THE QUIRK'S EVENT

Russell RESEARCH

USING SEGMENTATION TO DRIVE CX TRANSFORMATION

April 3, 2019

Hello,
Quirk's Event

About Us

- CX Focused Custom Research

- Consumer & B2B

- Client-Inspired Solutions

Agenda

- Develop a stakeholder-approved segmentation

- Tools & tactics

- Integrating segments into CX efforts

Marc Goulet | Vice President, Client Development

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Stakeholder Interviews

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Stakeholder ~~Interviews~~

Workshops

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Stakeholder Workshops:
Research Is A Team Sport

Stakeholder Interviews

Stakeholder Workshops

Individual, often over the phone	Setting	In-person as a group
Days / weeks to complete	Timing	3 – 4 focused hours
Develop list of (competing) priorities	Output	Develop a _hierarchy_ of priorities
Requires post-process clarification	Implementation	Hit the ground running

Workshops Can Better Align The Organization to CX efforts

Establish Success Criteria

Identifying key questions to make research actionable & useful

- o Determine which discussion areas can and cannot bring meaningful insight to the organization

- o Provide well defined criteria against which results can be assessed at key points in the process

- o Assess whether final results are consistent with organizational needs and expectations

Success Criteria As North Star

01

Post-Exploratory / Survey Design

02

Segment Solution Development

03

Analysis & Recommendations

Success Criteria Example: Casual Dining Chain

Stakeholders were presented with a broad array of the dimensions of the customer experience.

PRODUCT INNOVATION	RETAIL / GROCERY	RESTAURANT ATMOSPHERE	HEALTH OPTIONS	MENU VARIETY	RESTAURANT FORMAT
LOCATION STRATEGY	VALUE OF OFFER	PRODUCT QUALITY	TECHNOLOGY DEVELOPMENT	DELIVERY	DRIVE THRU

Success Criteria Example: Casual Dining Chain

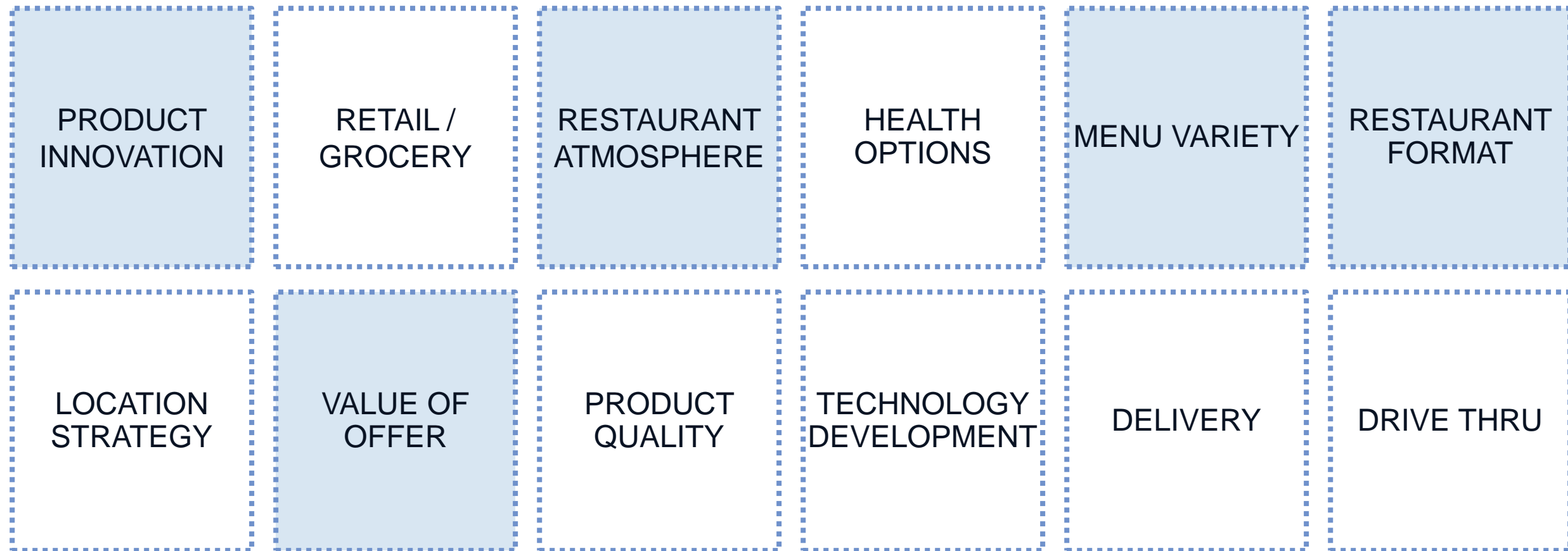Stakeholders were presented with a broad array of the dimensions of the customer experience.

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THIS LIST WILL BE WRONG

Setting Guard Rails & Direction

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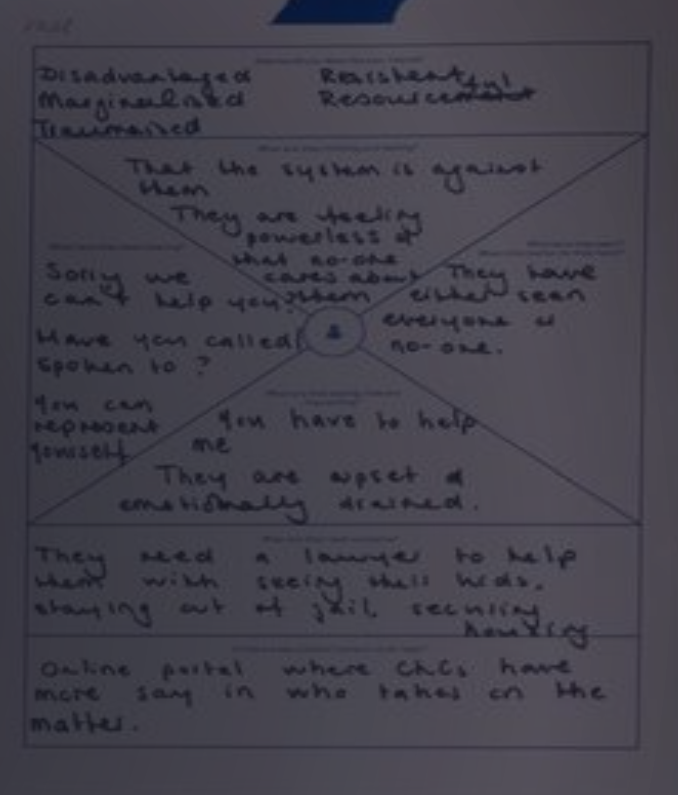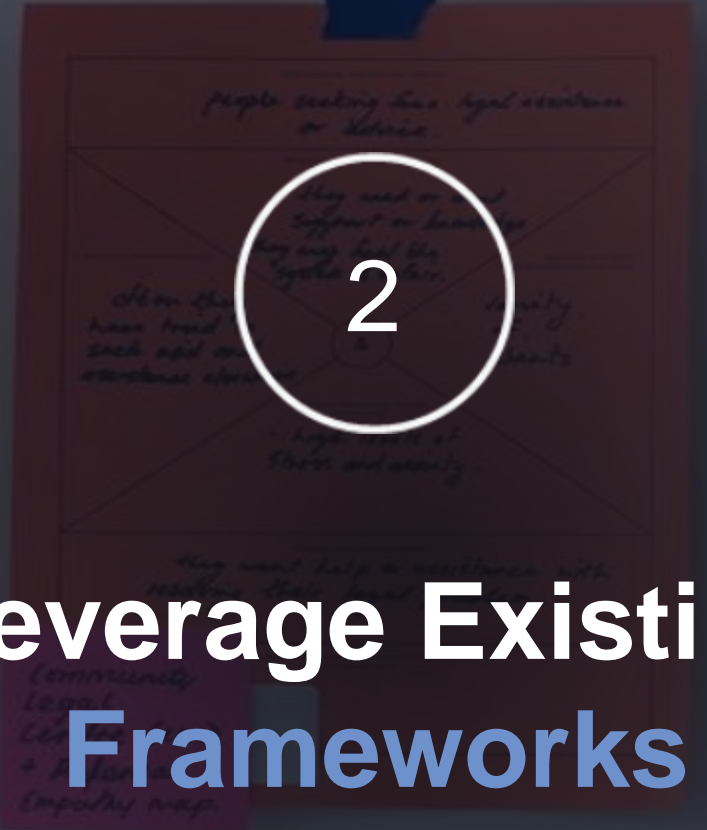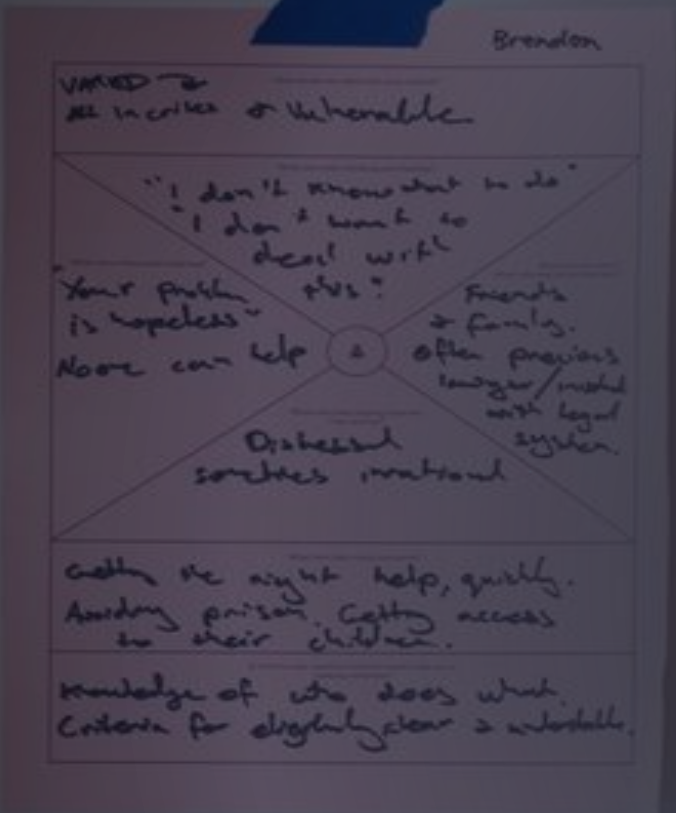
Leverage Existing Frameworks
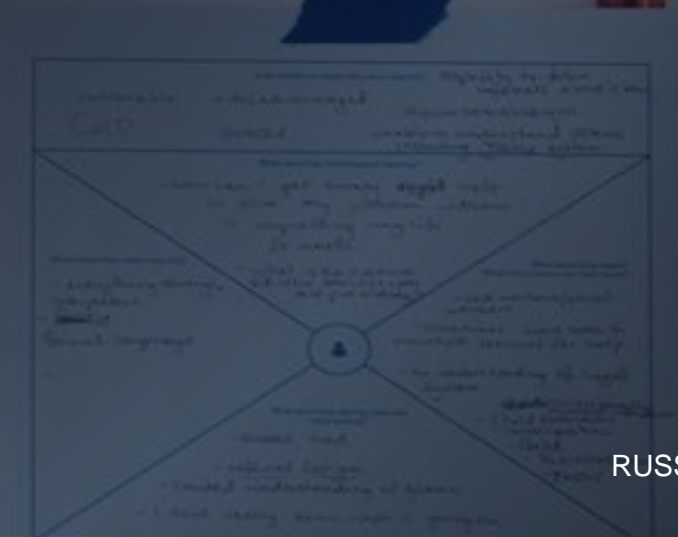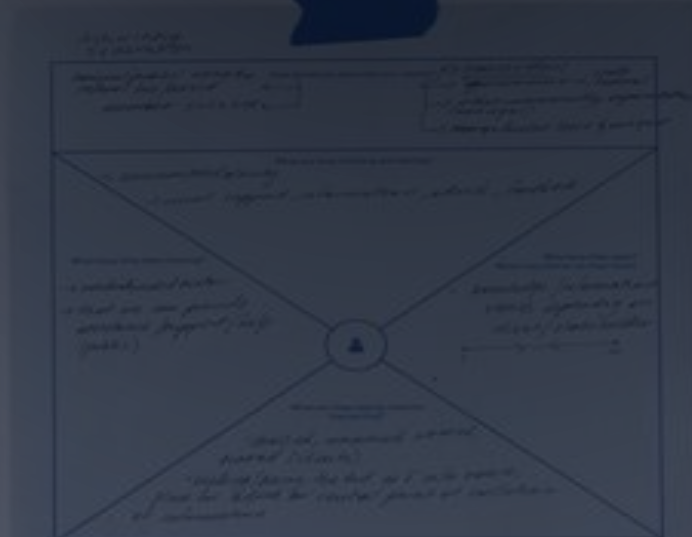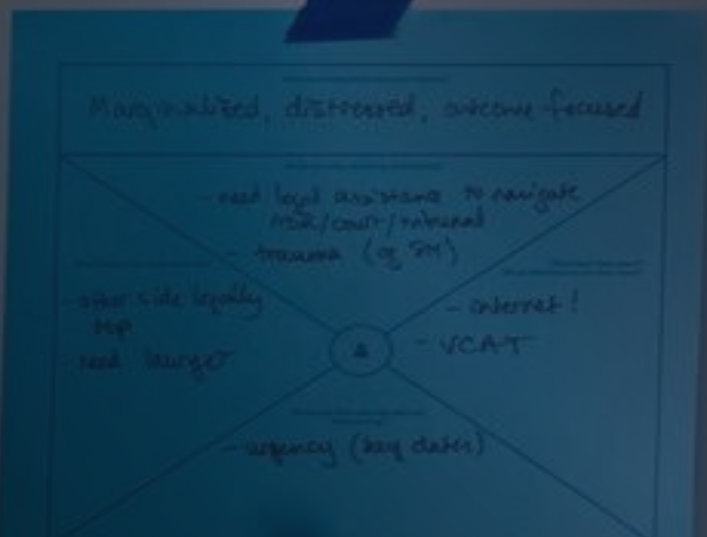
Framework:
Empathy Mapping

- Get inside of the mind of end users

- Ultimately hypothesize the pain points which prevent them from achieving the job-to-be-done and their desired outcomes

- Align stakeholder assumptions vs. users reality in subsequent qual & segmentation

TASKS
What are they trying to complete? Outstanding questions?

FEELINGS
How do they feel? What really matters?

INFLUENCES
What influences how they act?

PAIN POINTS
What needs to be overcome?

OVERALL GOAL
What is the job-to-be-done?

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	KEY RESOURCES		CHANNELS	

COST STRUCTURE	REVENUE STREAMS

Framework:
Business Model Canvas

- Develop and agree on the current state of the business

- Connects various parts of the organization and narrows the thought process

- Identifies incoming customer segment assumptions and how each segment relates to the rest of the business model

Exercise:
Stakeholder Q&A

- Exploration exercise to stimulate discussion, identify opportunity, and drive guide and survey development

- Develop a more wide-ranging and inclusive set of user needs

- Helps in the development and crystallization of success criteria

Examples

- ✓ What is one industry norm you could challenge to provide more authenticity?

- ✓ How can you leverage technology to build trust among your customers?

- ✓ What value propositions do you believe would "delight" the target audience?

- ✓ How can you add an element of exclusivity to your experience?

- ✓ What single incremental improvement could result in a short-term win?

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Force Decisions – Including Touchpoints

Force Decisions

- Scales can create muddy segments
- Maximum Difference Scaling
- Semantic Differential scales
- Touchpoint Optimization tool

Phone Calls ⦾ ⦾ ⦾ ⦾ ⦾ ⦾ ⦾ **Web Chats**		
Drive-thru ⦾ ⦾ ⦾ ⦾ ⦾ ⦾ ⦾ **Delivery**		
One-Time Fee ⦾ ⦾ ⦾ ⦾ ⦾ ⦾ ⦾ **Monthly Billing**		

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Get The Band Back Together

Success Criteria As North Star

01

Post-Exploratory / Survey Design

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Segment Solution Development

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Analysis & Recommendations

Getting the Band Back Together

Small Stakeholder Group

Review, Understand, Name Segments

Align With The North Star

01

Post-Exploratory / Survey Design

02

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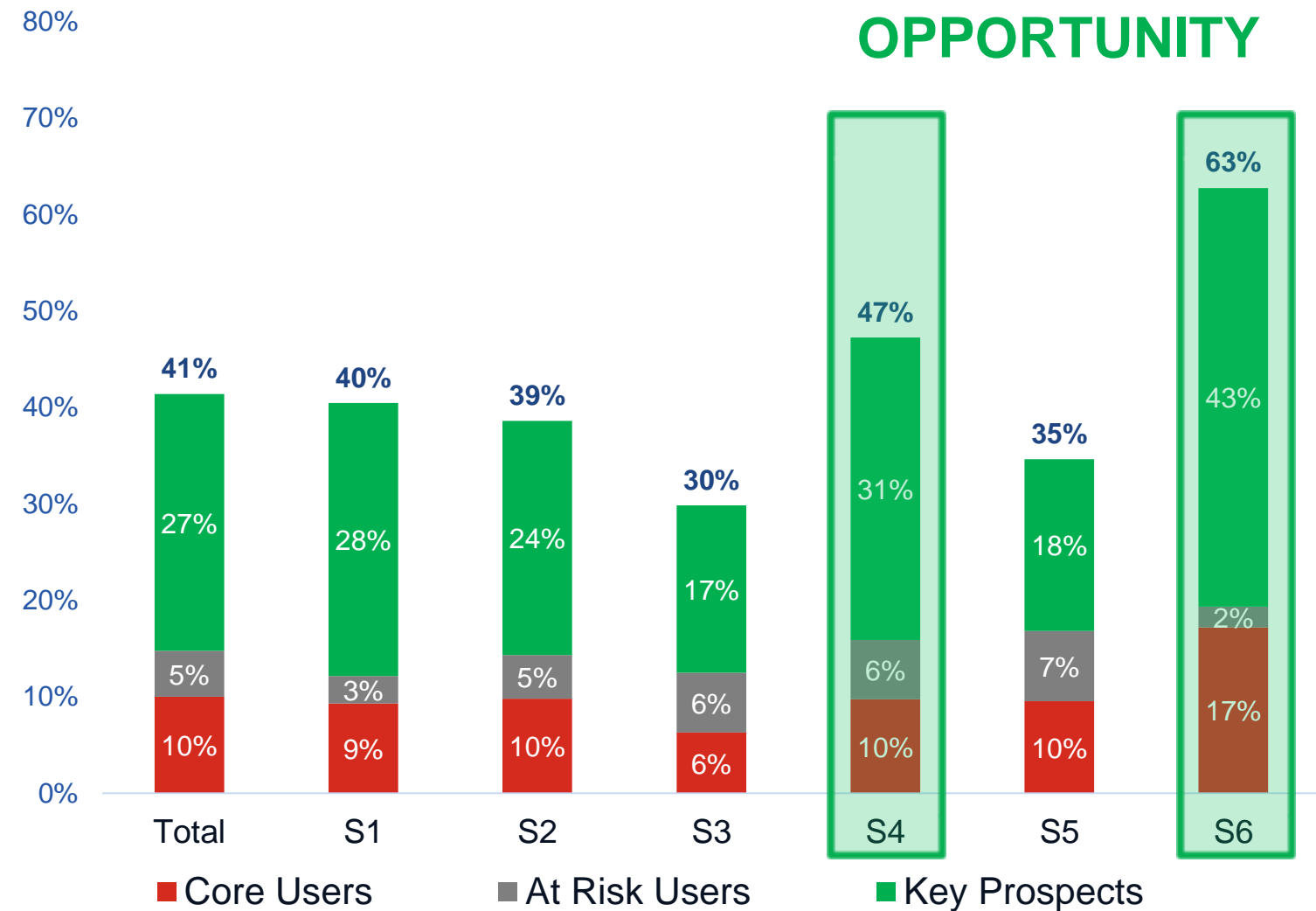Analysis & Recommendations

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Evaluate Opportunity – What Defines A Win?

Identify Opportunity: <u>Spotlight</u> Analysis

- "Segmentation within a Segmentation"

- Lookalike Analysis

- Mix of Art & Science

- Excellent for Established Categories

OPPORTUNITY

	Total	S1	S2	S3	S4	S5	S6
Total	41%	40%	39%	30%	47%	35%	63%
Key Prospects	27%	28%	24%	17%	31%	18%	43%
At Risk Users	5%	3%	5%	6%	6%	7%	2%
Core Users	10%	9%	10%	6%	10%	10%	17%

■ Core Users   ■ At Risk Users   ■ Key Prospects

Opportunity Continuums

LOW   MODERATE   HIGH

- Visualize Opportunity
- Works in All Situations
- Optimal for Innovation

LOW   **MODERATE**   **HIGH**

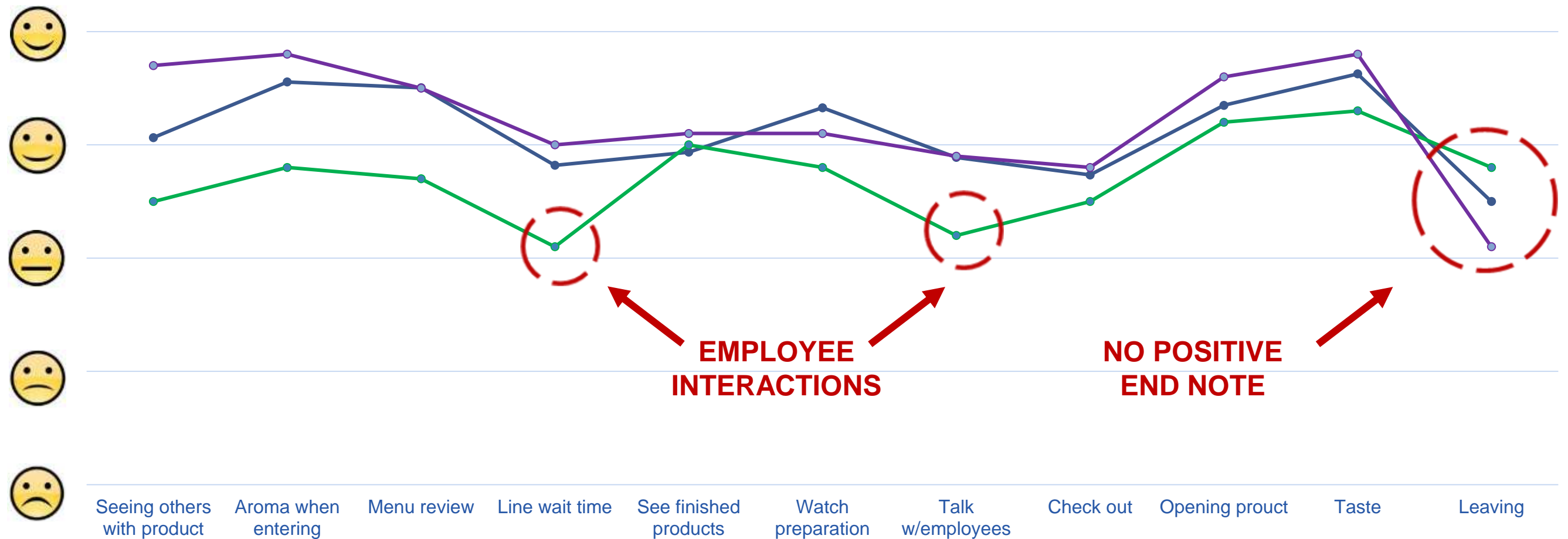Rewards Credit Card

Retirement Calculator

Mortgage Comparison Tool

Touchpoint Review: (Opportunity Segments)

- Evaluate the journey
- Understand joy & pain points
- Optimize for opportunity

EMPLOYEE INTERACTIONS

NO POSITIVE END NOTE

Seeing others with product | Aroma when entering | Menu review | Line wait time | See finished products | Watch preparation | Talk w/employees | Check out | Opening prouct | Taste | Leaving

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Make Friends
With Data Science

Connecting the Dots

- Power of Combining Custom Research & Data Science

- Type & Activate Customer / Prospect Data

- Continually Improve The Solution

Thank You

Any Questions?

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