

INSPIRATION REVIEW **THE ART AND SCIENCE** **OF EXPERIENCE**

2019 – 2020

BY THE CUSTOMER EXPERIENCE AND INSIGHT (CXI) RESEARCH GROUP

WELCOME

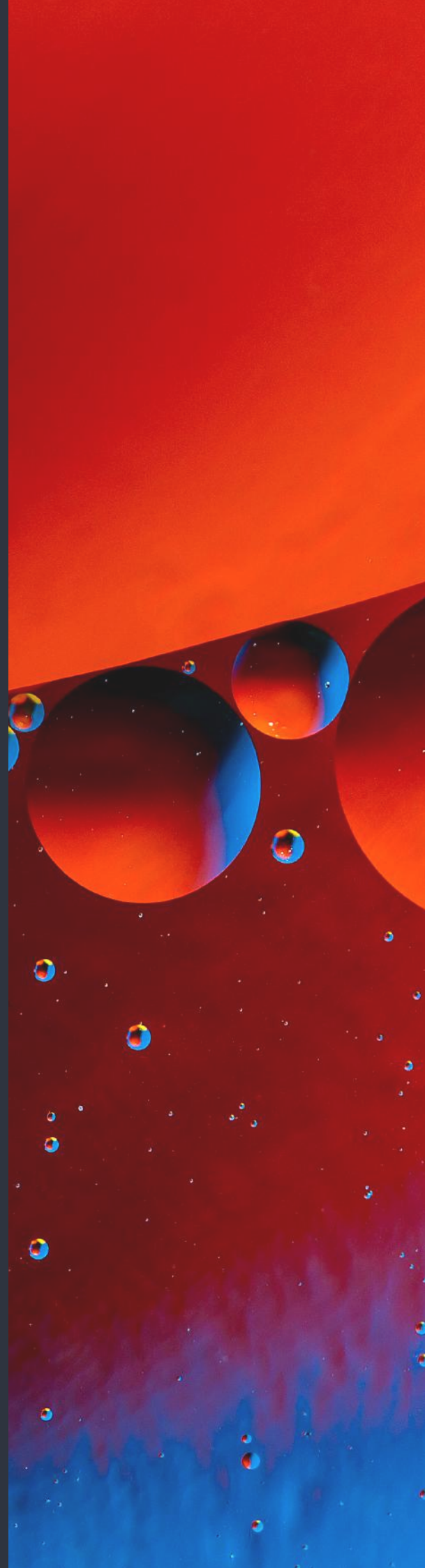
2019 was an exciting year for CXI, with sellout events, successful executive education programs, important commercial research projects, and some prestigious academic publications.

In the year ahead, we hope to continue delivering this innovative program of industry-engaged research, events and education in an even bigger and better way.

Of course, none of this would be possible without the wonderful CXI team, our ExChange Partners and affiliates, our industry and academic adjuncts, and the broader Swinburne community, including Swinburne Business School and Design Factory Melbourne.

Associate Professor Sean Sands

Director





CONTENTS

REFLECTION

04

Our group	04
Our team	05
Our research affiliates and partners	06
Our events	08

INSPIRATION

10

Beware! The dark side of social media	12
CXI's top 3 trends from retail's Big Show	14
Nostalgic experiences: taking your customers on a journey through time	16
Anthropological marketing as human-centred value creation	19
Orchestrating experience: the end-to-end customer journey	20
Listen up: how to design soundscapes for a better customer experience	22
Making CX magic	24
The future state of customer service	26

EXCHANGE

28

Benefits	29
Pulse	30
Inspiration	31
Executive education	32
Events	33
Work with us	34
Calendar	35



OUR GROUP

The Customer Experience and Insight (CXI) Research Group at Swinburne Business School exists to advance the art and science of experience by combining academic expertise with deep industry engagement.

The research group conducts cutting-edge research across the areas of retail, services, consumer behaviour and more. We work with organisations to create and deliver customer value, enabling them to compete on experience rather than price. We achieve this through a range of qualitative and quantitative research methodologies and frameworks that generate powerful insights for clients.

We also contribute to relevant fields of knowledge more broadly by publishing in academic journals, commenting in the media, and presenting at conferences and industry events.

In collaboration with our experienced team of research consultants and our network of associates at leading European and American universities, we have the expertise and global perspective needed to conduct world-class academic and industry research on the transformation of experience now and into the future.



OUR TEAM

EXECUTIVES

Associate Professor Sean Sands
Director

Dr Carla Ferraro
Associate Director

RESEARCHERS

Dr Lois Shedd
Senior Research Consultant

Dr Vlad Demsar
Senior Research Consultant

July Nguyen
Senior Research Consultant

Dr Veronika Kadomskaia
Research Consultant

ADJUNCTS

Professor Alexis Mavrommatis
Adjunct Research Fellow

Associate Professor Colin Campbell
Adjunct Research Fellow

Bernie Brookes, AM
Adjunct Industry Fellow

Dr Eraj Ghafouri
Adjunct Industry Fellow

PROFESSIONALS

Kristy Horne
Client Liaison and Research Support



OUR RESEARCH AFFILIATES AND PARTNERS



reed gift fairs





'I just want to say a big thank you to you, your team at Swinburne, and our Insights team at Kmart for developing, implementing and creating this huge report. It's probably one of the best pieces of research we have done recently. Your team have found a great way to condense and present a massive amount of information in a very structured, clear and user-friendly way. July's one-page customer journey is outstanding. Really well done everybody!'

LAURIE LAI
GENERAL MANAGER OF MARKETING
KMART AUSTRALIA LIMITED



OUR EVENTS

KRISTY HORNE, CXI PROFESSIONAL

FUTURES FORUM

April

CXI Director Sean Sands presented his insights from South by South West (SXSW), touching on everything from alternate realities and disruptive innovation to anthropological marketing and micro-consumption. This was followed by a conversation with Beau Vigushin, Arts Centre Melbourne's CX Director, on curating customer journeys in a time of transformation.

RESEARCH BRIEFINGS: VOLUMES 3 AND 4

June, December

The CXI Research Briefing is a biannual after-work networking event with a small and intimate audience hosted by Swinburne's Innovation Precinct. Along with plenty of refreshments and conversation, each event featured three concise expert presentations on topics like social agility, customer journeys, crowdsourcing, and deal collectives.

STRATEGIC PLANNING AND MANAGEMENT IN RETAIL (SPMR)

June

Our flagship executive education offering, Strategic Planning and Management in Retailing (SPMR) helps business leaders develop the effective strategies needed for long-term success in the competitive global retail marketplace. In its second year at CXI, this intensive 5-day executive education program took place in the beautiful surrounds of Cape Schanck, with diverse attendees from industries across Australia and New Zealand.

Our diverse program of events offers inspiration and education for tomorrow's CX leaders.

X² WORKSHOP: PLACEMAKING FOR CUSTOMER EXPERIENCE

October

Placemaking is the art of leveraging physical assets, social resources and creative potential to make positive places that promote health and happiness, and in 2019 it was the theme of our X² Workshop – an annual half-day event designed to inspire and empower CX and other professionals.

The morning began with expert insights on the topic from Associate Professor Jeni Paay (Centre for Design Swinburne), Bec McHenry (Founding Director, The Place Agency) and Clive Bowen (General Manager of Development and Assets, HousingFirst), followed up by a panel discussion facilitated by Sean Sands.

Attendees then got stuck into an interactive design thinking workshop facilitated by innovation coaches from Design Factory Melbourne, with groups working together to generate creative solutions to real-world CX challenges – and walking away with new connections, great ideas, and a toolbox for innovation.

COMPETING ON CUSTOMER EXPERIENCE (CCX)

October

The inaugural Competing on Customer Experience 3-day executive education program was led by CX expert Associate Professor Ronald Hess from the Mason School of Business at the College of William & Mary. This intensive on-campus program offered participants a strategic perspective on the best ways to deliver engaging and satisfying customer experiences.



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1 CXI Futures Forum 2019 2 CXI X² Workshop speakers Bec McHenry, Jeni Paay and Clive Bowen with MC Sean Sands 3 & 5 Attendees at CXI Futures Forum 4 Attendees at CXI X² Workshop 6 Placemaking ideas from CXI X² Workshop

INSPIRATION

Our team follows the topics and trends that are changing the consumer landscape – we attend events, review research and explore examples, distilling our insights into inspirational presentations and informative articles for our partners and community. Some of these insights from 2019 are collated here, offering a snapshot of the year that was – and a glimpse of the trends already shaping the year to come.





BEWARE! THE DARK SIDE OF SOCIAL MEDIA

ASSOCIATE PROFESSOR SEAN SANDS, CXI DIRECTOR

How many times have you looked at your social media today? Social media usage statistics indicate that the average daily social media usage worldwide amounts to 136 minutes per day¹ – nearly 16 hours a week!

There are a wide variety of prevalent social media platforms, with Facebook the most prominent, having over two-thirds of adults using the platform and almost 90% of 18 to 29-year-olds using any form of social media.² New platforms like TikTok are also rapidly growing in usage, having more than 500 million active users.³

However, while billions of users spend trillions of hours scrolling through the social feeds, there is a dark side of social media to be aware of.

WHAT'S THE PROBLEM?

Recent times have seen a myriad of questionable activities from social media platforms, resulting in the recent US Federal Trade Commission approving a settlement of nearly US\$5bn (£4bn) with Facebook following its investigation into the social media company's handling of user data.⁴ More specifically, the fine is a result of an investigation into the way in which Facebook inappropriately shared

information belonging to 87 million users with the now-defunct Cambridge Analytica. However, data breaches are the tip of the iceberg when it comes to the potential dark side of social media.

Excessive usage of social media can lead to addiction or depression, with social media use significantly associated with increased depression.⁵ Even moderate levels of usage can lead to self-esteem issues. This is particularly evident when users feel inadequate or unworthy when comparing themselves to others, with research showing that for teenagers social media can lead to a pressure to always show the best versions of themselves, as well as FOMO (a fear of missing out).⁶ The recent move by Instagram to remove 'like' counts from posts is a positive step in mitigating self-esteem issues among users. According to Instagram, the reason for the like count being removed is to take the pressure off users and create a positive environment.⁷

Despite social media's premise of connecting people, many feel social isolation by the perception of being left out.⁸ Perceptions of social isolation were highest for users who spend more than two hours a day on social media, and least for those who said they spent a half hour per day or less on social media.⁹ The research also showed that people who visited social media platforms most frequently (more than 58 visits per week) had more than three times the odds of perceived social isolation than those who visited less often (less than nine times per week).

Beyond social isolation, social media use can also affect users' mental and physical wellbeing.¹⁰ The study found that the use of social media was negatively associated with factors including physical health, mental health and overall life satisfaction. In contrast, offline interactions had positive effects on physical and mental wellbeing.

The nature of social media enables users to communicate with others through features such as liking, commenting and direct messaging. While certainly beneficial, the open exchange of ideas and information on social media opens opportunities for users to post false or incorrect information, coerce or aggressively engage with others, or engage in bullying behaviour and hate speech.

Compounding the effects of hate speech and negative comments on social platforms, social media can also create so-called 'echo chambers', whereby only a user's existing beliefs are reinforced while opposing ideas are shut out. For many users, ideas and perspectives are formed from others that we are socially connected to and are frequently transmitted through social networks. This phenomenon is often deemed social 'contagion' because it mimics the spread of disease. It can intensify views, contributing to social extremism and political polarisation.

As part of the process of communicating with others on social media, users post content and information for others to view. In most cases, this behaviour is harmless,

but it can also have damaging consequences. Such consequences include the sharing of private or sensitive photos or videos without consent. For no group of people is this more of a concern for than our children. Scroll through your social media feed and you will see dozens of photos of children – photos posted innocently by their parents. In fact, one study found parents post about 1500 images of their kids on social media before the child turn five years old.¹¹ Recent discussions suggest parents should think twice about the images they post, particularly as children may not directly consent or may perceive the photo to be embarrassing. The United Nations Convention on the Rights of the Child provides a framework for what's good for children and protects them from risk or harm – even the potential harm from participating in mass media and being able to access mass media but in a way that's safe.

WHAT ARE THE SOLUTIONS?

The risks posed by social media are likely to prompt a variety of different strategies to counter, mitigate, or reduce them. Since research is only beginning to identify these different strategies, a comprehensive listing is yet to be developed. However, with a recent survey of several hundred social media users, our research has made a step toward identifying a variety of general strategies and tactics users are taking to counter social media's dark side.

Many social media users reported that they are minimising their usage, particularly after Facebook's data privacy scandal, with some even closing their social accounts. Indeed, this is one tactic suggested to reduce the harmful effects of internet and social media addiction and may even reduce instances of cyberbullying. Other users are seeking ways to mask their identity on social platforms as an added layer of privacy. In the context of social media, many users seek to reduce the amount of information disclosed in response to privacy concerns, as well as becoming more conscious about the information they reveal.

The self-regulating of shared content is also becoming prominent as a strategy to mitigate risk. In the age of social media, it is not uncommon to hear of individuals 'oversharing', which is described as posting trivial events or suggestive photos. In other cases, users share events that self-incriminate, such as the instance of a Taco Bell employee who posted images of himself defiling food items and was fired as a result.¹² Most students are also aware that many universities and employers now screen social media as part of standard recruitment practices and are therefore cognizant – as well as advised – to clean up their social media timelines, as well as take care in what they share for fear of personal or professional repercussions.

Finally, we all have a responsibility to report inappropriate content posted in social forums. In the context of cyberbullying, directly calling out offensive behaviour can be a strategy to rally support from others and frighten or shame the bully into retreat. This behaviour is also encouraged by social media platforms, such as Facebook, which recently increased its investment in user-reporting tools.¹³

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CXI'S TOP THREE TRENDS FROM RETAIL'S BIG SHOW

DR ESLAM AFIFI, FORMER CXI RESEARCHER

Retail's Big Show, the flagship event of the National Retail Federation in the US, is the world's largest retail conference, with nearly 40,000 attendees and 700 exhibitors. It's a great place to get inspired and take the pulse of modern retail, so here are our top three trends from 2019's Big Show.

TREND 1: INCLUSION AND DIVERSITY AS CORE STRATEGIES, NOT AFTERTHOUGHTS

As our societies become both increasingly progressive and ever more connected, it's essential for companies to demonstrate an understanding of and concern for the social injustices in our communities, including gender, racial and/or sexual discrimination as well as income inequality and other forms of inequity.

For example, the purchasing power of the LGBTQI+ community is more than \$1 trillion,¹ and it only makes sense that these consumers will be more likely to spend their money on products and services sold by companies that actively support them. Meanwhile, looking further into the future, all US growth is likely to come from a multicultural and blended population as the non-Hispanic white population declines,¹ so forward-thinking companies need to make sure they're appealing to this diverse audience.

Nike was clearly thinking along these lines when it decided to feature Colin Kaepernick,² an NFL free agent who has attracted controversy over his outspoken protests against racial inequality,³ in its 30th anniversary 'Just Do It' campaign. In spite of the additional controversy surrounding the campaign, the ad didn't appear to hurt Nike's business; in fact, the brand instead saw a boost of 31% to its online sales.²

TREND 2: THE TRANSFORMATION OF RETAIL AS AN UNFOLDING STORY

No matter what they are selling or where they are selling it, retailers – both traditional and online – are finding new ways to develop deeper, more personal relationships with customers, ultimately building a better shopping experience. To do this, online retailers are branching out into traditional store formats, and vice versa.

As just one example, Snowe (an online direct-to-consumer home products brand) has launched a pop-up location in SoHo to promote closer, more organic relationships between their customers and their products. As Rachel Cohen, co-founder and CEO, put it: 'When people are touching and feeling the product in person, it's building that credibility and that trust'.⁴

On the flip side, Walmart's EVP and CTO Jeremy King took the stage at Retail's BIG Show to shed light on the company's continuing digital transformations in a changing retail landscape. In 2018, Walmart spent a mammoth \$11.7 billion on technology investments, making it the third biggest global spender on information technologies.⁵ What's more, with a footfall of more than 140 million customers per week, Walmart has deep reserves of data that can be used to drive both efficiency and personalisation of its products and services.⁵

TREND 3: DELIVERY AS THE NEW 'ECONOMY'

Global retailers such as Walmart, JD.com and Alibaba are increasingly turning their attention to 'the



delivery economy',⁶ which is transforming retail by allowing customers to meet their needs without having to go to a store, speak to a person, or even leave their couch.

This growing economy is driven by an evolution from simple 'store-to-door' delivery services to new store-to-floor services (that is, 'in-home delivery' or delivery to inside the home).⁶ For example, Amazon Key enables contracted delivery providers to unlock your front door and leave your packages inside your home,⁷ while grocery retailers are offering so-called 'crate-to-bench' delivery services where, as the name suggests, the delivery person unpacks the groceries directly from the packing crate onto your kitchen bench (or, in some cases, straight into your fridge).⁸

Although these services are not without controversy,⁹ the general trend towards delivery services as a cornerstone of the retail economy – not to mention the customer experience – is undeniable. As a result, many retailers are expanding their delivery options to include in-store and out-of-store pick-up from set locations or lockers, allowing customers to receive their packages as and when suits *them*, rather than the company they're buying from.

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NOSTALGIC EXPERIENCES: TAKING YOUR CUSTOMERS ON A JOURNEY THROUGH TIME

DR LOIS SHEDD, CXI RESEARCHER

The past is never really forgotten, but its impact on consumers and businesses seems to be. However, nostalgia is one of the oldest tricks in the book – learn what it really is, why it’s so powerful, and how businesses leverage its effects for success.

Whether it's called brand heritage or retromania, nostalgia is a trend that goes way, way back, playing an important role in consumers’ lives across times and regions, and affecting sectors as diverse as tourism, hospitality, architecture, retail, media, electronics and entertainment. After all, everyone – and every thing – has a past, so it seems only natural that this past would have a widespread effect on people and the products they buy. But what is this effect, and what does it mean for you?

four core types: *vicarious nostalgia*; *social nostalgia*; *personal nostalgia*; and *historical nostalgia*. These differ along two important dimensions: the nature of the experience (is it a shared experience or an individual one?) and the orientation of the experience (is it oriented internally or externally?)

To break this down further, the *orientation* of the experience relates to the nostalgic object (who or what people feel nostalgic about), while the *nature* of the experience relates

to the nostalgic subject (who is feeling nostalgic). For example, an individual might feel nostalgic about a specific product associated with their own past – it reminds them of an experience (or, more likely, multiple experiences) from their own life, which triggers specific emotions. This is personal nostalgia, and Nutella is one brand that exemplifies this type of nostalgia for many Europeans.²

Social nostalgia, on the other hand, is a shared experience that is focused on the way things used to be – and, specifically, the way people actually *remember* them being. For example, current trends such as ‘deliberate downgrading’ and retro gaming³ stem from a shared experience among many consumers in Generations Y and X of remembering – and missing – electronic life before the advent of the iPhone.

In contrast, historical nostalgia is a shared experience that’s focused on something *outside* of people’s own memories, such as idealised representations of the past. This fuels everything from regressive nationalism to the ‘slow food’ movement, manifesting across a range of industries

THE NATURE OF NOSTALGIA

Nostalgia is powerful and universal – but what exactly is it? From roots as an actual physiological disorder afflicting Swiss mercenaries in the eighteenth century,¹ it has come to mean different things to different people. To simplify matters, we have identified

		Orientation of the experience	
		Internal	External
Nature of the experience	Individual	Personal	Vicarious
	Shared	Social	Historical

Table 1 . Core types of nostalgia



in the form of such offerings as living history museums, box-office hits set in bygone eras, and festivals focused on traditional crafts and cultural heritage.

On an individual level, this externally oriented nostalgia arises as vicarious nostalgia. For example, while a **shared** experience of nostalgia for the nuclear family might manifest in an anti-feminist movement, an **individual** experience of nostalgia for that time could be expressed in personal consumption choices like fashion (e.g. clothing and hairstyles), homewares (e.g. mid-century furniture and retro kitchen appliances) and leisure activities (e.g. swing dancing).

THE EXPERIENCE OF NOSTALGIA

Whether it is internally or externally oriented, individual nostalgia is associated with a particular cognitive and emotional experience – one that is ‘bittersweet’.⁴ Entailing both negative and positive emotions, consumers’ nostalgic experiences tend to focus on social relationships, significant life events, and triumphs over negative circumstances.⁵ In doing so, these experiences help consumers feel more connected to their lives – past, present and future:

Far from reflecting escapism from the present, nostalgia potentiates an attainable future.⁶

The effect of this experience is powerful – it changes the way consumers react to themselves and the world around them. For example, nostalgia makes people feel better about themselves⁵ and their futures, giving them the optimism and drive to explore and seek out fun experiences; it can even inspire people and boost their creativity.⁶ It has also been shown to have a number of prosocial effects⁶ such as reducing prejudice⁷ and strengthening social bonds.⁵

This is good news not only for society but also for industry – these prosocial effects weaken consumers’ desire for money, meaning that they’re more likely to make purchases and are willing to pay more for those purchases.⁸ In addition, brands that can make consumers feel connected to their past are positively perceived, ultimately resulting in increased purchase intention.⁹

THE USES OF NOSTALGIA

These effects are put to good use in a number of ways, for example in heritage branding (whereby a brand’s longevity and track record are leveraged to increase consumer perceptions of quality and willingness to pay)¹⁰ and retro revivals (whereby seemingly obsolete ‘sleeping beauty’ brands and products are reintroduced to the market).¹¹

Nostalgic experiences, meanwhile, are the foundation of heritage museums, festivals and exhibitions, making them

a cornerstone of both the cultural and tourism industries. Tourism research also recognises the role of nostalgia in non-heritage contexts, for example when tourists choose destinations based on a yearning to connect with their ancestral roots.¹² And, of course, nostalgia can play an important role in encouraging visitors to return to destinations they’ve visited in the past.¹³ Meanwhile, on a more everyday level, nostalgia permeates urban bar and restaurant scenes, with themes and attractions deriving from the late 1980s and 1990s – think board games, miniature golf and classic arcade games.

Research suggests that there is a particular propensity for people to become nostalgic about products associated with intense periods of their lives, such as adolescence and coming of age,² and the Millennials who make up the most important target market for these venues (based on numbers, relevance and spending power) remember such products from key junctures in their lives. As a result, themed bars and restaurants are leveraging this cohort’s personal and social nostalgia to draw in customers. Even small banks and large chain retailers have been shown to elicit nostalgic associations with particular eras of individual or social life.¹⁴

TIME TRAVEL ADVISORY

Nostalgia obviously has huge potential for consumer-facing organisations, so it’s no surprise that many industries have leveraged this

potential for their own benefit. There's also evidence that nostalgia has advantages for consumers themselves, both individually and collectively.

However, while nostalgia is obviously a powerful and beneficial tool for consumers and businesses alike, there are a few travel warnings for the trip down memory lane:

- **Times change.** And as they do, your brand needs to change with them. A nostalgic association with the past can be a very good thing, but not if it goes along with outdated values.¹⁵ It pays to take those rose-coloured glasses off every now and then to get a glimpse of the bigger picture.
- **Opportunities emerge.** This bigger picture might include new opportunities emerging in the current market, such as whole new audiences available as a result of social and technological shifts – audiences who may not relate to or connect with your brand's nostalgic associations. For example, whisky has traditionally been marketed (often misogynistically) to men, but women are a fast-growing new segment of whisky drinkers; a big challenge for heritage brands is finding a way to reach out to new audiences without alienating existing ones.¹⁶
- **Needs evolve.** Nostalgic associations might mean your customers love and trust your brand,¹⁷ but this won't mean much if your actual product or service doesn't meet their current needs. Therefore, while drawing on nostalgic brand associations can be an effective marketing strategy, it's important to make sure that you're also updating your offerings to meet 'contemporary standards of functionality'.¹⁸

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ANTHROPOLOGICAL MARKETING AS HUMAN-CENTRED VALUE CREATION

DR LOIS SHEDD, CXI RESEARCHER

In the popular imagination, anthropology looks like a romantic exploration of the exotic – or, for the more critical among us, a racist exercise in cultural exploitation. Marketing, meanwhile, tends to be perceived as an industry narrowly focused on selling an ever-greater array of things to people who need them less and less.

However, while these things have certainly often been true in practice, deep down anthropology is really just the study of people and their cultures, and marketing is the practice of creating value for people. Now, because people are always embedded in culture, it only makes sense that creating true value for people requires an understanding of their cultures – and, therefore, that ‘effective marketing is effective anthropology’.¹

Anthropology views people and their behaviours within the context of their culture, which comprises not only things like rituals, stories and art but also everyday artefacts. Culture shapes how we interact with all these things and with each other, and anthropology’s conceptual and methodological tools (like the language it uses and the approaches it takes to data collection and analysis) allow it to deeply explore these interactions and influences. This is what marketing needs to do, too.

Let’s zero in for a moment on one specific and very mundane example: an individual (say, a recent college graduate) purchasing a laundry detergent from a supermarket. Classical marketing theory has rightly determined the role of factors such as price, packaging, branding, environment, and the individual psychology of the buyer in influencing their purchase decision. However, what it has generally neglected is the role of culture in shaping these and other factors.

For example, the value of cleanliness (and therefore of the product) is often determined by underlying cultural and religious beliefs such as the Puritan ideal of ‘cleanliness is next to Godliness’. Similarly, ideologies such as environmental stewardship and even culturally generated knowledges such as taste contribute to consumers’ tacit understandings and evaluations of various product features (including chemical composition, package design and branding).

By shaping the way they think about products, including the meanings they attribute to the product and its features as well as the evaluations they make of them, culture influences the customer’s purchase in the moment. Just as importantly, however, culture



plays a fundamental role in shaping what customers value and how they act on an ongoing basis, both individually and collectively. It influences not only *what* they interact with (including which businesses and products) but also *how* they do so. In this way, culture is an inescapable component of not only every customer’s life but also every purchase context, every market, and every industry.

This is why culture matters, and anthropological marketing at its core is a commitment to recognising and responding to this fact in every marketing choice.

Anthropological marketing means always looking at your customers as people embedded in a culture, and applying this lens to every step of the customer journey. To do this you need to build anthropological tools into your marketing practices and processes – for example, employing deep qualitative research methods such as ethnography to develop a rich understanding of not only your customers and their choices, but also the cultural context in which they are embedded. However, taking a truly anthropological approach to marketing also means recognising the ways in which culture influences ourselves and our choices as marketers. Being reflexive in this way helps us fight our hidden and not-so-hidden biases, allowing us to continually refocus on

the lived experiences of our customers and thus, ultimately, to be better marketers.

In this way, anthropological marketing is actually closely aligned with human-centred innovation frameworks like design thinking and Jobs to be Done.² By keeping marketers focused on the end user and their needs, as well as the context in which these needs arise, these structured approaches to innovation allow us to solve real problems and create real value. These frameworks can do this because they recognise that consumers’ needs are embedded in a real-world context: a context defined by their lived experiences and framed by culture.

This is why good marketing is anthropological marketing – and anthropological marketing is, at the end of the day, a set of conceptual and methodological tools for human-centred value creation.

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DR ESLAM AFIFI, FORMER CXI RESEARCHER

Establishing a strong customer experience is now a leading management objective for many firms. According to a recent study in which executives were asked about their top priorities for the next 12 months, improving customer experience is the main agenda for businesses today.¹

Customers nowadays interact with firms through myriad touchpoints across multiple channels and media, resulting in more complex customer journeys. The customer journey may include several touchpoints that happen before, during and after the experience of a service or a product.³ Journeys can be long, often lasting days or weeks depending on the nature of the product or service.



advertising into customer service instead, so that their customers would do the marketing for them through word of mouth.⁹ However, Zappos still faced the challenge of competing directly with online behemoths such as Amazon.

While Amazon's website is set up for customers who want the fewest clicks and the most streamlined experience, Zappos targets customers who like some backstory with their merchandise and who have a bit more interest in the people selling it to them.¹⁰ Therefore, Zappos saw the thousands of phone calls and e-mails coming in every day as an opportunity to build their brand by achieving world-class customer service through their shipping, usage and delivery policies.

In particular, Zappos learned that customers will buy more and be happier in the long run if they can remove most of the risk from shopping at Zappos. For example, in the United States they offer a 365-day returns policy, with free shipping both ways to make transactions risk-free and as easy as possible for their customers; Zappos also allows customers to order five different pairs of shoes and then send back the ones that don't fit or that they simply don't like – free of charge. All of this has allowed Zappos to gain a third of their gross revenue from repeat customers.⁹ Australian-based online fashion retailer The Iconic takes a similar approach, with free shipping and generous return policies.

ORCHESTRATING THE CUSTOMER JOURNEY

While it's important to conceptualise customer experience holistically in terms of an end-to-end customer journey, it's not an easy thing to operationalise. However, academic and industry research does provide some insight into how companies can manage the challenges of doing so:^{1,3}

1. **Analyse.** Customer journey analysis should be used to map the journey from the customer perspective – naturally, this requires customer input.
2. **Understand.** This analysis can help organisations understand how customers navigate across touchpoints as they move through the journey.
3. **Anticipate.** Armed with this knowledge, organisations will be better placed to anticipate the customer's needs, expectations and desires at each stage of the journey.
4. **Segment.** Customers differ in their preferences and usage of channels across different journey stages, and specific multichannel segments can be identified on the basis of consumer characteristics.
5. **Measure.** Build an understanding of what is working and what is not, not only across different stages but also across different channels.

6. **Optimise.** Any changes to the customer journey should be done for a better end-to-end experience, rather than focusing on a single stage.

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LISTEN UP: HOW TO DESIGN SOUNDSCAPES FOR A BETTER CUSTOMER EXPERIENCE

JULY NGUYEN, CXI RESEARCHER

Coming to South by South West for the first time this year, I was expecting popular sessions on AI, robotics, and cashless societies, all of which provide a fascinating (and sometimes scary) glimpse into our near future. For me, however, one of the most inspiring sessions so far has taken an entirely different perspective, looking at how soundscapes affect spaces, experiences, wellbeing, and even death – today.

SOUNDSCAPES ARE SERIOUS BUSINESS

We already know that sounds and noise (which, of course, are not the same thing)¹ play an important role in servicescapes, with cognitive, emotional, and behavioural impacts on customers.² What I hadn't yet thought about, though, was the downside of sound – as

I learned this week, it can have negative and even dangerous effects on people if not carefully designed. Let's take hospitals as an example: surely I am not alone in remembering them in a rather unpleasant light. For me, these unpleasant memories take the shape of sulphuric smells, white-laden walls and unwanted noise, all of which create a sterile, clinical feeling I find horrible. Well, it turns out that research backs me up on this – one study found that all five senses of sight, hearing, smell, taste and touch can influence both clinical outcomes and patient satisfaction,³ and a review of the research highlights that good sound design can help heal and humanise the hospital experience, and even prevent death.⁴

But what does good sound design entail? Sticking to the hospital example, Associate Professor Bon Ku of Thomas Jefferson University pointed out that medical equipment manufacturers are not talking to one another when developing hospital devices; instead, each produces their own 'language' of sounds made up of jarring beeps, alarms, and sirens. When they come together in the same room at a hospital (for example, in the emergency ward), the space becomes disconcerting and discordant. If the companies who design these machines would just work together to create a unified language across their devices, the hospital soundscape would improve immensely, with real and positive effects for their patients. Adapting this insight to other industries suggests that a unified front – a single sonic 'language' – could also be applied to other large-scale servicescapes such as shopping malls and airports.

NOISE DOESN'T DISCRIMINATE BETWEEN CHANNELS

Speaking of large-scale servicescapes, the digital world is arguably the largest 'servicescape' of all – and sound clearly plays a role here, too. The increasing popularity of ASMR videos shows that consumers are seeking out specific sonic experiences online,⁵ having a real effect on business in the process.⁶ Meanwhile, statistics show that 85% of people are watching videos on Facebook without sound,⁷ while research has found that sound sensitivity is a very individual characteristic.⁸ Therefore, as Andrew Brown (Associate Director of Research at the Van Alen Institute) suggested in the SXSW session on this topic, we shouldn't take a one-size-fits-all approach to sound design when creating online experiences; instead, we should give people the opportunity to opt in or out. The problem is, how can this same approach be taken offline?

Closed captioning a Facebook video is one thing, but how do we deal with noise in the real world? On this point, Andrew spoke at length about Maria Counts' work on visualising sounds in public parks. Using audio and visual equipment to examine natural and artificial sounds in these environments, she looked at their potential to reduce stress in highly urban scenarios. For example, sounds of local birds or fountains could be used to offset the loud noise of the city created by urban traffic and construction. This is not to say that all loud sounds are bad, however – at the other end of the spectrum, the global popularity of the Formula One is fuelled by people who enjoy the sounds of engines roaring and tyres ripping across the tarmac. Meanwhile, Larissa Braun (Director of Audi Innovation Research at Audi of America) noted that the advent of autonomous and electric cars is removing two familiar sounds from our everyday experience: the hum of a running engine and the chatter of conversations with taxi/Uber/Lyft drivers.

BUILD SOUNDSCAPES WITH SPECIFIC OUTCOMES IN MIND

Clearly, then, designing soundscapes to improve customer experience is a complicated affair: not only is the sonic experience individual, but it's also context-driven. This is why sound and noise are defined not objectively, on the basis of decibels, but subjectively, on the basis of desirability – sound is desired, while noise is undesired, and these distinctions are not the same across different customers. Therefore, improving the sonic experience for consumers isn't as simple as just taking it away or making it quieter. You have to carefully and holistically consider the desired outcome or experience, whether that's the alpha-brainwave relaxation induced by ASMR or the adrenaline-pumping thrill evoked by a high-powered engine.

Retailers that specialise in audio have a bit of a head start in this space, with premium brands such as Bang & Olufsen successfully creating optimised sonic environments in their experiential stores.⁹ The question for everyone else is: what kind of experience does your customer want? Answering that question is the first step in designing a soundscape that will help create it.

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MAKING CX MAGIC

DR LOIS SHEDD, CXI RESEARCHER

In this comprehensive wrap-up of insights from the 2019 Zendesk Showcase, learn how creating magical moments and avoiding magical thinking can help you deliver excellent customer experiences.

If you haven't had the opportunity to attend yourself, the Zendesk Showcase is a product-focused CX conference with a flair for both the technological and the inspirational.

As a boutique research team at the nexus of academia and industry, we at CXI unfortunately have little use for this kind of platform; however, we find that those who do often have the kind of real-world insight we need into the trials, tribulations and triumphs of creating great customer experiences. This year's Showcase was no exception, so here are my top three takeaways from the day.

HARD CX QUESTION #1: HOW DO WE BREAK FREE?

By creating magical moments for innovation

The day started with a keynote posing four "Hard CX Questions" to the audience: questions about breaking free, getting ahead, catching up, and doing it all. While each of these questions certainly poses an important challenge for every CX professional, I think this first one is the most important of all – because not only does it challenge

us to think in new and more innovative ways, but it also inspires us to do so. In other words, it answers the *why* of CX as well as the *how*.

For the most part, good CX is about freedom – that is, it's about empowering customers to do what they want to do when, where and how they want to do it. In the process, we empower them to feel how they want to feel, whether that's happy, inspired, transformed, secure or just relaxed. However, in order to create this freedom for our customers, first we need to create freedom for ourselves as marketers. We need to free ourselves from the constraints of old ways of thinking so we can see new opportunities; likewise, we need to free ourselves from the blinders of our own perspectives so we can see our customers and their needs clearly. Or, as Gus Balbontin put it, we need to free ourselves from the "cement" that traps us in the past so we can move towards the future.

One important way to do this is to invite some chaos back into your life and into your business. As Henry Oliver wrote in his recent article, to compete on innovation you need to find "people who are comfortable with mess".¹ Just as importantly, however, if you're going to benefit from their different point of view, you need to support them and make space for their messy ways in your business.

You can also create small moments of "messiness" in your own life by giving yourself the space to try new things. Instead of "starving your brain of novelty", challenge yourself to take a new path, try a new method, work in a new space – and ultimately, in doing so, to think in a new way. Naturally this means taking risks, and possibly failing, but the alternative is to maintain the momentum of your

existing products, services and practices until that momentum takes you right off the cliff of irrelevance.

By inviting messiness and chaos back into your life, you can create magical moments in which innovation can happen. These are the magical moments that excessive structure can kill, especially when you impose that structure too early. Of course we all need structure and planning to make sure stuff gets done, but loosening up on that structure a little can – in the right times and places – foster adaptability and reward resourcefulness, two of the most important traits for success in today's competitive environment.

HARD CX QUESTION #2: HOW DO WE GET AHEAD?

By creating magical moments through storytelling

Another important ingredient for success is emotion. When we think about “experience”, it can mean a lot of different things. For example, according to the day's presentation from Riccardo Pastò of Forrester, customer experiences can be effective, easy and emotional – or, preferably, all three. However, these dimensions are not all created equal. It seems that willingness to pay a premium for a brand increases 9 times when you create a positive emotional experience, as compared to 5 times for an effective experience and 6 times for an easy experience. This means that creating positive emotional experiences for your customers is an important way to get ahead in today's world.

But how do you create these emotional experiences? One tried-and-true method is: stories. As John Carroll said on the day, “business is and always has been about nothing but people”, and it's stories that “make business human”. Not only do the powerful metaphors and familiar structures contained within stories help us communicate with each other more effectively, easily *and* emotionally, but neuroscience has also shown that reading novels “produces a vivid simulation of reality” that allows us to deeply explore other people's experiences and intentions.² These are exactly the types of insights we need to create and deliver exceptional customer experiences – the magical moments that will leave a positive emotional impression on your customers and thereby maximise the benefits of CX for your business.

While my suggestion of instituting daily mandatory “reading time” is, unfortunately, unlikely to gain traction, there are many other ways to foreground stories and build empathy in your business. One of the most common is to build in opportunities for the people at every level of your business to hear first-hand customer stories. You could also reframe your existing processes and practices in terms of stories. For example, instead of talking about NPS, ask yourself what stories your customers and employees are telling about you; instead of asking what functions your products and services fulfil in your customers' lives, ask yourself what stories your products

and services *tell* in your customers' lives – or even what stories they allow your customers to tell about *themselves*, because it's the stories we tell ourselves about ourselves that shape how we experience our lives.

HARD CX QUESTION #3: HOW DO WE CATCH UP?

By replacing magical thinking with commitment

Given all of this, it's no wonder that most businesses are listing customer experience as a strategic priority, but unfortunately this thinking isn't translating into results. For example, in the Australian context, research has shown that 0% of brands have an excellent customer experience in spite of the high importance placed on it by business leaders. This is known as the “CX Gap”, and it's this gap we need to close in order to “catch up”.

The problem is, there is no “magic pill” for creating a good customer experience – it requires real commitment. The kind of commitment that sees customer satisfaction as a baseline, not an aspiration. The kind that is willing to live with a little mess and create a little chaos. The kind that is willing to risk losing momentum to make magic. And, even more importantly, the kind that puts these ideas into action – because, contrary to how it might sound, magical thinking won't make magic when it comes to CX. Inspiration and ideas are important, but so is implementation. This is why profitability increases when CEOs lead CX initiatives³ – because true executive commitment avoids the trap of magical thinking, instead forcing the business to focus on actually making magic for its customers.

Now, here's the final “Hard CX Question” for you to think about, perhaps the hardest one of all: *How do we do it all?*

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THE FUTURE STATE OF CUSTOMER SERVICE

DR CARLA FERRARO, CXI ASSOCIATE DIRECTOR

MARILUZ RESTREPO, CPM, CXI RESEARCH PARTNER

The digital transformation of customer service is undeniable, particularly for consumers seeking quick resolution for low-involvement tasks and queries. For companies looking to transform in this way, digital represents an opportunity to provide a lower-cost and more rewarding customer service experience – one that enables customers to self-serve using the channel and time most convenient for them.

However, it's critically important that the human element remains a key component of customer service delivery. As such, the integration of digital and traditional customer service channels will become a key differentiator. The need for both digital and human elements is demanding companies to make the necessary investments now to be ready for the future by offering an even more seamless experience across all channels.

The fundamental challenge is that companies continue to develop digital channels independently of their existing human-support channels. This is the future state of customer service.

BLENDING AI AND HI

AI is expected to produce the same level of business and social disruption as the Internet, with 95% of customer interactions carried out by some form of AI by 2020.¹ However, while AI is impacting digital customer service, the future will involve a delicate balance between AI and human intelligence (HI). Human interaction remains key, with many consumers (59%) preferring human interaction over being serviced by a bot or an AI-driven resolution.² AI will likely lead to the automation of transactional, low value-added tasks and therefore allow organisations to invest in the human aspect of customer care. This means that frontline staff will be better prepared and better trained, and will play an even more strategic role in customer service experiences. The human element of customer service will also remain critical in meeting customers' emotional needs, for instance showing empathy when addressing service issues.

BEYOND SERVICE

Companies need to think about customer service not just in

terms of communicating with and assisting customers and resolving their queries, but also on the basis of problem-solving and concierge-style services. Ultimately, the future of customer service involves moving from a transactional mindset to one that is focused on ongoing interactions with consumers, and indeed fostering and maintaining customer relationships. With a range of available data-gathering sources (such as smart sensors, face and object recognition technologies, and wearable devices), it is possible to gather and analyse a host of information about customers (including their location, preferences, purchasing history, and much more) in real-time, as never before. This provides a valuable opportunity for companies to be more pre-emptive in delivering customer service and identifying surprise and delight opportunities.

CONCIERGE SERVICES

Technology is enabling consumers to outsource their own complaints and service needs to a professional third party, which will likely increase the volume of service requests received by brands (at least in the short term). Customer service concierge services, including AirHelp and Service, allow customers to log their complaint about a specific company and have a concierge take care of the entire process. These services are also designed

to learn and become proactive, uncovering ways in which customers may have been wronged. Further, such services will look for things like missed flights, lost baggage and other issues for which customers may be entitled refunds. AirHelp, for example, can scan an entire email inbox to find all flight-related emails, run an automated analysis to determine if any of those flights were delayed, and automatically execute refund demands with each airline.³

SELF-SERVICE

Consumers increasingly prefer the ability to solve their own issues.⁴ In fact, 81% of customers across all industries attempt to resolve their issue themselves before contacting a live customer support person.⁵ Consumers save time when they can easily find a resolution to their problem without having to initiate a customer service request. In line with consumer preferences for self-service, more companies will adopt and implement technology that enables it. Having a robust knowledge base on a website is an effective way to provide self-service support.⁶ Developing how-to guides and videos, and making them accessible to customers through a website, is also valuable in this regard. Providing a way for customers to solve their own problems not only saves time for the customer; it also means less support cases for the company to handle.

PERSONALISED SERVICE

Consumers are well-accustomed to personalised products and services, and expect the same from their customer service interactions. In this way, customer service staff will increasingly be expected to leverage information to have a deep understanding of who customers are and personalise the support they provide them. The more context a staff member has about a customer, their unique use case and common challenges, the more they can personalise each customer service interaction. This has also been called 'conversational support' because it's support that feels like having a real conversation with a friend. Conversational support builds stronger customer-brand relationships, and it is becoming more important as customers naturally migrate to companies they feel align with their values.⁷ Personalising customer service efforts also empowers staff to deliver more relevant answers that resonate with and address the unique needs of each customer.⁴

PROACTIVE SERVICE

One of the most effective ways to create customer confidence is to practise proactive customer service. By definition, proactive service means identifying and resolving customer issues before they become problems, while reactive service means responding to problems after they are raised by customers. In practising proactive customer service, it is important to let the customer know in advance about a problem and share what is being done to address it. Providing updates along the way is also important. Companies can do this by monitoring the interactions every customer has with the company, assessing and analysing the underlying sentiment. Often referred to as 'customer health monitoring' or similar,⁸

this proactive approach is the difference between good and great customer service. Indeed, proactive customer service can result in a number of business benefits, including increased customer loyalty, decreased service calls, and greater control over communication.⁹

VIRTUAL ASSISTANCE

Virtual assistants (VA) are set to become dominant forces in the future customer service landscape. Devices that provide such assistance are conditioning consumers to expect answers to any question at any time. In time, VAs will become conversational, allowing a consumer to ask a series of deeper questions on given topics, as well as contextual, able to tap into data sources outside of the corporate knowledge base. Further still, VAs will start learning from staff-assisted service interactions, and will move from living on corporate websites to becoming embedded in wearables and connected devices. In this way, VAs will be able to provide customer service staff with live context for customer interactions, reducing the need for the customer to repeat information or actions.

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Originally published in a co-branded white paper entitled *The Customer Service Experience: Aligning Channels with Evolving Consumer Expectations, Preferences & Behaviour* (CPM, RetailSafari & CXI Research Group). For more, including best-practice principles on how to lead in this new service environment, download the white paper from: swi.nu/tcsewp

CXI EXCHANGE

CXI believes in the power of partnership, and the ExChange is our platform for sharing knowledge, developing capabilities, and building networks – together.

In addition to the annual benefits summarised on the next page, there are various opportunities for our partners to further leverage the platform through a range of supplementary components, all provided at an exclusively discounted cost.

The platform is explained in more detail on the following pages, where you will also find information on how to optimise the value of each component.

BENEFITS

Invest an annual fee of A\$8000 + GST to receive:

TYPE	DESCRIPTION	BENEFIT
Pulse	Custom questions in our omnibus tracker	5 per quarter
	Inspiration Review	1 per year
Inspiration	Trends presentation (in-house)	1 per year
	Trends presentation (on-site)	1 per year 5 invitations
Events	Futures Forum (Apr)	Early access 10 invitations
	X ² Workshop (Sep)	3 invitations
	Research Briefings (May, Dec)	3 invitations
Executive education	Strategic Planning and Management in Retailing (May-Jun)	Early access 10% discount
	Brand-Driven Business Transformation (Oct)	

SUPPLEMENTARY COMPONENTS

The benefits above provide a wealth of insight, inspiration and information designed to create value for your organisation. However, you can also access the following supplementary benefits to optimise the value of our ExChange platform even further:

	Partners	Non-Partners
+ 1 custom question (price per quarter)	A\$199 + GST	N/A
+ 1 in-house presentation (45 mins)	A\$2500 + GST	A\$5000 + GST
+ 1 co-branded whitepaper (5000 words)	A\$5000 + GST	A\$10,000 + GST



PULSE

DETAILS

The CXI Pulse is our customer experience omnibus online survey of 500 Australian consumers. As a partner, in addition to our suite of general CX questions, you have the opportunity to include five custom questions tailored to your needs.

These questions can be set to measure quarterly differences for the year or vary each quarter, as long as they are received by the deadline. This deadline allows us to review every question to ensure the accuracy and quality of responses collected.

Quarter	Questions due	Data collection and analysis	Report delivery (w/c)
Q1	1 FEB	FEB-MAR	9 MAR
Q2	4 MAY	MAY-JUN	8 JUN
Q3	3 AUG	AUG-SEP	14 SEP
Q4	2 NOV	NOV-DEC	14 DEC

You will receive a custom report each quarter with the results from both our suite of general CX questions as well as your custom questions. This information is designed to be valuable for your short-term strategic planning.

BENEFITS

- Five custom questions per quarter.

MAXIMISING YOUR BENEFITS

Ensure that all questions are submitted to the CXI team by the designated date. This will allow us to review and optimise your questions.

You can access additional custom questions for A\$199 + GST per question block.*

*Each block contains one question per quarter. Price is adjusted at a pro-rata rate. Please speak to CXI for more information.



INSPIRATION

DETAILS

We are always seeking to inspire our partners and community, helping you to stay up-to-date with consumers' ever-evolving needs and expectations.

Through our range of Inspiration offerings, we provide insight into the most relevant trends and topics currently shaping the business and consumer arena, highlighting opportunities for you to innovate, optimise and leverage experience for competitive advantage.

Inspiration Review

An annual report reflecting on the year's key trends and insights, with updated partnership information for the year ahead.

Trend presentations

Delivered by CXI's leading researchers and available both on-site and in-house, our trend presentations are designed to connect organisations with the latest in consumer culture and business strategy.

Featuring case studies, expert opinions, facts, statistics, and in-depth market reports, the presentations can be tailored to a range of formats, contexts, and organisational needs (including conference keynotes, in-house briefings, and employee workshops).

BENEFITS

- One print copy of the annual Inspiration Review (in addition to a digital version).
- Five invitations to an on-site presentation.
- One in-house presentation.

MAXIMISING YOUR BENEFITS

Keep in touch to let us know what your business concerns are and we'll shape our Inspiration offerings accordingly.

As a partner, you can access additional in-house presentations for A\$2500 + GST.



EXECUTIVE EDUCATION

DETAILS

Founded in 2001, the Australian Graduate School of Entrepreneurship (AGSE) is Australia's first dedicated entrepreneurship school. With a focus on real-world business challenges, AGSE's suite of executive education programs shape participants through instruction, collaboration, and peer interaction.

Strategic Planning and Management in Retailing

Dates: Sunday 31 May – Friday 5 June

Fees:

- Early bird (ends 30 April): A\$10,800 + GST
- Full registration: A\$12,000 + GST

This six-day residential program provides retail executives with a strategic look at leveraging consumer research, financial and productivity data, and market position and trend information to formulate an effective plan for continuous growth. Hosted in the picturesque setting of Cape Schanck, attendees will learn about:

- building retail strategy and culture
- financial and productivity analysis (the Strategic Profit Model and the Strategic Resource Model)
- omnichannel and online retailing
- strategic thinking and planning
- case studies on leading global retailers, social media, and online retailing.

Brand-Driven Business Transformation

Dates: Monday 5 October – Friday 9 October

Fees:

- Super early bird (ends 1 June): A\$7999 + GST
- Early bird (ends 31 August): A\$8999 + GST
- Full registration: A\$10,999 + GST

This intensive 5-day program is designed to cut through the complexity of today's business environment and equip you with simple brand-based solutions for competitive advantage. In a collaborative and interactive format, the program will cover:

- how to choose and target a core customer
- how to position a brand for success
- how to grow a brand
- how to ensure that your brand drives all parts of your business.

BENEFITS

- Early access to registrations.
- A 10% discount off full registration.*

MAXIMISING YOUR BENEFITS

Early access will ensure that you can minimise the cost of attending and secure your place in the program.

Please be advised that availability for courses is limited.

*Does not combine with any other offer. Only applies to registrants from your organisation.

EVENTS

DETAILS

Presented by business thought leaders and industry-engaged academic experts, our events are committed to giving you the insight and information you need to compete on experience.

We have events in a variety of formats to cater for each of our partners, from formal seminars and interactive workshops to casual networking nights.

Whatever the style, every event is designed to leave you feeling inspired and empowered to create better experiences for your customers.

Innovation Showcase: Futures Forum

Our annual morning seminar on the latest business technology and trends provides inspiration and insight to help your organisation discover, design, deliver, and develop experience-driven strategies.

This year we will be covering the latest in culture, media, technology, and design from Austin's famous South by Southwest (SXSW) conference, as well as key highlights from Retail's Big Show, the annual conference of the National Retail Federation in the US.

Innovation Showcase: X² Workshop

This half-day experience in Melbourne focuses on equipping you and your guests with the tools for innovation.

With expert presentations and interactive workshop sessions, this event provides a collaborative space to drive individual and organisational growth and development.

Industry Networking: Research Briefings

The CXI Research Briefings are after-work industry networking events featuring bite-sized presentations from our group of experts and collaborators, along with plenty of refreshments and conversation among a small and exclusive audience.

Each presentation summarises a key area of industry-relevant research in an easy-to-digest format, while the intimate setting allows for deep discussion and real connection between CX professionals and researchers.

BENEFITS

- Ten complimentary invitations to the Futures Forum.
- Three complimentary invitations to the X² Workshop and each Research Briefing.

MAXIMISING YOUR BENEFITS

Our events enable you to discover new knowledge and insights outside of your organisation. To make the most of this opportunity, we encourage you take note of the dates of our events and share them across your organisation so that you and your colleagues are able to attend.

Alternatively, if you are unable to attend an event or would like for a particular presentation or topic to be disseminated more broadly in your organisation, you can consider incorporating it into the annual in-house presentation included in your partnership.

For more information or to register or any of our events or executive education programs, contact:

Kristy Horne

Client Liaison and Research Support

+613 9214 5961

khorne@swinburne.edu.au

WORK WITH US

SPONSORSHIP OPPORTUNITIES EXIST FOR ORGANISATIONS WHO WANT TO POSITION THEMSELVES AS INDUSTRY LEADERS.

CXI is currently seeking industry sponsors to join us in driving a collaborative and forward-thinking future for experience makers in Australia.

Through insightful content, innovative events and media outreach, CXI connects with our partners, collaborators, subscribers, and the broader community on a regular basis.

Individuals and organisations can work with us by sponsoring our content or events. Alternatively, let us know your idea for how we can work together to build better experiences across sectors.

Contact Kristy Horne at khorne@swinburne.edu.au to find out more about working with CXI.

CALENDAR

DATE	EVENT NAME	EVENT TYPE
w/c 9 March	Pulse Q1 Report	Omnibus Deliverable
17 April	Futures Forum	Innovation Showcase
5 May	Research Briefing: Volume 5	Industry Networking
31 May – 5 June	Strategic Planning and Management in Retailing	Executive Education
w/c 8 June	Pulse Q2 Report	Omnibus Deliverable
18 September	X ² Workshop	Innovation Showcase
w/c 14 September	Pulse Q3 Report	Omnibus Deliverable
5–9 October	Brand-Driven Business Transformation	Executive Education
15 December	Research Briefing: Volume 6	Industry Networking
w/c 14 December	Pulse Q4 Report	Omnibus Deliverable

The background of the entire page is an abstract composition. It features a deep blue field densely populated with numerous small, clear water droplets of varying sizes. Interspersed among these droplets are several large, semi-transparent spheres. Some of these spheres are a vibrant red, while others are a lighter, translucent blue. The lighting creates a sense of depth, with some spheres appearing to glow from within or reflecting light from a source below. In the lower half of the image, there is a bright, horizontal band of light that looks like a reflection on a wet surface, adding to the overall ethereal and scientific feel of the design.

CXI RESEARCH GROUP

SWINBURNE.EDU.AU/CXIGROUP

BA922

BA Building, Swinburne Business School
Swinburne University of Technology
PO Box 218, Hawthorn VIC 3122,
Australia

CRICOS 00111D RTO 3059

The information contained in this brochure was correct at the time of publication, March 2020.
CXI Research Group reserves the right to alter or amend the material contained in this guide.
Membership information may change, for the most up-to-date information please contact the CXI team.