

GOTO Copenhagen 2021

#GOTOcph

The Experience-centric Organisation



Simon Clatworthy
Professor
AHO/ITU



“Customer Experience Is the Key Competitive Differentiator in the Digital Age”

Wall Street Journal

89% of companies compete primarily on the basis of customer experience

Value in service is experientially determined by the beneficiary (SDL)

86% of business leaders agree that **customer experience is vital for success**

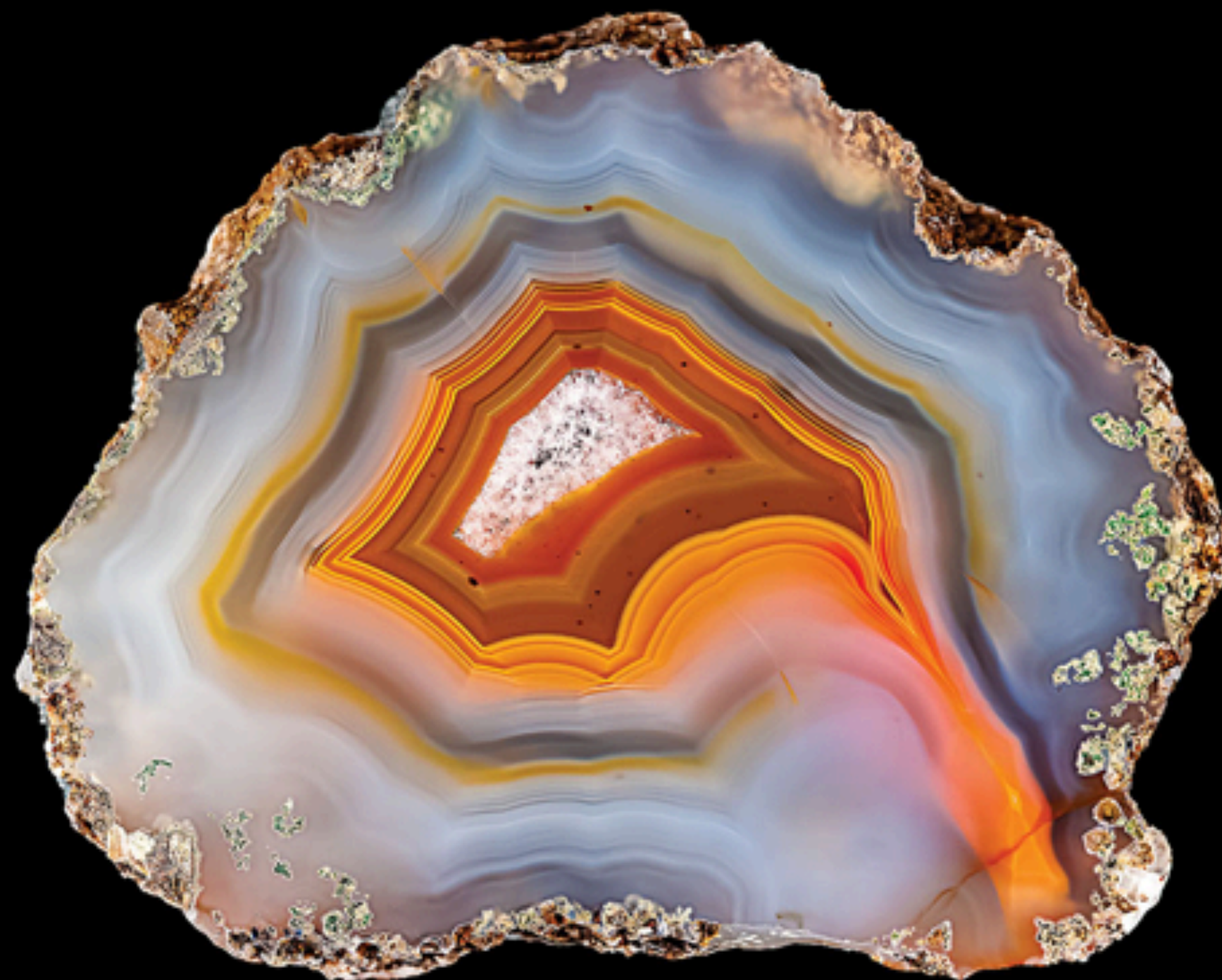
The **lifetime value** of a satisfied BMW customer is estimated to be \$143,500



Put Purpose at the Core of Your Strategy

It's how successful companies redefine their businesses. by Thomas
W. Malnight, Ivy Buche, and Charles Dhanaraj

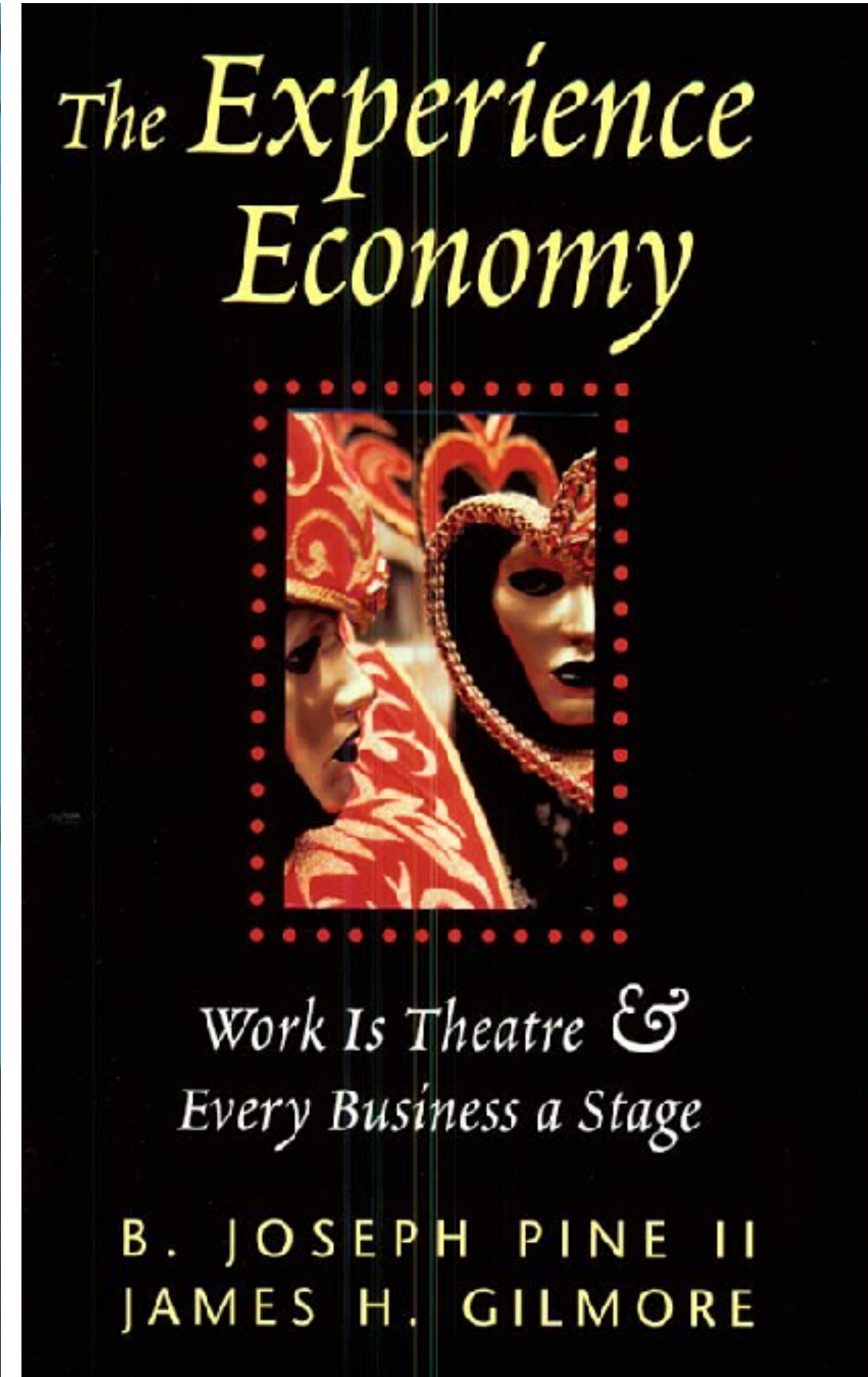
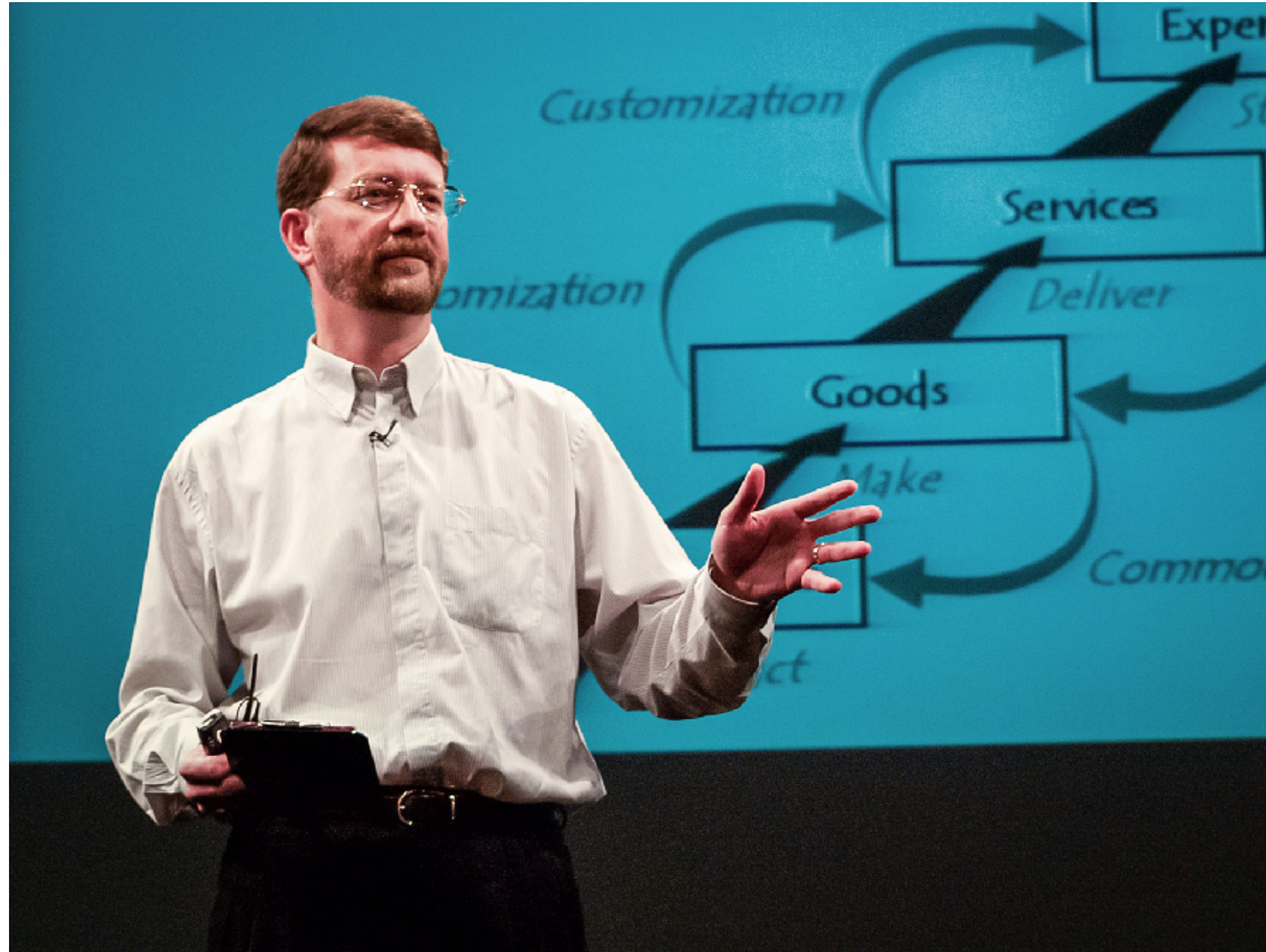
From the Magazine (September–October 2019)







The experience economy





From function to emotion

Whiteness alone is no longer enough

Omo adds brightness to whiteness!

Millions have proved it—read what they say

Yes, now, blue Omo both not only clean, not only white—but bright! It's amazing. It's exciting. And it's a fact! Millions of washlines prove it every week. This wonderful Omo brightness is making women everywhere think again about the washing powder they use. Once they were satisfied if it washed white. Now they want whiteness *plus* Omo brightness. Nothing less will do.

You, too, will agree if you'll only try Omo once. Just once! You'll wonder how you could ever have been satisfied with your whites before. The difference between plain, ordinary whiteness and Omo brightness is startling! See for yourself. Your shop sells Omo. Why not go in for a packet today?



I thought I knew all about washing. But one day, Mrs. Pemberton from next door showed me up good and proper. Her wash wasn't just white. It was positively bright! "How did you manage it," I asked. "Oh," she laughed, "didn't you know Omo adds brightness to whiteness?" Well, we live and learn. And I'm right glad I learned about Omo.



"If I were a betting woman," said Paula, "I'd bet on to see this tubcloth has been bleached in Omo." "And you'd win," I laughed. "I asked the waitress the other day. She said it was Omo that gave the cloth such brightness, and got the stains out. It's a marvel, Omo is."

The baby was sweet. So were his washes. "His granny made them," said Mrs. Hammond. "She's a marvelous knitter. But it's Omo that keeps them soft and bright. I use it for all baby's things." "No, no," I said. "And our friendship was off to a bright start—thanks to Omo."



BOIL with
OMO
adds BRIGHTNESS
to WHITENESS













Audi

Vorsprung durch Technik.

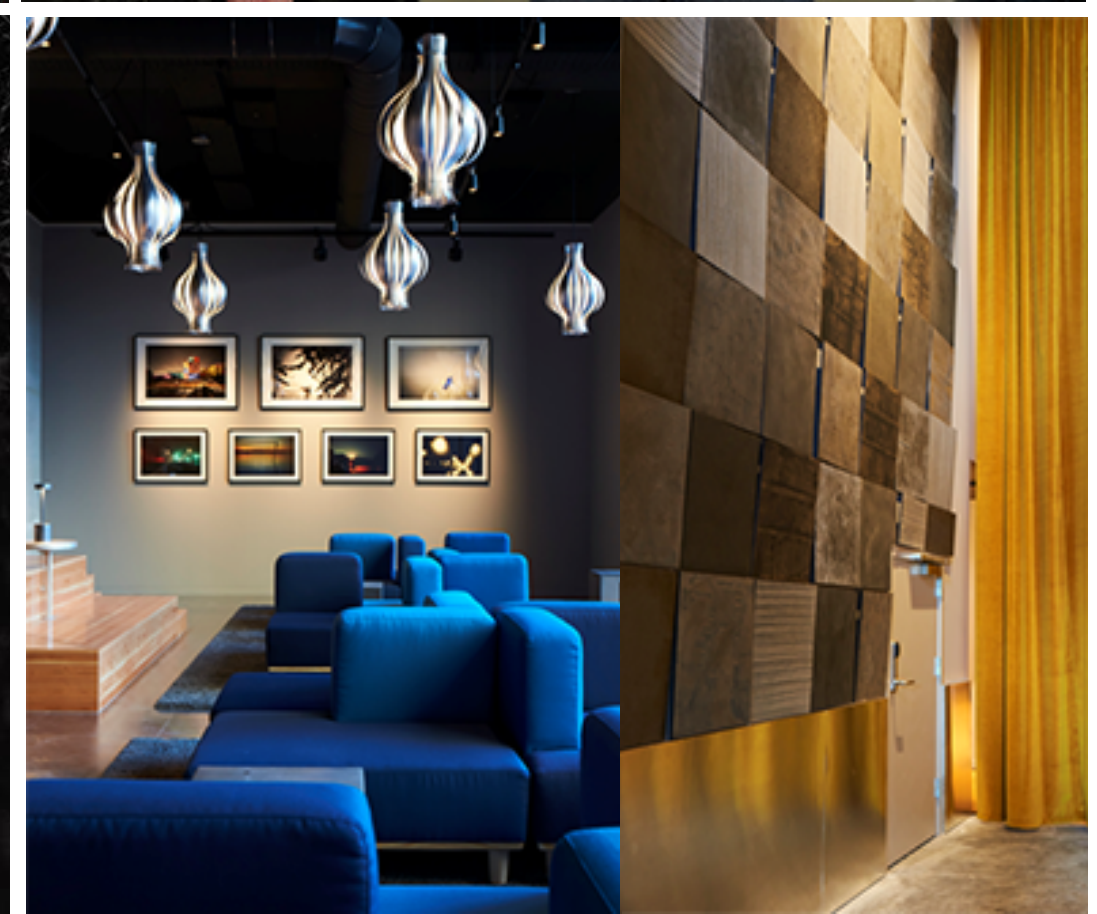


Believe in something.
Even if it means sacrificing everything.

 Just do it.

Idealistic needs







Customer Experience as the Key Competitive Differentiator



Innovation



KULTUR



Hvil i fred, du økonomiske

“I have lost count of the number of experiments published over the past 50 years showing that people are not rational actors.”

“You might believe that you are a rational creature, weighing the pros and cons before deciding how to act, but the structure of your cortex makes this an implausible fiction...

...Affect is in the drivers seat and rationality is a passenger. It doesn't matter whether you're choosing between two snacks, two job offers, two investments, or two heart surgeons, your everyday decisions are driven by a loudmouth, mostly deaf scientist that views the world through affect coloured glasses.”

How emotions are made
Lisa Feldman Barrett
MacMillan 2017

Derfor er alle mennesker i Venezuelastaten. Det økonomiske menneske kalkulerer sig gennem livet, det gør alting op i indtægter og udgifter, og det handler derefter. Man har også kaldt det økonomiske menneske det rationelle menneske, i USA gik det under navnet *Rational Man*, fordi det

ret truet på livet i daglandet. Den israelsk-amerikanske psykolog Daniel Kahneman fik i 2002 nobelprisen for undersøgelser, som viste, at mennesket ikke er en funktion af økonomiske kalkuler. Vi handler grundlæggende slet ikke så rationelt og kalkulerende. Langt de fleste

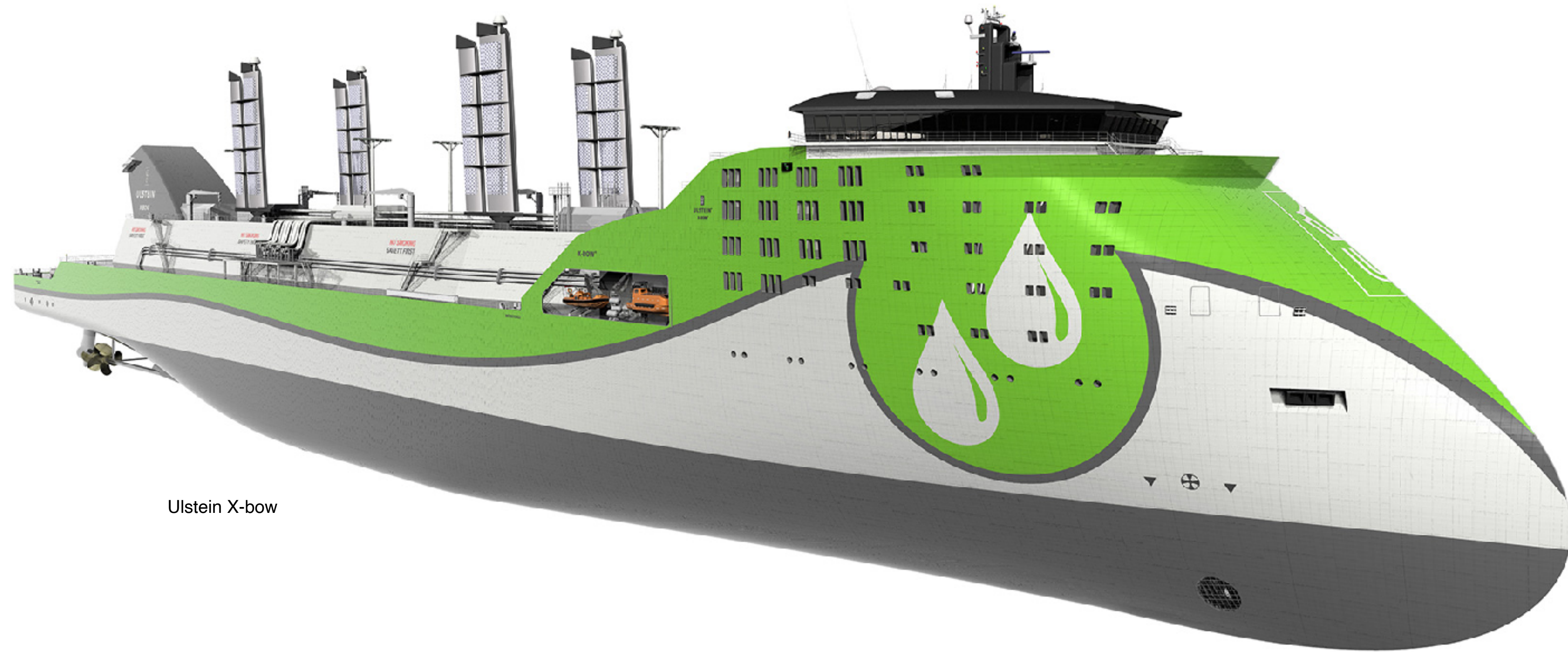
risikoen for at blive fyret.

DØDSATTEST. Dagpengekommissionen gør i et afsnit med titlen 'Vi er ikke altid rationelle' opmærksom på, at det økonomiske menneske som et rent fornuftsåret væsen ikke altid holder vand. Dette er nogle centrale pointer fra afsnittet i rapporten.

selv. Dagpengekommissionens egne analyser bygger på teorien om et menneske, som de har mistet troen på. Man kan ikke med få ord slå det økonomiske menneske ihjel. Det bliver som et spøgelse ved med at være en del af os selv. rune.lykkeberg@pol.dk



Even B2B



Ulstein X-bow



Desirability

“the minute they set eyes on it, they feel something that they might not be able to define. But it’s something that their hearts and souls identify with. It’s something they want to be a part of.”

CNET





Mini task

Tell the person sitting next to you about a product or service you find desirable



Part2: Crafting a way forward

“Customer Experience Is the Key Competitive Differentiator in the Digital Age”

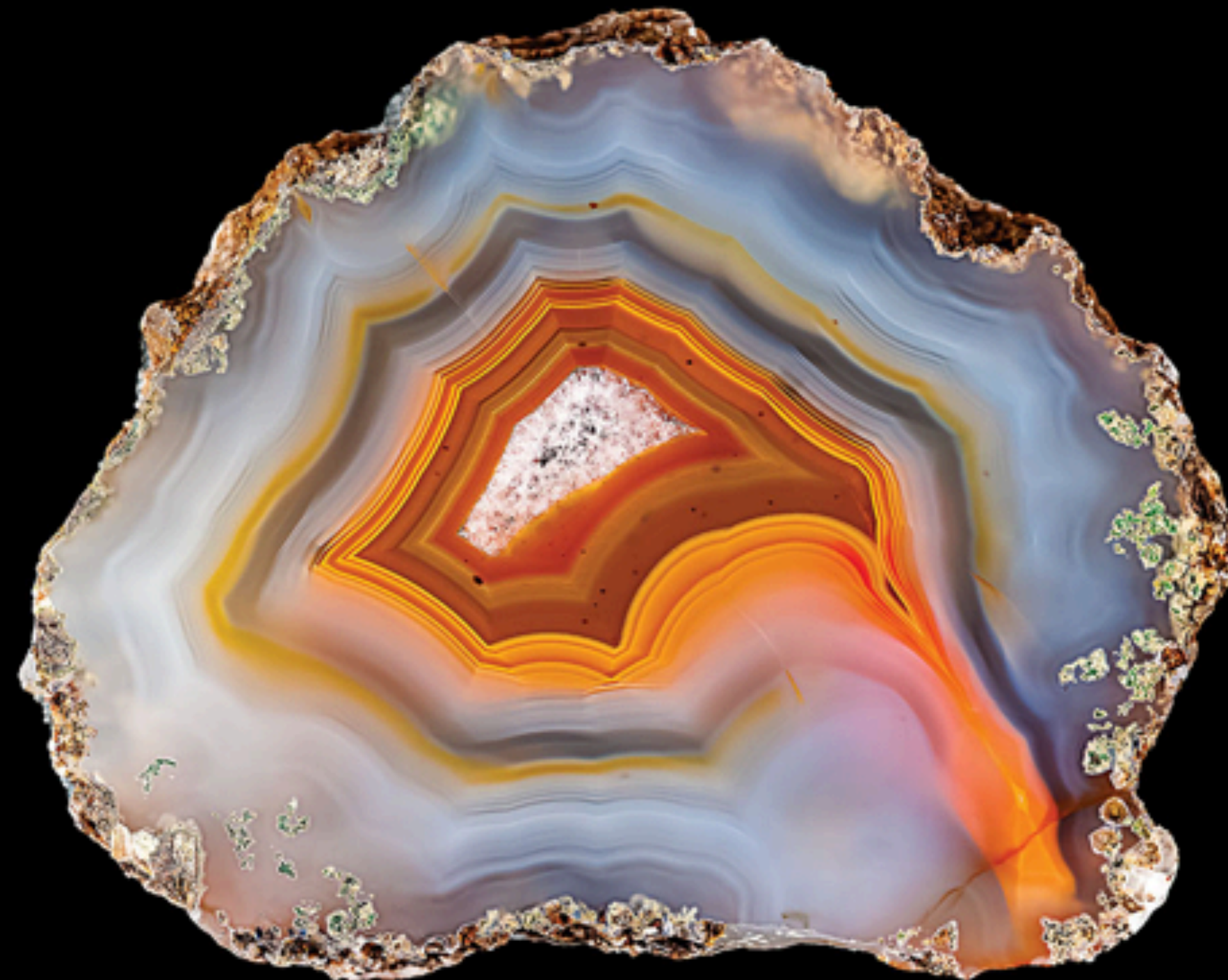




Put **EXPERIENCE** at the Core of Your Strategy

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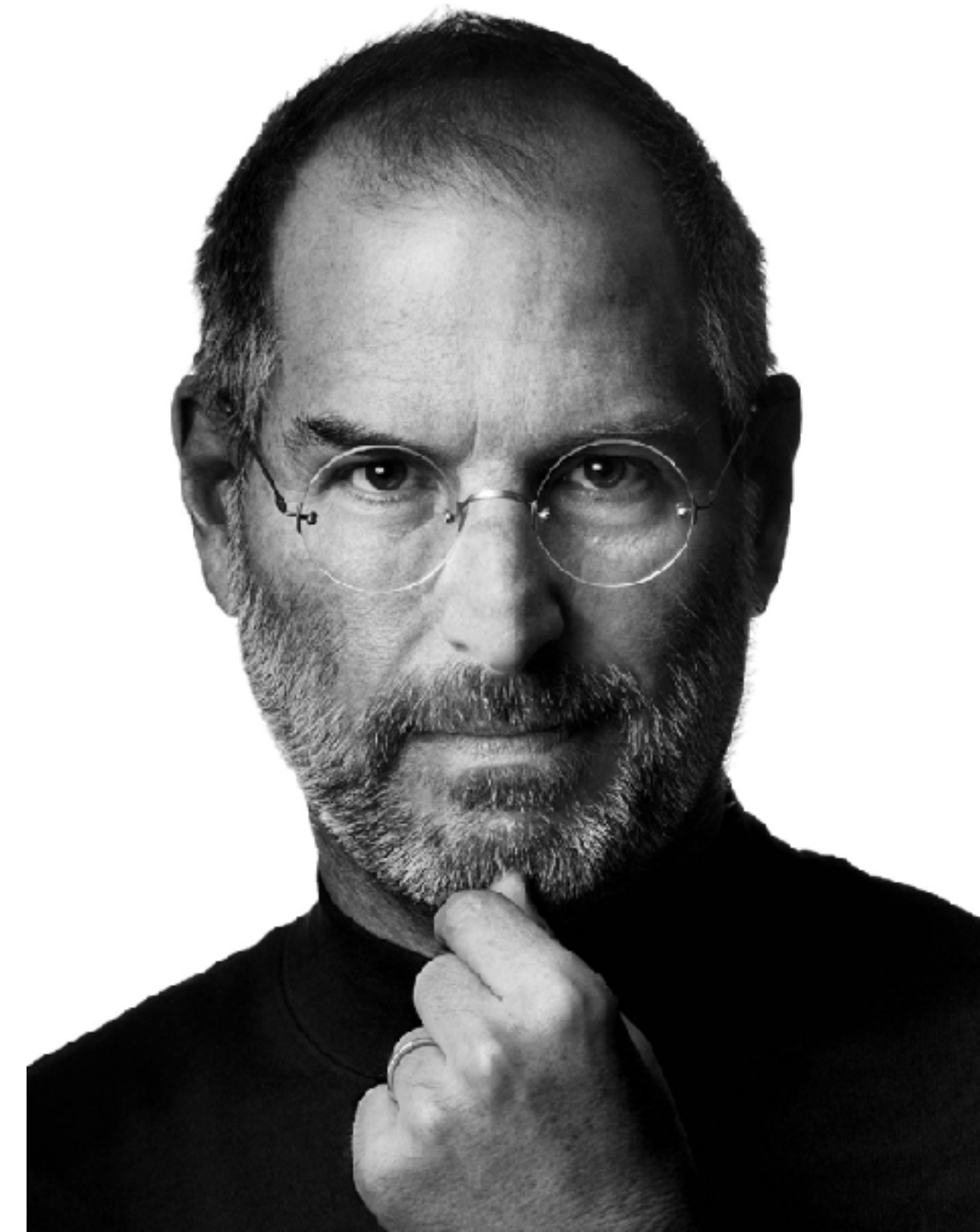




1. Start with the experience!

"You've got to start with the customer experience and work back toward the technology and not the other way around"

Steve Jobs





2. Be honest about ambition and position

**EXTRAORDINARY
ORDINARY
EXPERIENCES**

postnord



**EXTRAORDINARY
EXPERIENCES**





3. Develop a terminology, and use it

Friendly Empowering **Sophisticated**
Desirable
Simplistic Exclusive
Valuable **Overwhelming** Appealing
Relevant Exciting



4. Integrate deep customer empathy

SEE

See the Customer - observation is a muscle



HEAR

Hear the Customer - talk, listen and understand



BE

Be the Customer - do it yourself





5. Find YOUR mix

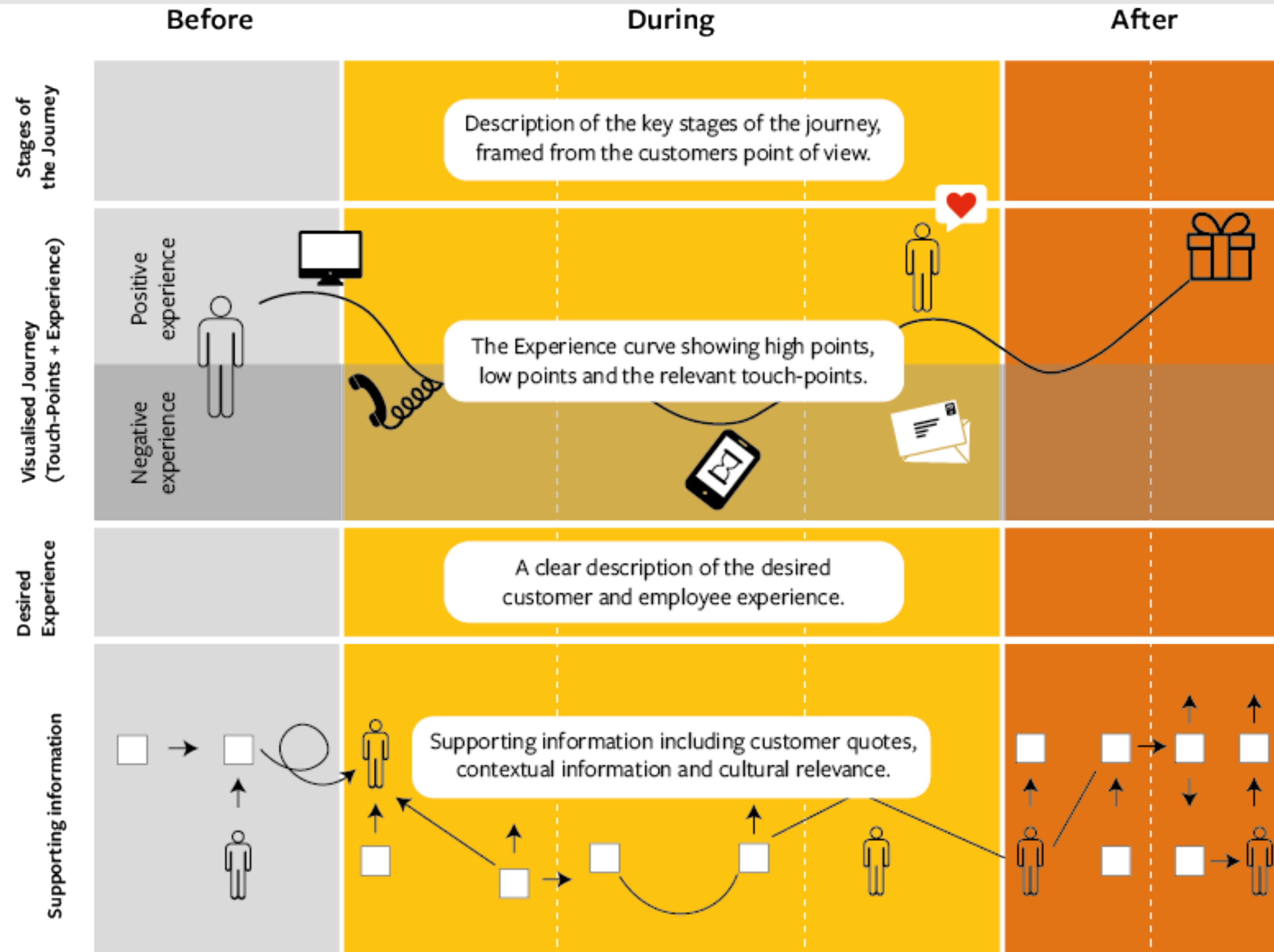


Innovation



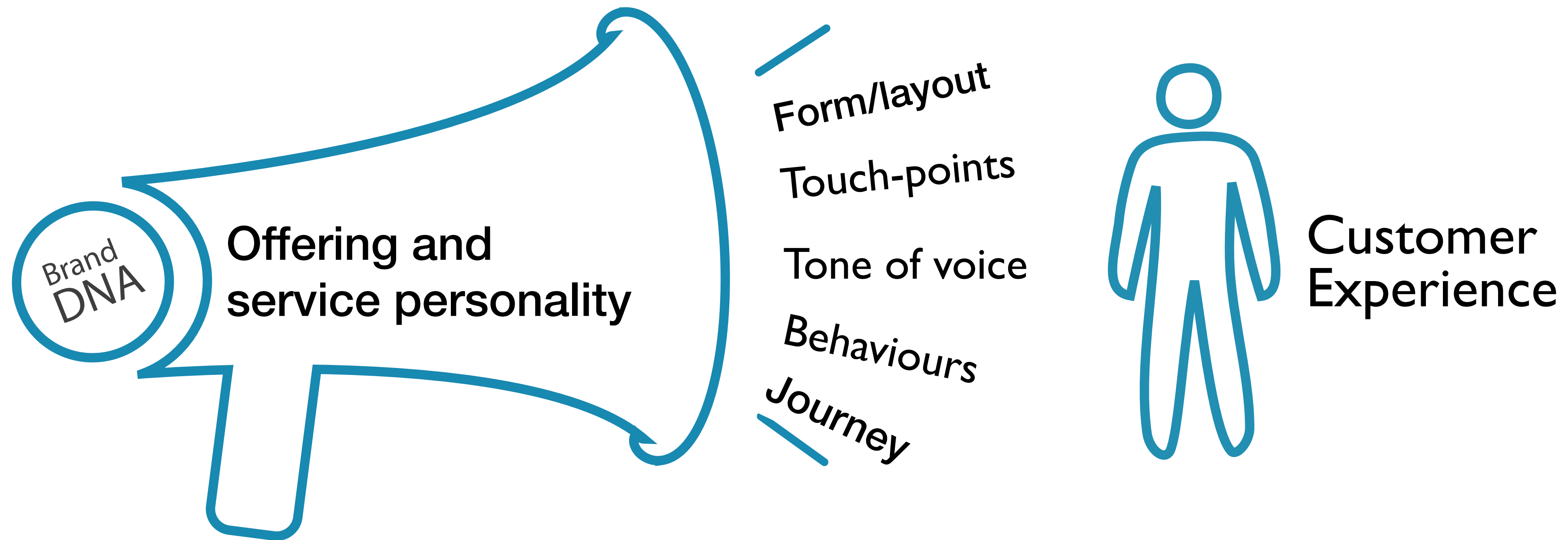


6. Focus upon the customers' experiential journey





7. Define your personality





8. Sweat the big things and the detail

Skader FAQ Mere ▾

UNDO:

Den smarteste
rejseforsikring du
nogensinde får

- 🌐 Appen bruger automatisk din lokation til at starte din rejseforsikring
- 😬 Betal kun for de dage, du er afsted fra kun 7 kr/dag



Se den in action



11:14



Let's face it...

Der bor en lille
skvaddermikkel eller
ulykkesfugl i os alle 🐣

11:17



skip

Med Ansvar betaler vi erstatningen, hvis
du kommer til at skade nogen eller
ødelægge deres ting



Fortset >





9. Experience is viewed through the customer's eyes

The screenshot shows the Trustpilot profile for 'Undo: Fremtidens forsikring'. At the top, there is a dark blue navigation bar with the Trustpilot logo (a green star) and the text 'Trustpilot'. To the right of the logo is a search bar with the placeholder text 'Søg efter en anden virksomhed'. Below the navigation bar, there is a breadcrumb trail: 'Penge og forsikring > Forsikring > Forsikringsvirksomhed'. The main content area features the company name 'UNDO: Undo: Fremtidens forsikring' in large, bold letters. Below the name, it says 'Anmeldelser 583 • Fremragende'. At the bottom, there is a star rating system with five stars, four of which are filled green, and the number '4,3' followed by an information icon.

★ Trustpilot Søg efter en anden virksomhed

Penge og forsikring > Forsikring > Forsikringsvirksomhed

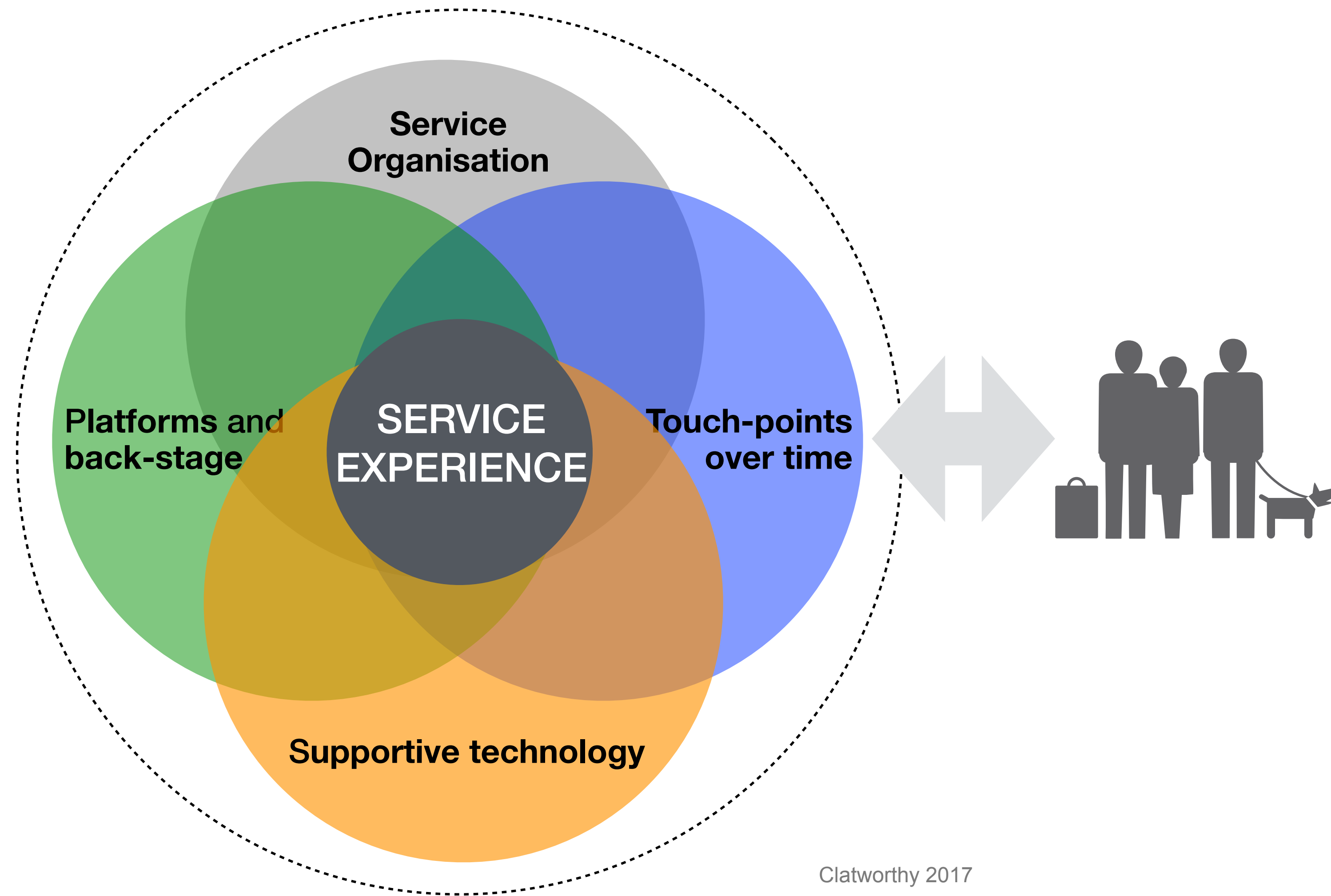
UNDO: Undo: Fremtidens forsikring

Anmeldelser 583 • Fremragende

★★★★★ 4,3 ⓘ



10. Understand that this relates to the whole organisation



11. We are all designers



Watson, this was no
accident, it was done by
DESIGN!



12. Plan your organisational maturity journey



CUSTOMER ORIENTATED

Adapt existing offerings to the customer

Experience seen as top layer



JOURNEY ORIENTATED

Understanding service as a customer journey

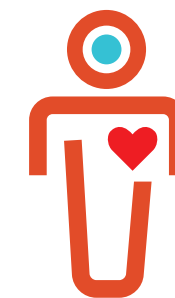
Experience seen as top layer



CUSTOMER CENTRIC

Re-orient the organisation towards the customer

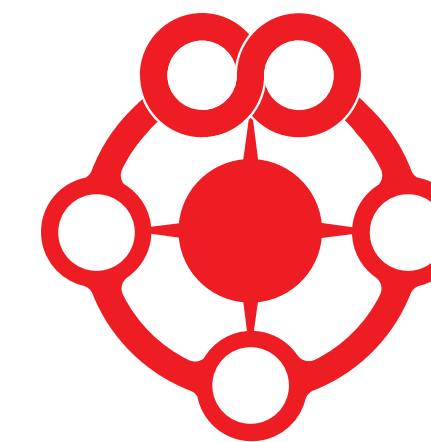
Experience seen as important



EXPERIENCE ORIENTATED

Re-orient the organisation towards the customer

Experience seen as a key success factor



EXPERIENCE CENTRIC

Organisational alignment around the customer experience

Experience seen as an organisational imperative



Conclusion

1. Experience is gold
2. Experience now needs to be a core part of company strategy
3. The steps to achieve transformation are known
4. This is both a sprint and a marathon



Thank you!

1. Masterclass Friday
2. Book available at bookseller here
3. Vote/Comment/Discuss

