don't know what to do, etc.)



Ensure managers recognize and support innovation



Develop a way to gather, evaluate and track ideas



Implement ideas that have merit—and show the impact



TESLA

MODEL S FOR KIDS

— BY RADIO FLYER —

LEARN MORE



BUILD-A-WAGON



BUILD-A-TRIKE



TRICYCLES



WAGONS



SCOOTERS



RIDE-ONS



Power Tip

Celebrate innovation

ROI toolkit

Pillar #9

Investments

Returns on Improvements (ROI) (the good stuff)

Customer
Loyalty

Brand
Promotion

Operational
Improvements

Product and
Service
Innovation

Employee
Engagement

Costs of Inaction (COI) (the bad stuff!)

Customer
Defection

Brand
Damage

Recurring
Problems

Compliance,
Safety, Legal

Employee
Dissatisfaction

Recommendations

- Develop a toolkit of the returns and costs
- Consider at least one return and one cost for any significant decision



Power Tip

Assess how your job role impacts
customer experience

A row of white classical columns with fluted shafts and tiered capitals, receding into the distance on a highly reflective surface. The scene is brightly lit, creating soft shadows and clear reflections.

Pillar #10

Leadership

**Vision without action
is a daydream. Action
without vision is a
nightmare.**

- Japanese Proverb





Power Tip

Slides

Pursue improvements that align with
your interests

The background of the slide features a row of classical columns with fluted shafts and decorative capitals, receding into the distance. The lighting is dramatic, highlighting the textures and shadows of the stone.

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Thank you!

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bradcleveland.com (newsletters, etc.)

Presenters



Brad Cleveland is recognized globally for his contributions to customer strategy and management. He has worked in over 60 countries, with clients such as American Express, Apple, USAA, and Google, as well as non-profits and governments at federal and state levels. He has appeared in media ranging from The Wall Street Journal to The New York Times and is author of ten books, including Contact Center Management on Fast Forward (4th edition, 2019) and Leading the Customer Experience (1st edition, 2021). Brad was a founding partner of the International Customer Management Institute (ICMI). He and his wife Kirsten divide their time between Sun Valley, ID and San Diego, CA.



Debbie Harne has 25 years of experience in learning and development. She served as Director of Educational Services at the International Customer Management Institute for over a decade. Through this role, she led in the creation and support of training and certification programs for organizations ranging from entrepreneurial startups to national governments and multinational corporations. Debbie helped to pioneer some of the first distance learning programs in the customer service field. She has since advised a wide range of organizations in educational design and development. Debbie and her family live in Houston, where her husband serves on the leadership team of a university.