

The Famous Five –

How to deliver a branded customer experience-consistently

1. Begin with customer insight

Begin with a significant customer need or benefit and maintain focus on that. Be single-minded in identifying the attributes that your most profitable customers value that you can deliver better than competitors. Don't try to meet every need of every customer.

2. Align the organisation with the proposition from the start.

Form a steering group comprising marketing, operations and HR and take a holistic approach to developing the proposition: differentiation can be achieved both in the design and in the delivery. Communicate early and frequently to key stakeholders including owners and managers. Start with the customer insight and develop a proposition that is specific, can be owned by the brand and which forces choices to be made. Build the implementation process into the normal business planning and budgeting cycle. Focus on a few, important initiatives at a time and execute flawlessly rather than spreading your resources too thin.

3. Create a branded customer experience

Map the customer journey and determine how the proposition can be brought to life at key touch-points. Identify the changes required to products, processes and people in order to deliver the proposition consistently. Determine a few icons or hallmarks which will serve to dramatise the proposition and differentiate you from competitors. Determine the non-negotiable brand standards and behavioural standards that articulate the new guest experience and have these drive capability development.

4. Create a branded employee experience

Recruit and train 'brand champions' drawn from across the organisation to be the spearhead of change. Train managers in the new proposition and equip them with the skills needed to lead the implementation. Align head office functions with the proposition so that they reinforce the brand proposition and values in the way they recruit, train, communicate and support employees. Communicate often, simply and use a 'tone-of-voice' that reinforces the proposition.

5. Reinforce the proposition at every opportunity

Align measurement and reward systems with the proposition so that people are incentivised for delivering the new experience. Use the brand proposition and values as criteria for management decision making so that operational investments and plans are seen to reinforce the brand rather than undermine it.

The Famous Five – criteria

Begin with customer insight

- 1. We have identified our most profitable (target) customers for the brand*
- 2. We know what these target customers expect and value*
- 3. We know the 'value drivers' that build loyalty in our target market*
- 4. We know how our customers rate the experience we provide against these value drivers*
- 5. We understand to what extent, and why our target customers prefer/do not prefer our brand to that of our competitors*

Align the organisation with the proposition from the start

- 6. We have created a partnership between marketing, HR and Operations to define and deliver the customer experience and have created a steering group to implement it.*
- 7. We involve key stakeholders and owners early. 'High and wide' cross-company involvement.*
- 8. We have created a master plan or blueprint to develop and deliver our brand proposition and this is aligned with the business cycle and priorities*
- 9. We have made a strategic choice about which customers we wish to serve and those we do not. Our positioning provokes thought and forces choice so we are 'something special to somebody special'*
- 10. We have defined a brand proposition and promise that clearly differentiates us in the eyes of these target customers*

Create a Branded Customer Experience

- 11. We have mapped our customer touchline to determine the key points of contact our customers have with us and how our proposition should be delivered at each*
- 12. We have identified improvements to our products, services and processes that will deliver our brand proposition in a way that is consistently valuable to target customers*
- 13. We have defined icons that dramatise the brand promise and experience*
- 14. We have defined non-negotiable brand standards which articulate the desired experience*
- 15. We have defined the specific employee behavioural standards required to deliver the desired experience*

Create a branded employee experience

- 16. We have appointed brand champions throughout the organisation to spear-head the change.*
- 17. We have continuing internal communications that are simple, aligned and build clarity and commitment to delivering the customer experience*
- 18. Our leaders have been trained as champions of our guest experience and are leading its implementation*
- 19. We have created training to equip our employees to deliver the customer experience that is engaging, experiential and 'on-brand'*
- 20. Our HR practices are reinforcing our brand values and the desired employee experience*

Reinforce the proposition at every opportunity

- 21. We have a scorecard of indicators that provide leaders with objective and timely feedback on how well we are delivering against our promise*
- 22. We measure and monitor the quality of the customer experience continuously*
- 23. We reward employees who put customers first and deliver the promise*
- 24. Our company's top executives demonstrate their commitment to our 'customer first' strategy*
- 25. Our leaders make decisions that are consistent with our 'customer first' strategy*