

**Effective**  **Experience**  
**Framework 1.0**

**G**  **CEM**

April 2009

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Findings and conclusions of the research report do not represent the opinions or ideas of the involved companies.

# I. Why Good Companies Deliver Ineffective Experience

***“Most companies are delivering ineffective experience. You don’t have to do so.”***

Nowadays, the challenge of customer experience management is that delivering a good experience is not good enough. You need to deliver an *effective experience*. Only when you’re delivering effective experience, can you survive, grow, and create customer loyalty. This paper aims to address the limitations of the conventional experience management approaches and render a pragmatic framework for the creation, delivery and assessment of effective customer experience.

If you are running a business, whether you espouse CRM (customer relationship management), CEM (customer experience management), or any other customer management initiative, your ultimate goal is to make customers *feel good* so that they buy—more, more often and over a longer time—from you.

Customers feel good—or bad—about you via their five senses: sight, hearing, smell, taste and touch. They perceive the experiences delivered by you at various customer touch-points, for example product, advertising, in-store, call center, online, etc. The aggregate experience across all customer touch-points becomes how customers feel about you and your brand.

Since making customers feel good is essential to customer equity (value brought by your customer) and brand equity (value of your brand), it should be the top item on the agenda of every company to deliver effective experience at every customer touch-point. (See the sidebar: “Effective Experience is Not Equal to Good Experience”) However, most companies using conventional approaches are delivering ineffective experience.

## Effective Experience is Not Equal to Good Experience

“Every time I queued in the long lines at the IKEA check-out counter, I swore I wouldn’t go back. But I kept going back again and again over the past twenty-something years<sup>1</sup>. My largest share of “coffee wallet” goes to Starbucks, even though I hate paying more than US\$3 for coffee with deteriorating quality<sup>2</sup>. I feel very badly when I am ignored inside the Louis Vuitton shops, but I still love the brand and am willing to pay a significant premium for it<sup>3</sup>. These are definitely not *GOOD* experiences to most customers, but these experiences are effective both to the brands and to the customers.” Sampson Lee, Founder, G-CEM

## II. Limitations of the Conventional Approaches

### “Are you missing the forest for the trees?”

Why are conventional approaches not effective in managing customer experience? (See the sidebar “Dell is Not Alone: Most Companies are Efficiency-driven”) Here are the reasons to highlight the loopholes and limitations of traditional methods and tools used in measuring and managing customer experience:

- Conventional approaches usually focus on individual / uncorrelated satisfaction scores and are process-centric to improve the efficiency of operations; they typically ignore the emotional feelings of the customer;
- Conventional approaches usually drive enterprises to deliver homogeneous and non-branded experiences as they try to comply with the quality level set by renowned standards organizations or to achieve top grade customer satisfaction scores;
- Conventional approaches usually aim to excel in all aspects of an experience;
- Conventional approaches usually demand extra resources to enhance customer experience (given severe competition and the rapid increase of possible touch-points that a customer could interact with a brand or a company);
- Conventional approaches usually collect a huge batch of uncorrelated data and scores, and measure too many metrics;
- Conventional approaches do not usually provide a systematic way to guide resource allocation among multiple touch-points; and
- Conventional approaches do not usually provide an integrated way to assess, design and measure a branded customer experience, with no integration or synergy among different functions especially between touch-point operations and brand.

### DELL is Not Alone: Most Companies are Efficiency-driven

Below are the emotion curves<sup>4</sup> derived from the 757 valid responses of the B2B Purchase Experience (IT Solution) Survey<sup>5</sup> conducted by G-CEM and CustomerCentric Selling (U.S.). Though Dell may be very efficient at individual attributes by performing better at most of the sub-processes<sup>6</sup> (23 out of 25) than competitors, Dell is not delivering an effective experience at all—Dell provides the *least-liked* purchasing experience among the 14 surveyed vendors—tremendous resources have been wasted. Dell is not alone, most companies nowadays are still efficiency-driven in managing experience. It takes a paradigm shift from being efficient to being effective!

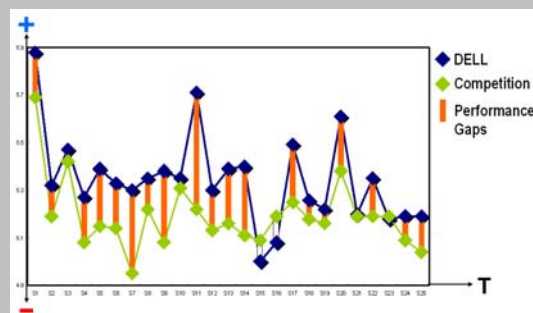


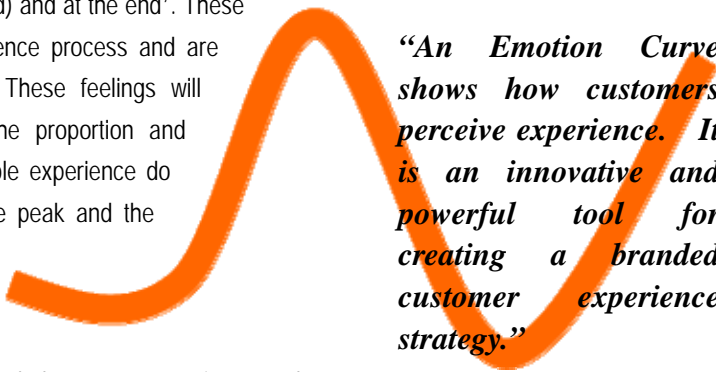
Figure 1: Emotion Curves—B2B Purchase Experience:  
DELL versus Competition

### III. What is Effective Experience

***“An experience is not effective unless it’s remembered, branded and contrasted.”***

The *worst companies* make customers feel bad with *BAD* experiences. *Average companies* make customers feel good with *GOOD* experiences but these experiences are not effectively remembered or branded. They are just wasting resources. The *best companies* never forget about delivering their target brand values while they make customers feel good with *EFFECTIVE* experiences. So what is an effective experience?

**Principle No. 1: An effective experience has to be remembered.** Noble prize-winning psychologist Daniel Kahneman pointed out that people remember only two things during an experience: how they feel at the peak (whether the ultimate experience was good or bad) and at the end<sup>7</sup>. These peak-end feelings summarize the whole experience process and are stored in the brain at a subconscious level. These feelings will eventually direct the next buying decision. The proportion and duration of pleasure or pain throughout the whole experience do not affect memories. People remember only the peak and the end.



***“An Emotion Curve shows how customers perceive experience. It is an innovative and powerful tool for creating a branded customer experience strategy.”***

**Principle No. 2: An effective experience has to be branded.** A branded customer experience works to amplify your brand through intentional and consistent delivery of on-brand experiences across all touch-points. Only when you are branded can you differentiate, only when you are differentiated can you have loyal customers. To optimize the branded experience, you have to deliver your most unique brand values and meet (or exceed) the most critical needs and expectations of your target customers through peak and end experiences.

**Principle No. 3: An effective experience has to be contrasted.** Carl Jung<sup>8</sup> said, “*Even a happy life brings some darkness and the word happy would lose its meaning if it were not compensated by some sadness.*” People are comparison animals. Whether we feel good or bad are largely the result of comparison, our experiences cause us to set our anchors differently. We benchmark against different experiences (inter-experience). We also benchmark within an experience (intra-experience). People need pain to contrast with pleasure. The same pleasure feeling will be amplified once we go through some pain. Pain is a necessary “angel” when you design the customer experience. Not only does it help to contrast with the pleasures of the experience, but also to free up resources and release constraints.

**An effective experience creates positive emotions and memories, delivers differentiated brand values to target customers, and optimizes resource allocation.**

## IV. Effective Experience Framework

*“An effective framework helps you to focus on the essentials and set priorities.”*

The skeleton of the Effective Experience Framework is based on the four core elements of the Branded CEM Method<sup>9</sup>—X-VOC<sup>10</sup>, X-MOT<sup>11</sup>, X-Anchoring<sup>12</sup> and X-Effectiveness<sup>13</sup>—it provides a management framework with four modules in 12 components for the creation, delivery and assessment of effective customer experience.

<b>VOC</b>	1. Value Of Customer	2. Voice Of Customer	3. Current Experience
<b>Strategy</b>	4. Target Customers	5. Brand Values	6. Needs Positioning
<b>Touch-Point</b>	7. Synergize Multiple Touch-Points	8. Optimize Single Touch-Point	9. Map Experience Gaps
<b>Execution</b>	10. Capabilities	11. Roadmap	12. Measures

Figure 2: Effective Experience Framework—Four Modules in 12 Components

**A Closed-loop Management System.** Customer experience management is a journey, not a destination—it starts from understanding customers to formulating an effective experience STRATEGY to allocating resources at TOUCH-POINTS to delivering results—the feedback and outcomes of EXECUTION will be routed back to VOC for continuous improvement and development.

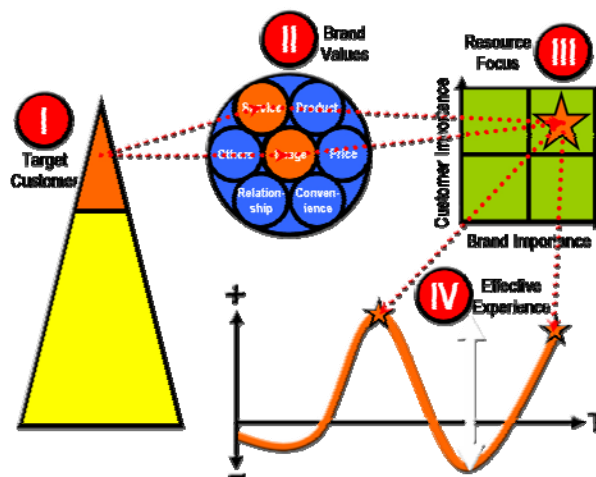
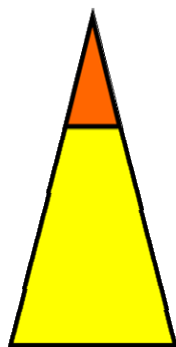


Figure 3: Effective Experience Framework—An Integrated Perspective

# Module I. VOC—Understanding Customers

*“Far beyond just listening to the voice of your customers . . .”*



Simply listening to the voice of customers is far from enough. To truly understand your customers, you have to understand the value contributed by each customer, their most critical needs and their current experience levels across multiple touch-points. This understanding will help you to formulate an effective experience strategy. You have to understand three different kinds of VOC:

- 1. Value of Customer**—the value (current and potential) contributed by your customers; this helps to identify your best customers;
- 2. Voice of Customer**—the most critical needs of your target customers; this helps to determine the target brand values;
- 3. Current Experience**—the current experience level (X-VOC, experience-centric voice of customer) by different customer segments at various touch-points; this helps to derive the target experience level.

**This module gathers required information to formulate effective experience STRATEGY.** (See the sidebar: “How Customers Experience Starbucks”).

## How Customers Experience STARBUCKS

What drives us visit Starbucks again and again? It's certainly not advertising. Behaviors are largely influenced by our effective memories—X-MOT. From the moment we step into the store until the staff says goodbye with a genuine smile as we depart, Starbucks is branding the experience we perceive through five senses—sight, hearing, smell, taste and touch—from the beginning to the end of the in-store experience. This creates positive memories while delivering unique brand values, with both pleasure peaks and pain peaks during the experience process<sup>14</sup>. Besides mapping out the emotions of customers and identifying the moments of truth, X-VOC also digs into the value drivers of Starbucks in-store experience—you will be amazed to know *price* was least important among all 26 attributes in affecting the overall satisfaction, and the *free trial of new drinks / snacks* is one of the key attributes differentiating the Starbucks in-store experience from the competition—as derived from the Global Starbucks In-store Experience Survey<sup>15</sup> conducted by G-CEM and CustomerThink (U.S.).

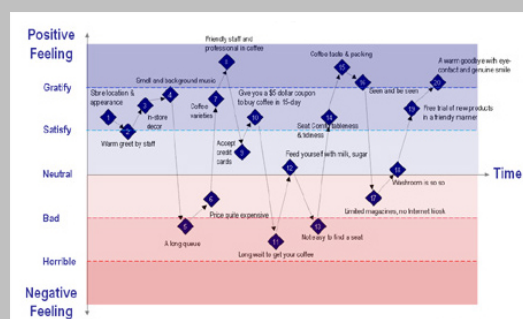
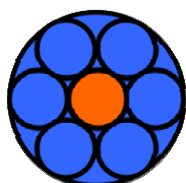


Figure 4: Emotion Curve—Starbucks In-store Experience

## Module II. Strategy—Making Choices

*“Why good managers formulate bad strategies . . .”*



Strategy is about making choices. Designing an effective customer experience strategy means making choices about your target customers, brand values and needs positioning. These choices help you to allocate your limited resources at various customer touch-points. You have to make three strategic choices.

**4. Target Customers**—the selected customer segments that you want to acquire, grow and retain;

**5. Brand Values**—the unique brand values that meet or exceed the most critical needs and expectations of your target customers;

**6. Needs Positioning**—the choices of critical needs to be fulfilled and the degree of experience level to be provided to your target customers.

**This module makes strategic choices to allocate resources at each TOUCH-POINT.**  
(See the sidebar: Louis Vuitton: We Need More Pain)

### LOUIS VUITTON: We Need More Pain

Though no one can deny that Louis Vuitton is a successful brand, it doesn't seem that a *good* retail experience is being delivered—unless you're a celebrity or dress like a 'rich' person, the salesladies usually ignore you. Using the emotion curves of the Rich & Famous and the Middle Class at LV's shops as reference, we see their pleasure peaks reflected at *prestige feeling*. Part of this prestige feeling could be constituted by observing how the Rich & Famous are being served and how the Middle Class is being ignored. None of us like to be ignored, but since the pain is so intense, it's strong enough to trigger our Psychological Immune System<sup>16</sup> to rationalize our suffering for something of great value. This concept is supported by research findings<sup>17</sup>. In this case, the great value is *exclusivity*—which is the most critical need of Louis Vuitton *target customers*—and is the key *brand value*<sup>18</sup>. Despite the intense suffering, it may even generate a higher pleasure peak for the Middle Class than the Rich & Famous—due to a larger PPG<sup>19</sup>—resulting in highly positive memories at the peak and end moments.

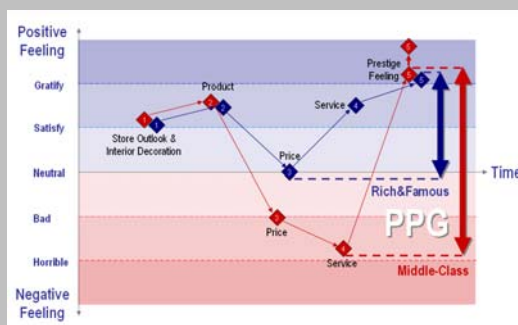
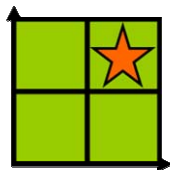


Figure 5: Emotion Curves—Louis Vuitton In-store Experience: Rich & Famous Versus Middle Class

## Module III. Touch-Point—Allocating Resources

*“Distinguish your touch-points and sub-processes.”*



When allocating limited resources to deliver effective experience, you have to synergize multiple touch-points, optimize single touch-point, and map the experience gaps. All companies have multiple touch-points and limited resources. The ideal resource allocation paves the way to deliver effective experience across all touch-points. You have to prepare three plans at touch-point.

**7. Synergize Multiple Touch-Points**—derive the target performance level (for the brand and for the customers) of each individual touch-point among multiple touch-points;

**8. Optimize Single Touch-Point**—derive the target performance level (for the brand and for the customers) of each individual sub-process for a single touch-point;

**9. Map Experience Gaps**—identify the gaps between the current and target experiences at single and multiple touch-points.

**This module guides resource allocation to deliver results at EXECUTION.** (See the sidebar: “Ikea: Customer-Centric May be Wrong”)

### IKEA: Customer-centric May be Wrong

If IKEA chose to follow the voice of the customer, they have to enhance the bulleted attributes in red (Figure 6), because they are important to the customers but poorly performed by IKEA. However, if IKEA really did that, we wouldn't have the great IKEA brand we have.

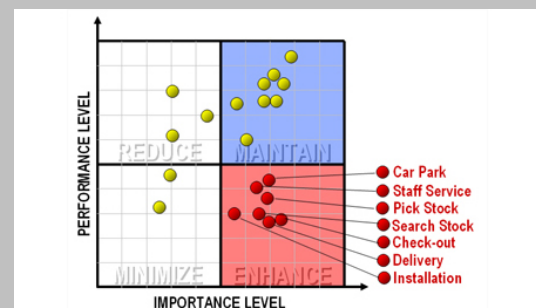


Figure 6: Performance-Importance Quadrant—IKEA

Following the voice of the customer without a focus may be wrong. You must factor in the *brand* element—attributes that are important both to the customers and to the brand, i.e. product quality, price, display setting, product trial and the canteen (Figure 7)—otherwise, there would be no *pleasure peaks* during the whole in-store experience because the company's resources would be spread too thin among various attributes without any focus<sup>20</sup>.

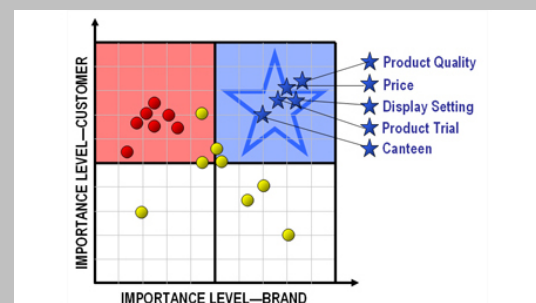
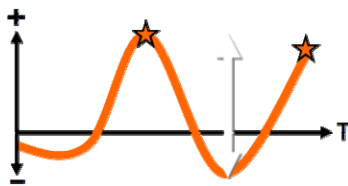


Figure 7: Customer-Brand Importance Quadrant—IKEA

## Module IV. Execution—Delivering Results

*“Are you delivering the expected results?”*



To deliver results requires dedicated effort to align the capabilities of people, product and technology, a roadmap with phased implementation, pilot projects for effective change management, and measuring the results of customer profitability and experience effectiveness. A successful execution fulfills the objectives of your company. Are you delivering effective experience? You have to complete three activities at execution.

**10. Capabilities**—convert the experience gaps into required capabilities;

**11. Roadmap**—create the phased implementation to roll out the target experience at multiple touch-points;

**12. Measures**—design the measurement metrics to monitor effective experiences and confirm that they are delivered.

**This module delivers effective experience to enhance CUSTOMER AND BRAND EQUITIES.** (See the sidebar: How Effective is Your Experience to Your Customers and Your Brand")

### How Effective is Your Experience to Your Customers and to Your Brand

A Experience Effectiveness Map<sup>21</sup> reflects three essential measurements: 1) **Level of Branded Experience** delivered—whether the touch-points are delivering branded, non-branded or un-branded experience—by plotting their locations in the respective regions based on their CEI<sup>22</sup> and BEI<sup>23</sup>; 2) **Level of Balanced Experience** to customer and to brand—you’re offering charity if a touch-point is located towards the far left of the diagonal (the dotted line)—customers are happy but can’t remember your brand. You drive customers away if touch-point scores at the far right—customers are being ignored as you’re too brand-centric. The ideal touch-point experience is to locate along the diagonal; 3) **Level of Resource Optimization** among multiple touch-points—you should position the more important touch-points (bigger circles) at the *Branded Experience Region*; the less important ones (smaller circles) at *Non-Branded Experience Region*; and under no circumstance should you allow any of your touch-points to fall into the *Un-Branded Experience Region*.

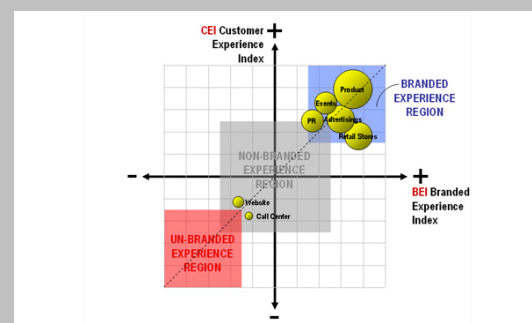


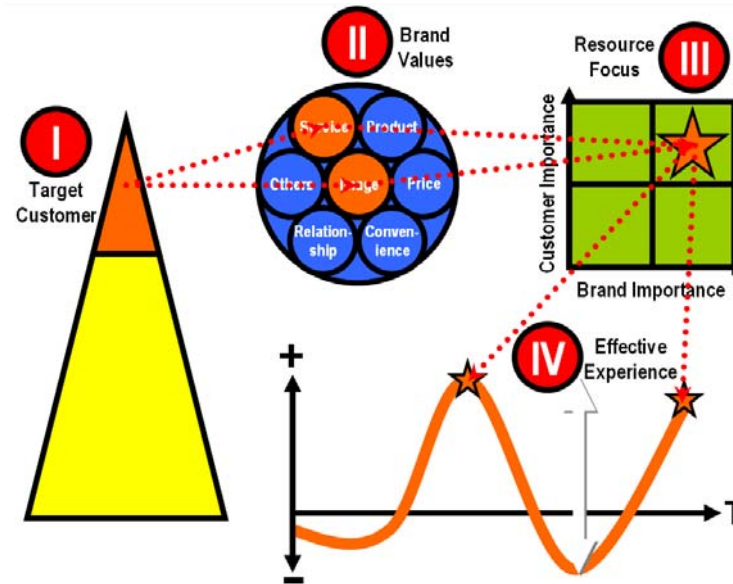
Figure 8: Experience Effectiveness Map

## V. An Integrated Perspective

*“By applying the 80/20 rule to differentiate customers, needs, touch-points and sub-processes, you will be able to make a paradigm shift from efficiency to effectiveness in customer experience management.”*

**Module II—Strategy**  
**Discriminate Among Needs**—not all the needs are equally important—choose your own brand values out of all the critical needs of your target customers. This module makes strategic choices to allocate resources at TOUCH-POINTS.

**Module I—VOC**  
**Distinguish Among Customers**—not all the customers are equally important—some are more valuable than others. Identify your target customers. This module gathers required information to formulate effective experience STRATEGY.



**A Closed-loop Management System.** Customer experience management is a journey, not a destination—it starts from understanding customers to formulating effective experience STRATEGY, allocating resources at TOUCH-POINT to delivering results—the feedbacks and outcomes of EXECUTION will be routed back to VOC for continuous improvement and development.

**Module III—Touch-Point**  
**Discriminate Touch-Points**—not all the touch-points are equally important—focus your resources on those which could create positive emotions while delivering your target brand values to your target customers. This module guides resources allocation to deliver result at EXECUTION.

**Module IV—Execution**  
**Discriminate Sub-Processes**—not all the sub-processes are equally important—deliver your brand values at a few X-MOTs and maximize Pleasure-pain Gap to create an effective experience both to your target customers and to your brand. This module delivers effective experience to enhance CUSTOMER and BRAND

## VI. The Beauty of Effective Experience

*“You create your own blue ocean with a unique branded customer experience.”*

**Enhance Genuine Customer Satisfaction.** *Effective Experience* maps the customer emotions in a natural time sequence and is experience-centric to improve the effectiveness of experiences. It addresses the emotional feelings of a customer and is much more powerful in measuring customer experience; it helps to enhance genuine customer satisfaction.

**Differentiate from Competition.** *Effective Experience* enables enterprises to focus on the most critical needs and the most important brand values of different target customer segments by designing and delivering differentiated experiences to reflect their target brand values; it creates a branded customer experience which is different from competitors.

**Create Results-driven Experience.** *Effective Experience* indicates where and to what extent you are wasting resources and/or not allocating adequate resources to particular aspects of an experience. Excelling in all aspects is not only inefficient, but also ineffective. Pains are as necessary and vital as pleasures during an experience process; it ensures a results-driven experience.

**Optimize and Justify Resource Allocation.** *Effective Experience* delivers branded experience by utilizing the same amount of resources to optimize the allocation among sub-processes within an experience, and provides a framework to choose the right mix and sequence of sub-processes; it fosters an optimal resource allocation among sub-processes of a single touch-point.

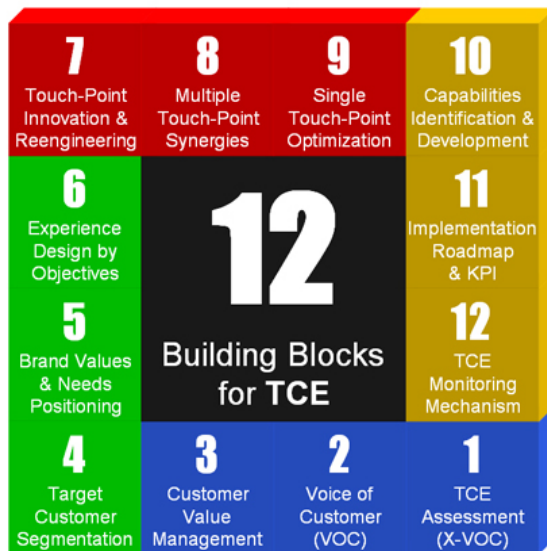
**Synergize Multi-channel Touch-Points.** *Effective Experience* provides quantifiable data and metrics, offers systematic and effective ways to justify the resources allocated among multiple touch-points, chooses the right mix of touch-points and provides a framework to derive the optimal level of branded experience; it results in synergizing resource allocation and performance level among multiple touch-points.

**Improve Employees' Satisfaction and Productivity.** *Effective Experience* breaks down the customer experience into sub-processes and measures customer emotions in a cohesive and integrated manner. This method identifies and measures fewer, and the most important, metrics for benchmarking, measuring and setting KPIs (Key Performance Indicators). It helps to relieve the information-overload burden for management and the too-many-KPIs issue for operations and front-line staff as it focuses only on a few truly important metrics; it helps to improve staff satisfaction and reduces training cost and time.

**Integrate Into One Management System.** *Effective Experience* integrates the entire branded customer experience management and synergizes different functions by realigning evaluation, planning and implementation into one system which is quantifiable, customer-centric and effective; it results in building an effective management team and system to deliver branded experience to the customers.

## Footnotes

- <sup>1</sup> Sampson Lee, "Ikea Represents a New Wave in China, a Branded Experience," CustomerThink.com, August 7, 2006.
- <sup>2</sup> Sampson Lee, "Are Starbucks' Prices Too High?" CustomerThink.com, November 19, 2007.
- <sup>3</sup> Sampson Lee, "Is Louis Vuitton Delivering an Effective Experience?" CustomerThink.com, June 16, 2007.
- <sup>4</sup> Emotion Curves represent the ratings of customers' emotional feeling about each sub-process of an experience mapped in a natural time sequence from an experience-centric perspective. They are derived from substantial statistical data through vigorous research on each single touch-point and by different target customer segments.
- <sup>5</sup> Customer Experience X-VOC™ Research—B2B Purchase Experience (IT Solution), G-CEM and CustomerCentric Selling (U.S.) July–August 2007.
- <sup>6</sup> Sub-processes are the sub-divided processes within an entire experience which could affect the emotional feeling of customers.
- <sup>7</sup> According to the Peak-End Rule, we judge our past experiences almost entirely by how we feel at their peak (pleasant or unpleasant) and how we feel when they end. Virtually all other information appears to be discarded, including net pleasantness or unpleasantness and how long the experience lasted. Nobel Prize-winning psychologist Daniel Kahneman first suggested this heuristic.
- <sup>8</sup> Jung, Carl Gustav, 1875-1961, Swiss psychiatrist, founder of analytical psychology.
- <sup>9</sup> Branded CEM Method™ is a U.S. patent-pending management method registered by G-CEM. It aims to provide an effective framework to integrate the entire branded customer experience management process and functions by realigning evaluation, planning and implementation phases into one quantifiable management system.
- <sup>10</sup> X-VOC™ (experience-centric voice of customer) is the emotional feeling of customers generated at sub-processes during a touch-point experience in a natural time sequence from an experience-centric perspective.
- <sup>11</sup> X-MOT™ (moments of truth at experience) are the sub-processes during a touch-point experience which deliver the highest level of emotion (either positive or negative) most important to and remembered by the target customers.
- <sup>12</sup> X-Anchoring™ (intra-experience anchoring) is the anchored (biased) experience—replacing the actual (unbiased) experience; it determines perceived pleasure or pain by contrasting the gaps between pleasure and pain peaks.
- <sup>13</sup> X-Effectiveness™ (experience effectiveness) reflects the level of effectiveness of a touch-point experience to a brand (in delivering target brand values), the level of effectiveness of a touch-point experience to customers (in creating positive emotions and memories), and the level of effectiveness of a touch-point experience to resource allocation.
- <sup>14</sup> Sampson Lee, "One Cup of Coffee, 20 Experiences: Take a Tip From Starbucks," CustomerThink.com, June 5, 2006.
- <sup>15</sup> Customer Experience X-VOC™ Research—Global Starbucks In-store Experience, G-CEM and CustomerThink Corp.(U.S.), September–October 2007.
- <sup>16</sup> Daniel Gilbert, *Stumbling On Happiness* (Harper Perennial, 2007), 180-185.
- <sup>17</sup> P. G. Zimbardo, 'Control of Pain Motivation by Cognitive Dissonance' *Science* 151: 217-19 (1966). When people are given electric shocks, they feel less pain when they believe their sufferings are for something of great value. The intense shocks were pain enough to trigger the volunteers' rationalization system, but the mild shocks were not, hence the volunteers valued [the subject] most when its initiation was most painful.
- <sup>18</sup> Louis Vuitton's chief executive Yves Carcelles once said: "Our brand is about reliability, quality, style, innovation and authenticity." But that may not be complete, according to Richard Wachman of London's *The Observer*: "Louis Vuitton is also selling a certain idea of France... a brand that represents a mythical France, one of which neither the French nor the outside world can get enough." In short, the essence of a luxury good is its exclusivity, i.e. not everyone can afford it, only a small group of people can enjoy it, and Louis Vuitton pushes exclusivity to the extreme.
- <sup>19</sup> PPG (Pleasure-Pain Gap) is a measurement index of the Branded CEM Method that maps the gaps between the effective pleasure and pain peaks.
- <sup>20</sup> Sampson Lee, "IKEA: A Branded Experience Is More Important Than Customer-Centricity," CustomerThink.com, October 15, 2007.
- <sup>21</sup> Experience Effectiveness Map™ is a tool of the Branded CEM Method™ used to evaluate the effectiveness of multiple touch-points' experiences by deriving their levels of Branded Experience, Balanced Experience and Resource Optimization.
- <sup>22</sup> CEI: Customer Experience Index™ is an index of the Branded CEM Method™ that reflects the effectiveness of a touch-point experience to customers in creating positive emotions and memories.
- <sup>23</sup> BEI: Branded Experience Index™ is an index of the Branded CEM Method™ that reflects the effectiveness of a touch-point experience to a brand in delivering target brand values.



# TCE Evaluation

## Total Customer Experience



## Kick-off Your Total Customer Experience (TCE) Journey

Customers perceive you and your brand as a whole, not by different functions or departments. Customers experience you at some touch-points or channels that you may not even be aware of. Customers at different lifecycle stages have entirely different customer journeys. The conventional approaches for managing customer experience can hardly take you towards delivering a Total Customer Experience (TCE).

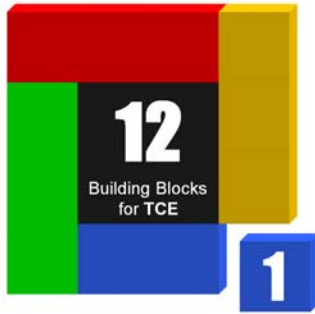
## Limitations of Conventional Approaches

- Without an *integrated* approach, you are always working independently as departmental or functional silos and delivering inconsistent experiences.
- Without a *quantifiable* approach, you are not able to measure, and thus can hardly manage or improve the effectiveness of the customer experience.
- Without a *pragmatic* approach, you may build an extremely detailed Total Customer Experience model, good-looking on surface, but taking you nowhere in execution.

G-CEM has created an *integrated*, *quantifiable* and *pragmatic* Total Customer Experience approach -- TCE Model Building and TCE Assessment, representing TCE Evaluation service. The skeleton and content are based on our patent-pending CEM methodologies. The Branded Customer Experience Management Method deploys time-tested theories and uncommon principles in a structured approach for experience design and assessment. The extensive X-VOC (Voice of Customer at Experience) research across different industries evaluates touch-points' effectiveness in driving desired outcomes and achieving target objectives.

# Total Customer Experience (TCE) Evaluation

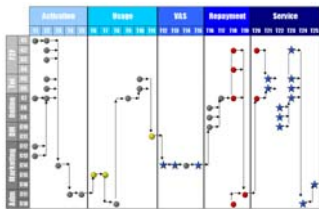
## Building a solid foundation for successful TCE



TCE Evaluation is the first step of the TCE journey. G-CEM has created an *integrated, quantifiable* and *pragmatic* Total Customer Experience approach – TCE Model Building and TCE Assessment representing TCE Evaluation service. The skeleton and content are based on our patent-pending CEM methodologies.

- Managing TCE by **Aligning** your Strategic Objectives of Increasing **Satisfaction, Brand Differentiation or Sales**
- Delivering **Consistent & Branded** TCE across Channels
- Improving **Sense & Response** Time and Effectiveness

## TCE Model Building



TCE Model Building sets a comprehensive blueprint and renders a complete architecture to *measure, manage, and improve* the total customer experience as perceived at multiple touch-points and among channels across the entire customer lifecycle.

- Map Touch-points and Associated Channels across Entire Customer Lifecycle
- Define Typical Customer Journeys
- Build a Total Customer Experience Process Model

## TCE Assessment

	Customer Retention	Customer Satisfaction	Customer's Brand Perception	Customer's Brand Loyalty	Customer's Brand Advocacy	Customer's Brand Differentiation
Customer Retention	9	10	11	12	13	14
Customer Satisfaction	15	16	17	18	19	20
Customer's Brand Perception	21	22	23	24	25	26
Customer's Brand Loyalty	27	28	29	30	31	32
Customer's Brand Advocacy	33	34	35	36	37	38
Customer's Brand Differentiation	39	40	41	42	43	44
Customer's Brand Perception	45	46	47	48	49	50
Customer's Brand Loyalty	51	52	53	54	55	56
Customer's Brand Advocacy	57	58	59	60	61	62
Customer's Brand Differentiation	63	64	65	66	67	68
Customer's Brand Perception	69	70	71	72	73	74
Customer's Brand Loyalty	75	76	77	78	79	80
Customer's Brand Advocacy	81	82	83	84	85	86
Customer's Brand Differentiation	87	88	89	90	91	92
Customer's Brand Perception	93	94	95	96	97	98
Customer's Brand Loyalty	99	100	101	102	103	104
Customer's Brand Advocacy	105	106	107	108	109	110
Customer's Brand Differentiation	111	112	113	114	115	116
Customer's Brand Perception	117	118	119	120	121	122
Customer's Brand Loyalty	123	124	125	126	127	128
Customer's Brand Advocacy	129	130	131	132	133	134
Customer's Brand Differentiation	135	136	137	138	139	140
Customer's Brand Perception	141	142	143	144	145	146
Customer's Brand Loyalty	147	148	149	150	151	152
Customer's Brand Advocacy	153	154	155	156	157	158
Customer's Brand Differentiation	159	160	161	162	163	164
Customer's Brand Perception	165	166	167	168	169	170
Customer's Brand Loyalty	171	172	173	174	175	176
Customer's Brand Advocacy	177	178	179	180	181	182
Customer's Brand Differentiation	183	184	185	186	187	188
Customer's Brand Perception	189	190	191	192	193	194
Customer's Brand Loyalty	195	196	197	198	199	200
Customer's Brand Advocacy	201	202	203	204	205	206
Customer's Brand Differentiation	207	208	209	210	211	212
Customer's Brand Perception	213	214	215	216	217	218
Customer's Brand Loyalty	219	220	221	222	223	224
Customer's Brand Advocacy	225	226	227	228	229	230
Customer's Brand Differentiation	231	232	233	234	235	236
Customer's Brand Perception	237	238	239	240	241	242
Customer's Brand Loyalty	243	244	245	246	247	248
Customer's Brand Advocacy	249	250	251	252	253	254
Customer's Brand Differentiation	255	256	257	258	259	260
Customer's Brand Perception	261	262	263	264	265	266
Customer's Brand Loyalty	267	268	269	270	271	272
Customer's Brand Advocacy	273	274	275	276	277	278
Customer's Brand Differentiation	279	280	281	282	283	284
Customer's Brand Perception	285	286	287	288	289	290
Customer's Brand Loyalty	291	292	293	294	295	296
Customer's Brand Advocacy	297	298	299	300	301	302
Customer's Brand Differentiation	303	304	305	306	307	308
Customer's Brand Perception	309	310	311	312	313	314
Customer's Brand Loyalty	315	316	317	318	319	320
Customer's Brand Advocacy	321	322	323	324	325	326
Customer's Brand Differentiation	327	328	329	330	331	332
Customer's Brand Perception	333	334	335	336	337	338
Customer's Brand Loyalty	339	340	341	342	343	344
Customer's Brand Advocacy	345	346	347	348	349	350
Customer's Brand Differentiation	351	352	353	354	355	356
Customer's Brand Perception	357	358	359	360	361	362
Customer's Brand Loyalty	363	364	365	366	367	368
Customer's Brand Advocacy	369	370	371	372	373	374
Customer's Brand Differentiation	375	376	377	378	379	380
Customer's Brand Perception	381	382	383	384	385	386
Customer's Brand Loyalty	387	388	389	390	391	392
Customer's Brand Advocacy	393	394	395	396	397	398
Customer's Brand Differentiation	399	400	401	402	403	404
Customer's Brand Perception	405	406	407	408	409	410
Customer's Brand Loyalty	411	412	413	414	415	416
Customer's Brand Advocacy	417	418	419	420	421	422
Customer's Brand Differentiation	423	424	425	426	427	428
Customer's Brand Perception	429	430	431	432	433	434
Customer's Brand Loyalty	435	436	437	438	439	440
Customer's Brand Advocacy	441	442	443	444	445	446
Customer's Brand Differentiation	447	448	449	450	451	452
Customer's Brand Perception	453	454	455	456	457	458
Customer's Brand Loyalty	459	460	461	462	463	464
Customer's Brand Advocacy	465	466	467	468	469	470
Customer's Brand Differentiation	471	472	473	474	475	476
Customer's Brand Perception	477	478	479	480	481	482
Customer's Brand Loyalty	483	484	485	486	487	488
Customer's Brand Advocacy	489	490	491	492	493	494
Customer's Brand Differentiation	495	496	497	498	499	500

The TCE Assessment quantifies the effectiveness of experience in driving customer satisfaction, brand differentiation, sales and creating advocates; derives critical moments; and benchmarks the total customer experience.

- Evaluating Experience Effectiveness in Driving Target Objectives
- Deriving Critical Moments to Customers, to the Brand, to the Bottom-line, and to Loyalty
- Benchmarking Total Customer Experience against Internal & External Parties

## Industry-specific TCE Evaluation



For further discussion or request of the above industry-specific TCE brochure, please send your company details and project requirements to ALICE TSE: [Alice@G-CEM.org](mailto:Alice@G-CEM.org)

## About G-CEM



G-CEM (Global Customer Experience Management Organization) helps companies to create effective customer experience. Our patent-pending methodologies combine the art and science of CEM in assessing and delivering branded and total customer experience (TCE). G-CEM International Partners are located in Europe, Asia, and North America. Our services include TCE Evaluation and CEM Certification. Visit Us: <http://www.G-CEM.org>.



### Total Customer Experience (TCE) Evaluation



The TCE Evaluation consists of two parts: TCE Model Building sets a comprehensive blueprint and renders a complete architecture to measure, manage, and improve the total customer experience as perceived at multiple touch-points and among multiple channels across the entire customer lifecycle. The TCE Assessment measures the effectiveness of experience in driving customer satisfaction, brand differentiation, sales transactions and creating advocates. The combination of TCE model building and assessment helps companies deliver a branded and effective total customer experience. For details, please visit: <http://TCEevaluation.G-CEM.org>.

### Global CEM Certification Program



The Global CEM (Customer Experience Management) Certification Program is designed and co-delivered by G-CEM International Partners and endorsed by nine authorities. Since January 2006, G-CEM has run the program in London, Amsterdam, Paris, Dubai, Shanghai, Hong Kong, Singapore, and San Francisco, with clients from 37 countries across five continents. For details, please visit: <http://CEMCertification.G-CEM.org>.