



Designing your customer
experience using digital
analytics



EY

Building a better
working world

Case in point

For a leading US health care network, EY's analysis of a multimillion-dollar social media campaign gave senior leaders a clear view into which channel was most successful in engaging current and potential members on brand and content messages. The results: analysis-directed social media content that helped the marketing team develop crisper and more targeted messaging to the channels that best support new and repeat enrollment.

As part of its strategy to transform itself into a leading 21st century media company, a major newspaper enlisted EY to use analytics to assess whether its decision to use a paywall/subscription service was acceptable to subscribers and potential subscribers. EY created a digital measurement system to understand site visitor reaction to the new system and recommend the most successful paywall option. The result: a successful launch of the new system to widespread customer satisfaction.

Creating a virtuous cycle of improvement driven by measurement has resulted in dramatic improvements in customer experience (and measured satisfaction) across key cases for a large home products and furnishings manufacturer. EY helped design and build a digital analytics program that combined integrated web and voice-of-customer (VoC) analytics, constant review cycles with product and marketing teams and a regular cycle of data-driven testing and change. The result: a deep integration of analytics and data into the corporate culture and consistent gains in measured digital performance over multiple years.

Building a great business through great customer services

Today's enterprise is focused on the customer like never before. In our rapidly changing, increasingly digital world, building a strong customer relationship is the single most important part of building a great business. Never before has it been as easy for customers to move their business, to find new methods of delivery and service, to divide their share of mind and share of wallet as they see fit. Customers have become harder to define, understand and please than ever before.

So how do you build a strong enough customer relationship to maintain and grow your share of mind and share of wallet? **By delivering consistently great experiences.**

Your customer relationship is really nothing more than the sum of the experiences you've shared with a customer. Designing those experiences to be customer-first, highly personalized and mutually rewarding is the key to growing your business.

Traditional approaches to creating customer-first experiences are just one step down the road to excellence. Customer Journey mapping can help you think through what's missing from the customer perspective. But in a world driven by very targeted individualization, these traditional techniques are too subjective and too high-level to be optimal. A great experience in today's digital world is most often defined by how unique it can be made to each individual.

That focus on the individual means the design and delivery of the customer experience is ultimately about using what we know to deliver the best experience at the right time and through the right channel. This is an exercise in analytics and data; it requires a clear, focused and accurate analysis of the dozens of customer touchpoints that you have created or could potentially create.

Digital data drives excellent customer experience

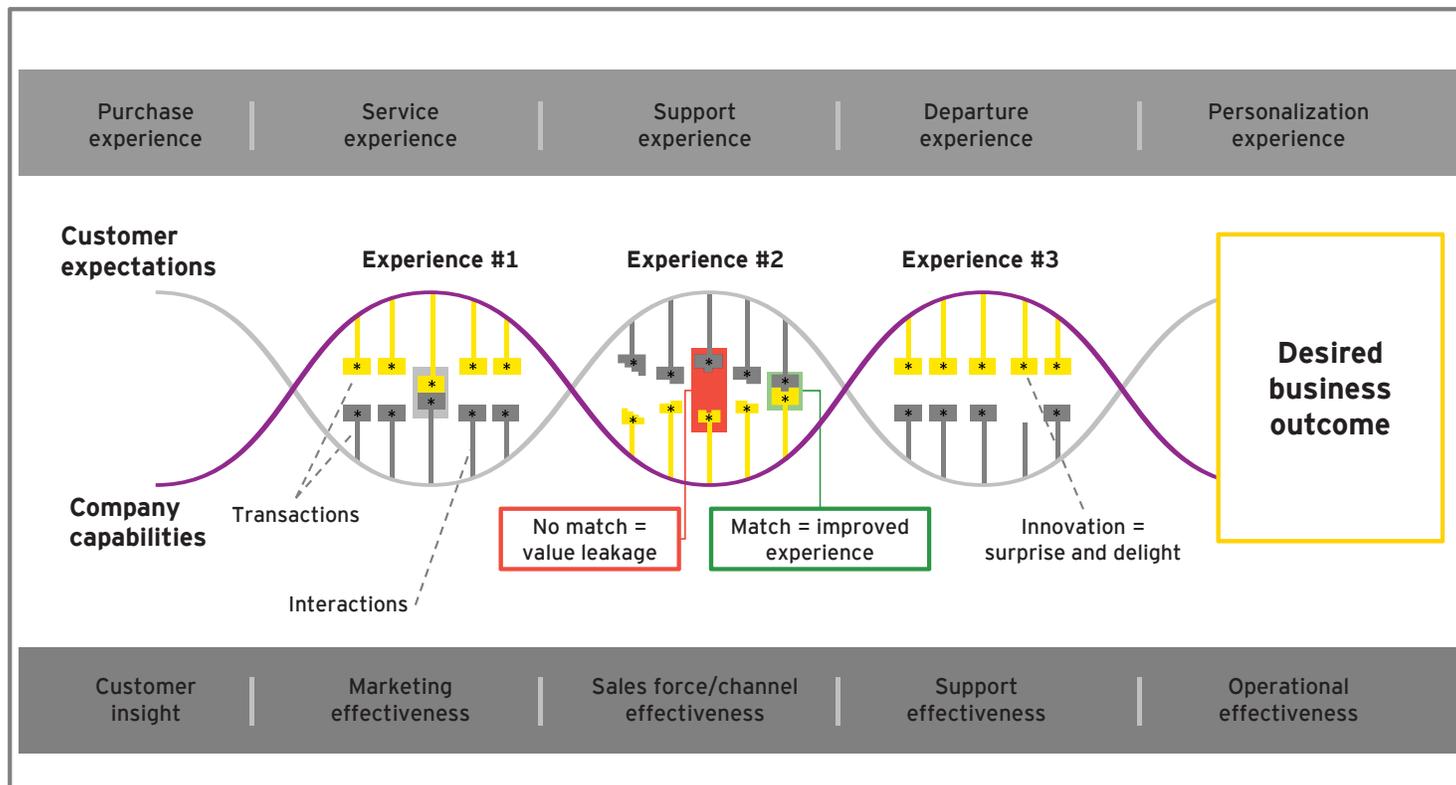
We are living in an era of massive disruption driven by the increasingly ubiquitous penetration of digital into every aspect of commerce and living. Digital has created challenges and opportunities for nearly every enterprise (public and private) and has changed customer expectations around service, delivery and communications.

Our buying habits have changed. We use the internet to shop before we buy, and we make our purchases through a variety of devices. Brick-and-mortar stores remain a solid presence, but they're certainly not the only option anymore. Today, the mix of customer engagement and customer experience includes digital and in-store components.

The shift to digital has created unique opportunities to measure, analyze, experiment and tune experiences in real-time. With proper instrumentation and systems, it's possible to understand every step of the customer journey, to hone in on customer intent and to measure the success of the experience in absolute terms for both your business and your customer.

In short, today's enterprise has the opportunity to completely re-invent how you design and deliver customer experience. It's an opportunity to move from a subjective and largely intuitive process to a data-driven, highly engineered process that delivers continuous measurable improvement in business outcomes and customer satisfaction.

Designing your customer experience: how EY can help



At EY, we've taken the digital transformation to heart and we've made it a centerpiece of our approach to engineering great customer experiences. With one of the leading digital analytics practices in the world, we've created a data-driven approach to customer experience engineering that fundamentally re-imagines the discipline and how it can help you deliver great customer experiences.

Assessing the current state

Customer Journey mapping is the traditional starting point of customer experience projects. We've re-imagined journey mapping with a data-driven process of identifying and mapping customer touch points with detailed proprietary analysis using digital cases. We use a combination of sophisticated multichannel VoC and big data analytics to identify the specific cases that drive usage of your touch points and analyze their actual success. Taking a data-driven look at what your customers are trying to accomplish and how successful they are at achieving their intent is the beginning of re-engineering the customer experience.

Predicting the future

In a time of rapid transformation, every customer experience project has elements of predicting the future. It is critical that you plan for the future state, and not just react to what customers are doing right now. Gaining accurate and actionable predictions is complex and much more advanced than paying a futurist or a visionary. We've built a different, far more sensible approach to taking information and gleaning actionable insights. It's called segmentation – the act of isolating early adopter populations so we can help companies better understand how their broad customer base is going to look one to three years into the future. By using digital analytics, and not an anecdote approach, we are able to tap into trends, see patterns form and gain detailed perceptions.

Integrating analytics into the experience

Traditional customer journey mappings ignore the fundamental truth of digital transformation. Today's mapping techniques require individualization and data analytics.

- ▶ Individualization. The closer you can come to treating each person positively and uniquely, the closer you are to achieving an optimum customer experience. What does it take to achieve optimum customer experience at scale?
- ▶ Data analytics. Measurement must be built deeply into the process. When EY engineers your customer experience, we help you design it so that it's measurable and tunable. That's the secret to delivering truly special experiences.

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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About EY's Advisory Services

Improving business performance while managing risk is an increasingly complex business challenge. Whether your focus is on broad business transformation or more specifically on achieving growth, optimizing or protecting your business having the right advisors on your side can make all the difference. Our 30,000 advisory professionals form one of the broadest global advisory networks of any professional organization, delivering seasoned multidisciplinary teams that work with our clients to deliver a powerful and exceptional client service. We use proven, integrated methodologies to help you solve your most challenging business problems, deliver a strong performance in complex market conditions and build sustainable stakeholder confidence for the longer term. We understand that you need services that are adapted to your industry issues, so we bring our broad sector experience and deep subject matter knowledge to bear in a proactive and objective way. Above all, we are committed to measuring the gains and identifying where your strategy and change initiatives are delivering the value your business needs.

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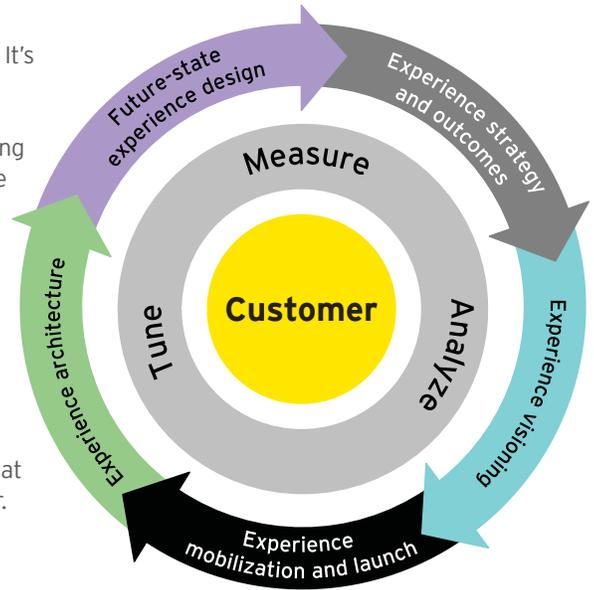
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Building an experience factory

The days of mass marketing are over. Highly personalized, individual experiences are never created through broad programs that try to be all things to all people. They need to grow organically from a process that builds increased levels of personalization from the first experience to the next. That's why we focus on creating an experience factory. It's a process that can drive continuous, incremental improvement in the customer experience; deliver rapid returns via incremental change; and over time, can fundamentally transform the entire customer experience.

That's the EY difference. It's a revolutionary blending of digital analytics and customer journey mapping to create true experience engineering.

Our process, based on powerful methodologies, data-driven decision-making and advanced digital analytics, can help you engineer leading-class customer experiences that never stop getting better.



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