



OPTIMIZING CUSTOMER EXPERIENCE ACROSS YOUR NETWORK

Adding the "Wow" factor to the purchase experience alone is no longer enough. Now, businesses must make the emotional aspect of customer service a prominent element of their approach at every touch point, including pre-sale and post-sale of products or services. In addition to considering the purchase cycle in its entirety and analyzing all its aspects to identify and anticipate the desires and interests of the customer, businesses have to ensure that all their strategic practices and organizational processes support the customer experience in order to make them evolve.

The statistics speak for themselves¹

- 55% of consumers would pay 10% more for a product if they receive exceptional service ;
- A new customer costs 6 to 7 times more to acquire than an existing one does to retain ;
- Companies with the best customer experience ratings show the highest business performance and profitability across economic cycles ;
- Among job seekers, there are nearly twice as many employees from companies with poor customer experience ratings compared to those from companies offering a positive customer experience.

In this context, several large companies have announced the addition of a Chief Customer Officer (CCO) to their executive team. This position was developed to provide a comprehensive view of the customer and to create a corporate strategy to maximize efforts to capture, report and use the Voice of the Customer. The role of the CCO is to offer a single vision across the network and to align all key players towards a common and extensive customer experience management solution. The CCO influences all corporate activities, especially transformations.

¹ www.jccq.qc.ca



However, not every franchise would have the means to establish such a position. That is why we came up with an easy-to-implement solution for your banner: using a talent pool selection strategy, identify high-potential employees with the best skills to form a Customer Experience Squad and provide the practical tools to support them in their task.

WHY INVEST IN CUSTOMER EXPERIENCE

We all know that an unhappy customer can be very costly. Many companies invest in creating a great customer experience, and yet do not see the expected return on investment. Just imagine how much more complicated it might be to mobilize several entrepreneurs who, while working under the same banner, are clearly unique individuals and are scattered across a vast territory. The "Stop Trying to Delight Your Customers" research shows that lowering the Customer Effort Score by anticipating customer expectations and forward-resolving issues is a powerful factor in building customer loyalty. It can help improve customer service, reduce the costs associated with contact centers and decrease customer churn.

Investing in customer experience management helps franchisors and franchisees to improve their profitability, as well as reduces marketing costs and customer service expenses. Customer experience has become an important way to differentiate from the competition.

HOW TO CREATE A CUSTOMER EXPERIENCE SQUAD FOR YOUR BRAND

The success of the customer experience is a collective and collaborative effort that should involve the top management and employees of the franchisor and franchisees. It is important to include people with different points of view on customer experience, yet sharing a common vision and showing a strong interest to deliver in this essential function. Using the right strategies and sound selection tools to choose the best people for the Squad is crucial at this stage.



WHY DO YOU NEED A SQUAD

A network Customer Experience Squad can:

- Raise awareness among the key players of the franchise network and promote the engagement of everyone to improve the customer experience
- Ensure a common vision and consistent brand value proposition as defined by the franchisor among franchisees, employees and customers
- Develop the skills of the Squad members and target leaders of influence
- Develop the skills and know-how across the network
- Analyze and improve the customer experience internally and externally
- Optimize strategic and operational processes to reduce the number of non-value-added tasks
- Improve transversality and eliminate the silos effect between the franchisor and franchisees, and between various departments of the franchisor and franchisees

WHICH TASKS CAN YOUR SQUAD PERFORM

- Improve the awareness and understanding of the customer experience and consider it in all strategic decisions
- Evaluate the cost of customer retention versus new customer acquisition
- Identify areas for process improvement to enhance your customer experience
- Validate action priorities and elaborate implementation strategies including change management
- Measure the impact of changes and make adjustments to avoid any deviation from the objective

The Académie québécoise de la franchise can assist you in defining the specific roles of your Customer Experience Squad and support you in developing the skill set for your Squad members, such as a thorough understanding of the banner, their capacity to grasp and interpret the concerns and needs of the customer and excellent change management skills.



A final thought... In his theory of evolution, Charles Darwin showed that the key factor that determined the survival of species is their capacity to adapt to changing environments. It is up to you to manage your network and to lead it towards new trends and capabilities in order to better understand and anticipate the expectations of your customers.

Sylvie Grégoire, MBA, CRHA

Président, Totem Performance organisationnelle