

e m o t i o n **WORKS**[®]
a total approach to customer experience management



by

PSYCHOLOGICA[®]
CORPORATE & CONSUMER PSYCHOLOGISTS

r e v e a l i n g t h e S E R V I C E e x p e r i e n c e
r e v e a l i n g t h e C O N S U M E R e x p e r i e n c e
r e v e a l i n g t h e O R G A N I S A T I O N A L e x p e r i e n c e

a new era in experience research revealed

beyond satisfaction

*What does it mean to be a customer today?
What are the service experiences people have?
How does this impact on people's connection with
a brand?
How does this impact upon employees?
How does this impact on loyalty and defection?*

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www.psychologica.com

Telephone: 02 9368 7304
Facsimile: 02 9368 7301
email: michael@edwardson.com.au
9/95 Palmer Street,
Woolloomooloo, NSW 2011

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original.

Most companies already have in place comprehensive and on-going programs to research their customers, employees and distribution channels.

There is no shortage of research data available through increased use of technology, but it should never be forgotten that a

brand is a whole experience

Building customer relationships through a connection to the brand and the value of those relationships is critical.

Recent research has shown that in business relationships it is the emotional element of trust that leads to commitment and loyalty. What are the client experiences behind the relationships?

It is not only **what** companies provide that is important but the **way** it is provided

Today, efficiency is expected, but this alone does not differentiate or position the contemporary service brand.

In a competitive and fast changing business environment it is critical that the **value of the client relationships** is clearly understood.

Furthermore in a service organisation the internal culture and climate ultimately determines the quality of the external relationships.

It is therefore necessary to understand the **internal emotional climate** in parallel with the customer experience.

emotionWORKS...

is a specialist service that focuses on understanding, analysing and revealing people's experiences.

Experiences by their very nature are emotional yet this aspect has been largely ignored in research.

Consider the emotions that make up the experience of life; love, anger, excitement, joy, and how these affect our behaviour and intentions.

Yet by all accounts there is only one emotion that is reported as being experienced by people in the business context: satisfaction.

By focusing on satisfaction we are seriously limiting our discovery and understanding of the total experience.

emotionWORKS explores beyond satisfaction to reveal the emotions that are used to describe the total experience.

This has profound implications for marketers and organisations who have had no way before to explore these emotional responses.

Emotional experience is immediate and is remembered.

The emotionWORKS system reveals these for the first time by moving beyond the typical attitudinal approach to satisfaction and value.

Some emotion words, we have found in research, that people have used to describe their general retail experiences...

anxious
exhausted
uneasy
cheated
exasperated
relieved
happy
delighted
amazed

...and a story from a customer

"I went to buy some food from a shop. The server treated me like an alien. I couldn't believe the guy was so rude. I felt disbelief, anger, frustration and humiliation. I wanted revenge. I was planning all types of retaliation"

a new way of thinking about measurement

The emotionWORKS approach is designed specifically not only to reveal, but to measure people's experiences.

Many companies are finding that the traditional satisfaction approach is simply not giving them the predictive information they need. Satisfaction is not translating into results.

The problem with satisfaction is that it ignores the emotional relationship that people have with services, especially through service interactions and service relationships.

Emotional memories of these encounters and incidents can last a lifetime and are far more predictive of loyalty and defection.

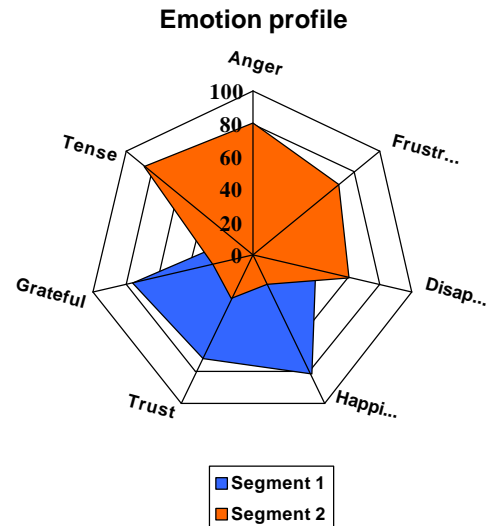
As companies begin to discover the importance of such aspects such as emotional intelligence as a key development area, then a system of measurement that analyses emotions is critical. What emotions should staff be intelligent about?

The emotionWORKS system comprises an approach that goes to the next critical step beyond satisfaction. We have developed the following ways to strategically analyse, measure and manage the ***total customer experience.***

We can then act as strategic consultants to help companies implement customer experience management throughout the organisation.

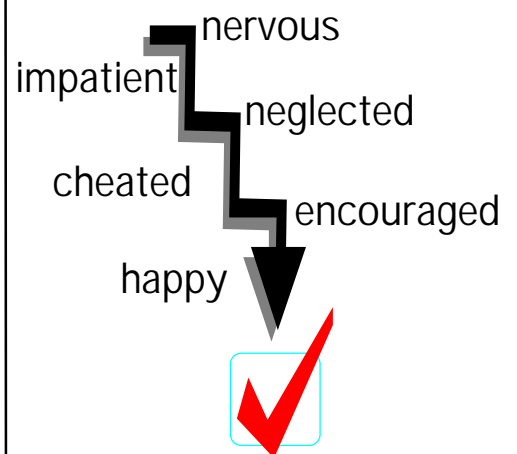
emotional profilingtm

Emotional Profiling is a detailed catalogue of the emotion words people use to describe an event, a service or a brand. Most importantly though we tell you why people felt the way they did, and how this affects their future intentions. Because emotions are directly linked to behaviour, this provides a more powerful predictor than attitudes. We can see if different client groups have different profiles, or if different service sections of the organisation are described by different emotion word groups.



emotional mappingtm

People's reactions are analysed for the way the emotions group together. We can segment different groups of consumers based on these emotional reactions, or map your brand in comparison to competitors. We also report the order in which emotions are reported. These **emotion flows** that occur, provide a diagnostic that provides real insight into the service system process. You can tell at what point an encounter or a relationship started to go wrong, or how a service recovery was made.



emotion scriptstm

The power of the emotionWORKS system is that a company gets both quantitative and qualitative information in the one analysis. Unlike typical market research surveys which can often annoy people because of the repetitive nature of fixed questions, we use an approach that allows respondents to tell their own story. We analyse the detailed scripts of their stories. The full richness of their experience is conveyed, and can be used for staff training, service process improvement or for developing advertising. We can then turn these scripts into measurable data that link to the emotion profiles. This gives you a quantitative measure of the experience.

"What a waste of time, they can't be blamed. I wish they had told me when I called. I felt sorry for the liaison officer. Why today?? OK...how much time have I got, can I fit in the post office visit first and come back.

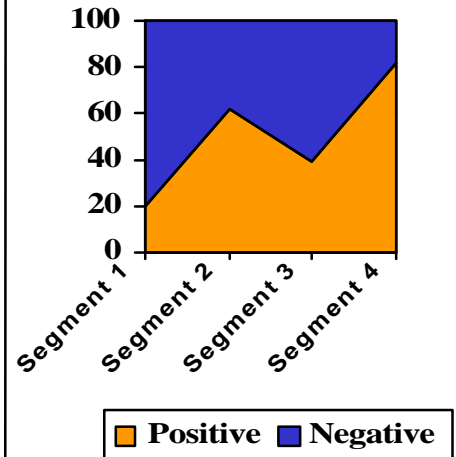
"I felt **stressed, tense, tight, annoyed**, calming myself down, getting organised - making my mind make a decision so my body could act. Hot and sweaty (hot day).

"The company had a liaison officer explain as you walked through the door. He was apologetic and helpful. Non confrontationalist. The person at the counter when I finally got there was helpful and apologetic about the time the computer was taking to operate."

"I told the ladies I worked with. Off loading problems often helps dispel the pent up feeling."

emotion valence ratiostm

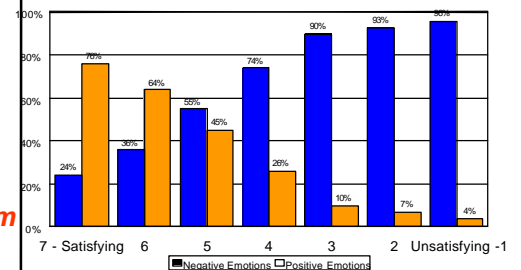
We calculate the overall ratio of positive and negative experiences, and this provides an emotional valence ratio on a 100 point scale. We can also ask traditional satisfaction questions and then can see how these ratios compare for different levels of the satisfaction scale. We can also see how different parts of the organisation and different clients vary on these ratios.



emotional trackingtm

A client can order an initial detailed study that provides all of the above analyses. At determined intervals, you may want to know how things are changing. Using the initial study and the coded scripts we can develop survey questions that tap into the critical factors that comprise client's experiences. We then use these to conduct a shorter tracking survey. You can see how you are changing relative to other competitors, how consumer segments are changing, and whether organisational development or marketing activities are having a measurable impact on whether clients stay or leave.

Percentage of Positive and Negative Emotions for Different Levels of a Satisfaction Scale



emotional climatetm

The same techniques that are described above and that are used to understand your external customers can be used to focus internally within the organisation. Does your organisation's emotional climate match the emotional experiences of your clients? Do you need to become more emotionally intelligent internally? This study can highlight critical areas of organisational and staff development.

emotional equitytm

If brands have brand equity, then service companies have emotional equity. The emotionWORKS system, gives you an insight into your emotional equity. Emotional equity may well be the most important indicator on your balance sheet, something a satisfaction survey cannot give you.



Emotionworks® : Understanding and Working with Emotion in Business ©™

As part of our service we assess and conduct courses, workshops and seminars in the following areas of

- **Consumer Emotions**
- **Customer Experience Management**
- **Emotions in Organisations**
- **Emotion and Leadership**
- **Emotional Labour**
- **Emotional Intelligence and Emotional Competence**
- **Emotions and Well-being**

This also includes an introductory course that presents an overview of these important seven key areas for organisations and how they can be applied for competitive advantage.

As explained in the previous pages we have also developed a system of specialised consumer and employee experience and emotion measurement techniques that have been developed specifically for marketing and organisational settings. The **Emotionworks® System** includes the following measures...

emotion PROFILES ©

emotion MAPS ©

emotion SCRIPTS ©

emotion SEGMENTS ©

emotion TRACKING ©

emotion CLIMATE ©

emotion VALENCE RATIOS ©

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