

# Building your Experience Business

***A practical how-to guide***



Chapter 1/7

## *Experience Strategy & Principles*

The Experience Strategy is your compass for the design of each customer experience

**People are increasingly looking for meaning and relevance in the brands and the products/services they buy and use.<sup>1</sup> Both the personal and social impact of a brand – related to how a consumer identifies him or herself - have become more important. This growing emphasis on “social identity” calls on brands/organizations to make their purposes recognizable and tangible in their interaction with customers.**

To create a meaningful brand requires a well thought-out experience strategy and principles. An experience strategy describes what a brand stands for, the experience a customer can

expect and how it is different from the rest. It acts as a compass that gives direction to the design of each customer experience. The strategy is implemented via the experience principles; a set of guidelines that must be met for each customer experience or journey within the organization.

Most brands have yet to respond to the growing demand for meaning. In recent years, the emphasis has been mainly on delivering digital convenience: making the user experience as smooth and easy as possible. The seamless experience is now the 'right to play'. However, it is not distinctive and can easily be copied.

<sup>1</sup>[\*Global Marketing Trends Deloitte, 2022\*](#)

# From basic digital convenience to distinctive brand experiences in 5 steps

How can you escape this commodity spiral? It is important to recognize the difference between basic digital convenience experiences and distinctive brand experiences. In our experience, we find many organizations are employing a kind of brand compass, but they struggle to explicitly translate that into concrete services and customer experience. Here are five steps that will help you address that challenge:

## 1. Thoroughly analyze your current experience performance

To be able to improve your experience performance, it's important to know what the current journey looks like. In this step we make the current experience explicit, from a customer's perspective.

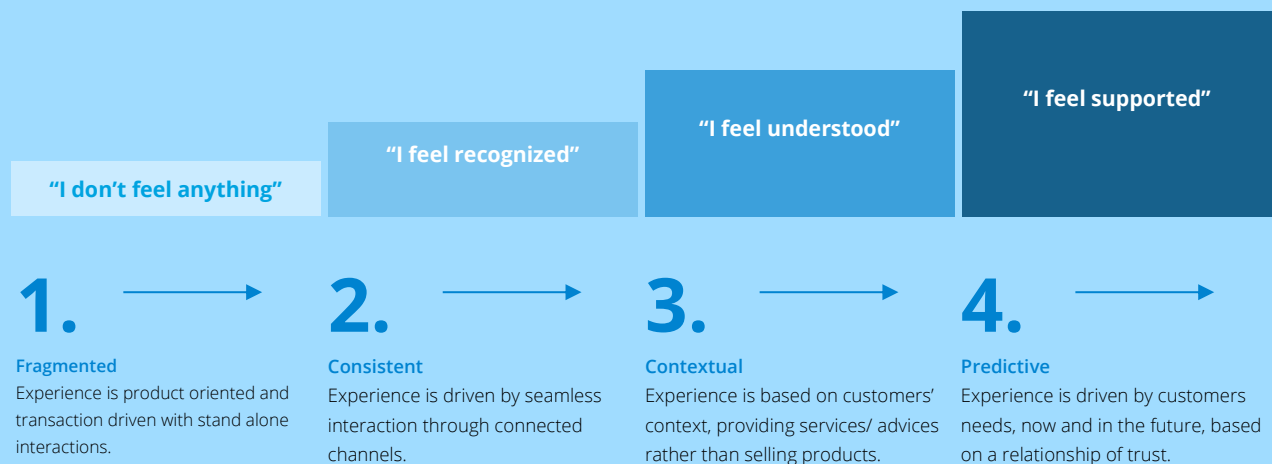
- Analyze contact moments, customer journeys and funnels;
- For each phase, determine happy flows, channel usage, drop-outs, churn and complaints;

- Process mining; map the actual course of sales and service processes and discover unnecessary loops, bottlenecks, workarounds - by both customers and employees;
- Conduct customer research; what do they really find important, how do they feel, when and why do they drop out?

## 2. Define the convenience experience essentials

This is about the 'right to play', or what it takes to deliver digital convenience. It draws on the process mining and the customer research from the previous step, which should capture basic customer expectations and any structural problems and complaints:

- Define your experience ambition (figure 1);
- Identify and prioritize improvements based on customer needs and pains;
- For each improvement, determine the KPI and norm that must be achieved;
- Place improvements on the backlog/roadmap in line with the organization's capacity for change;
- Build a dashboard that monitors the performance and take action upon insights.



### 3. Identify brand-specific experience differentiators

Now we come to the most difficult part; translating the distinctiveness of your organization into experiences. This requires careful self-reflection:

- Ask yourself existential questions such as: what would happen to the world and your customer if you (the organization) did not exist, what would they miss, what is your right to exist, what makes you different, not better, but different?
- Get inspiration from your employees: where do they get their job satisfaction from, what drives them?
- Translate the answers to these questions into possible customer experiences across various touchpoints;
- Then, on a scale of 1 to 3, determine the customer value (relevant/impact) and the effort (costs/complexity) it would take to realize each potential new customer experience;
- Select the customer experiences with the highest customer value and start building.

### 4. Develop a set of experience principles

Once you have established both the convenience essentials (right to play) and the brand differentiators (what you stand for), they need to be translated into experience principles. In the experience principles, you describe what you want to see in every customer experience/journey.

### 5. Assess and optimize existing customer experiences/journeys

Now tenacity and consistency become important. All existing processes/experiences

must be compared with the experience principles, whereby deviations or missing elements are mapped out and prioritized to an experience backlog. The change capacity of the organization will determine the priority and speed of implementation.

## About this practical how-to guide

Drawing on insights from our daily practice, Deloitte Digital has created this practical guide, called *Building your Experience Business*. It is designed to help organizations fundamentally change the way they engage and interact with customers.

#### 1. Experience Strategy & Principles

Embedding convenience, personalization and brand purpose throughout your customer journeys.

#### 2. Design & Configure Customer Journeys

Bringing customer journeys alive based on your strategy with service design and agility.

#### 3. Track & Trace Customer Journeys

Managing performance with connected data, dedicated KPI-frameworks and dashboarding.

#### 4. Setup Customer Journey teams

Establishing customer journey teams, adapting your processes and integrating them in your organization.

#### 5. Support your Experience Business with Digital Experience Platforms

Facilitating and scaling hyper-personalized experiences with the right technology.

#### 6. Organizational Customer Journey scaling

Managing, scaling and maintaining customer journeys across multiple markets/brands.

#### 7. Implementation Challenges, Scenarios & Roadmaps

Successfully rolling out an experience business in your organization and overcome transformational challenges.

# Thank you.

While sharing best practice through this guide, we recognize that every organization has its own context and specific way of working. Given the diversity of organizations and our desire to make a positive impact, we are keen to talk to everyone who is passionate about this subject.

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