

What Drives Value in a Social Media Experience?

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In association with

customer
THINK



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Introduction

The combined unique visitors of Facebook, MySpace and YouTube are more the 250 million and none of these media existed six years ago¹. Social Media is changing not only the way we read and communicate but also shifts the power from organizations to consumers², some companies also had to learn this lesson the hard way so still have their head in the sand and are trying to ignore it. Yet behind every problem lies an opportunity.

In our view, Social media is going to have a significant impact on the Customer Experience and far too many organizations are not engaged with it sufficiently to exploit this new channel.

We are starting to see a fundamental shift in Customer Experiences that can be provide by social media. Twelpforce is an example of that. This is a service provided by Best Buy an electrical retailer in the USA. Here is an extract from that [blog](#):

Twelpforce is very simple in concept. If you want to ask a question about a product or service, sold by Best Buy, you simply use Twitter to send a message to Twelpforce. This service is manned by Best Buy employees in the stores. They reply with their advice and knowledge. On his blog their CMO, Barry Judge in his blog says:

“Twelpforce is obviously an experiment. A very public one. In addition, with this publicity comes a certain amount of risk. In my view, it is a risk well worth taking for many reasons”...he goes on to say “I also know we will make mistakes. Heck, I have made many mistakes in my own use of social media. But, I also know we will learn from them and be a smarter company about how to better serve customers going forward.”

By empowering their workforce to interact with Customers this will being the Customer inside the organization and help create a Customer centric culture and blurs the lines between Customer Service and marketing. As Barry says “No longer is customer service a department but something that all of us can do”.

Whether you are reading this and Twelpforce has been closed, or it is now the established way of doing business this is not the point. We are seeing the emergence of using social media in different ways to service the customer and improve their Customer Experience. This won't be the first or the last such experiment and Best Buy should be applauded for being willing to take a risk.

However, if you are to build a social media experience that is effective what should it look like? What is most important to Customers? What do Customers say is important but isn't really? How do you know? This research will tell you.

¹ <http://www.youtube.com/watch?v=6ILQrUrEWe8>

² <http://www.beyondphilosophy.com/customer-experience/the-power-is-shifting-away-from-corporations/>

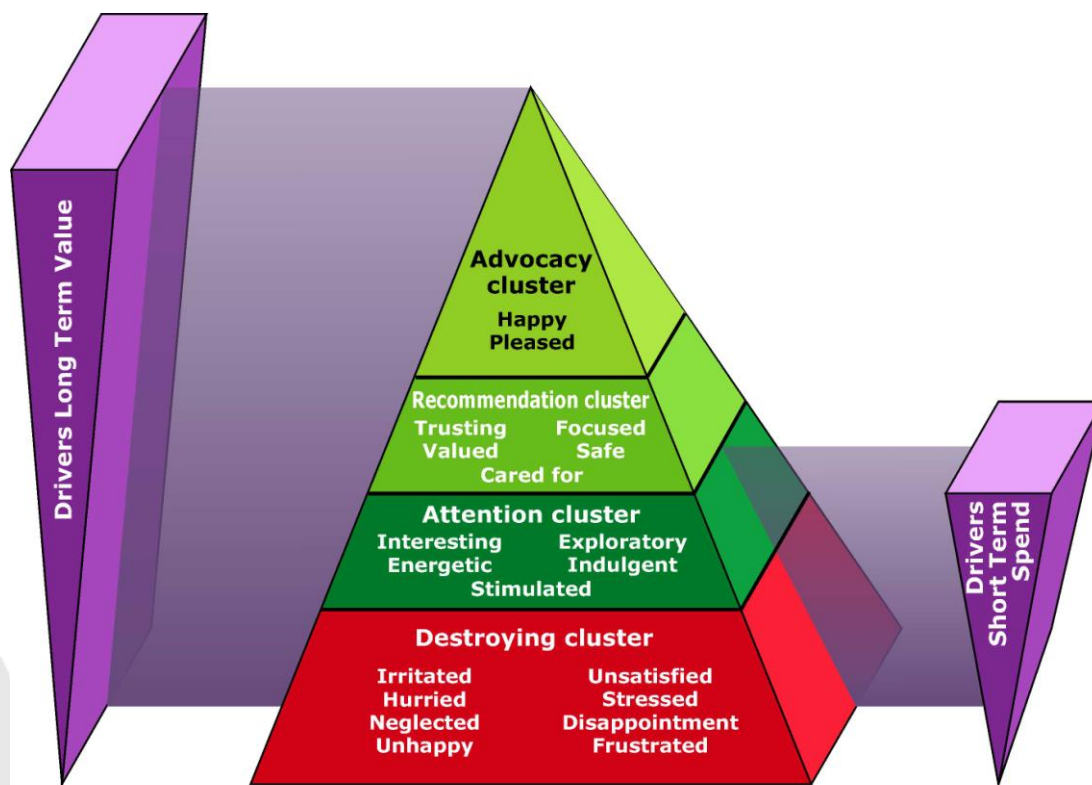
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In this research, we have used our Emotional Signature® research methodology to get behind what Customers *really* want. This methodology was outlined in our bestselling book, *The DNA of Customer Experience: How emotions drive value*. Palgrave McMillan. This methodology enables us to get under the skin of a Customer, in psychological terms, to really understand what a Customer wants and what drives value in an experience. In this case, a Social media experience for Business, Customers and Personal users. This methodology allows you to target your resources on what really matters to Customers.

The objective of the research we conducted with Customer Think is to identify what drives value in a Social media Customer Experience. Let us explain how we went about this.

How we did this research – The Emotional Signature®

We believe a Customer experience is not just a rational experience. People are not just rational but also contain a huge amount of emotion and also have a subconscious side to their behaviour.



Hierarchy of Emotional Value

Figure 1

In the *DNA of Customer Experience*, we reveal two years of research, vetted by London Business School, which enable us to build a tool we call – the Emotional Signature®. Using

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a highly sophisticated statistical technique (structural equation modelling³) we bundle the attributes of the experience along side with the 20 emotions that we found to drive value looking for what drives value for the organizations in Social Media. It is OK finding out what customers want but will providing that to them result in long term benefits for your organization?

Using the Emotional Signature® we are able to statistically prove what are the attributes and the emotions in the experience that result in an increase or decrease in “value” for your organization. An example of value could be a revenue increase, an increase of satisfaction, net promoter score, brand value, customer loyalty or other specified by the customer valuable outcome.

In this research, we were looking to establish what drives or destroys value in the Social Media experience for the Personal, Business and Customer segments.

We as well as many other companies have realized that but before start giving you advices just from top of our heads we decided to make a robust research on the Social Media field. Coming out from our belief that one should lead with an example we would like this research to serve you also as a practical demonstration of how to go about this type of research and also to enable you to have a better understanding of the results.

As a starting point we segmented the Social Media experience into three segments:

1. **Personal Social Experiences:** in this segment fall the people who use the sites like Facebook, Flickr, YouTube etc. To stay in touch with friends and family, make new friends, share photos or videos, stay social etc.
2. **Business Social Experiences:** this is when people are using Social Media for work related purposes e.g. to find out what is happening in a particular industry; to stay in touch with peers; to write a blog to promote something or bring people to see their profile; to post status updates on LinkedIn , Twitter etc.
3. **Customer Social Experiences:** this is when people are searching to see other people’s comments and advices for particular products or brands, reading Amazon’s recommendation lists, or holiday advisor websites; creating online fan clubs to share a brand passion or simply becoming a brand fan on Facebook is also another example.

The next step was to come up with a list of the aspects that form the Social Media experience. We call these the ‘attributes’ of an experience, for example ‘the ease of use of social media’ or ‘the interaction between the user and the company’. After we put these on the web for people to comment on we defined 40 attributes per customer segment.

Once we came out with the segmentation of the social media user experience and we knew what the aspects that form that experience (the attributes) are we were ready to proceed with the research. We conducted it over online with the generous help of CustomerThink.

³ <http://www.statsoft.com/textbook/structural-equation-modeling/>

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Finally, if we are to be able to report on what drives ‘value’ we need to define what ‘value’ means. Once again, we put these for discussion on the web and here are the value indicators we came up with. As you can see we also put up for a test some of Maslow’s layers from his famous work “the hierarchy of needs” such as the sense of safety, of belonging and acceptance as well as the sense of self esteem.

1. The level of trust in social media
2. Customer Loyalty
3. Net promoter score
4. Customer retention
5. Satisfied with the use of social media
6. Being the preferred means of communication.
7. Social media makes me feel like I belong to a community
8. Social media makes me feel respected
9. Social media makes me feel connected to other people
10. Social media is a trustworthy source of information
11. Social media is a safe channel of communication.

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The results

We think it is critical to demonstrate a typical approach to this problem. Typically, what many organizations would do would be to undertake research and ask Customers what they want. This is part of our research and therefore we can show you the results of this work if you just relied on that method. When you use traditional methodology and ask Customers, what they want and what they dislike, here are the results of this very limited approach.

TOP 7 ATTRIBUTES BASED ON THEIR DESIRABILITY			
Overall	Personal	Business	Customer
The helpfulness of links posted by other people	The use of pictures	The helpfulness of links posted by other people	Other people's comments
The ease of use of Social Media	The extent to which the content is entertaining	The quality of the information I come across	The helpfulness of links posted by other people
The speed of finding relevant information	The helpfulness of links posted by other people	The speed of finding relevant information	The quality of the information I come across
The quality of the information I come across	The ease of use of Social Media	The ability to send direct messages to other	The creative ideas I come across
The ability to send direct messages to others	The ability to make new friends/contacts	The ease of use of Social Media	The ease of use of Social Media
The creative ideas I come across	The ability to send direct messages to other	The creative ideas I come across	The speed of finding relevant information
The ability to make new friends/contacts	The speed of finding relevant information	Other people's comments	Trustworthiness of the information

7 LOWEST ATTRIBUTES BASED ON THEIR DESIRABILITY			
Overall	Personal	Business	Customer
The feeling that I am accepted	The feeling that I am accepted	The feeling that I am accepted	The availability of a 3G signal
The sense of esteem I get	The sense of esteem I get	The sense of esteem I get	The feeling that I am important
The feeling that I am important	The feeling that I am important	The availability of a 3G signal	The sense of esteem I get
The availability of a 3G signal	The clarity of the texts	The feeling that I am important	The feeling that I am accepted
The respect I get from others	The respect I get from others	The respect I get from others	The respect I get from others
The clarity of the texts	The availability of a 3G signal	Security of the media	Level of encouragement I receive to post my comments and express my opinion
Safety of the environment	Security of the media	Clarity of the texts	Safety of the environment

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Therefore, if you listen to what customer's say they want (or *think* they want) you should concentrate on providing people with an easy and speedy way of finding useful information and ignore their feelings. This is very misleading and causes organizations to waste a great deal of money by focusing on this items and not considering the emotional and subconscious side of the Customer Experience.

These results are generated using a technique called MaxDiff. The trouble is that most customer-centric rating tools used in product development today are blunt instruments. This is primarily because customers have a hard time articulating their desires when asked to rate a long list of attributes on a scale of 1 to 10. Customers in this case are apt to say they want many or even most of them. To crack down the problem and sharpen the distinction between "nice to have" and "must have" we use MaxDiff⁴.

We fundamentally believe that people are emotional beings and as such emotions play part in our decision-making or that the emotional and subconscious account for at least 50% of the customer experience. Without looking at the "Whole brain" you only get part of the answer. The seven attributes above only represent part of the answer.

One of our clients, a utility, had spent millions of dollars on implementing a new bill payment system over the web, as traditional customer satisfaction surveys had shown that customers said an online bill-payment system was important to them.⁵

But when we delved further, we discovered that, even though customers said they wanted such a system in the survey, it was actually at the bottom of a list of 35 things customers wanted in the overall experience. At the top of the list was having the utility care about and understand customer issues. That's the type of disconnect we see time after time between what people say and what their subconscious really rates as valuable.

You might be surprised to know that the "subconscious processes 200,000 times more information than the conscious mind without us having to focus on it and does that processing before our eyes have even recognised the person or object". As Dr. Peter Jones, an expert in investigating the subconscious processes explains: "It is disposed to process emotions even faster, around 10 times faster than our conscious mind. This means that very often our behaviour is driven by emotions without us realizing it because to do so you need to dig in into your subconscious mind and look for the root cause of the things you do".

Firstly, and most importantly, we discovered that the emotions play a central role in the people's Social Media experience. In fact, we found that the sense of belonging to a community has the biggest effect on why people prefer Social Media to other means of communication. The sense of belonging to a community on its part is influenced by the respect people get from others and the level of encouragement they get to express their opinion as well as the feeling that they are important and accepted.

Now if you remember when we first asked the people what is most important to them using traditional market research techniques, "the feeling that I am important" and "the respect I get from others" were among the least important to them. However, when we applied the

⁴ <http://hbr.org/2009/04/what-do-customers-really-want/ar/1>

⁵ http://www.customerthink.com/blog/the_subconscious_experience

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psychological approach and advanced statistics technique to research their subconscious mind we found these are some of the most important.

One of the most important factors in the Social Media experience we found out to be “Trust”. People prefer social media over other means of communications. To feel ‘satisfied’ and ‘trust’ it needs to be from a trustworthy source of information. So what are the drivers of trust? The answer includes an informal writing style, the quality and novelty of the information, the helpfulness of links posted by other people etc, we also found there are three emotions are amongst the biggest drives of trust. Those emotions are people feeling ‘cared for’, ‘safe’, and ‘valued’. Therefore, if you want Customers to Trust you, you also need to evoke these emotions.

We also discovered that the Personal and Business Social Media experience had a lot in common compared to the Customer Social Media experiences. The users of Social Media for personal and business purposes were both interested in communications. In the Personal segment, this meant staying in touch with friends and family. In the business case it is more about customers, colleagues, people who they need to interact to help them better do their job. In an essence - networking. Social Media presents great opportunities to do so. For example while in February 2009 John McCain raised \$11 million for his presidential campaign through fundraising events, Barack Obama attended none of such events. Instead, he leveraged online social networks to raise \$55 million in those 29 days⁶.

As part of the Emotional Signature we always look at what we call an emotional profile (Fig 2). This shows how customers are feeling towards the company. Along the horizontal axis are the emotions that drive or destroy value while on the vertical axis the length of the bars shows the extent to which these emotions are felt. Ideally you would like to get the positive emotions as high as you can and the negative emotions as low as you can. The “Overall Business Index” that we use as a benchmark in this case is from our last book “*The DNA of Customer Experience: How emotions drive value*” and is based on B2B and B2C in Europe and USA in a variety of sectors. So we are comparing the Social Media experience with an “average” Customer Experience.

⁶ <http://www.youtube.com/watch?v=6ILQrUrEWe8>

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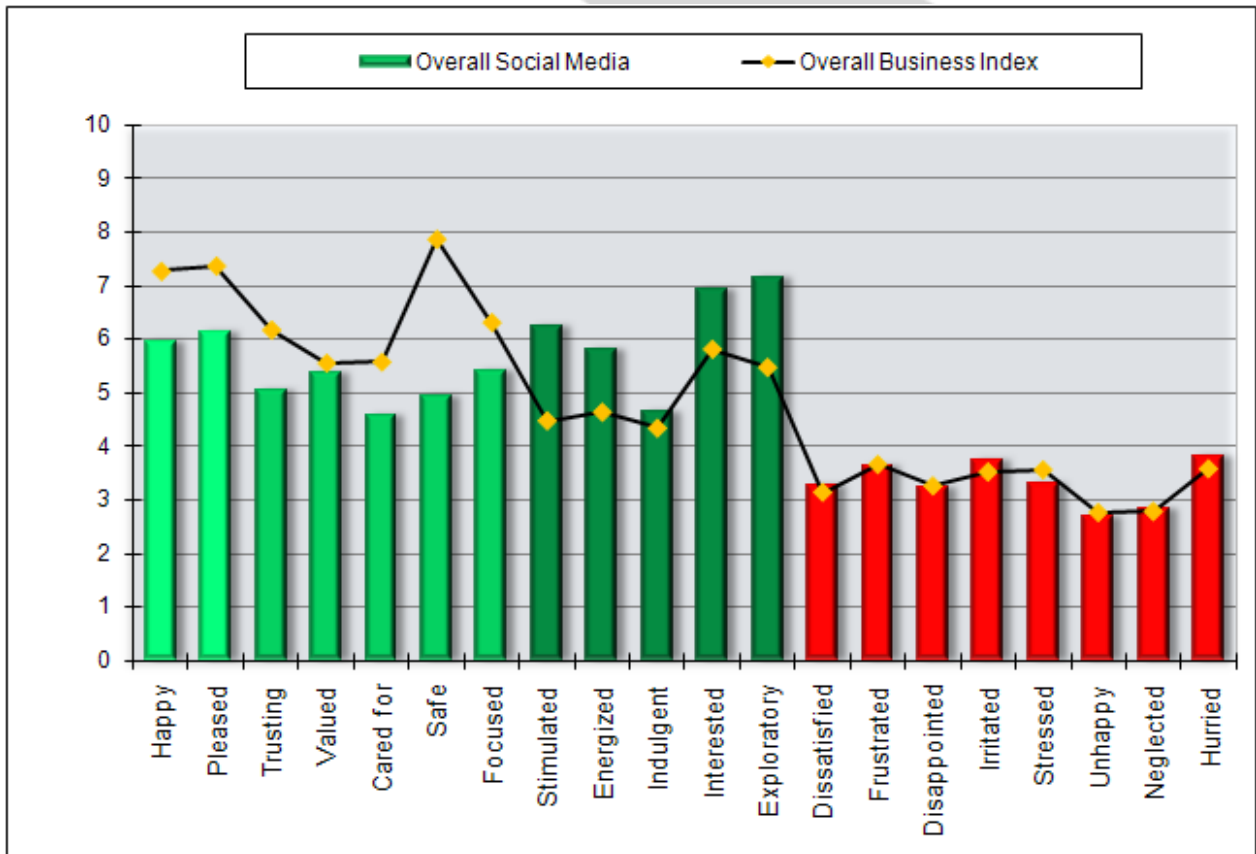


Figure 2

What we can see looking at Fig 2 is that the negative emotions (the destroying cluster) are generally in line with the Overall Business Index (the average Customer Experience). Looking at the positive emotions we see that those in the attention cluster (stimulate, energized, indulgent, interested, exploratory) are significantly higher than the Overall Business Index. This is significant for the beginning of a Customer Experience. When someone just becomes a client, or gets some new product (a new car, a new phone etc). At the beginning people feel stimulated, energized, feel like exploring the different options, functions, applications, extras etc. This is the initial phase before it gets to "business as usual".

All this makes perfect sense in the case of Social Media experiences. You might feel interested reading different posts or blogs; feel energized by someone commenting on your posts or inviting you to an event etc.

In our 2 year baseline research, however we found that these emotions forming the attention cluster are normally drivers only of short-term value (see Fig 1). Long term value is driven by the emotions in the Recommendation and Advocacy clusters and we see that in this instance they fall behind the Overall Business Index. This is a potential problem for the Social Media businesses that many of them are likely to overlook as they are still in a fast growing market and some tend to neglect the loss of a bunch of customers when they are constantly getting new ones. But in case they don't take actions to address issues one day they might wake up in a different environment.

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For instance, MySpace used to be the number one social network website in the States but was overtaken by Facebook⁷. We started to see some people deleting their social network profiles mainly because of personal data security issues or just because they spend too much time on it. But Facebook seems to recognize some of the issues and is in a constant change to address them.

“The issue is” as Steven Walden -Head of Research and Senior Consultant at Beyond Philosophy puts it, “many social media companies are pushing to get subscribers rather than customers. They are not forming a relationship. If they don’t focus on improving the emotions in the recommendation and advocacy clusters they risk getting the same fate as the dot.coms.”

Therefore if you want to avoid the mistakes done by many companies and build a Social Media Experience Strategy here are the key questions you need to address:

- What is the Customer Experience you are trying to deliver in Social Media?
- What are the emotions you are trying to evoke in Social Media?
- Is your Customer Experience deliberate in Social Media?
- What does your Customer really want from Social Media?
- What drives most value for the organization in Social Media?

When we work with clients to answer these questions they start to realize the importance of having setting the strategy that is grounded in what Customer really want otherwise lots of time effort and money can be wasted. Without the answer to these questions, it may not necessarily drive long-term revenue for your organization. We will look at what drives people to use social media in general and later on dive deeper in to looking what drives people using social media in 3 different contexts: personal, business and customer.

⁷ <http://2010.newsweek.com/top-10/heated-rivalries/facebook-vs-myspace.html>

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In terms of what drives people to use social media in general, our research showed that the top 10 most important drivers of value are:

1. The level of encouragement I receive to post my comments and express my opinion
2. The respect I get from others
3. The feeling I am important
4. The feeling that I am accepted
5. The helpfulness of links posted by other people
6. Other people's comments
7. The informal writing style
8. The clarity of the texts
9. Trustworthiness of the information
10. The sense of esteem I get

If we look at these attributes we will see that only "the helpfulness of links posted by other people" was amongst the most desired attributes but the customers. This is another example of how going after what people say can cost you a lot of time and money and bring no results for your organization.

If we take a closer look at the attributes we can argue that 50% of the biggest value drivers are related to the sense of belonging and self-esteem. The other 50% of the attributes refer to the usefulness and trustworthiness of the information. Unsurprisingly we found that in Social Media the informal writing style adds to the notion of trustworthiness of the information. The main point here is that the experience is consisted of two aspects equally important: the information and attributes related to it (such as trustworthiness, style of writing etc.) and the psychological effect (feelings and needs). Neglecting either is a costly mistake and right now it is more than obvious that investments are made only in improving the first part.

Personal, Business and Customer Social Experiences

Social media by themselves do not determine the experience; it is the context that creates it. What we mean by context is: the purpose of using it, people's mood at the moment, their beliefs, the situation etc. With that in mind, we decided to explore the experience people have when using social media from 3 different roles and contexts. Consequently we identified 3 different Social Experiences that occur in the digital world:

- 1. Personal Social Experience** –When someone uses social media in their personal lives to interact with friends or family. This role would be familiar to all social media users. In fact, that is the reason social media developed in the first place.
- 2. Business Social Experience** – This is using social media in the business context, i.e. I am cruising blogs on 'Linked In' to do with Business.
- 3. Customer Social Experience** – This is when you are using social media as a Customer - investigating a holiday on trip advisor, on a blog doing research, researching what TV to buy etc.

We were especially interested to see what the differences between the 3 segments would be. In other words, do people really have different social experiences based on the purpose and primary intent of using the social media? In addition, what are the overarching niches, if any?

First and foremost, we noticed that on average, the most emotionally intensive experience was the Customer Social Experience. While compared to the two other groups they felt most focused and indulgent (most likely, buying or choosing a product over the internet is related to the sense of pampering oneself and luxury), customers also feel more negative than the business and personal users. The top two emotions that describe this negative emotional reaction are irritated and frustrated.

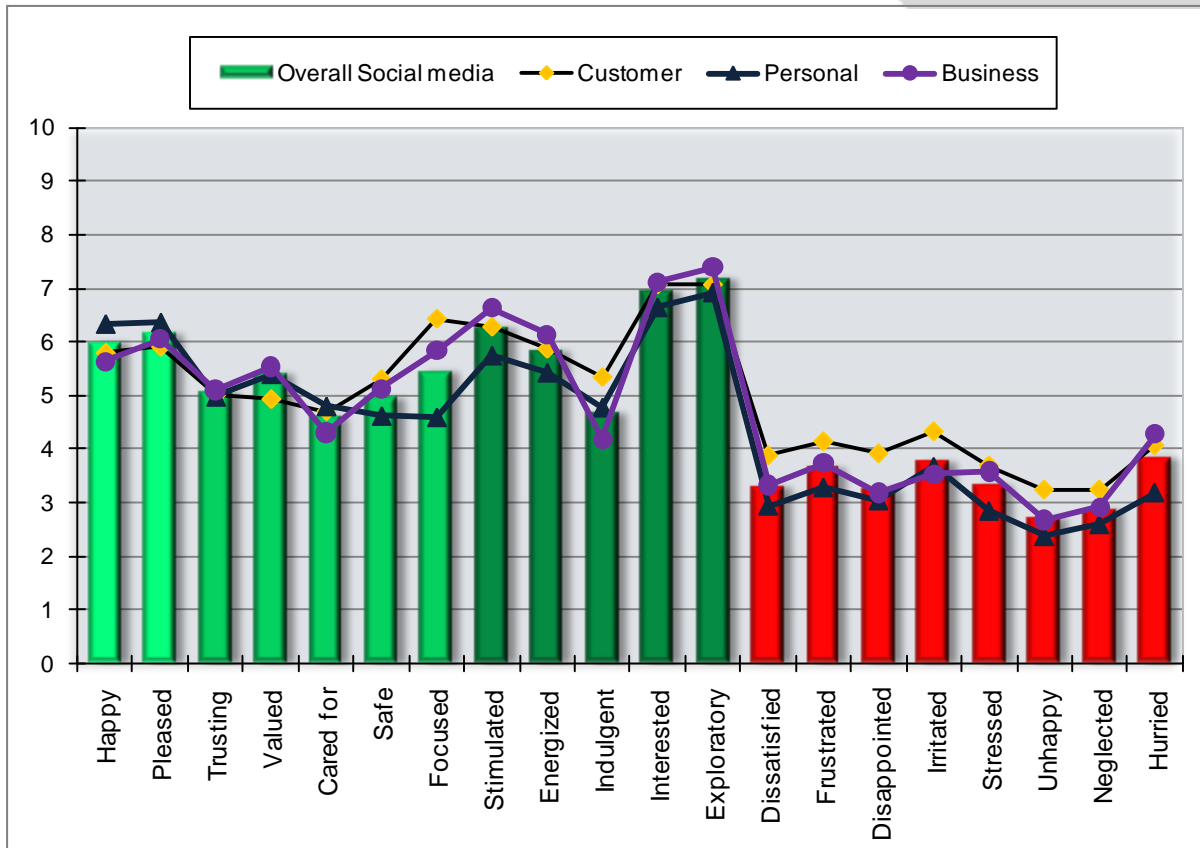
What is common for the three groups is that the emotions interested, exploring, stimulated, focused and energized are the highest ranking ones. Having the so called attention cluster at the forefront once again confirms that the social media is currently being treated as an interesting, attention catching "toy" for people, no matter what role they approach it from. No wonder, given that information, there is a "battle for attention" rather than "a battle for emotions and loyalty".

However, we should note that happiness and pleasure are most felt when a person uses the social media to connect to friends or family; unlike as a customer or for business use. If well designed, companies would be able to evoke these two emotions in their customers as well, since customers are in the end just people.

Another common thing for the use of social media is that, out of the positive emotions that could (if deliberately designed to) characterize the experience, cared for and safe are the least emphasized emotions. This is a major concern in the digital world and not just because of data privacy issues, but also because of the overload of information, spamming and attention grabbing tactics that often make the person (and especially customers) feel threatened and subject to manipulation. If you as a customer don't feel safe and cared for

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by the shop next door where you buy your bread, undoubtedly you would not consider buying from there. Likewise, if the social media context your brand's name is associated with does not convey care and safety- customers won't even think of joining you or staying with you.



Now that we have seen what the emotional situation of the social media experiences is, let us look at what makes people feel the way they do and more importantly, what in fact drives them to use the social media. Again we will look at the 3 segments:

Personal Social Experience

Our research helped us, not just to ask people why they use social media and conclude, but identify at the core (subconscious) level the reasons people behave the way they do. Below are the top reasons why people use social media for their personal life:

- The opportunities that allow me to express myself.
 - The social Media are a space where people can openly articulate their inner matters. That doesn't mean that they pour their soul out or are bluntly honest, but they have the chance to express thoughts, ideas, feelings, rebel, summon attention etc. and do it any way they want to and feel most comfortable doing (forums, videos, pictures, blogs etc.).

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- The opportunity to become creative.
 - In the social media world, anyone can be anyone they want to be. They can also choose a variety of ways to do things, whether it is to share information, relate to people, state opinions etc.
- The use of pictures
 - There is nothing better than looking at photos of the party you have just attended or the holiday you have been on with your friends. The phrase of 'a picture speaks a thousand words' basically demonstrates that visual aids are a useful channel of communication.
- The extent to which the content is entertaining
 - In the Personal Social Experience one of the key reasons people are interacting is for entertainment. This links to the fact that with this group of users, happiness and pleasure were most emphasized compared to customers and business users.
- The ability to make new friends/contacts
 - Through the six degrees of separation you can start to extend your contacts and feel more connected with other people's lives, extending your tribe and the feeling of belonging.

Business Social Experience

In our research, we extracted 3 main reasons why people use social media for business related activities and issues:

- The extent to which the content is entertaining
 - Interestingly, just like in the Personal Social Experience, entertainment is a factor that attracts people to use social media in the business context. You would agree that this is not something business people would be aware of let alone admit to be the case. Fortunately, our research looks beneath the stated and rational experience people have, to identify the true underlying reason for their behavior and attitudes. Looking for entertaining content makes sense since more than often serious matters become quickly memorable once they're presented in an interesting way. Just think of the last conference you went to. Most likely you would have remembered the presenter that was most humorous or entertaining, regardless of the seriousness of the topic.

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- The level to which new information makes me think differently
 - Building on the creative ideas, people want to think differently. In order to progress, constantly re-evaluate their approach and seek for ways of adapting reality to their needs. In your business context, it is essential that you find different approaches to matters so you are ahead of the curve.
- The novelty of the information I come across.
 - Being on trend is crucial for people's careers and businesses. Change is inevitable and in order to keep up with new findings and situations, people seek for information that will keep them up to speed with the world.

If you looked at all of these attributes together they could be seen as the way to evoke the desired emotions. Let us explain further. What emotions do you feel when you come across creative ideas? You may feel energised, you want to explore this idea, and you are stimulated and interested. The same applies with the 'new information that makes you think differently'. Thus these attributes evoke the attention cluster of emotions.

It is interesting to note that in a Business Social Experience there is a need to be entertaining and a need to consider novel ways of getting the information across. Business can be very boring and dry. To 'energise' people, to make it stimulating and interesting it needs to be spiced up and not delivered in the same old, boring way.

Customer Social Experience

When we looked at the Customer Social Experience, we were very surprised to find what we might have expected in the Personal Social Experience. Here is the list of reasons why customers use social media as a tool to leave comments, search for products, read reviews etc.:

1. The level of encouragement I receive to post my comments and express my opinion
2. The respect I get from others
3. The feeling I am important
4. The sense of self esteem I get
5. The feeling that I am accepted

We looked hard to find an explanation for this insight and found it in Maslow's theory of needs. Maslow was a famous psychologist who proposed that people's needs lie in a hierarchical order. That means that in order to satisfy a higher level of needs, a person would have to first satisfy the lower level of needs. At the bottom are physiological needs, such as the need for food, water and reproduction. The second layer consists psychological needs related to safety and security. In order for a person to seek ways of feeling safe and secure, he or she would first need to be able to satisfy their physiological needs. The third layer are needs related to affection, love and belonging. Once those are satisfied, a person starts needing respect (from others and self). Finally, the highest level of need is the need for self actualization, i.e. the need to fulfill ones potential and create goods.

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Applying this concept to our findings, it becomes obvious that customers are using social media, not just to gather information, but to also address their psychological needs for belonging and respect. This is an extremely important insight as it suggests that “the battle for customer’s attention” is in fact “a battle for addressing customer’s psychological needs for belonging and respect”. Another key point in all this is the word “feeling”. Too often business neglect the emotional and subconscious aspects of customer’s behavior. Furthermore, many of them stay unconvinced that it is a reality, even in the social media world. So, we took the challenge of investigating:

1. Whether the Customer Social Experience influences customer’s loyalty towards a company and propensity to recommend it to friends or colleagues?
2. If so, what is it exactly that makes that impact?

The answer to the first question is: “YES!”. The Customer Social Experience does influence how customers feel towards a company and whether they would recommend it to friends or colleagues. The specific aspects of the experience that actually drive this loyalty and advocacy are:

- The speed of finding relevant information
 - A typical physical/rational attribute. This is not just about the speed of the line but how quickly people get to the right information, the number of clicks.
- The helpfulness of the links posted by others
 - With the massive amount of data in the web, finding the right information is key. Customers believe other customers and rely on them to get to the right information.
- The ease of use of social media
 - Ease of use is a key aspect of any Customer experience. The more complicated, the more frustrated people feel. The social media are a simple way for customers to get what they are looking for.
- The speed of access over the internet
 - Thanks to the internet, people go to parts of the world they will most likely never actually visit. It is important that your sites do not slow the access down and enable customers to enter “worlds” easily.
- The opportunities that allow me to express myself
 - Again we are seeing the human part of the Customer coming out here. Expressing one’s self also shows that customers look for communication with companies. They don’t just want to get something out of your business, they want to give as well (at least their opinion).

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- The informal writing style
 - A social experience and formality don't mix! A more informal style is more effective. It creates the impression of closeness, understanding and personalization of the experience.

The social media are so easily accessible that we would argue that companies (without realizing) interact with customers through the social media to a greater extent than they do any other way!

As our research demonstrated, the Customer Experience is a reality even in the social media world. Customers ***feel, think, need and decide*** about accompany based on what they experience in the social media space. It is important to note that the word "think" is just one of the words that describe what happens between a customer and a business. Addressing customer's needs and feelings is just as important part of the experience.

We have identified the current trend in the social media experience and pointed out the aspects that need to be levered to build and maintain a relationship with customers through the digital space.

The sooner companies realize that Customer Experience is happening in the social media world, the sooner they can start taking control of it and the better the Customer Experience they offer.

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Who are Beyond Philosophy?

Beyond Philosophy is recognized as the world's thought leaders in Customer Experience. We have written three international bestselling books on the subject. Formed in 2002, Beyond Philosophy works internationally with organizations such as IBM, FedEx and American Express to name a few, from our offices in London, England and Atlanta, Georgia, USA.

We help improve our clients' Customer Experience by harnessing our knowledge and experience of practical implementation around the globe. We have proven expertise in de-risking implementations, increasing speed of project delivery and saving costs through our engagements. Our tools and techniques are renowned for their practical application and have been tried and tested in many sectors.

Our services are:

Strategic Guidance – We work with all levels of management in an organization and guide them on the decisions that need to be taken to improve their Customer Experience. We start by asking three key strategic questions:

- What is the Customer Experience you are trying to deliver?
- What emotions are you trying to evoke?
- Is your Customer Experience deliberate?

Our consultants work with the organizations to answer these key questions and put in place actions that will improve the organizations' revenues, retain customers and save costs.

Training – We have well-developed training programs for organizations from senior leadership to front-line people. We also have developed specific training for Customer Experience professionals, whom we train and certify on our tools and techniques. We believe in “experiential” training, getting the delegate to feel what their Customer Experience is really like. We use real-life case studies to demonstrate our key points.

Market Insight and research – We specialize in conducting Customer insight on the subconscious and emotional aspects of the Customer Experience. We have developed models, with London Business School, that can predict revenue benefit an organization can enjoy through improving their experience. We put in place measurement tools that can measure the total Customer Experience.

Conference speaking – We have a team of people who deliver high-quality conference speeches around the globe on how to improve your Customer Experience.

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