Designing your customer experience using digital analytics
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.
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.

### Table: Customer Journey Mapping

<table>
<thead>
<tr>
<th>Purchase experience</th>
<th>Service experience</th>
<th>Support experience</th>
<th>Departure experience</th>
<th>Personalization experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer expectations</td>
<td>Experience #1</td>
<td>Experience #2</td>
<td>Experience #3</td>
<td>Desired business outcome</td>
</tr>
<tr>
<td>Company capabilities</td>
<td>Transactions</td>
<td>Interactions</td>
<td>No match = value leakage</td>
<td>Match = improved experience</td>
</tr>
</tbody>
</table>

### Table: Customer Insight

<table>
<thead>
<tr>
<th>Customer insight</th>
<th>Marketing effectiveness</th>
<th>Sales force/channel effectiveness</th>
<th>Support effectiveness</th>
<th>Operational effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer expectation</td>
<td>Company capabilities</td>
<td>Experience #1</td>
<td>Experience #2</td>
<td>Experience #3</td>
</tr>
<tr>
<td>Transactions</td>
<td>Interactions</td>
<td>No match = value leakage</td>
<td>Match = improved experience</td>
<td>Innovation = surprise and delight</td>
</tr>
<tr>
<td>Value leakage</td>
<td>Improved experience</td>
<td>Innovation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

For additional information contact:

Gary Angel
Principal, Ernst & Young LLP
Americas Advisory Services
Enterprise Intelligence – Digital Analytics
+1 415 894 8255
gary.angel@ey.com

Jeff Stier
Executive Director, Ernst & Young LLP
Americas Advisory Services, Customer
+1 212 773 5879
Jeff.stier@ey.com