



Top 10 Ways To Improve Digital Experiences

by Kerry Bodine, July 31, 2012

KEY TAKEAWAYS

Before Jumping In With Fixes, Companies Must Determine The Best Opportunities

To find improvement opportunities that will have the biggest impact on the customer experience and business metrics, companies need to start their digital improvement projects by analyzing web and app analytics, operational data, and multiple forms of customer research.

Great Digital Experiences Don't Happen By Accident -- They Must Be Actively Designed

Firms need to take a rigorous approach to digital improvement projects. This means learning -- and then sticking to -- a user-centered design process that includes research, analysis, ideation, prototyping, and testing. Digital teams that need help in this area can tap into a variety of external research and design agencies.

Digital Experience Improvement Projects Must Support Established Business Objectives

To maximize digital budgets and ensure ongoing funding, companies need to deliver web, mobile, and tablet touchpoints that align with core brand attributes and support business objectives such as cost savings, revenue generation, and loyalty building. Key to this work: creating a unified customer experience.



Top 10 Ways To Improve Digital Experiences

Processes: The Digital Customer Experience Improvement Playbook

by [Kerry Bodine](#)

with [Ron Rogowski](#) and Allison Stone

WHY READ THIS REPORT

Whenever we ask customer experience professionals how important it is to improve their digital customer experiences, they reply emphatically, “It’s critical!” But still firms struggle to identify what digital experience improvements they need to make — and, once that’s nailed down, how exactly to make them. This report gives customer experience professionals the tools and processes they need to act on digital customer experience improvement across touchpoints like websites, mobile phones, and tablets. Forrester recommends 10 tactics for evaluating digital touchpoints and determining customers’ needs, proven and emerging methodologies for redesigning digital interactions, and best practices for ensuring that your digital experiences support your business objectives.

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Notes & Resources

Forrester’s customer experience team compiled its most pertinent research and analyst perspectives to provide this top-10 list.

Related Research Documents

[Executive Q&A: Customer Experience Design](#)
June 22, 2012

[The Unified Customer Experience Imperative](#)
April 30, 2012

[Lessons Learned From 1,500 Website User Experience Reviews](#)
March 14, 2012



FOLLOW 10 ESTABLISHED AND EMERGING DIGITAL EXPERIENCE BEST PRACTICES

Digital touchpoints can drive revenue, lower costs, build brands, and engender customer loyalty. But to achieve these potential benefits, companies must deliver digital interactions that meet their customers' needs in easy and enjoyable ways (see Figure 1).

Unfortunately, many executives struggle to manage a mushrooming suite of poorly designed sites and apps that actually work against them by driving customers to more expensive channels (like the phone) or, worse, to competitors.¹ So it's no surprise customer experience professionals recently told Forrester that improving the online experience was their No. 1 priority, followed closely by improving cross-channel and mobile experiences (see Figure 2).²

What can firms do to get the most out of their digital investments? Forrester recommends the following 10 tactics for understanding what digital improvements you need to make, making the right redesign decisions, and aligning digital improvements with business objectives.

Figure 1 Effective Digital Experiences Must Align With Three Types Of Customer Perceptions

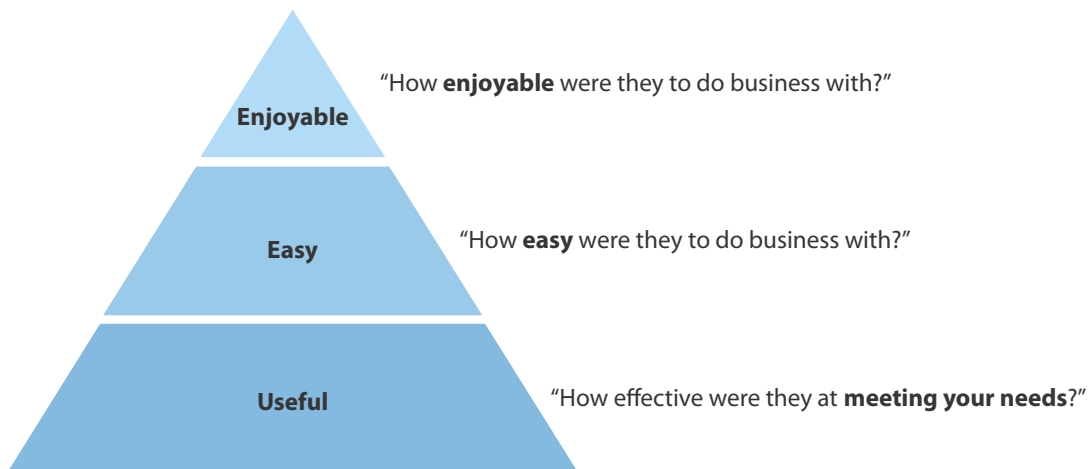
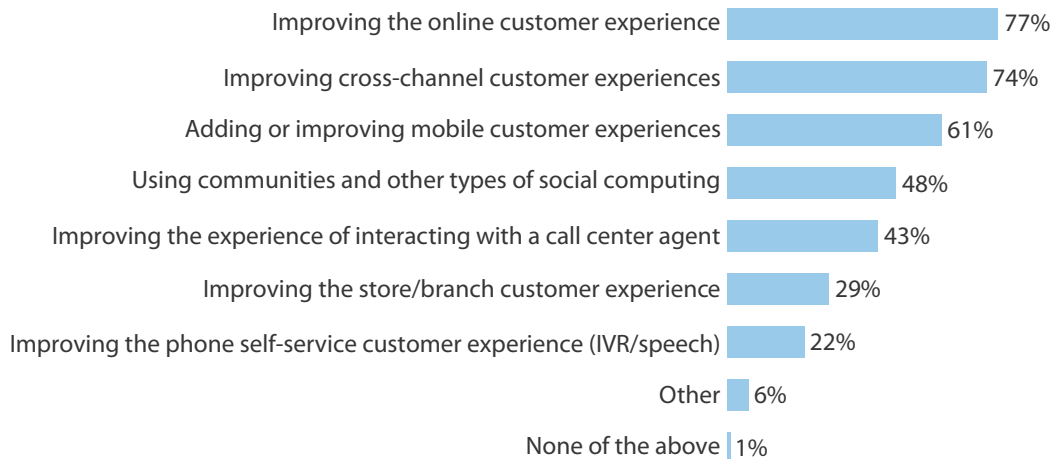


Figure 2 Online Experience Improvements Top The List Of Customer Experience Priorities In 2012

“Which of the following are major objectives of your company’s customer experience program in 2012?”



Base: 86 customer experience professionals
(multiple responses accepted)

Source: Q4 2011 Global Customer Experience Peer Research Panel Online Survey

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Source: Forrester Research, Inc.

BEST PRACTICES FOR DETERMINING WHAT YOU NEED TO IMPROVE

The first step on the path to making digital customer experience improvements is to identify the problem areas that need attention. Getting insights from a variety of sources will help.

No. 10: Flex Your Analytics And Operational Data

Quantitative data from analytics platforms and internal operations systems — like those used in your call center — can help improve digital experiences dramatically because it separates fact from fiction. To mine this data for experience improvement opportunities, focus your efforts on four main tasks:

- **Examine the actual behavior of customers on your websites.** Web analytics software is the best tool for understanding where visitors go on your existing website and what they do when they get there.³ Site owners at one company that we spoke with used web analytics to prove a 65% customer drop-off rate at a point where login was required, prior to checkout. And when analysts at InterContinental Hotels Group (IHG) mined web analytics data for design opportunities, they found users pogo-sticking between search results and hotel landing pages, which tipped them off to the fact that users were digging for specific information.

- **Study customers' mobile and tablet behavior, too.** Just like website interactions, mobile and tablet behaviors are highly measurable. Best practices for measuring mobile sites are strongly rooted in traditional web analytics — understanding traffic sources, on-site behavior, and obstacles that impede conversions (see Figure 3). And best practices for measuring applications are based on evaluating task completion, functionality, and user experience (see Figure 4).⁴
- **Examine customer behavior across channels.** To fully understand your digital opportunities, you need to know the answers to questions like: How many people phone the call center after visiting another touchpoint, and what are they calling about? Web execs at Lands' End realized that a large number of customer service calls focused on selecting the right size for an article of clothing. When the company added contextual help about product sizing and fit to the product pages on its website, call center volume dropped by 20% — a huge cost savings. But goals like deflecting call center traffic will only happen if the experiences that customers have with digital touchpoints are better than the experiences they have with other channels.
- **Target the moments that matter.** Not all interactions matter equally to customers, so Fidelity developed a straightforward framework to evaluate where it should focus its attention. The model first relies on customer feedback data to determine which interactions are most likely to create a promoter or detractor. It then uses operational data to determine the number of customers affected by each interaction. The analysis helps prioritize investments by showing which interactions have the most impact on loyalty and examining their frequency of occurrence.⁵

Figure 3 Key Metrics For Mobile Websites

Metric	Value
Number of visits	Overall traffic to the website; this identifies the proportion of traffic from mobile devices to a primary or standard website or a trend analysis of overall traffic to a mobile website.
Page views	Number of pages viewed once visitors arrive at the site; this shows the depth of visits, an indicator of engagement.
Network/carrier versus Wi-Fi	Type of connection used to access the site; this indicates bandwidth that may influence site design and can be a high-level proxy for type of location from which the site was viewed.
Location	Location of the visitor; this provides context for whether visitors access the information from home or from certain other locations, which indicates interest and utility and may be valuable for targeting.
Conversion	Number of completed success events, such as purchases, viewing ads, or completing forms; this ultimately drives revenue and channel value.
Visitor sources	This identifies how visitors find the website, such as via paid or organic search, marketing campaigns, partner or affiliate sites, or direct entry.
Search keywords	Which search keywords do visitors use to locate the website; this identifies visitor interests and intent and can be used for search marketing and site design.
Device	Device attributes such as screen size, operating system, and hardware profile influence site design that is effective within mobile form factors.
Time on-site	The amount of time users spend on the site; when correlated with conversions and other events, this indicates how effectively the site is designed for helping users accomplish their goals.
Bounce rate	Number of visitors to leave the site after viewing only a single page; this indicates whether the site is relevant to visitors.
Content viewed	Specific pages viewed; this shows which content resonates most with visitors. Content that has low rates may not be relevant or have a problem, and popular content should be leveraged and expanded upon.
Site path analysis	Path analysis tracks how visitors navigate the website; this is used to locate design or content obstacles that block visitors from progressing to success events or highlight popular paths that should be a focus of the site.

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Source: Forrester Research, Inc.

Figure 4 Key Metrics For Mobile Applications

Metric	Value
Number of application downloads	Counts the number of times the application has been installed; this establishes the baseline universe of application users and may also serve as a competitive trending benchmark within a given application category.
New versus returning users	Separates first-time application users from returning users; this identifies whether those who download the application actually proceed to use it and whether the application is sticky and provides the utility and value to justify multiple visits.
Sessions	Session data provides visibility to the high-level application usage pattern such as frequency of application use, length of sessions, and length of time between application use.
Device and OS version	Device attributes such as screen size and operating system influence application design that is effective within mobile form factors and leverages functionality available in each mobile platform.
Events	Tracking specific activities within applications such as success events, ads viewed, and which functions are popular provide valuable conversion metrics and influence application design to optimize the customer experience.
Location	Location of the user; this provides context for whether visitors access the information from home or from certain other locations, which indicates interest and utility and may be valuable for targeting.
Application crashes and errors	Problems that occur during application usage at the device and application levels highlight bugs or other potential issues that impede the user experience.
Application path analysis	Path analysis tracks how users navigate the application; this is used to locate design or content obstacles that block users from progressing or highlight popular paths that should be a focus of the application.
Network/carrier versus Wi-Fi	Type of connection used while accessing the application; this indicates bandwidth, which may affect application design and can be a high-level proxy for type of location from which the application is used.

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Source: Forrester Research, Inc.

No. 9: Conduct Expert Reviews Of Web, Mobile, And Tablet Touchpoints

Expert reviews, also known as “heuristic evaluations” or “scenario reviews,” are quick and inexpensive ways to determine what’s currently broken on your sites and apps.⁶ To conduct an expert review, first locate potential reviewers who can empathize with your customers’ needs and then have them:

- Try to accomplish relevant customer goals.** Following the principles of Forrester’s scenario design methodology, attempt to complete customer goals that are specific to the business purpose of your site or app — such as configuring a four-door sedan, purchasing a set of bath towels, or finding the nutritional information for a menu item.⁷ Beware of confusing customer goals with business objectives like branding or cross-selling: Your customers don’t wake in the morning and say, “I’d like to have an online brand experience today” or “I’d like to be cross-sold.”⁸

- Look for well-known customer experience flaws.** While attempting to accomplish relevant customer goals, identify specific problems that would slow users down or keep them from accomplishing their goals altogether.⁹ For this, you'll need a set of evaluation criteria, like those in Forrester's Website User Experience Review, Mobile Website User Experience Review, and Application User Experience Review.¹⁰ These criteria, which are based on academic research and industry best practices with proven impact on customer experience, are divided into four categories: value, navigation, presentation, and trust (see Figure 5). Combined, these questions examine if a particular touchpoint has content and functionality that's easy to find and digest and if customers are likely to feel comfortable during the interaction.

Figure 5 Forrester's Website User Experience Review Evaluation Criteria, Version 8.0

Value	1. Does the landing page(s) provide evidence that the specified user goals can be completed?
	2. Is the content that's required to support the specified user goals available where needed?
	3. Is the functionality that's required to support the specified user goals available where needed?
Navigation	4. Are menu category and subcategory names clear and mutually exclusive?
	5. Are content and functionality classified logically?
	6. Is the wording in hyperlinks and controls clear and informative?
	7. Are task flows for the specified user goals efficient?
	8. Are keyword-based searches comprehensive and precise?
Presentation	9. Are search results presented in a useful interface?
	10. Does site content use language that's easy to understand?
	11. Does the site use graphics, icons, and symbols that are easy to understand?
	12. Is text legible?
	13. Do text formatting and layout support easy scanning?
	14. Do layouts use space effectively?
	15. Are form fields and interactive elements placed logically in the display?
	16. Are interactive elements easily recognizable?
17. Do interactive elements behave as expected?	
Trust	18. Does the site accommodate users' range of hand-eye coordination?
	19. Does the site present privacy and security policies in context?
	20. Do location cues orient users?
	21. Does site functionality provide clear feedback in response to users' actions?
	22. Does the site allow users to reverse completed actions?
	23. Is contextual help available where needed?
	24. Does the site help users avoid and recover from errors?
	25. Does the site perform well?

No. 8: Reach Out To Real Customers

Employees want to do right by their customers, but it's easy for behind-the-scenes staff to get out of sync with real customers' needs. When that happens, digital project team members will inevitably make decisions based on flawed assumptions about customers' knowledge and preferences. To quell design debates and accurately focus project priorities, integrate input from your actual customers on an ongoing basis.

- **Solicit customer feedback about the current experience.** Surveys can help you gather customer feedback about specific digital interactions and gauge how your customers feel about their experiences in aggregate. Given the large number of customers that surveys can reach, they can also help you validate the statistical relevance of customer sentiments. Of course, surveys are only effective if customers actually fill them out. To increase survey completion, communicate three things: 1) why the company wants feedback; 2) how the feedback will be used; and 3) how long the survey will take to complete. Intuit found that setting simple expectations about survey length increased response rates by nearly 10%.¹¹
- **Gather and analyze unsolicited customer feedback.** Customers constantly provide unsolicited (and incredibly honest) feedback about their experiences through emails, support calls, chat sessions, and posts on social media sites. When Pizza Pizza, one of Canada's largest pizza chains, was building a pizza ordering app for smartphones, the design team reviewed recorded calls, comments from its website, and inbound email. It found that many customers preferred fewer steps to the online ordering process, as long as it wasn't difficult to go back and modify selections made in previous steps. The team also mined blogs, iTunes App Store reviews, and other app ratings sites for reactions to competitors' apps that might hold clues about what its customers wanted.
- **Uncover hidden customer needs through ethnographic research.** Ethnography, which has roots in the field of anthropology, is simply about observing your customers' behavior in a natural setting — their home, office, car, or even the shopping mall.¹² For example, employees from the interactive agency Organic observed members of a high-end fitness club lining up 30-people deep prior to some classes. By chatting with the people in the queue, the team learned that members were willing to stand around for a half an hour not only to get into a class but also to snag a specific spot on the studio floor. Based on this insight, Organic developed functionality that enables members to reserve a specific spot from the web or a mobile device. Now members only need to show up 10 minutes before class to claim their place.
- **Test designs with users to uncover specific usability problems.** Usability testing is the best way to identify user experience problems that are unique to a particular group of site users. These tests work best when real customers try to fulfill actual tasks using your current website, mobile app, or tablet app — or a mocked-up prototype. Have members of the project team look on and listen while customers move through their tasks, identifying areas where they get stuck, become confused, or express negative thoughts about the interface.

- Document customer insights in personas and journey maps.** Customer insights are worthless when they're locked in your head or squirreled away in a database. You need to share your customer research with the people responsible for your digital touchpoints. Personas and journey maps are two effective tools for accomplishing that.¹³ Personas are fictional characters that embody your target customers' key behaviors, attributes, motivations, and goals (see Figure 6).¹⁴ Journey maps visually illustrate a particular persona's activities over time — like discovering, evaluating, buying, using, and getting support for a product or service (see Figure 7).¹⁵ Together, these tools help create a shared understanding of customers' real needs and pain points.

Figure 6 Persona For An Anti-Smoking Organization In The UK

Trevor Client: Smokefree Persona Type: C, D, E Target Sub Category: Male 35, Young Family, Skilled Manual Worker

Personal overview

Name: Trevor Cole	Internet: Uses 3-4 times a week to play poker, might look at the Sun
Age: 35	Loves: Winning online poker, Football, Going to the pub with his mates
Status: Married to Em	Pet hates: Smoking ban, the EU and all their stupid laws
Family: Jordan, 12; Chloe 10	Superpower: X-Ray Vision (wink wink)
Trade: Plumber	
Salary: 40k	



I've been working as a plumber since I left school – hard to believe it's been 19 years now – it pays the bills and that's a good thing, as I've a wife and two kids to support. Em and I have been married for 13 years now, Jordan's 9 and Chloe's 7. Life's OK, a bit dull though – it's work, then telly or a bit of online poker before doing the same thing the next day. I live for the weekends.

With work this dull – I think I deserve a fag a few times a day. Em won't let me smoke in the house, she says it makes the place stink so I smoke mostly at work and down the pub with my mates. The kids and Em nag me to quit smoking. I just tell them to shut up, although I'd tan their hides if I caught the kids smoking. Smoking doesn't seem to do me much harm. Maybe I'll give up some day when I'm older – my parents smoke and they can't seem to do much without coughing all over the place.

I went to the GP about my back, and he ended up lecturing me about quitting the fags – I don't need the doctor telling me 'he knows it's hard to quit' – what does he know about it. He'll be telling me to stop drinking next. One of my mates tried them patches – that was a bit of a laugh...he was smoking with a patch on and then he was back on the fags the next week.

I've been smoking so long, I don't know what I'd do if I didn't smoke! You know what it's like when you're with your mates. Our gang have been friends since school and we started smoking as kids – everyone else did. My best times are spent having a few pints and a few fags at the pub watching the footie. I couldn't afford to keep the season ticket after we had the kids, so the pub is the next best thing. I hate the bloody smoking ban, why can't the government keep its nose out of my business. Its up to me if I smoke or not and where I smoke.

My Em can be a pain but I notice when she's not there, I have to make my own tea. Em works hard to keep the house going – her trips to ASDA can drain the bank a bit, but she puts good food on the table and keeps the kids happy. The least I can do is make sure someone's there to pay for it. My only regret about the fags is the cash – but otherwise they make the day go by. My first fag of the morning is something I live for.

"It's not easy, but that's life, isn't it?"

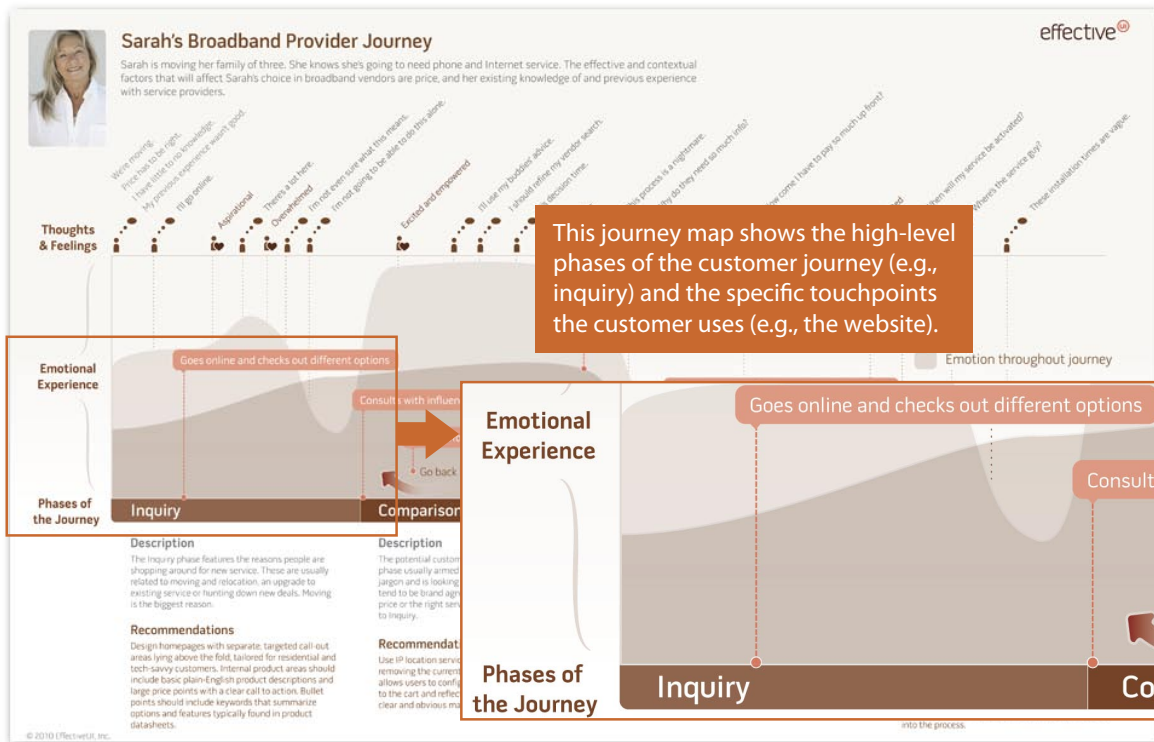
readingroom

Source: Reading Room

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Source: Forrester Research, Inc.

Figure 7 Journey Map For A Telecom Company



Source: EffectiveUI

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Source: Forrester Research, Inc.

BEST PRACTICES FOR REDESIGNING DIGITAL TOUCHPOINTS

Once they've found out where digital touchpoints need to be improved, customer experience professionals need to follow a proven design process and think holistically about the improvements they make.

No. 7: Adopt Proven User-Centered Design Processes

The right digital interactions, implemented the right way, don't just happen. Instead, they must be actively designed. This requires learning — and then sticking to — the steps in a user-centered design process (see Figure 8).¹⁶

- Conduct and analyze customer research.** A typical design process starts with research to understand customers' attitudes, needs, desires, and motivations.¹⁷ Once this research has been completed, you need to synthesize and communicate findings with the project team and, eventually, the rest of your organization. During this time, the team may need to reframe the

project focus. Why? Project teams often set out to solve one problem, but research insights lead them to discover that there's actually a bigger (or just different) problem that's more important to tackle.

- **Come up with dozens, if not hundreds, of possible ideas.** Using the outputs of the analysis phase as a guide, brainstorm ways to solve the problem at hand. Generate as many ideas as possible, temporarily suspending your consideration for logistical and operational constraints. As Fred Leichter, chief customer experience officer at Fidelity Investments, explains, “It’s easier to make a profound idea reasonable than to make a reasonable idea profound. We start with stuff that’s out there, wild, and aggressive and figure out if it has merit. Smart people will figure out how to get great ideas implemented.”
- **Iteratively prototype and test the possible solutions.** Rather than getting stuck in analysis-paralysis, focus on making your ideas tangible through quick and cheap low-fidelity prototypes. These can take a variety of formats ranging from rough pen-and-paper sketches to wireframes that lay out major pieces of content and functionality (see Figure 9).¹⁸ Next, put the prototypes in front of real customers and employees for feedback — not just once but multiple times. Repeat this process of testing and refining your prototypes, adding additional levels of fidelity to quickly arrive at an optimal solution.
- **Co-create with your employees and customers.** Design is a participatory process, not something to be determined by one person in a locked room and delivered on a silver platter. That’s why you need to include people from across the entire customer experience ecosystem — customers, employees, and external partners — to help synthesize research data, ideate possible solutions, create prototypes, and provide feedback.¹⁹ Designers call this *co-creation*. For example, to ensure that they fully understood Pizza Pizza’s business needs, Plastic Mobile team members held a workshop where they asked stakeholders to sketch what they thought was most important for the app’s home page design (see Figure 10).

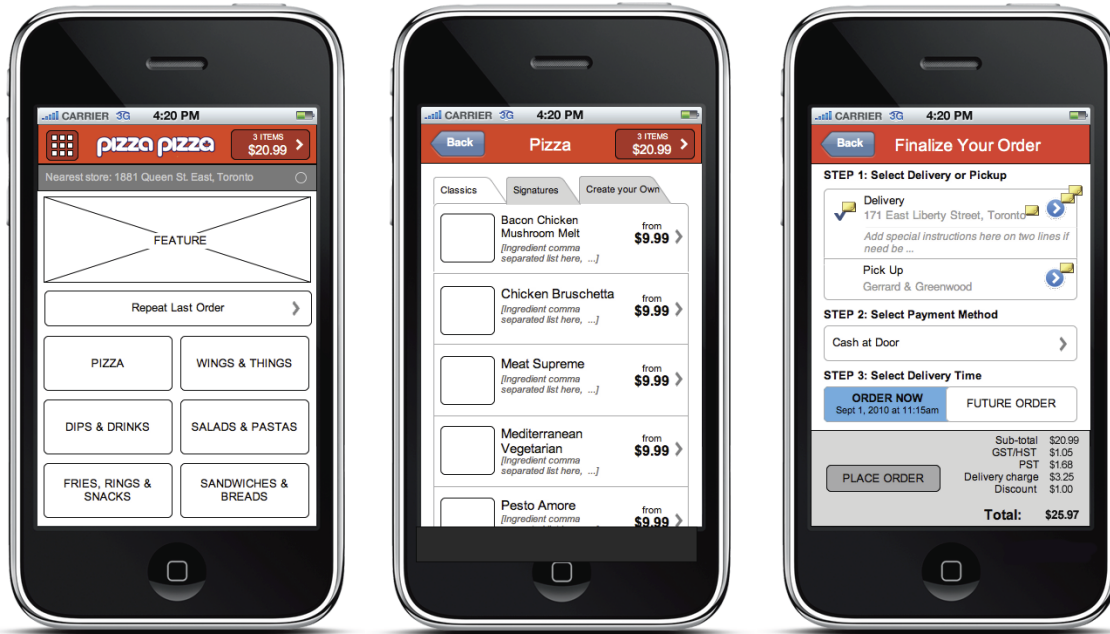
Figure 8 Key Steps In A Typical Design Process



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Source: Forrester Research, Inc.

Figure 9 Plastic Mobile Tested Wireframes Of Its Designs With Real Customers

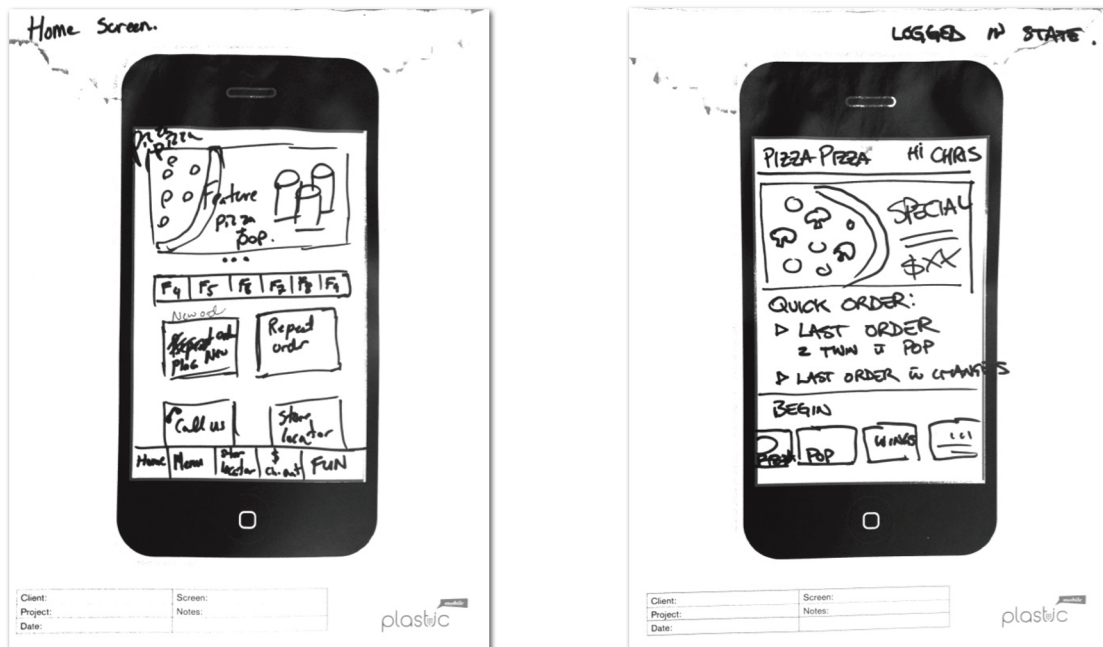


Source: Plastic Mobile and Pizza Pizza mobile app

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Source: Forrester Research, Inc.

Figure 10 Pizza Pizza Stakeholders Engaged In Co-Creation Exercises With The Plastic Mobile Team



Source: Plastic Mobile and Pizza Pizza
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Source: Forrester Research, Inc.

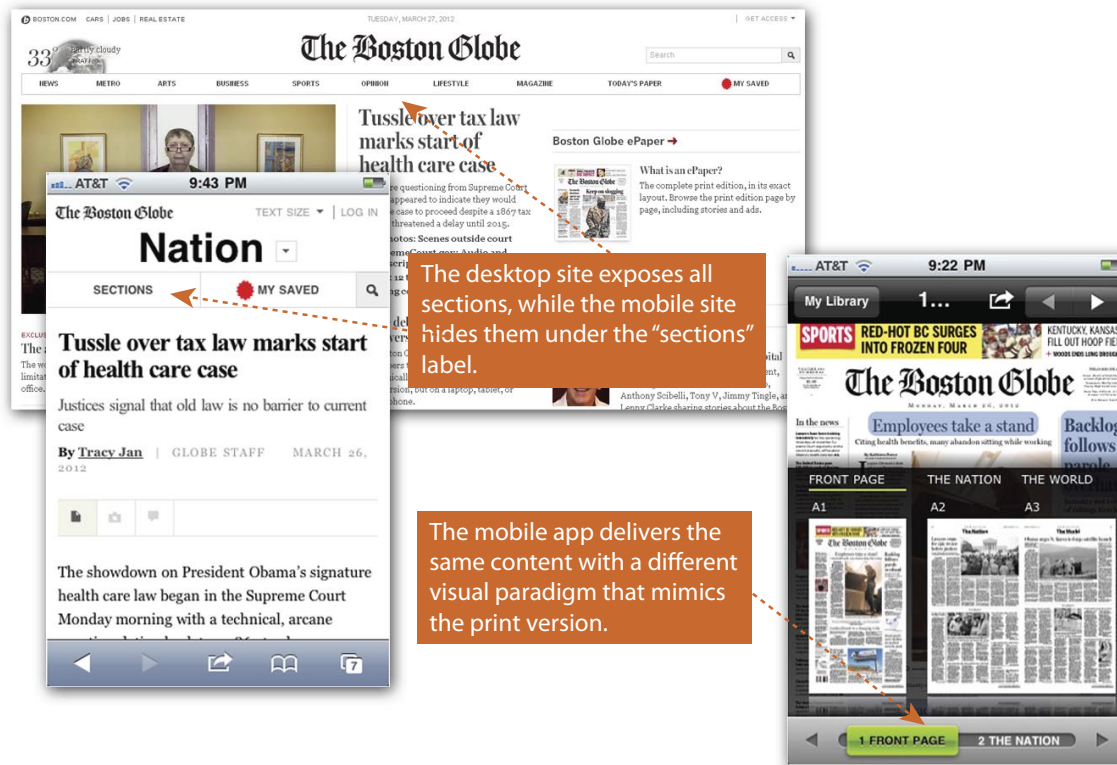
No. 6: Take Advantage Of The Inherent Characteristics Of Digital Touchpoints

Websites, mobile phones, tablets, kiosks, and other digital touchpoints offer many different ways for customers to connect with your company — and each other. However, they vary wildly in their display characteristics and capabilities — and these factors have a significant effect on the customer’s experience. That’s why companies need to abandon a one-size-fits-all approach and design digital interactions with these inherent differences in mind.

- **Create touchpoint-appropriate interfaces.** While the differences between a website viewed on a tablet and a PC may only have seemingly slight variations, that same site will look vastly different on a mobile phone. And of course, the input capabilities of a keyboard and mouse vary drastically from those of a touchscreen. That’s why firms need to design interfaces that take maximum advantage of each touchpoint.²⁰ Citibank’s senior vice president (SVP) of strategy for mobile and emerging technologies put it this way: “We didn’t want to just go build a 2X bigger version of the mobile app . . . We looked at tablets as a new form factor, a new way of engaging with clients . . . one that deserved its own thinking.”²¹

- **Right-size content and functionality.** Content and functionality don't need to be recreated for every touchpoint. Instead, they should be created once and reused/resized. For example, *The Boston Globe's* desktop site provides a navigation bar across the top of the page, while the mobile site hides the navigation behind a "sections" menu. Meanwhile, the mobile app uses a different paradigm that provides the same content in a way that leverages specific device capabilities (see Figure 11). In the UK, when retailer Sainsbury's recognized that people were calling to change the time slots they'd entered on the website for home delivery, the company began sending automated text reminders that gave users the opportunity to change the delivery time without having to go back to the site, increasing both customer satisfaction and cost savings.
- **Use native device data to deliver a contextualized experience.** The real-time data that mobile and tablet devices supply, combined with each customer's historical behavior, can make for smarter, more contextual digital interactions.²² Subtle contextual changes can be powerful, such as a retailer's website that recommends products in a similar price range, a tech company that changes its related items based on session clickstreams, or a mobile site that uses location to send relevant weather information and ads. But contextualized interactions should also be subtle — and companies should not presume to know *everything* the customer wants. Consider the backlash against the retailer Urban Outfitters when it funneled shoppers *only* to women's items once it discovered a shopper was female, completely ignoring the fact that women also shop for men.²³
- **Look for opportunities to make interactions social.** As digital devices weave themselves tighter into the social fabric of customers' lives, digital interactions are becoming social as a rule, not an exception.²⁴ Pervasive platforms like Facebook, Pinterest, and Twitter enable content sharing from just about any digital touchpoint. But social is about more than sharing, and customer experience professionals should look for ways to integrate social behaviors across the entire customer journey.²⁵ For example, to draw attention to its Black Friday deals, J.C. Penney gave its Facebook fans access to exclusive deals and a chance to win a VIP shopping experience. And low-cost mobile telecom network giffgaff uses a community as the venue for all customer support and service.

Figure 11 The Boston Globe Delivers Appropriate Content In Each Touchpoint



Source: *The Boston Globe* website; *The Boston Globe* mobile app

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Source: Forrester Research, Inc.

No. 5: Get Outside Help When And Where You Need It

Since the dawn of the Web, companies have been struggling with the decision of whether to build in-house digital teams or partner with external specialists. While in-house design and development teams have the advantage of deep domain knowledge, in today's complex landscape, it's difficult for any but the savviest internal teams to do it all themselves.²⁶ Depending on their own strengths and gaps, companies should look to outside firms to help them:

- **Carry out and analyze ethnographic research.** Ethnographic research is critical to developing deep customer understanding, which is in turn critical for creating customer experience improvements that matter. However, most companies don't have the in-house skills or know-how to conduct this kind of research or synthesize the results into meaningful and actionable findings. Firms such as Boston-based Essential Design and STBY in Europe have extensive experience with research techniques like customer interviews, in-home observations, and diary studies — and can deliver the insights required to keep digital initiatives on target.

- **Conduct user experience research.** At the other end of the design process, companies need to gather feedback on how well their digital products and services meet customers' needs — and if they do so in easy and enjoyable ways. Just like upfront research, many firms simply don't have the skills or tools to conduct user experience research themselves.²⁷ Not to worry. Consultancies like AnswerLab and Bentley University provide services ranging from remote usability testing to lab-based eye tracking studies, as well as other research, and craft detailed readouts that highlight the most salient findings.
- **Deliver large projects related to digital marketing.** Today's largest interactive agencies — giants like Razorfish and Digitas — have traditionally focused on designing and developing marketing-related touchpoints that customers use to discover and evaluate a company's products and services. The sheer number of bodies required to plan and execute these typically large projects just isn't readily available in most marketing departments today, making these projects difficult — if not impossible — to staff internally.
- **Simplify complex information and transactions.** Many of the firms we talk to on a regular basis cite extensive usability prowess and the ability to leverage digital touchpoints to fundamentally change business processes as the reasons for seeking outside help. For example, when Teachers Insurance and Annuity Association-College Retirement Equities Fund (TIAA-CREF) needed help improving online tools that explain how older users' retirement investments would annuitize over their lifetimes, it chose to work with EffectiveUI in part due to the firm's experience in simplifying complex customer interactions.²⁸ And to create a mobile solution that meshed with customers' expectations about the ordering process, Plastic Mobile challenged the way Pizza Pizza's back-end systems handled online orders.
- **Spark new ideas for digital innovations.** When companies embark on customer experience improvement projects, they're typically trying to do a better job of meeting customers' needs. But when Citibank partnered with digital service design agency Fjord to design its first-ever tablet banking app, it aimed to far exceed them. This project wasn't born out of any particular business problem but out of a perceived opportunity to experiment and innovate, and project leaders didn't want to be constrained by what had been done on other platforms or through other channels. The resulting app included rich data visualizations and comparisons with how other people spend money — tools that aren't available on the Citibank website.²⁹ This type of out-of-the-box thinking can be challenging for internal teams that feel stuck in their day-to-day work and is often best jump-started by an outside agency.
- **Develop internal skills and processes.** Customer experience experts from the outside provide important services, but as Jared Spool, founder of User Interface Engineering (UIE), says, "Outsourcing user experience work is like outsourcing your vacation. It gets the job done but doesn't have the effects you were hoping for." In other words, digital projects are most effective when they help drive real customer understanding and shift companies toward customer-

centric ways of working. That's why UIE now focuses on training project teams to create digital products and services themselves. Even without explicit training in place, teams working with outside agencies should seek every opportunity to learn the ropes by tagging along on research studies and participating throughout the design process.

No. 4: Plan For The Post-Launch Reality

Digital project teams put an incredible amount of effort into any initial launch — but that's just day *one* of a digital touchpoint's life. What happens on day two through infinity? Companies that launch without an answer to this question ultimately wind up with unsupported sites and orphan apps that confuse or annoy their customers. Don't fall into this launch-it-and-leave-it trap. Instead, make sure your digital touchpoints get the ongoing attention they require.

- **Plan to maintain and improve existing sites and apps.** After Citibank launched its iPad banking app in July 2011, the company updated it three more times before the end of the year, adding access to check images for bank customers, contextual help in the form of tutorial overlays, social-media sharing, and in-depth visual analytics for credit card accounts. Citibank is now adopting this model — a quick succession of customer experience improvements — across digital touchpoints. In addition to planning *what* they'll update, companies need to map out *who* will be responsible for tasks like ongoing content development, community management, and bug fixes.
- **Envision how to extend digital products and services to new platforms.** Think it's complicated to manage digital interactions across websites, mobile phones, and tablets? Well hold on to your hat, because the decade ahead will bring further adoption of a dizzying array of platforms including interactive TVs, car dashboards, game boxes, in-store devices, and wearables.³⁰ To make sure you don't get blindsided by the rapid mainstreaming of a new technology platform, each new product launch should include some discussion of if and/or how the current content or feature set should be ported to other devices and platforms down the road.
- **Create an end-of-life plan *before* you launch.** Although it can be painful to admit it at the outset of a large and exciting project, most digital touchpoints aren't going to live forever — at least not in their original states. Links will change, sites may get merged or go away completely, and companies may decide to stop supporting installed apps. Changes like these will likely meet with negative customer reactions ranging from disappointment to frustration and anger. To avoid such responses to an inevitable event, firms need to create one or more contingency plans for sunsetting their digital products and services without leaving customers high and dry.

BEST PRACTICES FOR ENSURING THAT DIGITAL SUPPORTS YOUR BUSINESS

As they make improvements to their digital properties, customer experience professionals need to ensure that the decisions they make are in full support of the brand and business goals. They must use a common measurement framework and strive to provide a unified experience that spans all touchpoints.

No. 3: Bolster Your Company's Brand

Whether you're fixing a small usability bug, gutting your entire website, or launching a new mobile app, every decision that you make will ultimately shape your brand in some way.³¹ Unfortunately, the digital experiences that many companies deliver inadvertently dilute — or worse, blatantly contradict — their core brand messaging. To create digital experiences that support the brand image you want to portray:

- **Surface your company's brand positioning statement.** In our ongoing conversations with customer experience professionals, an alarming number say that they're not sure exactly what their brand stands for — and many admit that they've never even talked with their company's brand and marketing groups. If this sounds familiar, stop whatever it is you're doing, pick up the phone, and start to forge these critical relationships. Why? Without a clear understanding of your brand, you'll have no idea what kinds of digital interactions are appropriate — and which aren't.³² Once *you* understand the brand, document its key attributes and positioning statement in an accessible and memorable format that makes it easy for all digital project teams to reference.
- **Use content, functionality, and design elements that support key attributes.** Digital channels are communication media — they automatically create an impression of what your brand stands for. That's why you need to provide content and functionality that support your firm's brand positioning. For example, in support of its mission “to bring innovation and inspiration to every athlete in the world,” Nike's website showcases innovative product features that translate into performance-enhancing benefits and provides useful tools like a training log and pace calculator for runners. Nike also incorporates elements like language — “The perfect combination of lightness and adaptive fit for the ultimate ride” — and images of active people that are consistent with the intent of its positioning.
- **Improve usability to reinforce brand value.** Digital touchpoints are also delivery channels that provide tangible proof of the real value your brand provides. Customers come to digital channels with goals like finding specific information, making purchases, or getting service. To avoid frustrating and annoying your customers — a bad way to build *any* brand — focus on supplying the content and functionality that will help customers easily achieve their goals. For example, customers who are looking to find and apply for a low-cost credit card might need mobile content that includes annual fees and annual percentage rate plus full web functionality that lets them apply.

No. 2: Measure Digital Touchpoint Performance Against Business Metrics

Digital customer experience projects don't get funded without some anticipated benefit to the business. To clear the path for initial funding and ongoing support, measure and evangelize the impact of customer experience on the business metrics that matter most to your organization.

- **Begin and end every project with a discussion of business objectives.** Fidelity Investments' digital design group starts projects by setting business objectives, like increasing customers' new account registration rates by 6%. This becomes the driver for projects like redesigning a registration form to increase the number of users who successfully complete it. The team then finishes projects with an examination of performance against the expected results. If results are less than expected, the group examines the reasons why and uses what it learns to improve the next project.
- **Build ROI models.** Using measurable business goals — like boosting revenue or lowering service costs — it's possible to construct customer experience return on investment (ROI) models that even the mathematically challenged will appreciate. First, establish a baseline with current metrics like traffic, conversion rates, average order size, cost per order, and gross margin. Then, estimate low and high improvement ranges for these metrics based on industry-specific averages and anticipated benefits from the project's enhancements. A few multiplication and addition equations later, you've got a realistic ROI model to help you evaluate potential benefits versus estimated costs (see Figure 12).³³
- **Create a holistic customer experience measurement framework.** When firms only measure outcomes from digital channels, they're not viewing the entire picture of what a customer experiences. For example, a customer might successfully buy a product online but then call to ask questions about delivery timelines because the site didn't specify when the product would ship. This could lead to dissatisfaction or, worse, order cancellation. But website metrics alone won't connect those dots. That's why customer experience professionals need to establish a framework of cross-channel metrics that track what customers think and feel ("The package took forever to get here!), what actually happened (the package took four days to arrive), and what customers will do as a result of their experience (like tell a friend or cancel the order).³⁴

Figure 12 A Simple ROI Model For A UK Retailer Showing The Range Of Possible Results

	Starting assumptions	% change, low	Low benefit after one year	% change, high	High benefit after one year
<p>Current rate of behavior is your starting assumption.</p> <p>These columns are for high and low improvement.</p>					
Site traffic					
Site visits per year	10,000,000	10%	11,000,000	75%	17,500,000
Increased sales					
Visitor-to-buyer conversion rate	2%	1%	2.02%	50%	3%
Average order size	£71.00	5%	£74.55	15%	£81.65
Sales revenue	£14,200,000		£16,565,010		£42,866,250
Gross margin (%)	36%		36%		36%
Gross margin (£)	£5,112,000		£5,963,404		£15,431,850
Total increased gross margin:			£851,404		£10,319,850
Lower cost of sales					
Call center orders per year	85,000	-1%	84,150	-2%	83,300
Cost per call center order	£3.60				
Cost per online order	£0.01				
Total decreased cost of sales:			£3,055		£6,110
Lower cost of service					
Service calls to call center per year	1,000,000	-5%	950,000	-15%	850,000
Cost per service call	£3.60				
Cost per self-service	£0.06				
Total decreased cost of service:			£177,000		£531,000
Total benefits from redesign:			£1,031,495		£10,856,960
Cost of redesign:			£200,000		£5,000,000
Total net benefits from redesign:			£831,459		£5,856,960
ROI % (benefit minus cost/cost):			416%		117%

No. 1: Unify The Overall Customer Experience

Today's digital landscape is distributed across a fractured array of services and devices. It's also increasingly entangled with physical touchpoints and environments. With customers able to interact through multiple channels at any given moment — and often using multiple touchpoints in pursuit of a single goal — companies need to ensure that they present a coherent face across all interactions.³⁵ When they don't, they risk diluting their brand and frustrating customers who expect a cohesive experience. To create a unified customer experience:

- **Use recognizable visual design patterns.** The first thing customers react to when they hit any digital touchpoint is its visual design. While companies needn't strive for a 1:1 mapping of visual elements from one touchpoint to another, the patterns and styles for imagery, typography, and layouts should be carried over from one touchpoint to another, while matching styles used in offline channels as well. For example, *The New York Times'* stately serif fonts accentuate the firm's heritage across all of its touchpoints — traditional and digital. And Toms Shoes incorporates elements of its imagery, typography, and layout on both its website and its Twitter page (see Figure 13).
- **Make it easy for customers to shift from one channel to another.** Consumers now move seamlessly from email to Web, from Facebook to phone, and from TV to tablet. Unified customer experiences actively facilitate this touchpoint hopping and don't force customers to start cold in each new channel. For example, Amazon.com's Whispernet enables customers to read to any given point on their Kindles and then pick up from that very same point on a different device. And French insurance carrier Groupama developed a mobile app that seamlessly connects customers to a phone call with a service agent after an auto accident. Before the call is connected, the agent has access to the customer's name, location, and reason for calling.³⁶
- **Create cross-channel governance practices.** For most companies, working across silos will take some getting used to. Formal customer experience governance processes can help instill the required rigor. For example, Barclaycard US assigned one executive to oversee each of nine high-level processes that constitute a major part of the customer journey, like acquiring a customer, servicing customer issues, and collecting on delinquent accounts. Each exec is responsible for every digital and physical interaction that affects their part of the journey, regardless of where the supporting functions for those interactions — like marketing, underwriting, systems development, eBusiness, and the call center — report into organizationally.

Figure 13 Toms Shoes Uses Visual Design To Unify Its Site And Twitter Page



Source: Toms Shoes website; Twitter website

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Source: Forrester Research, Inc.

ENDNOTES

- ¹ To understand the effect of poor website usability, Forrester asked US consumers what they do when they can't complete a goal online. Results show that the vast majority of people switch to more expensive channels, most often the phone. Others give up and go to a competitor, while still others abandon their goals entirely. See the June 20, 2012, "[Websites That Don't Support Customers Waste Millions](#)" report.
- ² Digital touchpoints are hot, hot, hot. For the third year in a row, improving the online customer experience was the most common objective at 77%. Mobile experiences are also a hotbed of activity, as 61% of respondents expect their organizations to add or improve them in 2012. See the April 24, 2012, "[The State Of Customer Experience, 2012](#)" report.
- ³ Good website customer experience metrics fulfill two purposes: tracking site experience quality and pointing to opportunities for improvement. Customer experience professionals need three types of metrics to support their efforts: measures of how customers perceive their visits to the site, events that signal potential problems even if customers don't complain, and data about what customers do after the visit that can help show how experience quality affects future business. See the June 20, 2012, "[The Right Website Experience Success Metrics](#)" report.

- ⁴ Mobile has reached critical mass due to improved infrastructure, advances in device utility, and overall market penetration. To take full advantage of this opportunity, companies must implement tactic-specific measurement for mobile websites and applications. By adopting full-featured mobile measurement tools and tracking appropriate metrics, organizations can go beyond counting numbers of visitors and application downloads to optimize user experiences and revenue generation via mobile channels. See the April 13, 2011, "[Mobile Measurement Is A Customer Intelligence Imperative](#)" report.
- ⁵ One Fidelity executive described the firm's objective as follows: "We will be recognized as providing the best customer experience in the financial services industry." See the August 18, 2011, "[Lessons Learned From The 2011 Voice Of The Customer Award Winners](#)" report.
- ⁶ Since 1999, Forrester has used its Website User Experience Review methodology to evaluate the user experience of 1,500 websites spanning business-to-consumer (B2C) and business-to-business (B2B) companies, numerous industries, and disparate geographies. We examined the trends over time and across types of sites to identify the common user experience problems that persist to this day. See the March 14, 2012, "[Lessons Learned From 1,500 Website User Experience Reviews](#)" report.
- ⁷ As customers increasingly engage with multiple channels in pursuit of a single goal, companies need to deliver better, more unified customer experiences within and across touchpoints. To do this, they need to adopt scenario design, which asks and answers three questions: Who are your customers, what are their goals, and how can you help them accomplish those goals? See the June 25, 2012, "[Scenario Design Unifies The Splinternet Customer Experience](#)" report.
- ⁸ Expert evaluations test user scenarios and then evaluate the experience based on a set of heuristics. To get the best results from these evaluations, customer experience professionals need to craft realistic user goals that test the most mission-critical parts of the experience. Ideally, user and goal descriptions should be derived from design personas and the qualitative research they are based on. When qualitative user research doesn't exist, other sources like operational data or in-context surveys can contribute to useful and realistic user goals and descriptions. See the April 10, 2012, "[How To Craft User Goals For Expert Evaluations](#)" report.
- ⁹ When sites have flaws that hinder a user's ability to find, read, and trust content, it adds up to a major problem — even when each flaw is minor on its own. To avoid delivering site experiences that fall victim to the cumulative effects of many minor problems, site managers should evaluate the most important users' paths.
- ¹⁰ Forrester's Website User Experience Review scorecard evaluates websites on 25 proven criteria. The website review scorecard organizes into four categories: value, navigation, presentation, and trust. See the January 13, 2010, "[Scorecard: Website User Experience Review 8.0](#)" report.

Forrester's Mobile Website User Experience Review scorecard evaluates mobile websites on 15 proven criteria. The mobile website review scorecard organizes into four categories: value, navigation, presentation, and trust. See the June 7, 2010, "[Scorecard: Mobile Web Site User Experience Review 2.0](#)" report.

Forrester's Application User Experience Review scorecard evaluates applications on 20 proven criteria. The application review scorecard organizes into four categories: value, navigation, presentation, and trust. See the March 7, 2011, "[Scorecard: Application User Experience Review 1.0](#)" report.

- ¹¹ Website intercept surveys are a popular tool for finding problems with the online experience. But a poorly designed site intercept survey can hurt more than it helps by providing misleading insights and negatively affecting customers' online experiences. Customer experience professionals can ensure survey quality by enlisting help from internal market research experts, qualified or informal survey testers, and actual customers. See the June 21, 2010, "[The Four Essentials Of Effective Web Site Intercept Surveys](#)" report.
- ¹² At Forrester's 2011 Customer Experience Forum, panelists from Bentley Design and Usability Center, frog design, and Wells Fargo shared their experiences using exploratory research techniques. These firms have long used qualitative ethnographic methods to understand how customers actually behave, what motivates and drives them, as well as what opportunities exist to better meet their needs. See the August 22, 2011, "[What Three Companies Learned From Conducting Ethnographic Research](#)" report.
- ¹³ Design personas and customer journey maps are valuable tools that support companies' tactical design decisions and the high-level strategic goal of improving the customer experience. To get the most out of these tools, customer experience professionals should build design personas before customer journey maps, kick off research initiatives with workshops to gather stakeholder assumptions, craft tools to fit their purposes, and plan a calendar of ongoing engagement activities to keep personas and journey maps top of mind for stakeholders. See the January 10, 2011, "[Executive Q&A: Design Personas And Customer Journey Maps](#)" report.
- ¹⁴ Personas are ideal tools to guide the design of products, channels, and messaging, but companies are concerned that they fail to keep track of evolving behaviors. Although customers' psychographics are fairly stable, the technology adoption patterns and social behaviors of target customer segments are often in a state of flux. As these behaviors have transformative impacts on the relationship between firms and their clients, it's critical that firms regularly update personas with accurate information. See the August 15, 2011, "[Personas Require Regular Updates](#)" report.
- ¹⁵ Forrester clients tell us that they're eager to use customer journey maps because they see the documents as ideal tools to analyze and communicate their customers' perspectives on the interactions they deliver. However, even enthusiastic organizations sometimes struggle to determine the objectives they should pursue with customer journey mapping. Forrester interviewed five companies that use customer journey maps to understand how the approach has benefited them. See the April 24, 2012, "[Customer Journey Mapping: What Is It For?](#)" report.
- ¹⁶ The business discipline of design remains a foreign concept to many of today's business leaders. That's why Forrester has answers for customer experience professionals' most common questions about design, including what value design can bring to organizations, what steps companies must follow during the design process, and how to get started adopting a design approach. See the June 22, 2012, "[Executive Q&A: Customer Experience Design](#)" report.
- ¹⁷ Research techniques, while plentiful, fall into three key buckets. Exploratory research methods uncover behaviors, emotions, and desire that can seed new concepts. Evolutionary research methods can help define or validate a concept. Evaluative methods help improve existing interfaces. Firms looking for the right research methods should first determine their online experience strategy and then base the methods

they choose on where they are in executing the current project as well as their budget and timeline. See the December 20, 2010, "[How To Craft Your Customer Research Plan](#)" report.

¹⁸ Many firms use tools like Adobe Photoshop, Adobe Illustrator, or Microsoft Visio to help them create prototypes. While these tools are helpful, they are created specifically for digital photo editing, graphic design, or technical diagrams and not specifically with wireframes or design prototypes in mind. Forrester spoke with six firms that create tools specifically for creating wireframes and prototypes to better understand what these tools offer designers. See the May 13, 2011, "[Six Tools To Consider For Creating Prototypes](#)" report.

¹⁹ Even companies that make customer experience a strategic priority struggle to implement major long-lasting improvements. That's because they fail to connect behind-the-scenes activities to customer interactions. These firms need a new approach to customer experience management: one that considers the influence of every single employee and external partner on every single customer interaction. Forrester calls this complex set of relationships the customer experience ecosystem. See the June 22, 2011, "[The Customer Experience Ecosystem](#)" report.

²⁰ In 2010, *Wired* magazine proclaimed that websites were dying. But despite the growing popularity of mobile and tablet devices, the reality is that the Web will continue to be a vital part of the customer experience professional's job for the foreseeable future. However, its role will certainly change. Website traffic will decrease as users move frequent interactions — like checking flight times, account balances, and street addresses — to more convenient devices. But desktop and notebook computers will remain pervasive, and their relatively large screens and physical keyboards will continue to lend themselves to activities that require information-rich research — like comparing offerings from multiple providers — and input-heavy interactions like filling out lengthy forms. See the January 14, 2011, "[2011 Customer Experience Predictions](#)" report.

²¹ Source: Interview with Andres Wolberg-Stok, SVP of strategy for mobile and emerging technologies at Citibank, November 3, 2011.

²² Context — the sum total of what is known about an individual at the moment of engagement — is a moving target that will pull consumer perceptions of convenience with it. Successful mobile initiatives will focus not only on what is delivered but also on how it's delivered to each customer. To succeed with mobile, customer experience professionals must design experiences that leverage context to deliver more convenient mobile services. See the October 26, 2011, "[The Future Of Mobile Experience Is Context](#)" report.

²³ Source: Natasha Singer, "E-Tailer Customization: Convenient or Creepy?" *The New York Times*, June 23, 2012 (<http://www.nytimes.com/2012/06/24/technology/e-tailer-customization-whats-convenient-and-whats-just-plain-creepy.html>).

²⁴ Forrester believes that four attributes will characterize the next phase of development of the Web. Online experiences will be: customized by the end user, aggregated at the point of use, relevant to the moment, and social as a rule, not an exception. See the January 28, 2010, "[The Future Of Online Customer Experience](#)" report.

- ²⁵ Social media already plays a role at each step of customers' complex journeys to discover, evaluate, buy, access, use, and get support for products and services. Customer experience professionals must align their firms' social activities with their customer experience strategy by documenting existing social activities and mapping them to the customer journey, understanding customers' existing use of social touchpoints, identifying gaps in the journey and disconnects between existing social media initiatives, and establishing guidelines and metrics to keep the organization true to its social objectives. See the January 10, 2012, "[How Does Social Media Contribute To Customer Experience? Let Us Count The Ways](#)" report.
- ²⁶ Firms that could once focus on their website as the primary digital channel now have to contend with mobile websites, mobile applications, tablet applications, touchscreen displays, social networks, and more. But has the increase in digital touchpoints changed the purview of digital customer experience teams? To find out, we surveyed our Customer Experience Peer Research Panel. Panel members told us that their teams are responsible for a growing number of touchpoints, but comprised of just five or fewer members. See the June 28, 2012, "[How Are Digital Customer Experience Teams Structured?](#)" report.
- ²⁷ Forrester scanned the market for vendors offering online usability testing tools and found two types of solutions: installable software and software-as-a-service (SaaS). All of the six vendors we interviewed allow clients to record usability testing sessions. Some also let clients comment on and edit the recorded sessions or provide written summaries. See the May 24, 2011, "[Six Tools To Consider For Usability Testing](#)" report.
- ²⁸ A growing number of user experience specialist agencies are capturing the attention of large firms because of their laser focus on customer experience and their ability to create compelling experiences across interaction points. See the January 18, 2011, "[Small Design Agencies Attract High-Profile Clients](#)" report.
- ²⁹ In July 2011, Citibank officially launched its first-ever tablet banking app, but the true breakthrough took place five months earlier, when eBusiness leaders at the bank began the process of developing a tablet banking strategy and building their first iPad app. The eBusiness leaders brought together a small project team of a dozen people from across the company and gave the tablet banking team a simple goal to develop a tablet application that engaged customers and rated highly with them. The result is customer uptake that exceeded smartphone applications, high engagement, high ratings among users, and lessons that are being shared with other digital banking touchpoints. See the January 19, 2012, "[Case Study: Citibank's Tablet App Transforms The Digital Banking Experience](#)" report.
- ³⁰ Consumers are adopting technology faster than ever: Witness the rapid mainstreaming of devices such as the Apple iPad and Microsoft Kinect for Xbox 360. Wearable devices will be next, but right now they are far from the mainstream. To participate in this next wave of consumer technology product innovation, product strategists — especially those in software, gaming, media, commerce, and payments — must experiment with applications for wearables on the "big five" platforms: Apple, Google, Microsoft, Amazon.com, and Facebook. See the April 17, 2012, "[Wearable Computing](#)" report.
- ³¹ Names and trademarks are only a thin veneer over the many ways consumers experience a brand. Every marketing message they see or hear creates an impression of what the brand stands for — its image. And every interaction with a product or its maker provides tangible proof of the real value the brand delivers — its action. The sum of all these impressions and interactions add up to the brand experience.

- ³² Today's cookie-cutter digital experiences fail to leave lasting impressions on customers, in part because they lack a coherent personality. Companies hoping to engage their customers in digital channels should adopt what Forrester calls emotional experience design. A key principle of the framework asserts that firms need to develop a coherent brand personality by matching visual design styles across channels, building digital interactions that sync with brand attributes, and adopting a human tone. Firms should focus on establishing the right brand personality for their digital channels by looking within for guidance, obsessing about how interactions take place, and co-opting frameworks for building brand DNA instead of blindly copying competitors and market leaders. See the March 9, 2011, "[Mastering Emotional Experience Design: Develop A Coherent Personality](#)" report.
- ³³ Improving website user experience can increase sales and reduce costs, but many customer experience professionals struggle to estimate the potential value of planned improvements. By constructing a simplified straw-man model of the return on investment (ROI) produced by website redesign projects, we show that even with conservative assumptions, the logical conclusion based on projected financial benefit for most UK retailers is to just do it. See the February 8, 2011, "[The ROI Of UK Web Redesigns Made Simple](#)" report.
- ³⁴ When measuring customer experience, companies need to focus on customers' perceptions of their interaction with the firm. That's because experiences are subjective — customers' perception is their reality. Just knowing how customers feel about an interaction isn't enough, though. Tracking the who, what, when, and where of an experience helps uncover the underlying cause of what customers felt. Firms also need to track what customers do after an experience in order to show the business value of better experiences. Companies looking to measure customer experience should organize the data they have today into three buckets: what happened, customers' perception of what happened, and what customers did based on their perception. Grouping metrics this way will make the data easier to understand and highlight gaps in the data that need to be filled. See the January 24, 2011, "[Perception Is Reality When Measuring Customer Experience](#)" report.
- ³⁵ As customer interactions span an increasingly complex array of fractured touchpoints — many of them digital — such as websites, apps, communities, and social networks, companies need to coordinate well-orchestrated experiences across all touchpoints. But this proves problematic because companies design their experiences in silos, lack adequate and accessible standards, and don't have cross-division oversight. See the April 30, 2012, "[The Unified Customer Experience Imperative](#)" report.
- ³⁶ For a video overview of this service, check out the following video. Source: "Groupama iPhone app — insurance customer service," YouTube, May 18, 2011 (<http://www.youtube.com/watch?v=a5kpF79MEC0>).

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