

# CONSUMIDOR MODERNO EXPERIENCE SUMMIT

>ALGARVEPORTUGAL2023<

CONSUMIDOR MODERNO  
EXPERIENCE  
SUMMIT  
>ALGARVEPORTUGAL2023<

JAMIE  
TURNER



# AGENDA



Laying the Foundation



Neuroscience and Consumer Behavior



Building Better CX by Building a Better Brand



Using Data, Analytics, and Insights to Improve CX



Tools, Trends and Technologies



# OUR SCHEDULE

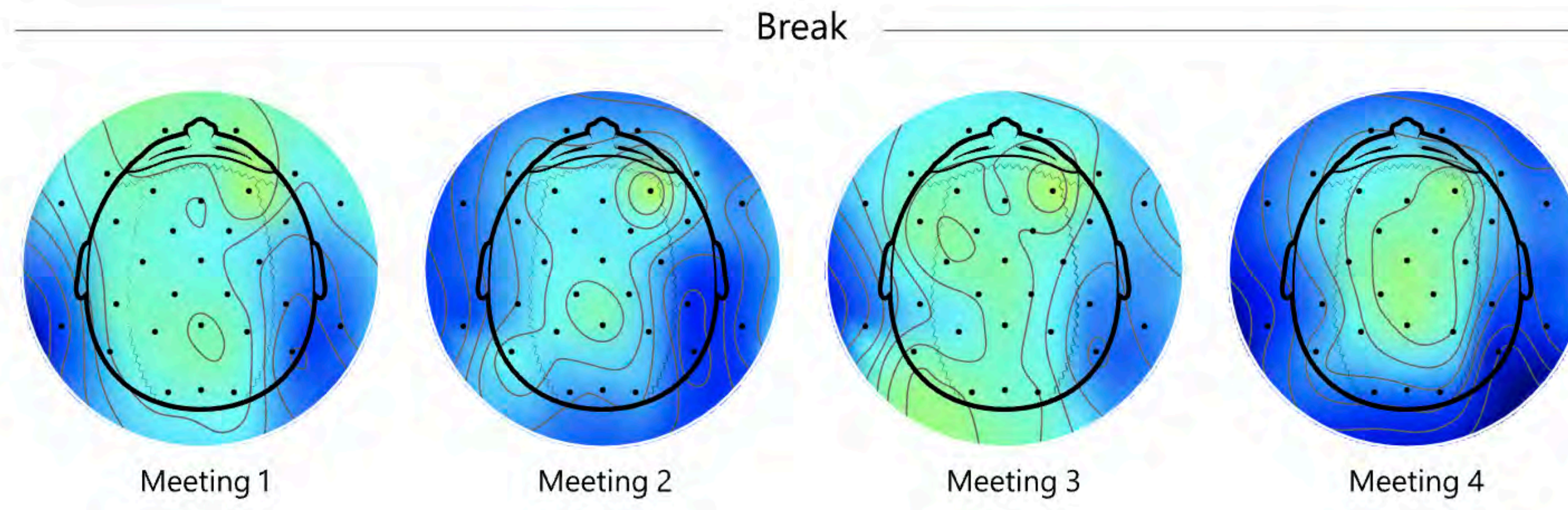
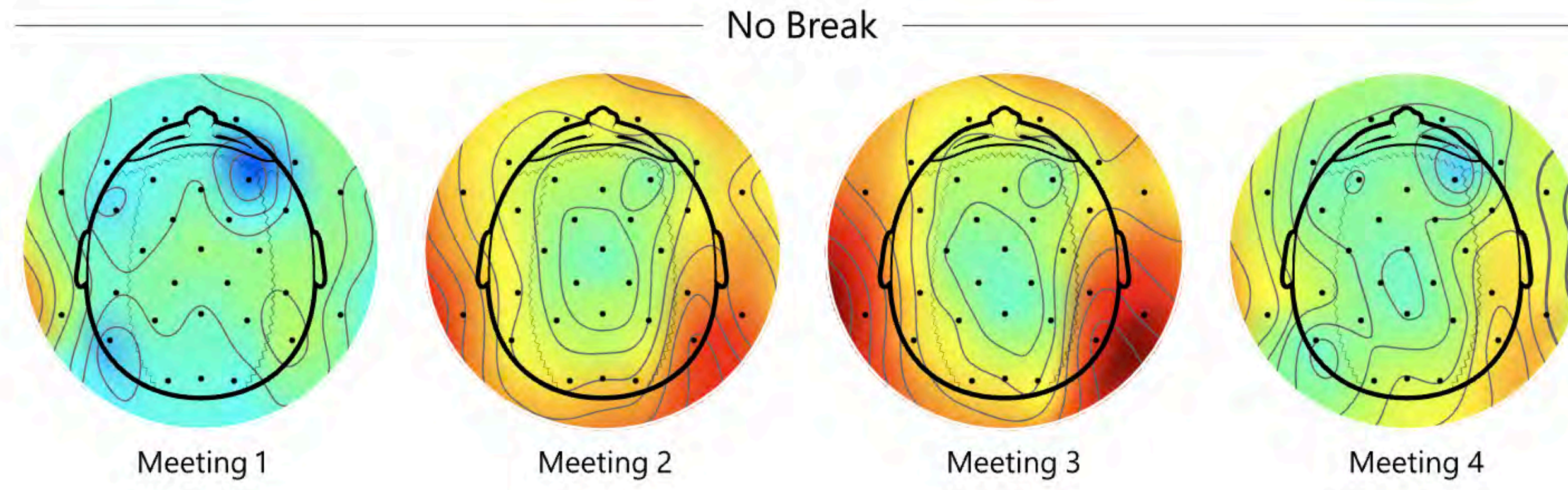
An EEG cap to monitor electrical activity in the brain



Average beta activity across research subjects during four meetings







Average beta activity across research subjects during four meetings











Experience Summit 2023

# Your Best CX





A group of business professionals are gathered around a table, shaking hands. A man in a blue striped shirt is shaking hands with a woman in a grey blazer. Another woman in a white shirt is smiling in the background. The scene is set in a professional office environment.

**LET'S PLAY BINGO**



# AGENDA



Laying the Foundation



Neuroscience and  
Consumer Behavior



Reinventing Your CX



Data, Analytics, and  
Insights



Tools, Trends and  
Technologies





# Laying the Foundation

- Facts about CX
- CX KPIs
- Customer Journey Map
- Sharing Your Experiences



The image features a close-up, slightly blurred view of the Brazilian national flag. The flag's characteristic green and gold horizontal stripes are visible, along with the central blue globe containing white stars and a white banner with the motto "Ordem e Progresso". The text "WHY IS CX SO IMPORTANT?" is superimposed in the center in a bold, white, sans-serif font. The background is dark, making the flag and the text stand out.

**WHY IS CX SO IMPORTANT?**





# CUSTOMER EXPERIENCE

## FACTS ABOUT CX:

According to one study, 95% of senior business leaders believe that the next competitive differentiator is customer experience.

The Wall Street Journal reports that, “Customer experience is the key competitive differentiator in the digital age.”

**Bottom Line:** We have entered into a period where *experience* is central to our business.



# FACTS ABOUT CX:

According to RightNow Technologies, 85% of respondents have had a CX experience so bad they yelled, cursed or broke things.

Only 3% of respondents reported that they have never had a negative experience with a company.

GREAT SERVICES

TOP NOTCH

SUPERFINE

I AM HAPPY

SUPERB

HIGH QUALITY

EXCELLENT

IMPRESSIVE

FIVE STARS

PERFECTLY

VERY GOOD



# THE FINANCIAL IMPACT OF CX



The lifetime difference between a satisfied and a dissatisfied customer at Starbucks is estimated to be R\$ 22,640 per customer (\$4,480 USD)



The lifetime value of a satisfied BMW customer is estimated to be R\$ 1,160,145 (\$229,600 USD)



**QUESTION: HOW DO YOU DEFINE CX?**





“CX is the sum total of a customer’s perceptions and feelings resulting from interactions with a brand.

Customer experience spans the lifetime of a customer’s relationships with a brand, starting before a purchase is made, continuing to active use and advancing to renewal or repeat purchase.”

— TechTarget

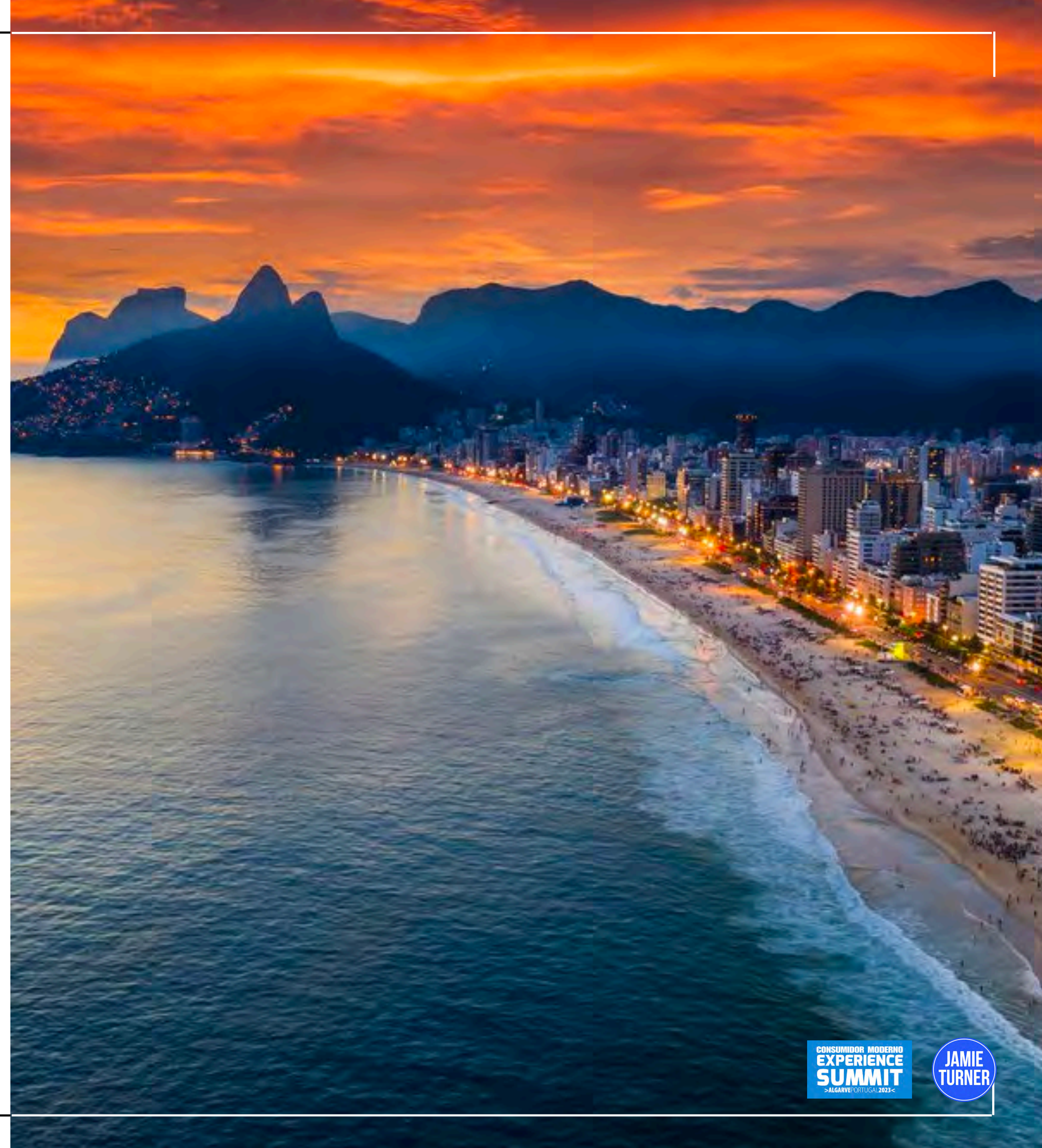




# 10 FACTS ABOUT BRAZILIAN CX

1. **72% of Brazilian consumers are willing to switch brands if they have a bad experience.** The global average is 52%.
2. **64% of Brazilian consumers have used social media to complain about a bad experience.** The global average is 52%.
3. **82% of Brazilian consumers are influenced by the opinions of their friends and family when making purchase decisions.** The global average is 72%.
4. **70% of Brazilian consumers are more likely to be loyal to brands that provide a good customer experience.** The global average is 62%.
5. **68% of Brazilian consumers are willing to pay more for a product or service if they have a good customer experience.** The global average is 58%.

Sources: PwC, Bain, Forrester, Econsultancy







# 10 FACTS ABOUT BRAZILIAN CX

6. **80% of Brazilian consumers are more likely to recommend a brand to their friends and family if they have a good customer experience.** The global average is 72%.
7. **78% of Brazilian consumers are satisfied with a customer experience if it is personalized.** The global average is 68%.
8. **74% of Brazilian consumers are satisfied with a customer experience if it is delivered quickly.** The global average is 64%.
9. **70% of Brazilian consumers are satisfied with a customer experience if it is easy to navigate.** The global average is 62%.
10. **66% of Brazilian consumers are satisfied with a customer experience if it is consistent across all channels.** The global average is 58%.



The background of the image is a vibrant, waving Brazilian flag. It features the characteristic green and gold colors, with a central blue globe containing white stars and a white banner with the text 'CRISTIANISMO PROGRESSIVO' in green. The flag is set against a dark green, textured background that resembles a close-up of the flag's fabric.

**BOTTOM LINE:**

**THE BRAZILIAN CONSUMER IS MORE LIKELY TO SHARE,  
PROMOTE, SWITCH, STAY LOYAL TO, RECOMMEND,  
AND PAY MORE THAN OTHER GLOBAL CONSUMERS.**



The background of the image is a vibrant, waving Brazilian flag. It features a large yellow rhombus in the center, set against a green field. Inside the yellow rhombus is a blue globe with white stars, and a white banner with the text "Ordem e Progresso" in green. The text is overlaid on the flag in a bold, white, sans-serif font with a black outline.

**IN OTHER WORDS, CX IS MORE IMPORTANT  
IN BRAZIL THAN IT IS IN MOST OTHER  
COUNTRIES AROUND THE GLOBE.**



# WHY IS CX GROWING IN IMPORTANCE?

Brazilians have more disposable income than past generations.

Earlier, it was a big deal for a household to get a functional product such as a washing machine or dishwasher.

Today, these appliances are taken for granted by many consumers.

**Bottom Line:** Products are no longer evaluated only on functionality. Instead, they're evaluated on functionality *and* *experience*.



## What CX Is and Isn't

| What it is                               | What it isn't                               |
|------------------------------------------|---------------------------------------------|
| A strategy                               | A tactic                                    |
| Active                                   | Passive                                     |
| Something woven into the customer's life | Something that interrupts a customer's life |
| Centered on the customer's needs         | Centered on the brand's needs               |
| Relationship-based                       | Transaction-based                           |
| Long-term                                | Short-term                                  |
| Crosses multiple touch-points            | Focuses on a single touch-point             |



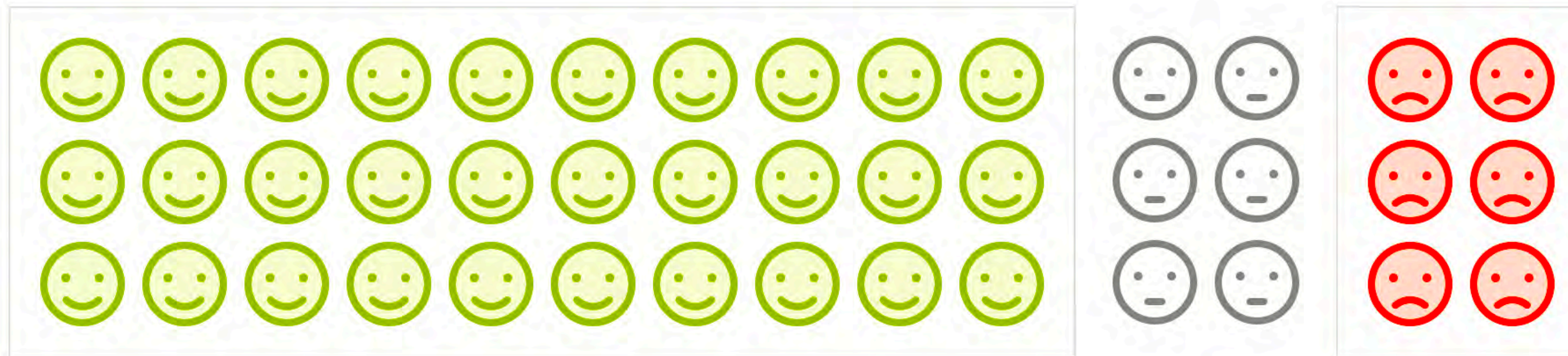
# KEY PERFORMANCE INDICATORS



# NET PROMOTER SCORES



# NET PROMOTER SCORES



71% are promoters

14% are detractors

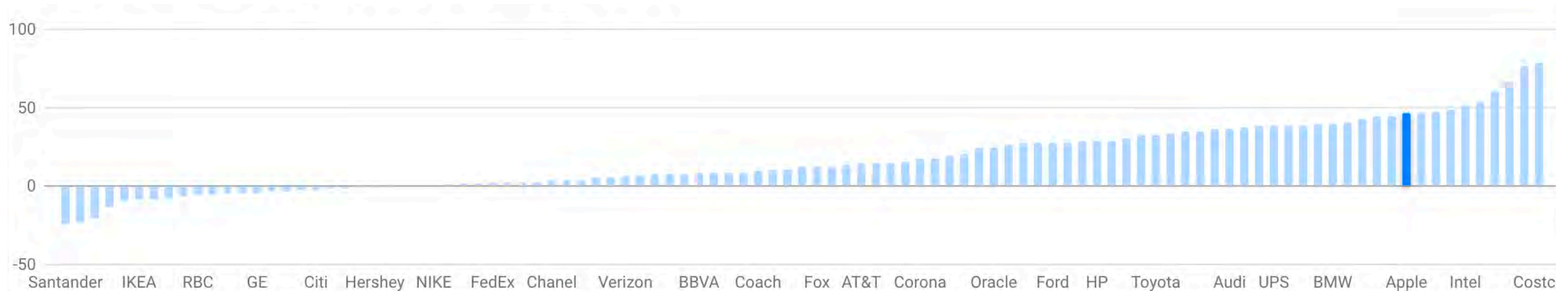
Your NPS is the percentage of promoters minus the percentage of detractors.

$$71 - 14 = 57$$



# NET PROMOTER SCORES

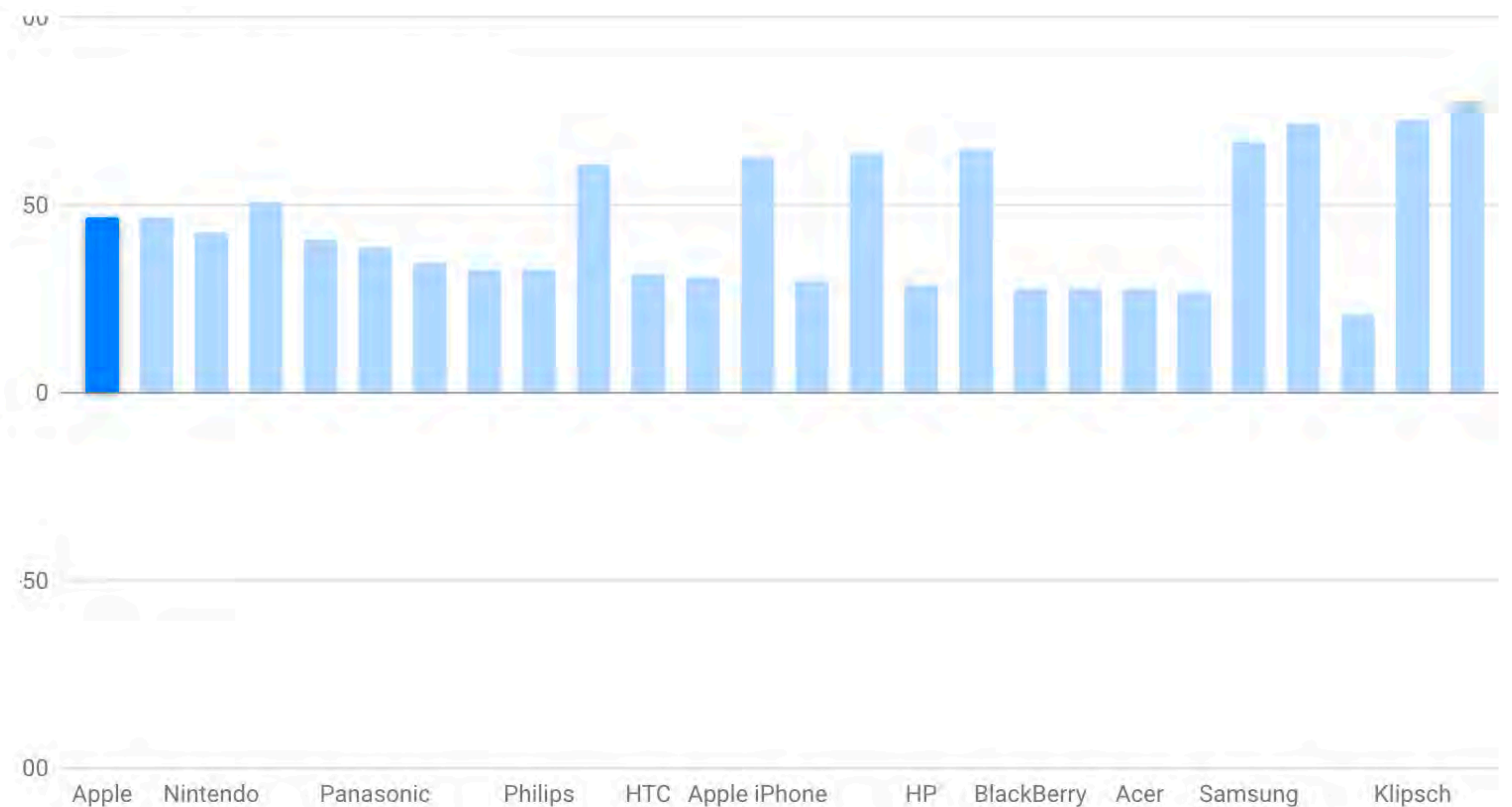
Apple scores 47 on their NPS, which is good, especially when compared to other brands across all industries. Here are the Net Promoter scores for top brands compared to Apple.





# NET PROMOTER SCORES

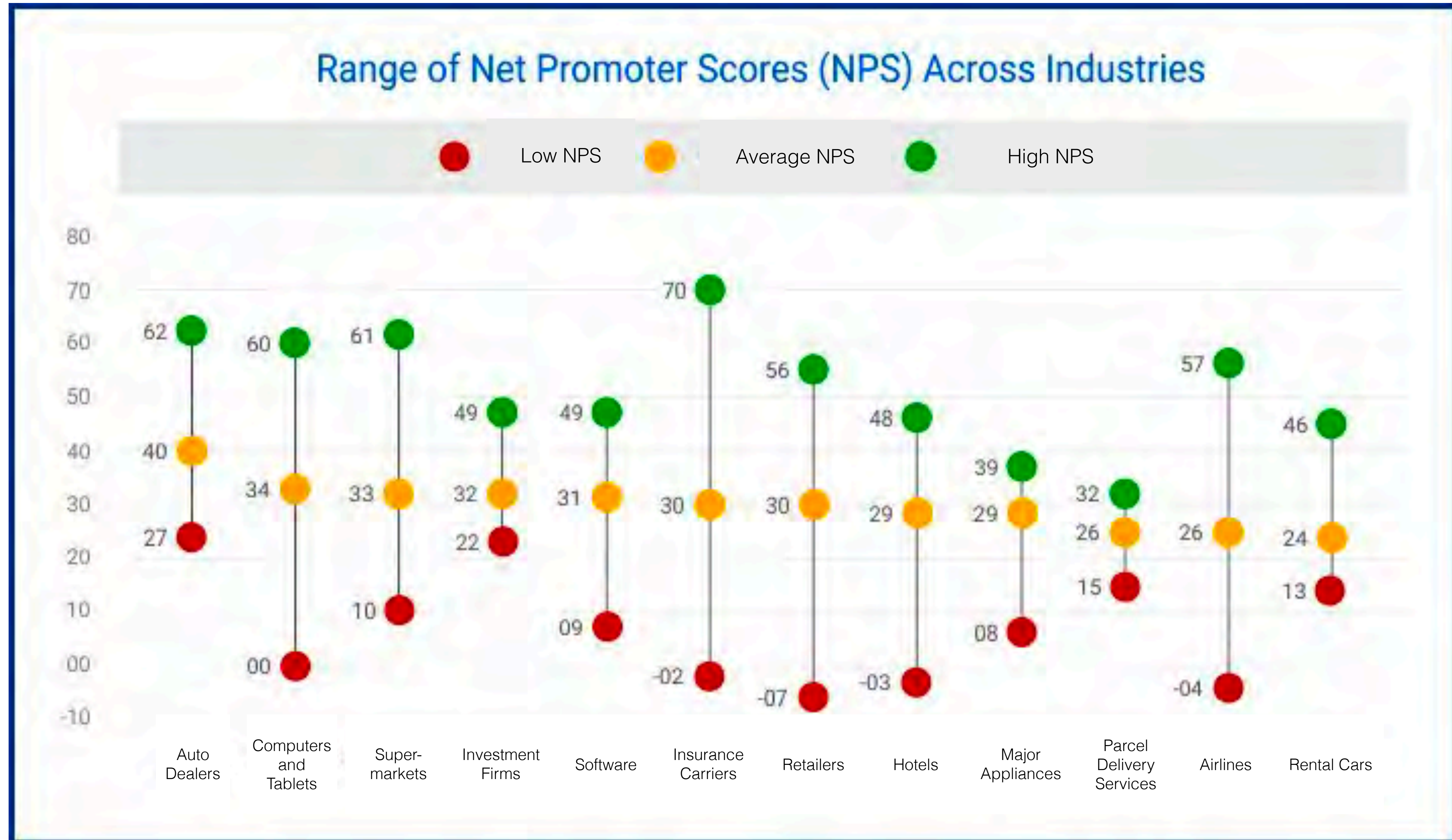
| COMPANY   | SCORE |
|-----------|-------|
| Huawei    | 47    |
| Apple     | 47    |
| Nintendo  | 43    |
| GoPro     | 51    |
| LG phones | 41    |
| Panasonic | 39    |
| Nissan    | 35    |
| Philips   | 33    |
| Motorola  | 33    |
| Sony      | 61    |



When compared to other consumer electronics brands, Apple does well, but (surprisingly) isn't the top player.



# NET PROMOTER SCORES





# CSAT SCORES



# CUSTOMER SATISFACTION SCORES

Typically, CSAT scores from 75 to 85 are considered good, but they vary across industries.

- Internet providers: 64
- E-commerce: 80
- Software: 78
- Banks: 78
- Health Insurance: 73
- Social Media Platforms: 71
- Online Travel Industry: 76

**Prediction:** CSAT scores will increase as more companies invest in CX due to higher consumer expectations.



EST. 1942  
**Hem & Stitch**  
CLOTHING CO.

How satisfied were you with Hem & Stitch?

1 2 3 4 5

Very dissatisfied Very satisfied

*To calculate, take the number of satisfied customers (those who rated you 4 or 5), and divide by the total number of answers.*



# CHURN RATE





# CHURN RATE

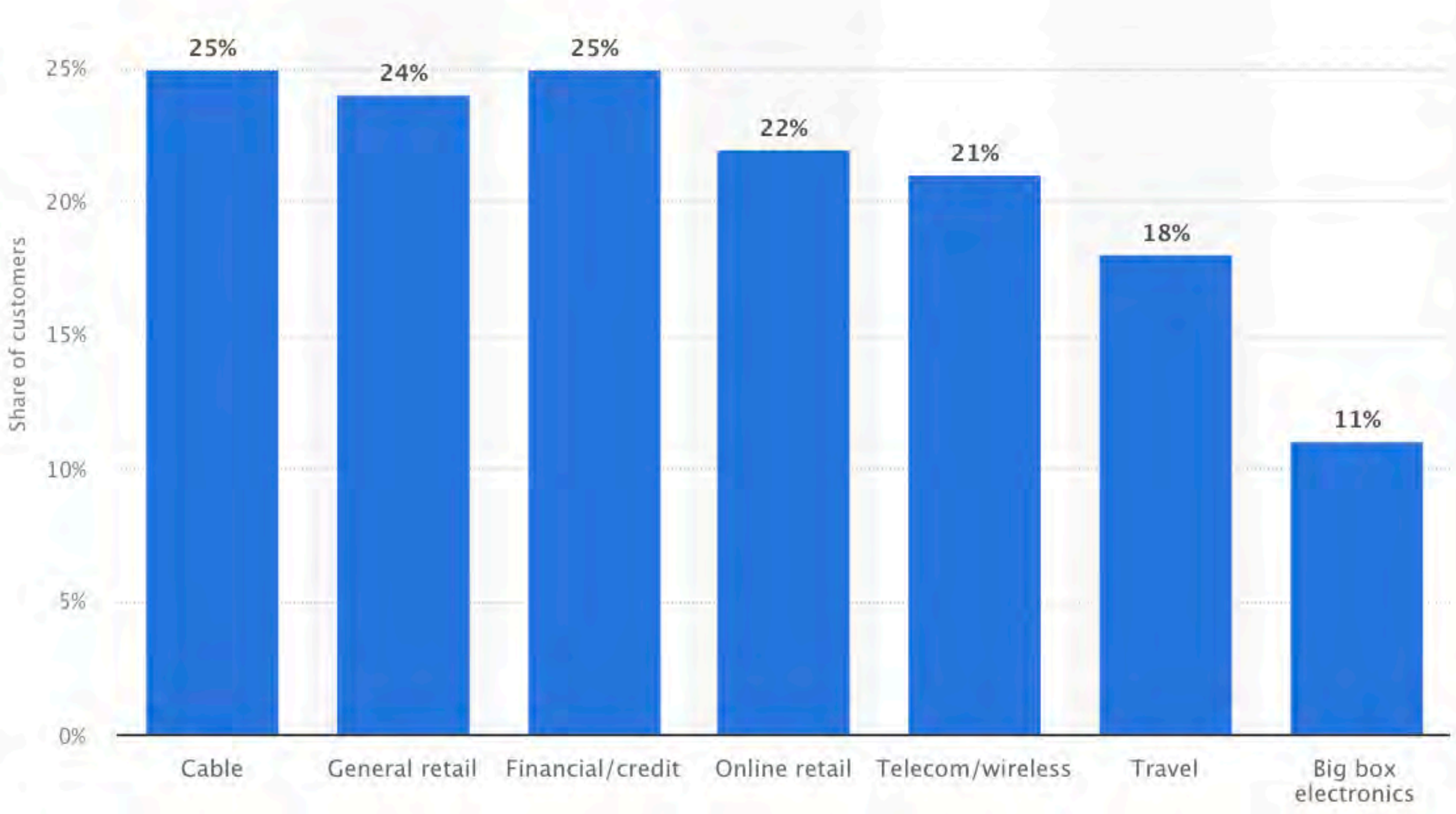
The churn rate and growth rate are opposites.

For a company to experience growth it must ensure that its new subscriptions are higher than its lost subscriptions in a given period.

Let's take a look at the churn rate across a variety of industries.



# CHURN RATE BY INDUSTRY



Source: <https://www.statista.com/statistics/816735/customer-churn-rate-by-industry-us/>





# CUSTOMER EFFORT SCORE



# CUSTOMER EFFORT SCORE

**Customer Effort Score** (CES) measures the ease with which customers can use your product or service, resolve an issue, or find the information they need.

Customers rate their effort on a 1-7 rating scale with a CES survey.

A high-effort service interaction is one that requires the customer to jump through hoops to reach a resolution.

**Examples:** Customers are transferred to multiple departments to get an answer, they need to contact you multiple times, or if they need to switch from email to phone and finally to social media before getting a solution.

Source:<https://delighted.com/what-is-customer-effort-score>



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# CUSTOMER EFFORT SCORE

[Company Name] made it easy for me to handle my issue.





# CUSTOMER LIFETIME VALUE



# CUSTOMER LIFETIME VALUE

**Customer lifetime value (CLV):** Estimates the total amount of *profit* (!) a customer is expected to generate over their lifetime.

CLV can be used to make decisions about how to invest in customer acquisition and retention.

In order to calculate LTV, you need to have an understanding of the following variables:

1. Number of periods that a customer remains with you (customer lifetime).
2. Average margin per customer in a period.

The formula for LTV is:

Lifetime of average customer x Avg margin = LTV

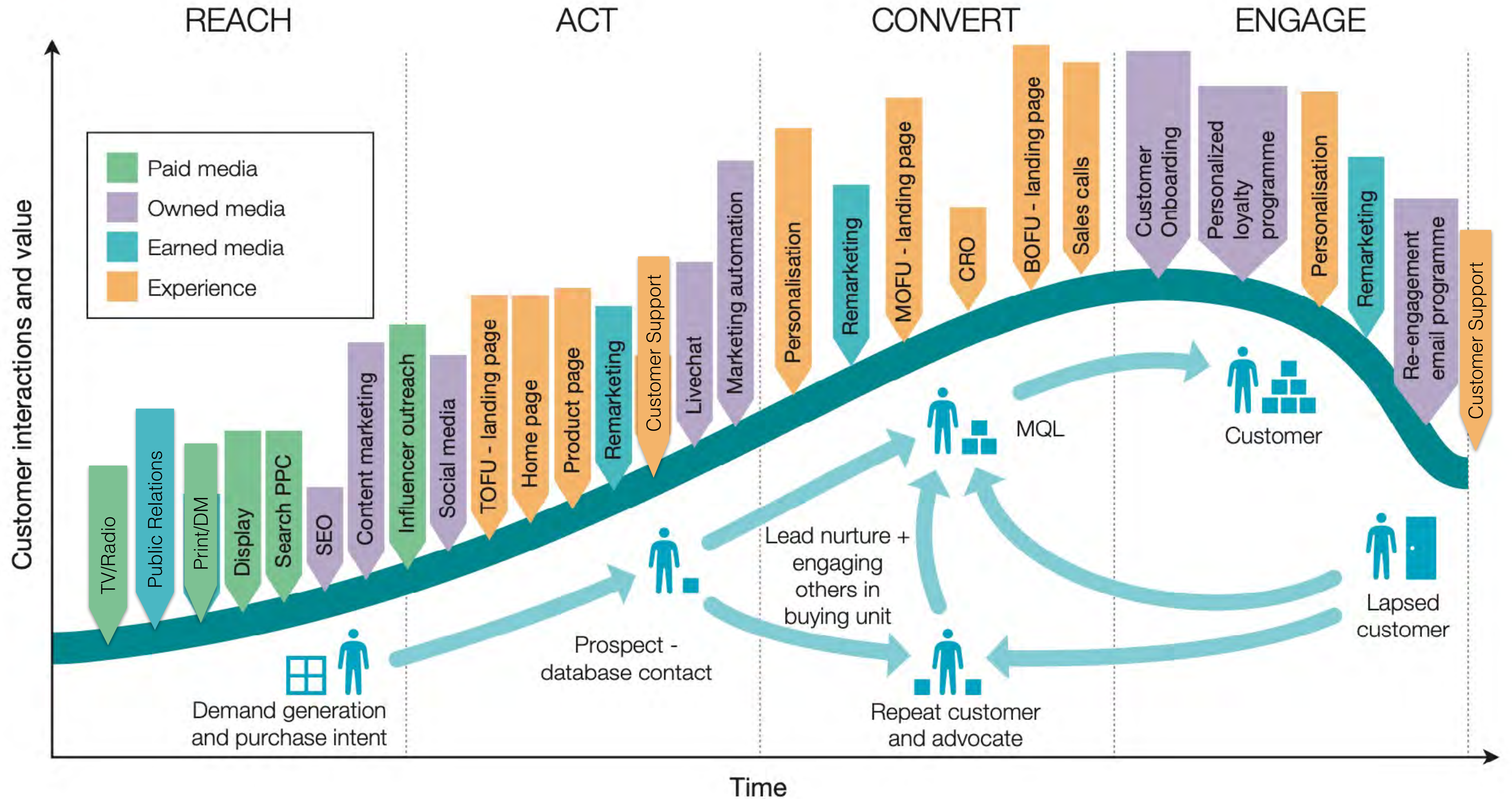




# CUSTOMER JOURNEY MAPPING



# ADAPTATION OF DAVE CHAFFEY'S RACE FRAMEWORK





# SHARE YOUR CX JOURNEY

- Look at the following cards.
- Pick an image on a card that relates to your experience with CX. It can be good, bad, or somewhere in between.
- Then, have each person share their card and answer this question: What have you learned on the journey and what would you do differently?





THE ROAD



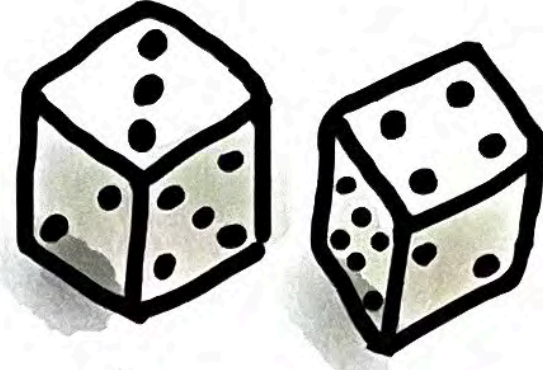
THE ROAD

CREATION



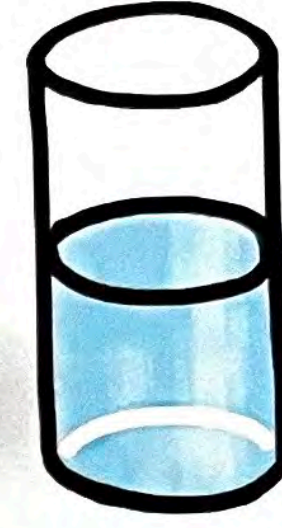
CREATION

CHANGE



CHANGE

A GLASS OF WATER



A GLASS OF WATER

BALANCE



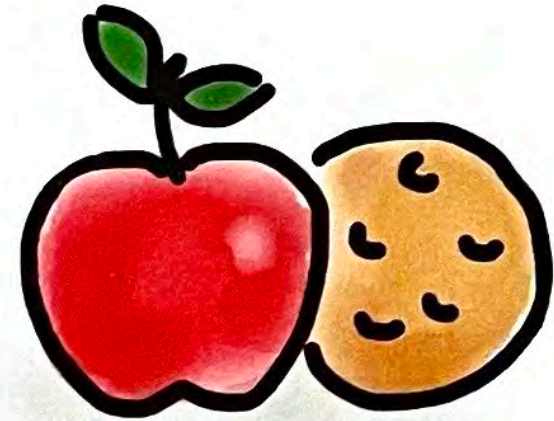
BALANCE

A CUP OF COFFEE



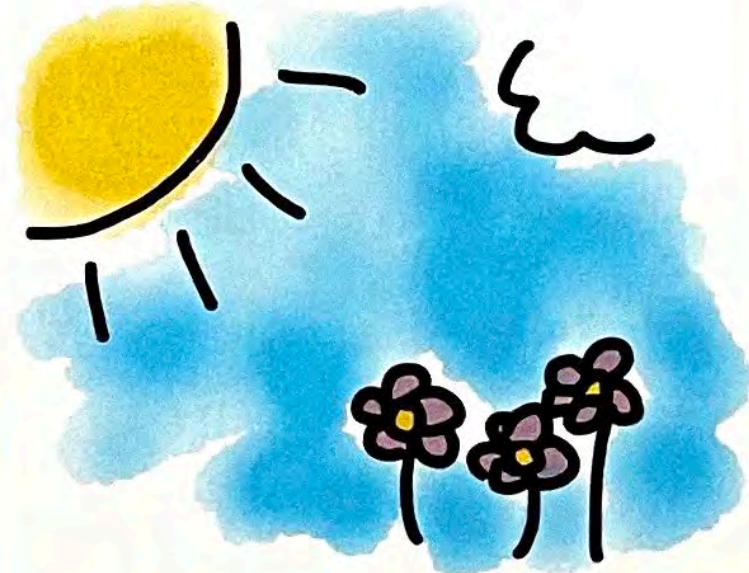
A CUP OF COFFEE

APPLE AND ORANGE



APPLE AND ORANGE

A SUNNY DAY



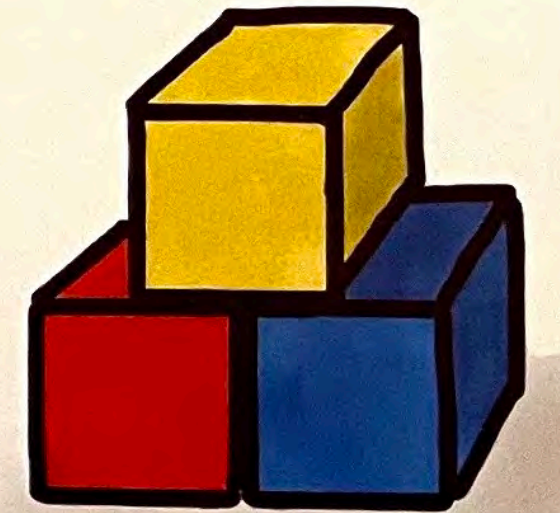
A SUNNY DAY

THE MOUNTAINS



THE MOUNTAINS

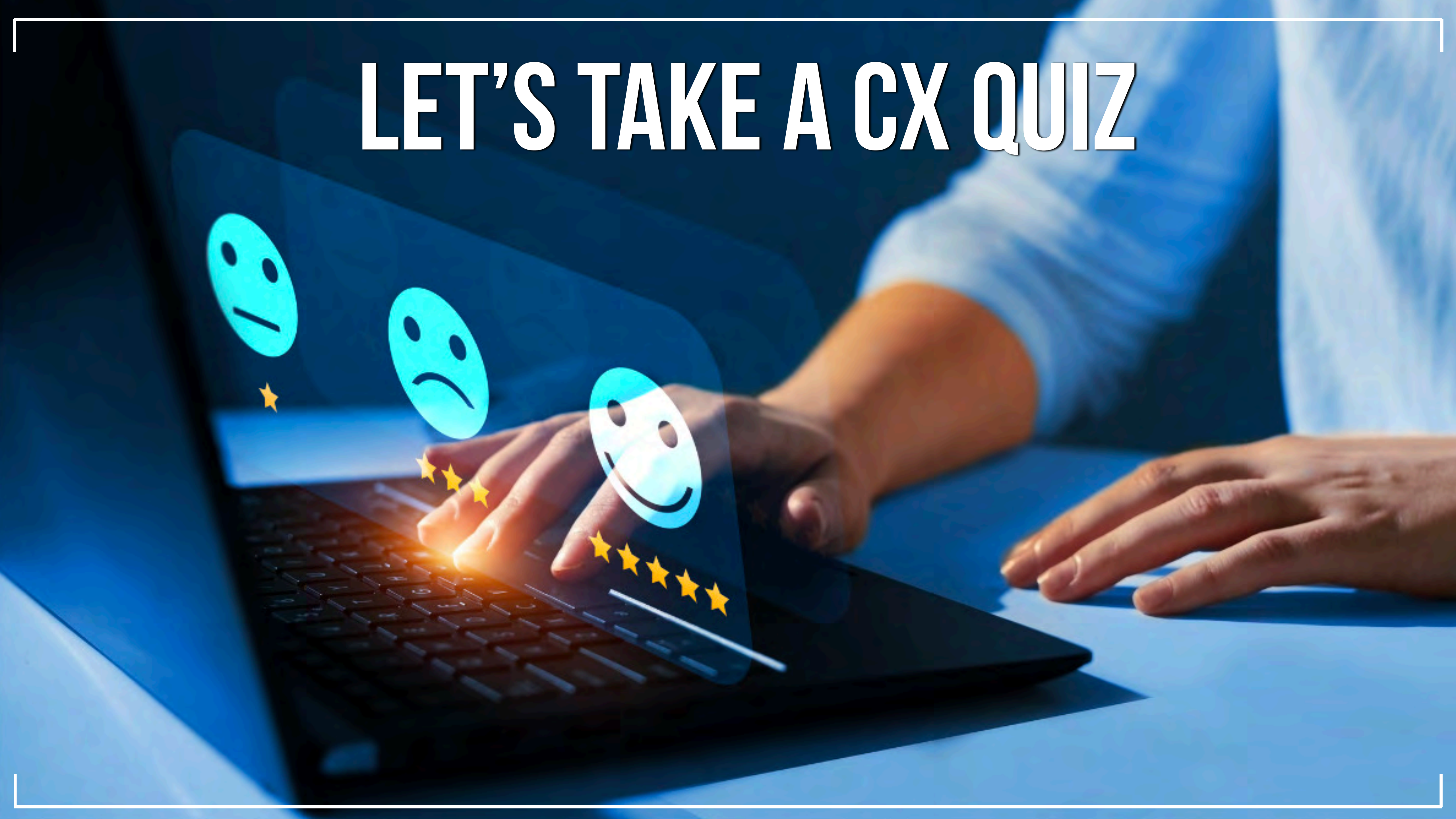
BUILDING BLOCKS



BUILDING BLOCKS



# LET'S TAKE A CX QUIZ







# WHICH OF THESE DO NOT IMPACT CX?

- A. Customer Effort Score
- B. Product Quality
- C. Climate Change
- D. Employee Behavior

Answer:

C



# WHAT IS BARD?

- A. A new social media platform
- B. Google's answer to ChatGPT
- C. Facebook's answer to Bing
- D. A new CX platform

Answer:

B







# WHICH OF THE FOLLOWING IS NOT A COMPONENT OF A GREAT CUSTOMER EXPERIENCE?

- A. Efficiency
- B. Personalization
- C. Inconsistency
- D. Empathy

Answer:

C



**MINHA FAMÍLIA**



# MINHA FAMÍLIA







Experience Summit 2023

# Your Best CX





# RECAP OF KEY IDEAS

- CX is more important in Brazil than it is in most other countries.
- CX is not a passive, short-term, transactional tactic. Instead, it's an active, long-term, relationship strategy.
- Some of the important KPIs are Net Promoter Scores, CSAT Scores, Churn Rate, and Customer Effort Score.
- Identifying the weak points of your customer journey is essential for maintaining excellent CX.





# AGENDA



Laying the Foundation



Neuroscience and  
Consumer Behavior



Reinventing Your CX

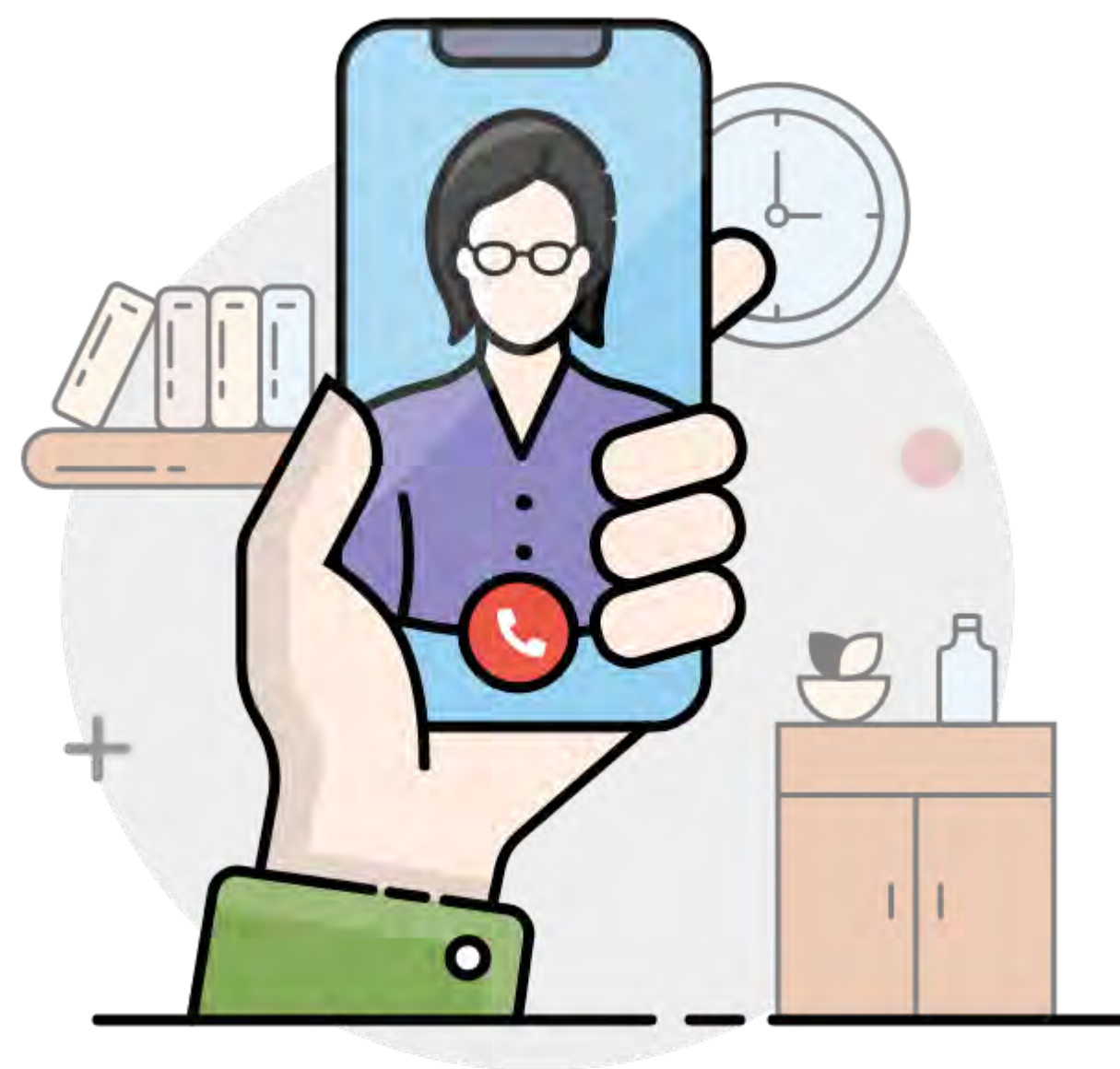


Data, Analytics, and  
Insights



Tools, Trends and  
Technologies





# Neuroscience and Consumer Behavior

- Why Neuroscience is Important
- Using the Brain's Reward Center for CX
- Case Studies



**OPENING YOUR MIND UP TO NEW IDEAS**



# SOLVE THIS PROBLEM





# SOLVE THIS PROBLEM





# WHY NEUROSCIENCE?

Neuroscience is the study of what happens in our brains when we process information, feel emotions, and make decisions.

As executives, we need to understand neuroscience in order to improve the results of our CX efforts.

Then, we can use that information to influence decisions for the better.

Source: [socialmediaexaminer.com/neuroscience-and-marketing-how-to-hack-the-buyers-brain](https://socialmediaexaminer.com/neuroscience-and-marketing-how-to-hack-the-buyers-brain)





# HOW CAN WE USE NEUROSCIENCE?

1. Understand how consumers **make decisions**
2. Identify the **emotional triggers** that drive consumer behavior
3. Test the **effectiveness** of CX campaigns
4. Create **more persuasive** marketing messages
5. **Build brand loyalty**
6. **Personalize** the marketing experience
7. **Predict** consumer behavior
8. Improve **product design**
9. Create more **effective packaging**
10. Create more **effective pricing strategies**





# NEUROSCIENCE AND CX

Our brains are wired to continually estimate and evaluate our experiences.

Buying a budget airline ticket is a trade-off between experience and cost.

We make a decision based on our perception of the total experience: ordering tickets, checking in, traveling, and ending the journey.

**Bottom Line:** CX is a cost-benefit judgment for your consumer.







# HOW THE BRAIN WORKS

Stanford University set up a basic version of the customer journey.

Participants of the study were placed in an fMRI scanner which takes images of the brain by measuring the strength of the blood flow to different regions.

Each person was shown three things:

- A product
- A price
- A button to say yes or no to making a purchase



# DOPAMINE

When a desirable product flashed on the screen, the reward centers in the brain light up.

Why? Because the brains were releasing dopamine.

But when they showed the participants how much a product cost, their pain centers lit up.

The researchers created a formula to help us understand consumer behavior.

Source: [socialmediaexaminer.com/neuroscience-and-marketing-how-to-hack-the-buyers-brain](https://socialmediaexaminer.com/neuroscience-and-marketing-how-to-hack-the-buyers-brain)





**AMOUNT OF REWARD CENTER ACTIVATION**  
**— AMOUNT OF PAIN CENTER ACTIVATION**  
**= LIKELIHOOD TO BECOME A CUSTOMER**



**KEY IDEA:**  
**PRICE CAUSES PAIN**  
**EXPERIENCE CAUSES PLEASURE**

**THE MORE POSITIVELY PEOPLE FEEL ABOUT  
YOUR PRODUCTS OR SERVICES, THE LESS THE  
PAIN OF PRICING WILL AFFECT THEM**



# HOW TO ACTIVATE THE REWARD CENTERS

Reward center activation is linked to something called associative recall.

This means that people have positive memories stored away that are associated with your brand.

The stronger the associative recall, the bigger the reward activation.

**Remember:** Emotion creates memories and memories create demand.



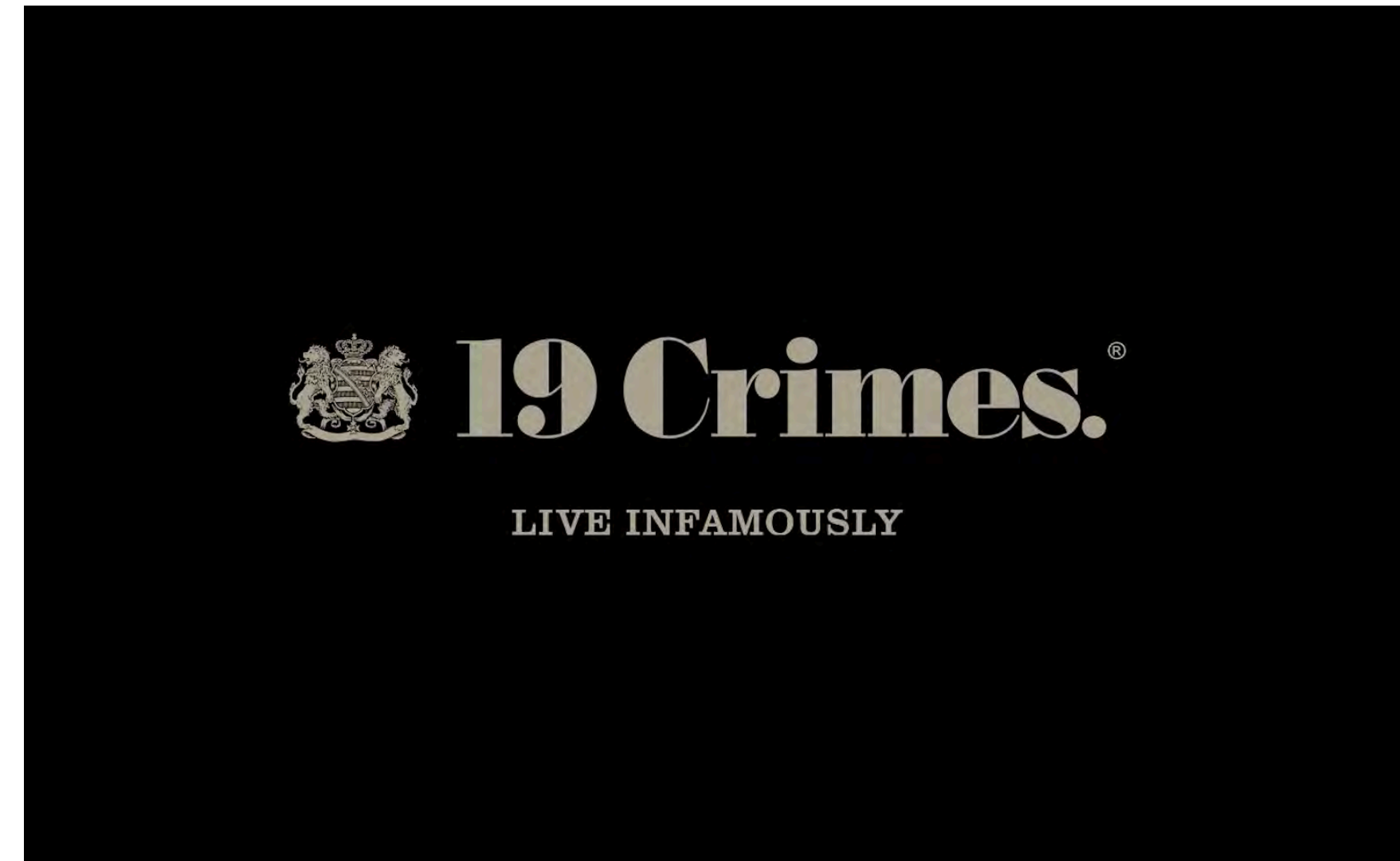


# ACTIVATING REWARD CENTERS THROUGH EXPERIENCES



# HOW BRANDS USE NEUROSCIENCE AND EXPERIENCES

swatch<sup>®</sup> 



STATE STREET  
GLOBAL ADVISORS<sup>®</sup>



# SWATCH TURNED A SIMPLE BRAND IMPRESSION INTO AN EXPERIENCE











# 19 Crimes.<sup>®</sup>

LIVE INFAMOUSLY



00:00







**WALL STREET, MEET FEARLESS GIRL.**





LET'S READ  
SOMEONE'S  
MIND



# QUESTIONS TO ASK TO GET INSIDE THE MIND OF YOUR CUSTOMERS





# THE CUSTOMER

- What does our customer *believe* in?
- How so they feel about the world around them?
- What drives them?
- What does a successful life look like to them?
- What are they afraid of?
- What is their greatest disappointment?
- What are they most proud of?
- What does their aspiration line look like?

**Question: What does your customer *believe* in?**



# THE PRODUCT

- Why does this product matter?
- Why does this brand matter?
- What does this brand bring to the customer that goes beyond its function?
- What is the emotion behind the brand?
- Why should this brand exist when there are others that exist already?

**Question: What does your brand bring to the customer that goes beyond its function?**





QWAZ



# WHAT HORMONE IS RELEASED WHEN THE BRAIN'S PLEASURE CENTER LIGHTS UP?

- A. Oxygen
- B. Red blood cells
- C. Dopamine
- D. Carbon Dioxide

Answer:

C





# TRUE OR FALSE: EMOTION CREATES MEMORIES AND MEMORIES CREATE DEMAND


Answer:

True

**TRUE**

**FALSE**





# THE STUDY OF NEUROSCIENCE CAN HELP US...

- A. Build better relationships with our customers
- B. Generate more demand for our products and services
- C. Increase our customer lifetime value
- D. All of the above

Answer:

D





Experience Summit 2023

# Your Best CX





# RECAP OF KEY IDEAS

- Neuroscience is the study of what happens in our brains when we process information, feel emotions, and make decisions.
- The study of neuroscience helps us understand our customer's behavior.
- The amount of reward center activation minus the amount of pain center activation = likelihood to become a customer.
- The secret to good CX is to get inside the mind of your customer and work backwards from there.





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# Building Better CX by Building a Better Brand

- Rethinking your brand as an element of CX
- Insider secrets about your brand and CX
- Why a good culture is essential for good CX



# IMPROVING YOUR MENTAL FLEXIBILITY





# RETHINKING YOUR BRAND AS AN ELEMENT OF CX

**Purpose:** The fundamental essence; the reason why your brand exists

**Values:** The essential meaning behind the brand

**Personality:** The tone and impression of the brand

**Features:** The specific components of the product or service

**Benefits:** The advantage or gain received from the features

**Reward:** The overarching benefit the company brings to the user





**WHAT IS AT THE HEART OF YOUR BRAND?  
WHAT IS YOUR AUTHENTIC PURPOSE?**





Crayola

**CRAYOLA PURPOSE:  
TO UNLEASH THE ORIGINALITY  
IN EVERY CHILD**



# DOVE PURPOSE: TO HELP WOMEN EVERYWHERE DEVELOP A POSITIVE RELATIONSHIP WITH THE WAY THEY LOOK





# VALUES



Coca-Cola is a small package of joy.



At Dove, we see beauty all around us.



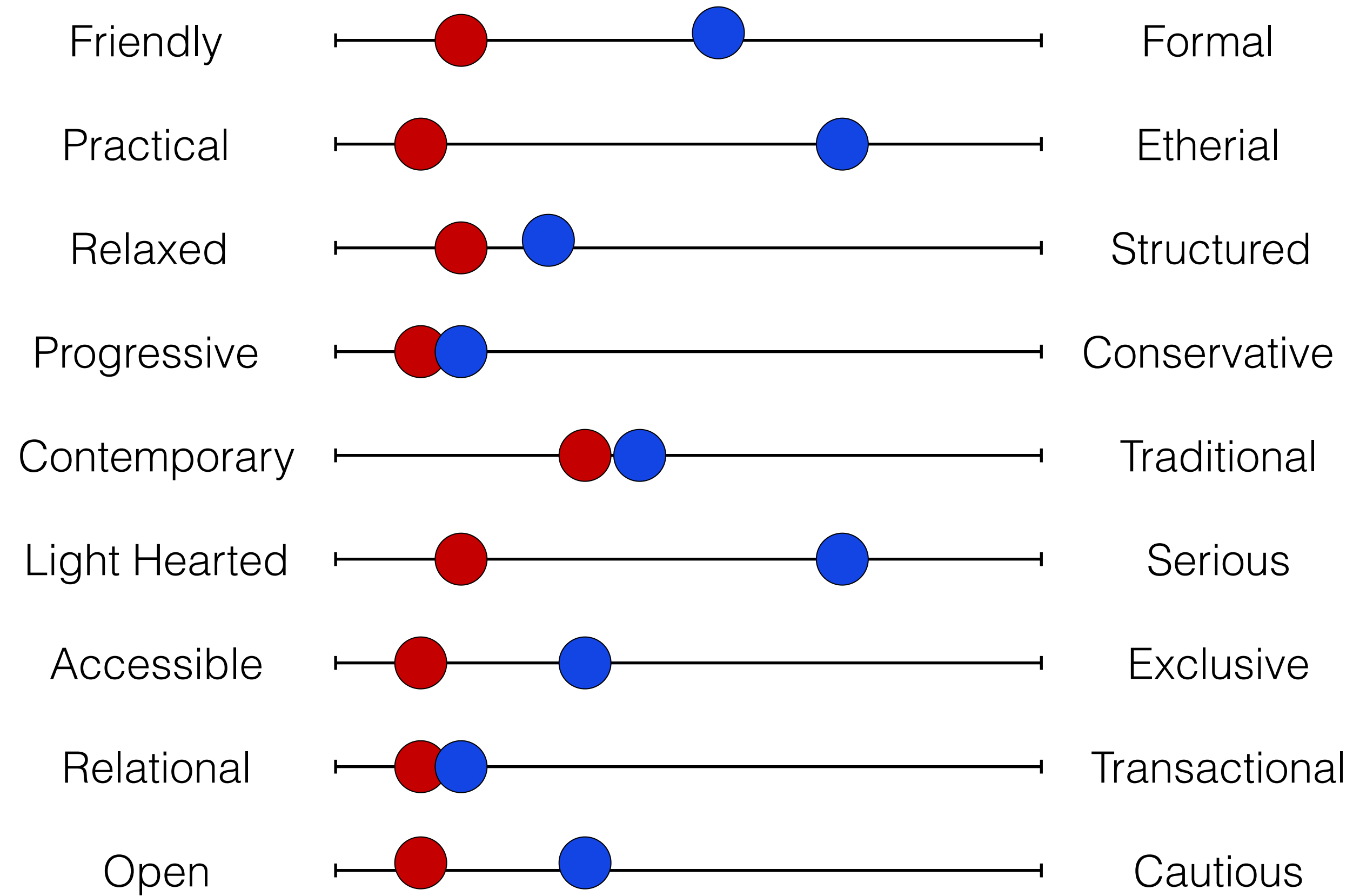
Nike is more than just a shoe. It's a reflection of my spirit.



# PERSONALITY

● = Today

● = Tomorrow





# FEATURES AND BENEFITS



Louvre Hotels  
GROUP



WYNDHAM  
HOTELS & RESORTS



Boutique Personality

Discount

Full Service

Predictable Chain



# QUIZ

All of these brand names  
have something in common.  
Can you guess what it is?





**INSIDER SECRETS ABOUT  
YOUR BRAND AND YOUR CX**



# SECRET #1:

**CUSTOMERS ENGAGE WITH BRANDS FOR EMOTIONAL REASONS  
AND THEN RATIONALIZE THEIR PURCHASE WITH LOGIC.**





**SECRET #2:**  
**PEOPLE HAVE SUBCONSCIOUS REASONS FOR  
PREFERRING ONE BRAND OVER ANOTHER**



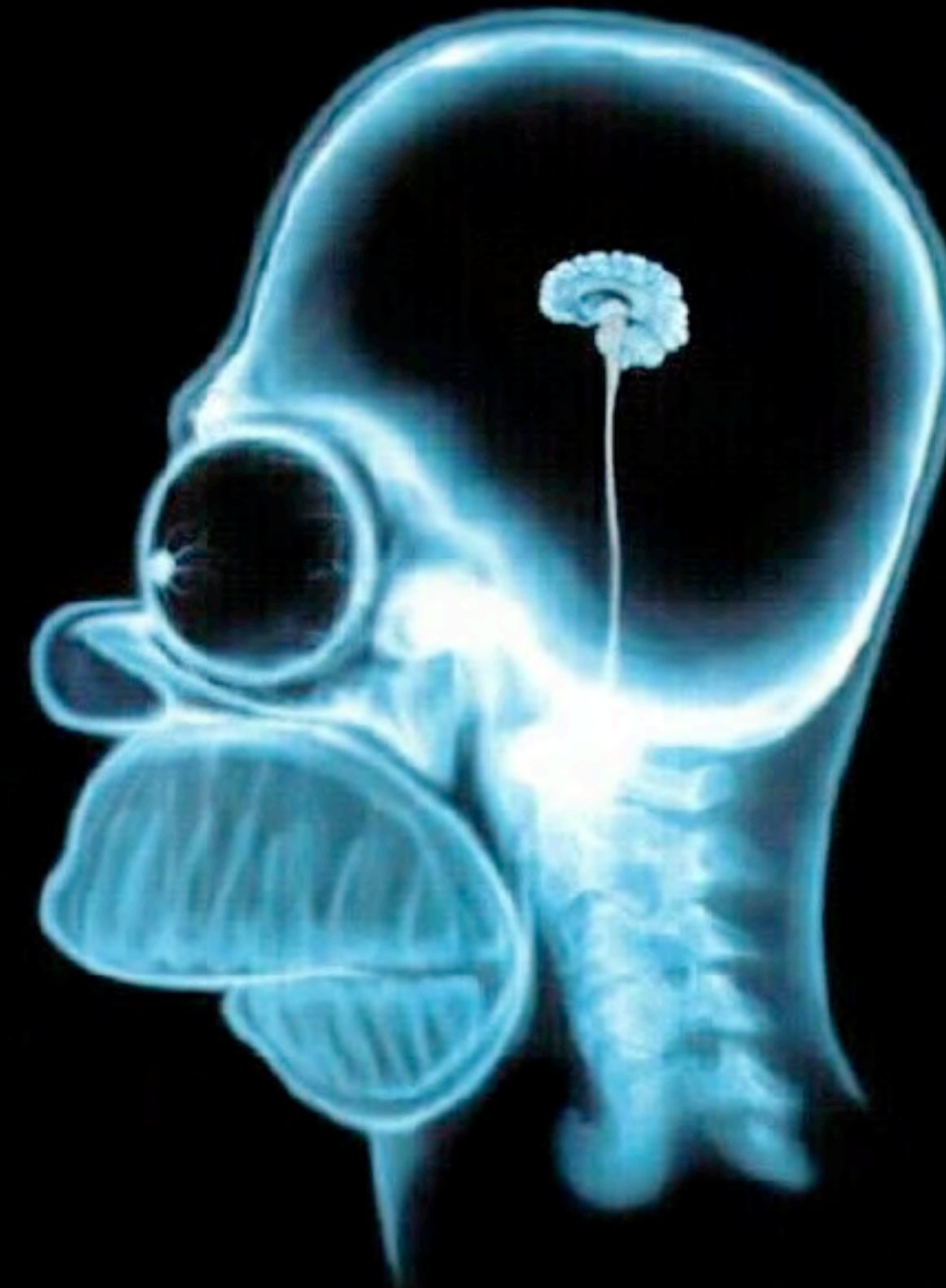
# SUBCONSCIOUS REASONS

The Brain



(Female)

The Brain



(Male)



**SECRET #3:**  
**COLORS HAVE MEANING**



Power  
and  
Passion

Royalty  
and  
Authority

Stability  
and  
Reliability

Balance  
and  
Growth

Optimism  
and  
Freedom

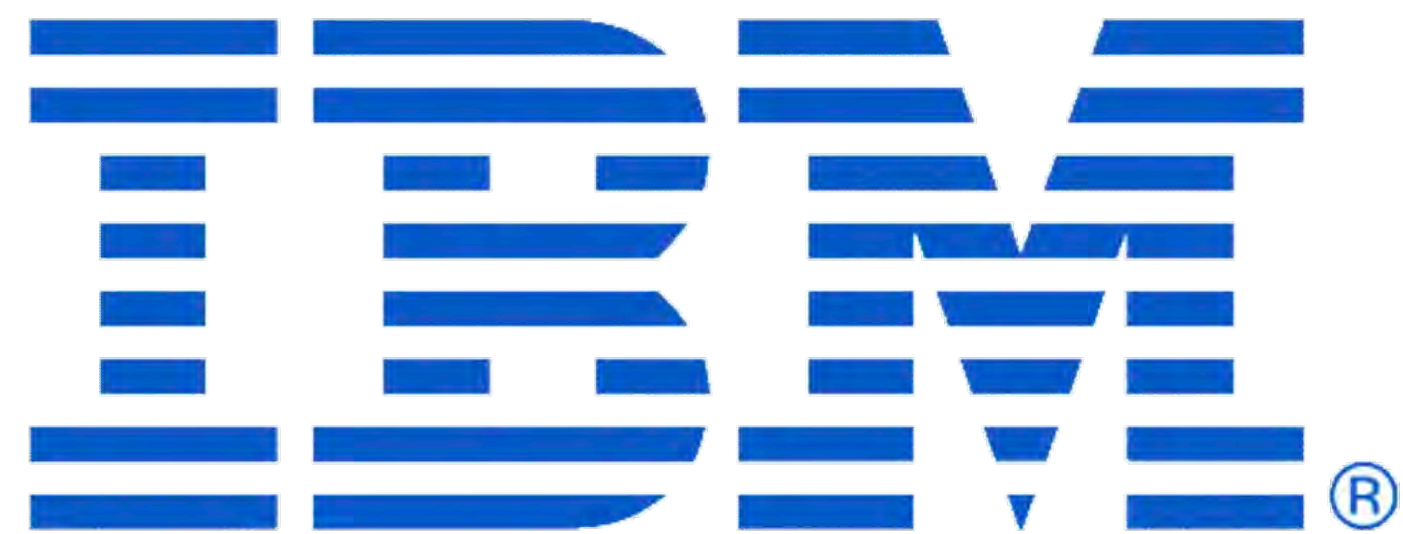
Impulsivity  
and  
Warmth



# COLORS HAVE MEANING









## SECRET #4:

**A NEGATIVE CUSTOMER EXPERIENCE CAN  
HAVE LASTING IMPACT ON YOUR BRAND**





This video had 150,000 views after the first day, prompting United to contact the singer/songwriter saying it hoped to fix the problem. It has roughly 22 million views and 287,000 likes as of December 2022.



# SUMMARY

**BUILDING A GOOD CUSTOMER  
EXPERIENCE GOES HAND-IN-HAND WITH  
BUILDING A GOOD BRAND**



**FOR A SPECIAL GIFT, PLEASE SHARE ONE THING YOU LOVE ABOUT  
THE CX FROM ONE OF THESE COMPANIES.  
AND THEN SHARE HOW YOU WOULD USE IT FOR YOUR COMPANY.**



When you care, you create beauty



**Gympass**



**loft**



# **QUESTIONS TO ASK WHEN YOU REINVENT YOUR CX**



# YOUR BUSINESS

- What business am I actually in?
- How can I create an experience that is best of class?
- Who are my customers tomorrow?
- What business should I be in?
- What are my competitors doing that I should be doing, too?

**Question: What business are you *actually* in?**







# YOUR PURPOSE

- What are our customers actually buying when they purchase our product or service?
- What are their feelings when they engage with us?
- How is that communicated?
- How can we do that better?
- What else is competing for their time and money?
- What are we delivering above and beyond the product?

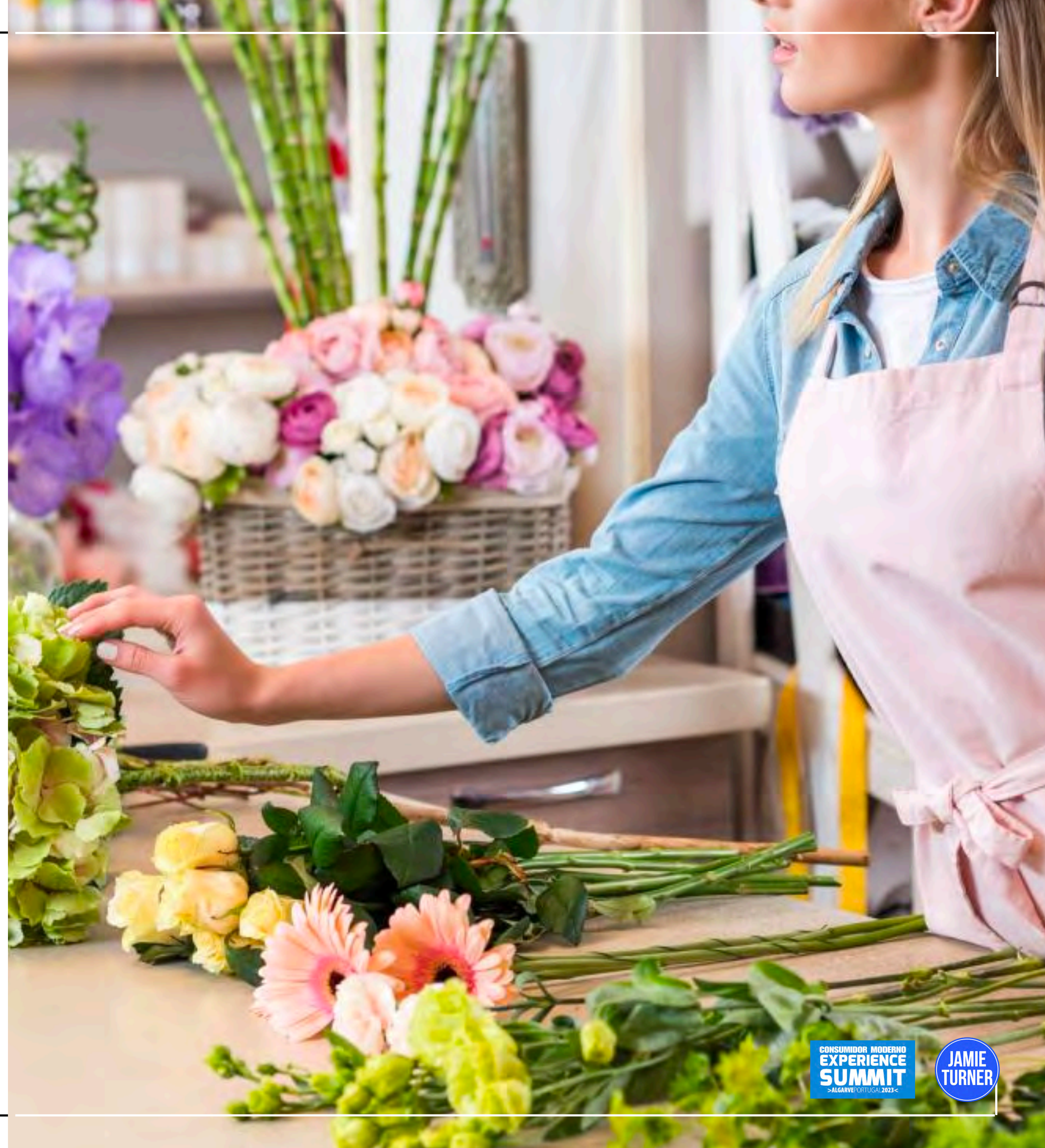
**Question: What challenges have you faced communicating your brand's value to the customer?**



# YOUR PEOPLE

- What makes our people different?
- What motivates them to go to work?
- What do they care about?
- What do they do to nurture themselves?
- Why should our prospect believe in our people?
- What can we say about our people that other brands can't?

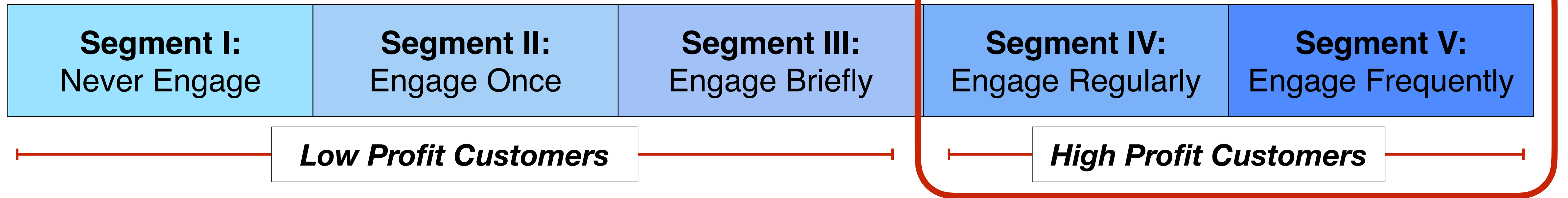
**Question: What can you say about your people that other brands can't?**





# SEGMENTATION

These customers will generate close to 80% of your profits





# DEVELOPING PERSONAS





# THE #1 SECRET TO BETTER PERSONAS

Least Likely

Most Likely



**Name:** Reshma Shah  
**Lives in:** Los Angeles  
**Comfortable with:** Cross-cultural beliefs, attitudes, and perspectives.  
**Pain point:** No pain point



**Name:** Lily Sanchez  
**Lives in:** Chicago  
**Comfortable with:** Cross-cultural beliefs, attitudes, and perspectives.  
**Pain point:** Reduced stress, reduced anxiety.



**Name:** John Gibney  
**Lives in:** New York City  
**Comfortable with:** Cross-cultural beliefs, attitudes, and perspectives.  
**Pain point:** Improved mental clarity, better physical health.



**Name:** Mike Blain  
**Lives in:** Austin  
**Comfortable with:** Cross-cultural beliefs, attitudes, and perspectives.  
**Pain point:** Better sleep, better relationships.



**Name:** Jack Smith  
**Lives in:** Alabama  
**Comfortable with:** Tradition, predictability, safety.  
**Pain point:** Eager to solve the problem



# AUDIENCE PROFILE EXERCISE

| Item                  | Answer |
|-----------------------|--------|
| Persona               |        |
| Tangible Attributes   |        |
| Colors                |        |
| Cultural mindset      |        |
| Physical surroundings |        |
| Demographics          |        |
| Activities            |        |
| Price/Product         |        |
| Clothing              |        |
| Physical persona      |        |
| Textures              |        |
| Views product as...   |        |
| Landscape             |        |
| Goes on a trail ...   |        |
| Drives a...           |        |
| Looking for...        |        |
| Products are...       |        |
| Would drink           |        |





# AUDIENCE PROFILES

| Item                  | Answer                                                                |
|-----------------------|-----------------------------------------------------------------------|
| Persona               | Working professional, sporting enthusiast                             |
| Tangible Attributes   | Steel                                                                 |
| Colors                | Grey, black                                                           |
| Cultural mindset      | Independent, open minded, adventurous                                 |
| Physical surroundings | Big Sky country (Alps)                                                |
| Demographics          | Younger, energetic                                                    |
| Activities            | Hiking, Hut-to-Hut Trekking                                           |
| Price/Product         | A well-crafted extension of themselves (Quality Tool)                 |
| Clothing              | Hiking boots, sunglasses                                              |
| Physical persona      | Younger, healthy, fit                                                 |
| Textures              | Gore-Tex                                                              |
| Views product as...   | A hand-crafted, functional work of art (A durable, technical tool)    |
| Landscape             | Wilderness                                                            |
| Spends their time...  | In nature                                                             |
| Drives a...           | SUV                                                                   |
| Looking for...        | Best product at a higher price-point (Value: Best features for price) |
| Products are...       | Modern, streamlined, sexy, detailed                                   |
| Would drink           | Craft beer, bourbon (Wine)                                            |





**IN ORDER TO REINVENT YOUR CX, YOU NEED  
TO REINVENT YOUR CULTURE, TOO**






# WHAT IS CULTURE?

- Culture is a system of shared values (defining what is important) and norms (defining appropriate attitudes and behaviors).
- Strong cultures improve performance by energizing employees — appealing to their higher ideals and values and rallying them around a set of meaningful, unified goals.
- Strong cultures boost performance by shaping and coordinating employees' behavior.



A man with a full beard and mustache, wearing a dark blue suit jacket, a white shirt, and a red tie, is adjusting his jacket. He is looking off to the side with a thoughtful expression. The background is dark and out of focus.

**THE INTERESTING THING ABOUT A GOOD CULTURE IS THAT THE LESS FORMAL DIRECTION YOU GIVE EMPLOYEES, THE MORE OWNERSHIP THEY TAKE AND THE BETTER THEY PERFORM.**

Source: Leading by Leveraging Culture, Harvard Business Review



**LEADERS PROMOTE  
CULTURE BY CREATING A  
SHARED BELIEF THAT  
TEAM MEMBERS ARE  
SAFE TO TAKE  
INTERPERSONAL RISKS.**

**NORDSTROM**

Source: Leading by Leveraging Culture, Harvard Business Review

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JAMIE  
TURNER



Zappos!  
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**SHARE YOUR EXPERTISE**



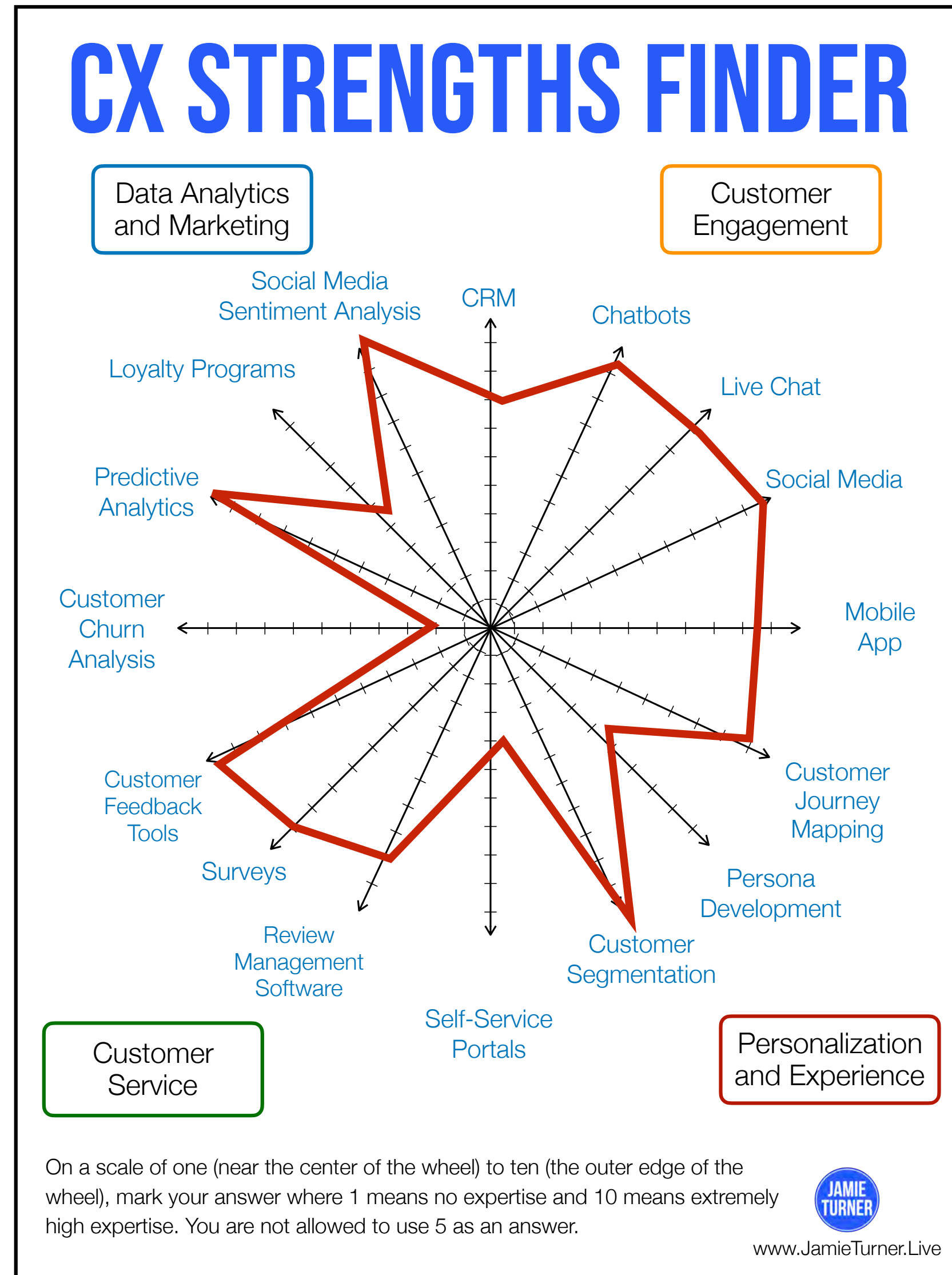
# SHARE YOUR EXPERTISE

**Step 1:** On a scale of 1 to 10, mark how much expertise you have in each area. 1 means no expertise and 10 means you have a lot of expertise.

**Step 2:** Connect the dots so it looks like the image here.

**Step 3:** Once everyone is finished, go around the table and have each person share a tip, technique, or technology relating to the highest ranked item on their chart.

The goal is to share your wisdom with people at the table and have them share their wisdom with you.







Experience Summit 2023

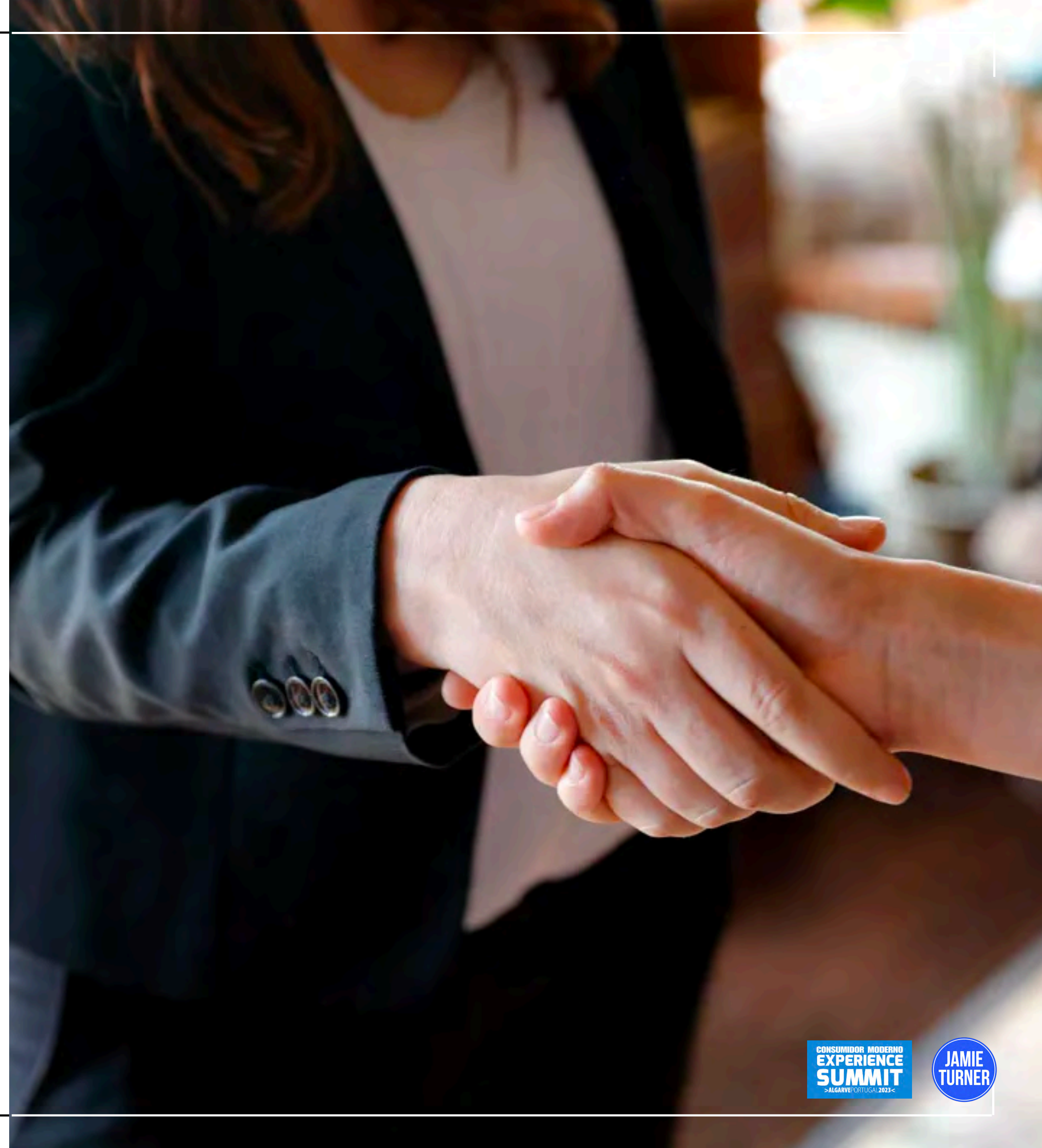
# Your Best CX





# RECAP OF KEY IDEAS

- In order to reinvent your CX you have to reinvent your brand.
- Consumers behave in ways that even they don't understand.
- A negative customer experience can have a ripple effect that impacts the value of your brand.
- Developing personas involves understanding the customer pain point.
- Creating a good corporate culture empowers employees which leads to good CX.





# AGENDA



Laying the Foundation



Neuroscience and  
Consumer Behavior



Reinventing Your CX

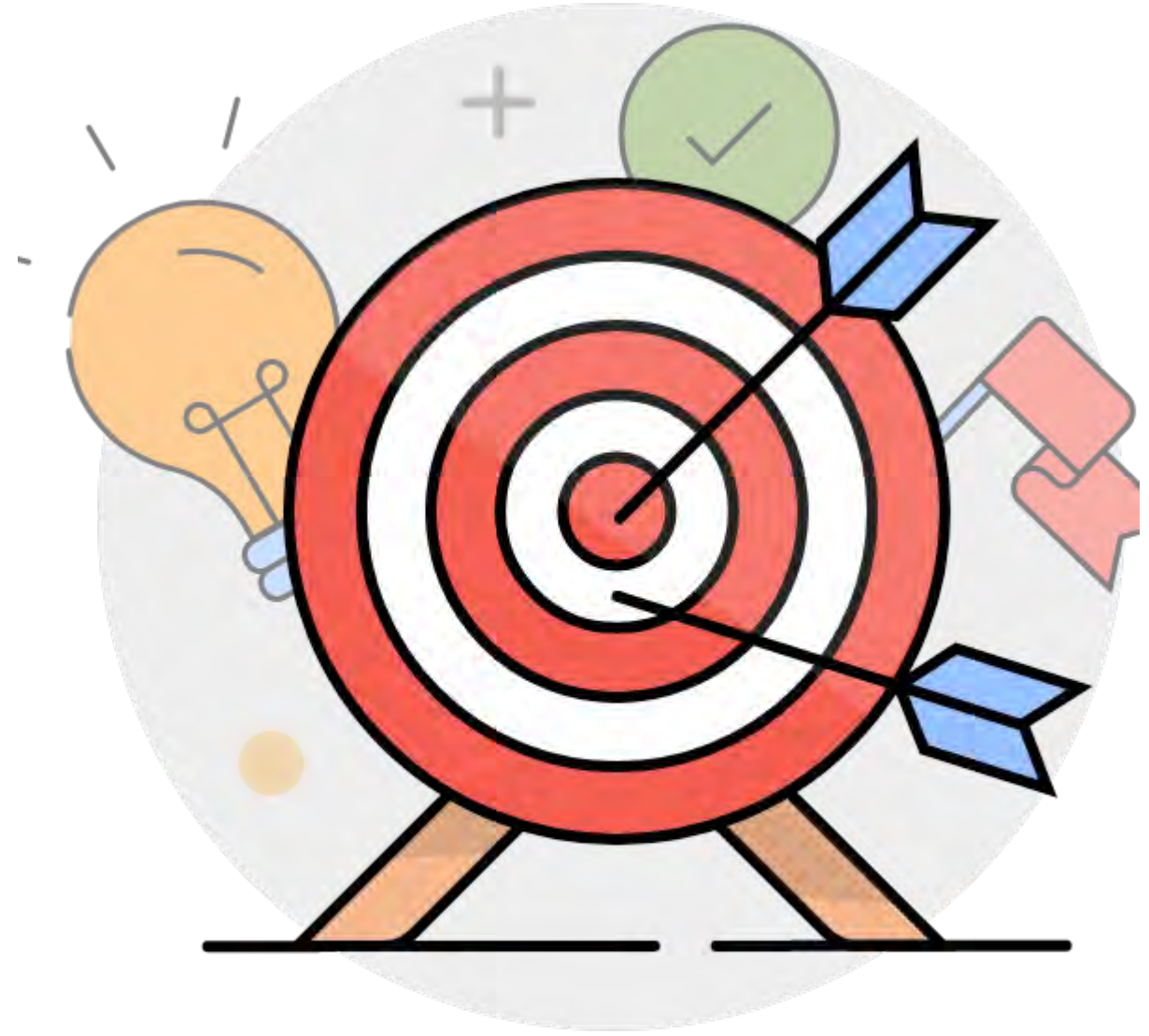


Data, Analytics, and  
Insights



Tools, Trends and  
Technologies





# Using Data, Analytics, and Insights to Improve CX

- There's a difference between information and insight
- Customer insights lead to innovations that help you connect more with customers
- Personalization is the future of CX



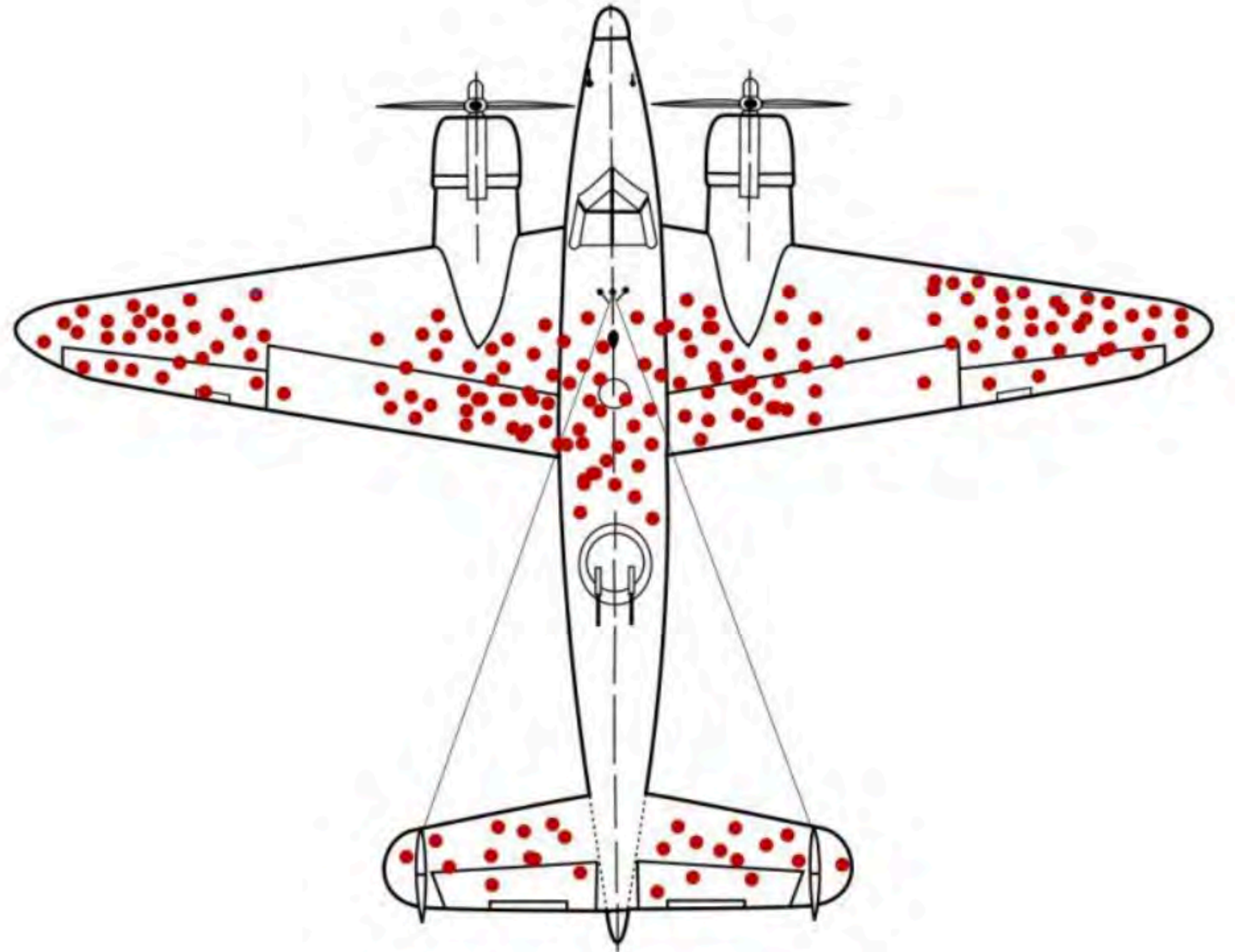
# INFORMATION VS. INSIGHT

During World War II, fighter planes would come back from battle with bullet holes.

The Allies highlighted the areas that were most commonly hit by enemy fire.

Using the data you see here, what modifications would you do to the airplane in order to improve the odds that the plane would return?

In other words, what adjustments would you make to the plane in order to reduce the number of planes that were shot down?





# 5 DIFFERENT KINDS OF DATA



## **Descriptive**

Gives an account of what has already occurred over the past days, months and years.



## **Real-time**

Gives insight into up-to-the-minute data (requires sophisticated data management skills and processes).



## **Diagnostic**

Looks at why something happened: What went wrong and what went right?



## **Predictive**

Looks at what might happen in the future based on past results, driving future outcomes.



## **Prescriptive**

Provides guidance on what to do next.



# USING DATA TO GROW SALES AND REVENUES





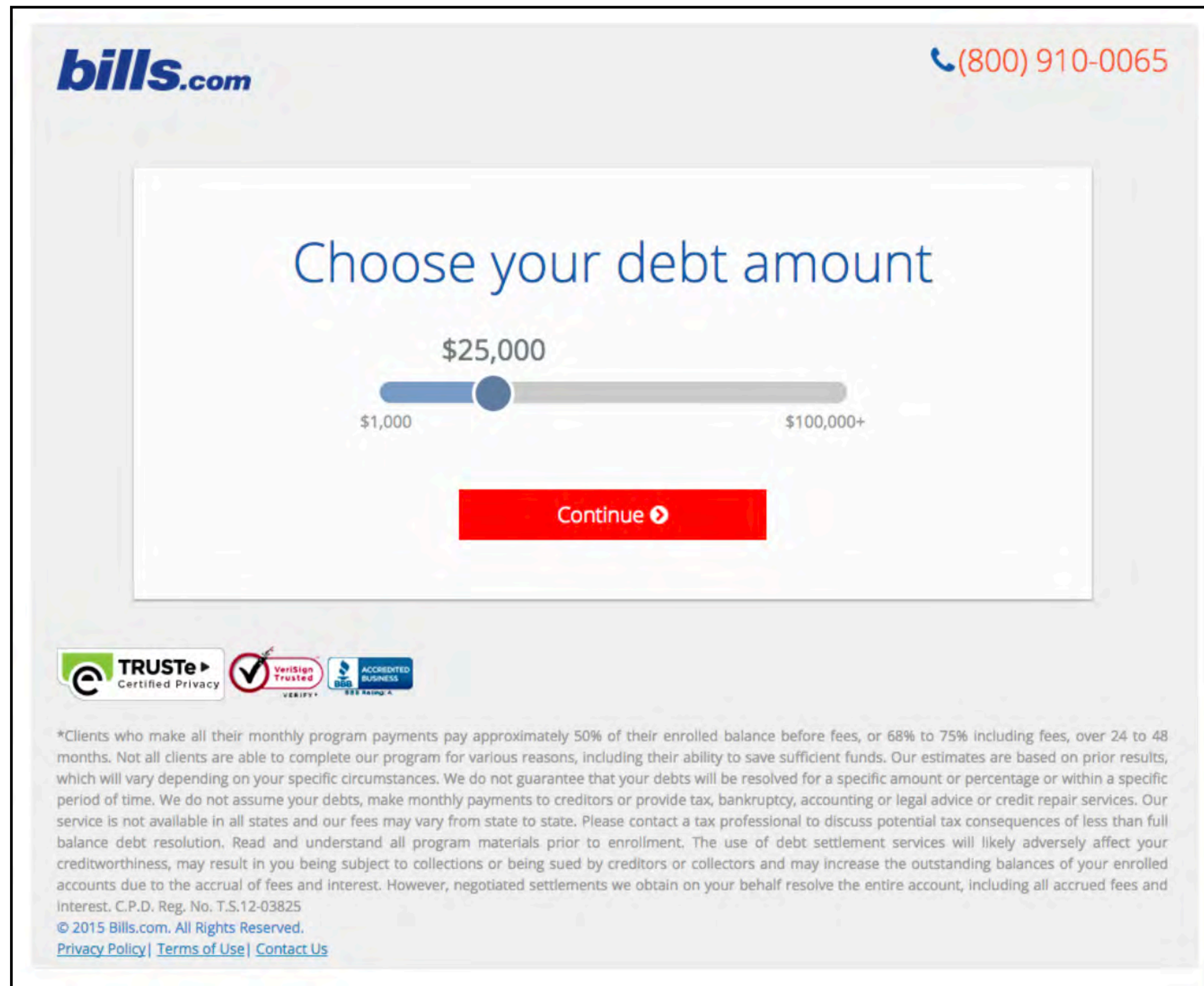
# USING DATA TO PERSONALIZE CUSTOMER EXPERIENCE



Compared to its previous results, Paper Style's open rate increased by 244% and their click-through rate increased by 161%.



# USING DATA TO PERSONALIZE CUSTOMER EXPERIENCE



The screenshot shows the bills.com landing page. At the top left is the logo "bills.com" and at the top right is the phone number "(800) 910-0065". The main content area features a slider titled "Choose your debt amount". The slider has a range from "\$1,000" to "\$100,000+" and a blue dot indicating a selected value of "\$25,000". Below the slider is a red "Continue" button with a right-pointing arrow. At the bottom of the page, there are three logos: "TRUSTe Certified Privacy", "VeriSign Trusted VERIFY", and "ACCREDITED BUSINESS". Below these logos is a block of fine print text, followed by the copyright notice "© 2015 Bills.com. All Rights Reserved." and links for "Privacy Policy", "Terms of Use", and "Contact Us".

Bills.com's landing page slider allows the site to capture segmentation information and pass it along as part of the company's lead capture process.

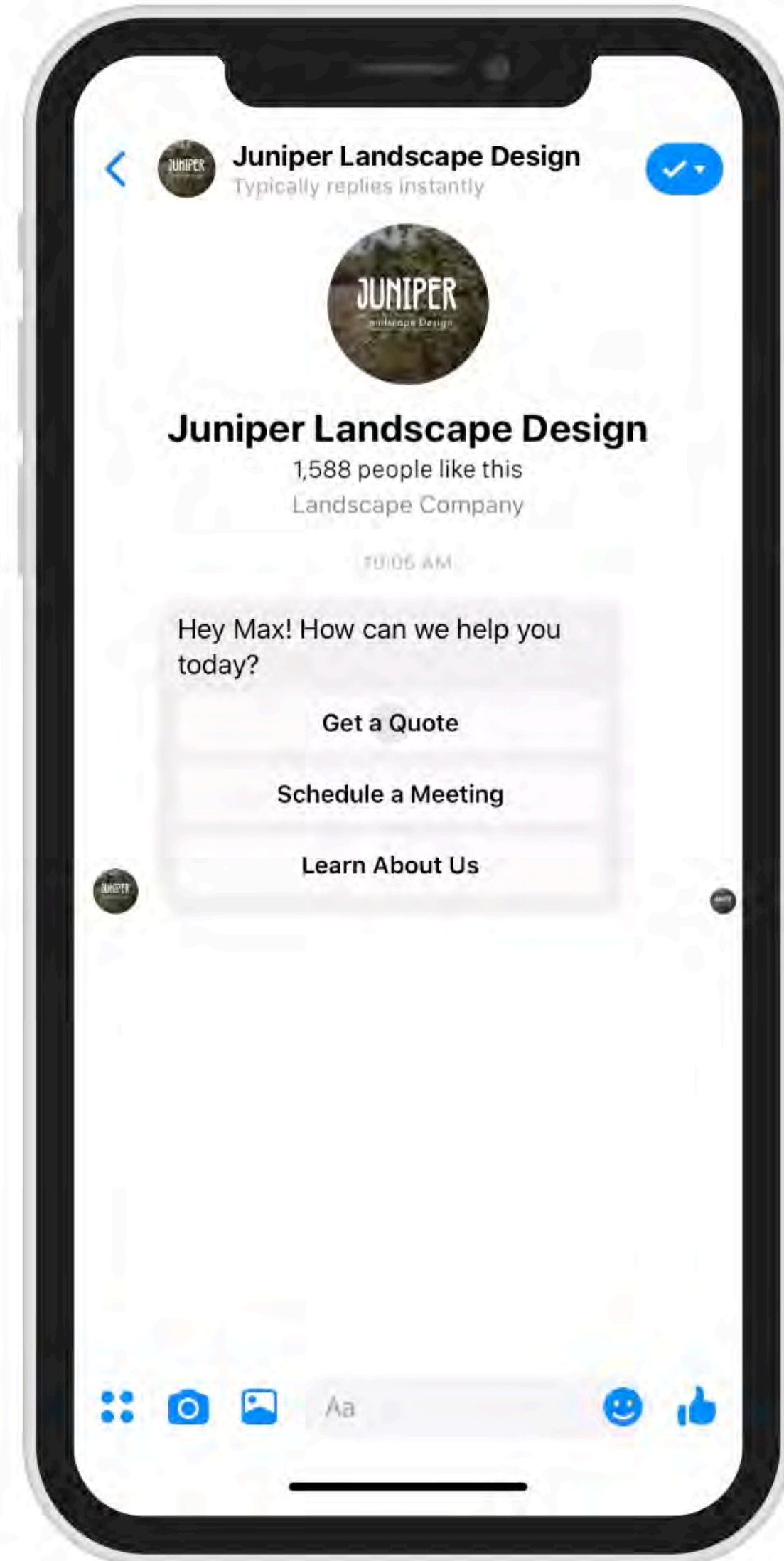


# USING DATA TO PERSONALIZE CUSTOMER EXPERIENCE



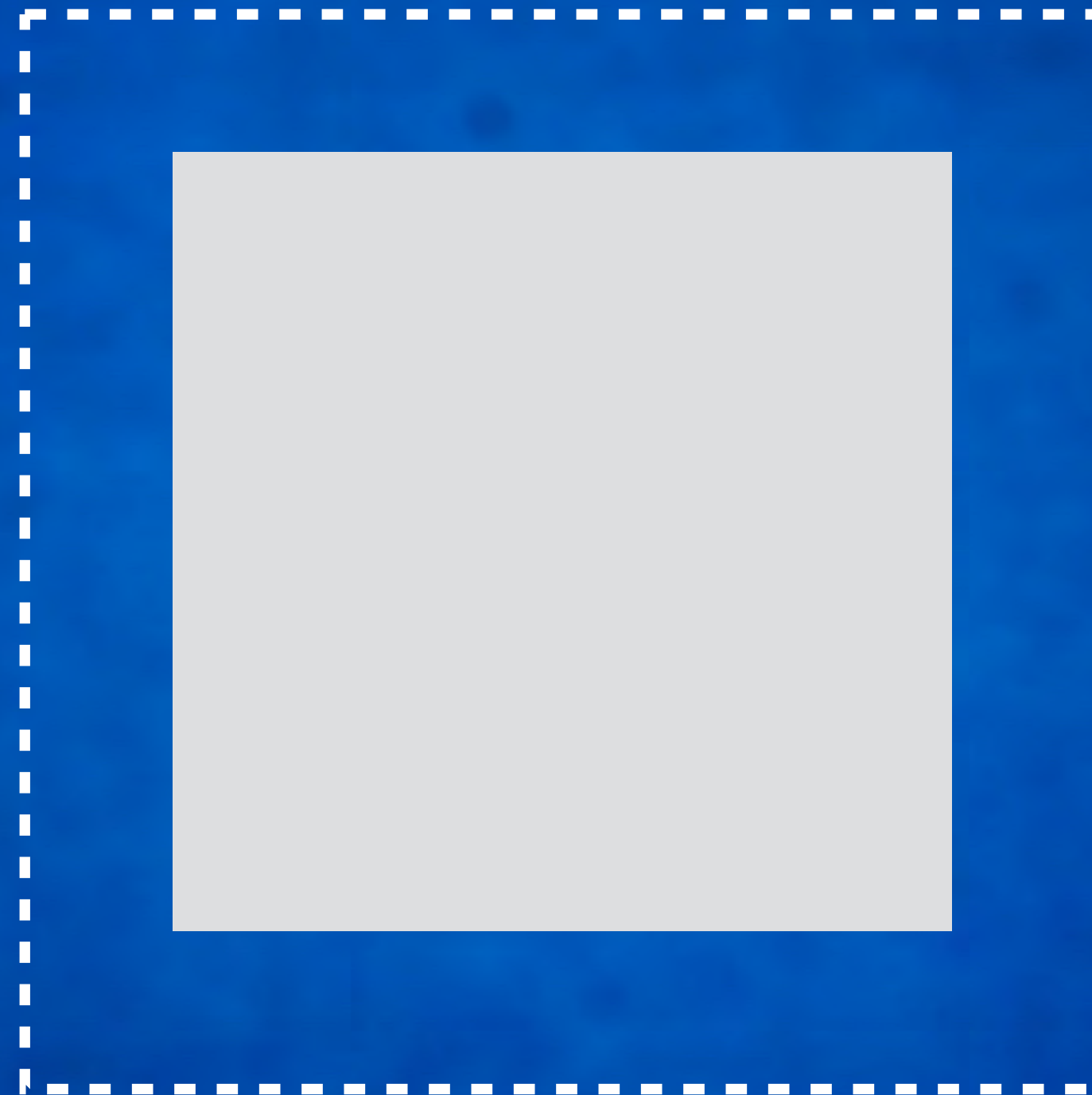


# USING DATA TO PERSONALIZE CUSTOMER EXPERIENCE



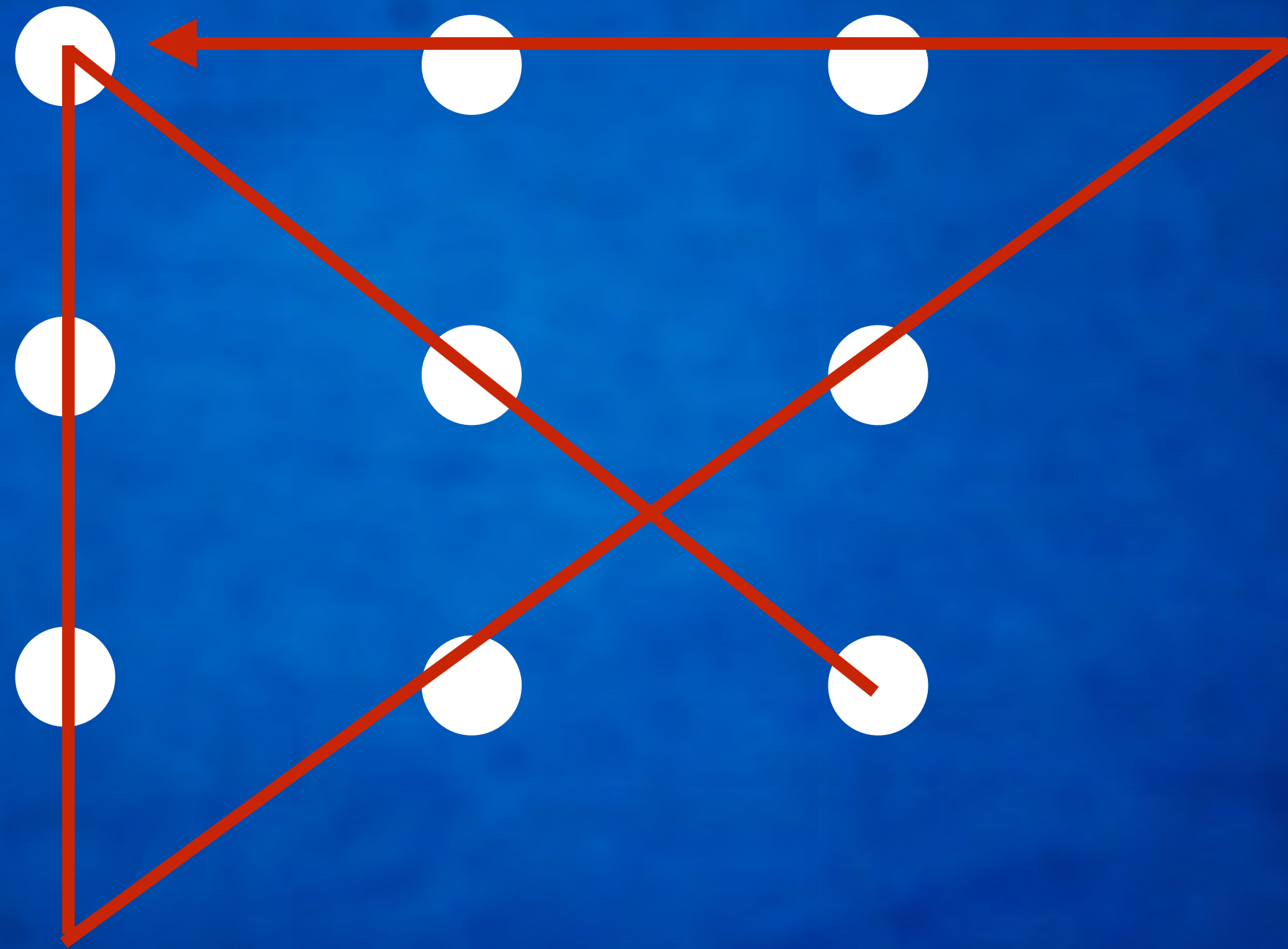


# THINKING OUTSIDE THE BOX



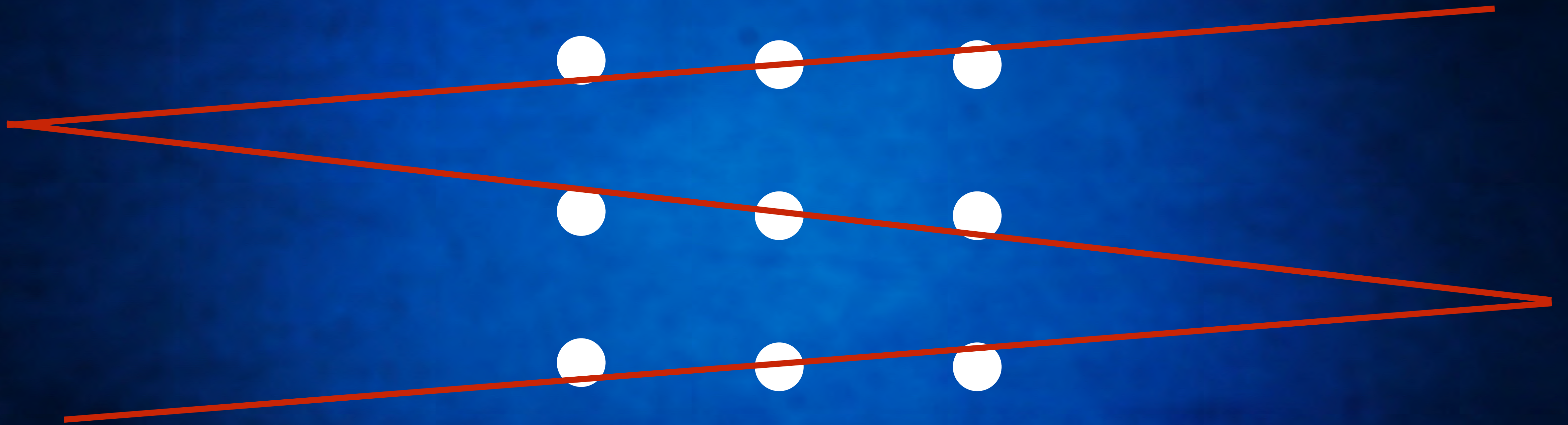


Using only four straight lines, pass through each dot without lifting your finger off the screen.



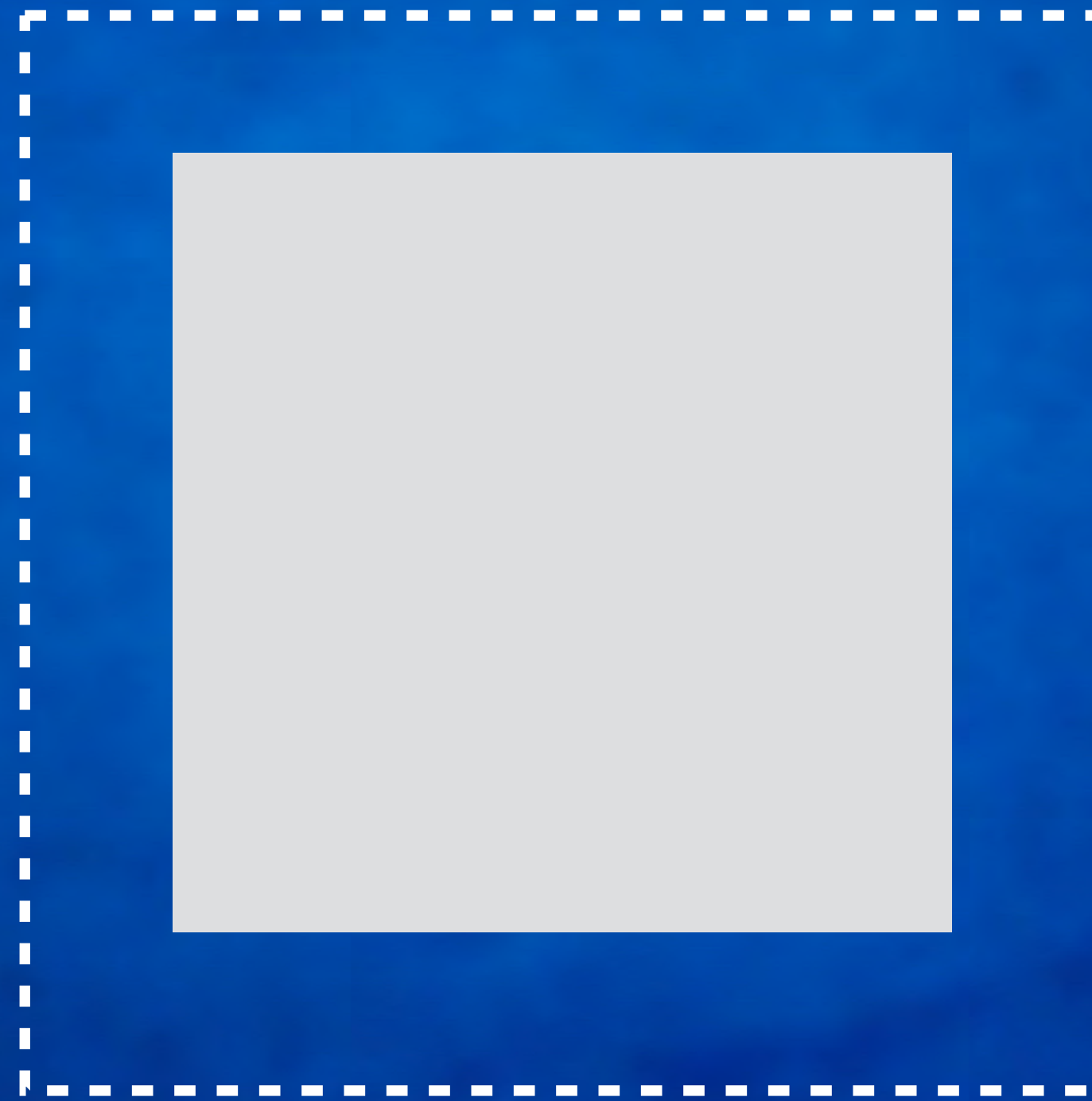


Using three straight lines, pass through each dot without lifting your finger off the screen.





**IN ORDER TO IMPROVE CX, YOU NEED TO  
THINK OUTSIDE THE BOX**





**GROUP ASSIGNMENT:  
HOW WOULD YOU GENERATE DONATIONS TO CREATE  
A NATURE PRESERVE?**





# LORD AND LADY OF GLENCOE

## CERTIFICATE OF SALE AND DISPOSITION

This contract of sale, in respect of Kilnaish, forming part of the Lands and Estates of Ardoch, (ROS INV32526) is made on the 26th day of November in the year 2021 between Highland Titles Limited, a Company registered in Alderney 1599 and

**Lord James Alexander Turner**

and

**Lady Dayna Kristinik Turner**

(hereinafter called "THE LORD & LADY"), Highland Titles, PO Box 7059, Roybridge, PH31 4WA, Scotland



Whereas Highland Titles has set out part of the estate known as KILNAISH, SCOTLAND as a scheme of souvenir plots and has caused a common form of conveyance to be prepared.

Highland Titles has agreed with THE LORD & LADY for the sale of K4662 & K4663, ten square foot plots of Kilnaish, defined as plots three point three foot by three point three foot with the SW corners resting on the Ordnance Survey points 176736000 661861000 and 176736000 661862000 and is hereinafter referred to as "THE PLOTS".

THE PLOTS form part of the estate identified as ALL and WHOLE the ground and being the subjects more particularly described in and recorded in the Register of Sasines, and forming part of the ancient parish of Kilcalmonell, Argyll.

Highland Titles has additionally agreed to gift THE LORD & LADY A678054 and A678053, one square foot plots of Glencoe Wood, Keil Hill, defined as plots one foot by one foot with the SW corners resting on the Ordnance Survey points 197495400 753412600 & 197495400 753412300 respectively.

Director 26 November, 2021

Secretary 26 November, 2021

### NOW THIS DEED WITNESSETH as follows: -

Highland Titles, in CONSIDERATION of all sums due and paid to us by THE LORD & LADY of which we acknowledge receipt and discharge them HAVE SOLD and DO HEREBY DISPONE to and in favour of THE LORD & LADY and to their executors and assignees all and whole THE PLOTS but without rights of vehicular access thereto over the larger subjects; reserving those rights of vehicular access to Highland Titles and its successors in title of the larger subjects and all others authorised by it; WITH ENTRY as at the above date. This deed shall be governed by the Law of Scotland.

THE LORD & LADY hereby covenants with Highland Titles that THE LORD & LADY and successors in title shall not sell or otherwise dispose of THE PLOTS except as a whole, specifically not in such a way that they could be held in separate titles or in separate ownerships.

In witness whereof Highland Titles has affixed its common seal at the place and on the date above mentioned.







Experience Summit 2023

# Your Best CX





# WHICH OF THE FOLLOWING IS AN EXAMPLE OF A TOUCHPOINT IN AN ONLINE STORE?

- A. Website home page
- B. Checkout process
- C. Customer service hotline
- D. All of the above

Answer:

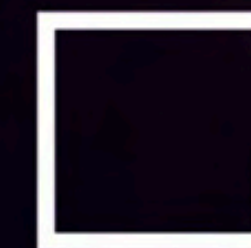
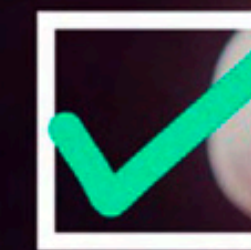
D





# RECAP OF KEY IDEAS

- There's a difference between information and insight
- Customer insights lead to innovations that help you connect more with customers
- Personalization is the future of CX





# AGENDA



Laying the Foundation



Neuroscience and  
Consumer Behavior



Reinventing Your CX

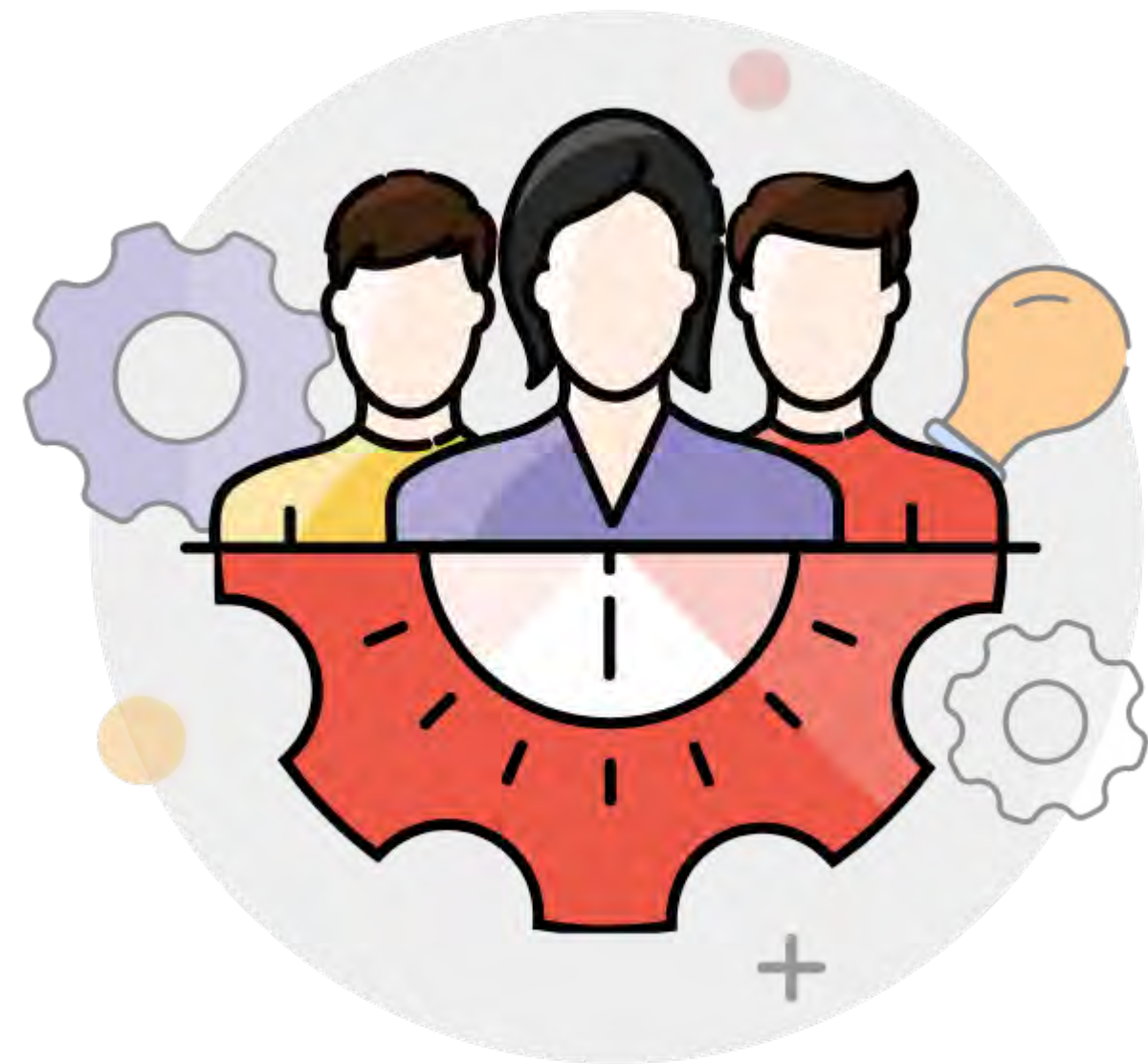


Data, Analytics, and  
Insights



Tools, Trends and  
Technologies





# Tools, Trends and Technologies

- The tools in the toolshed
- Top 10 customer experience trends
- Looking ahead into the future



# IMPROVING YOUR MENTAL FLEXIBILITY





# GARTNER HYPE CYCLE

Hype Cycle for Digital Marketing, 2021



Plateau will be reached:

- less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▲ more than 10 years
- ⊗ obsolete before plateau

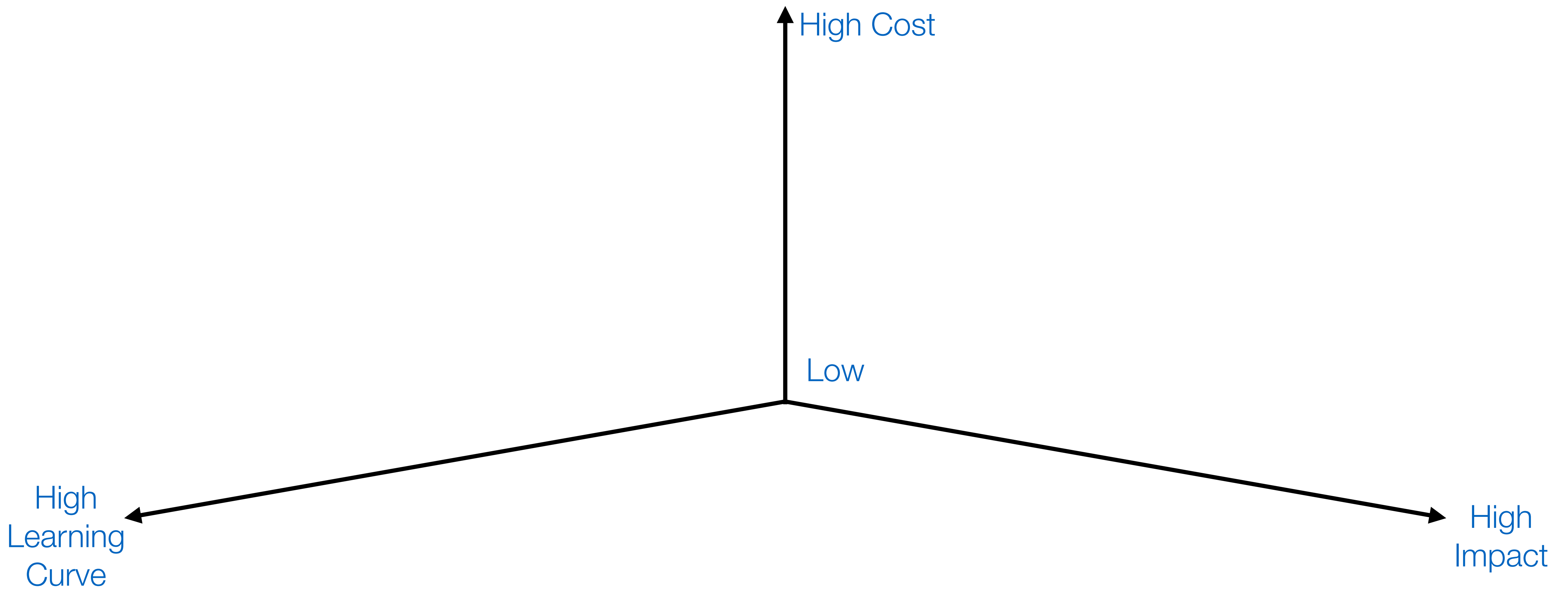
Source: Gartner (July 2021)  
 © 2021 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner and Hype Cycle are registered trademarks of Gartner, Inc. and its affiliates in the U.S.



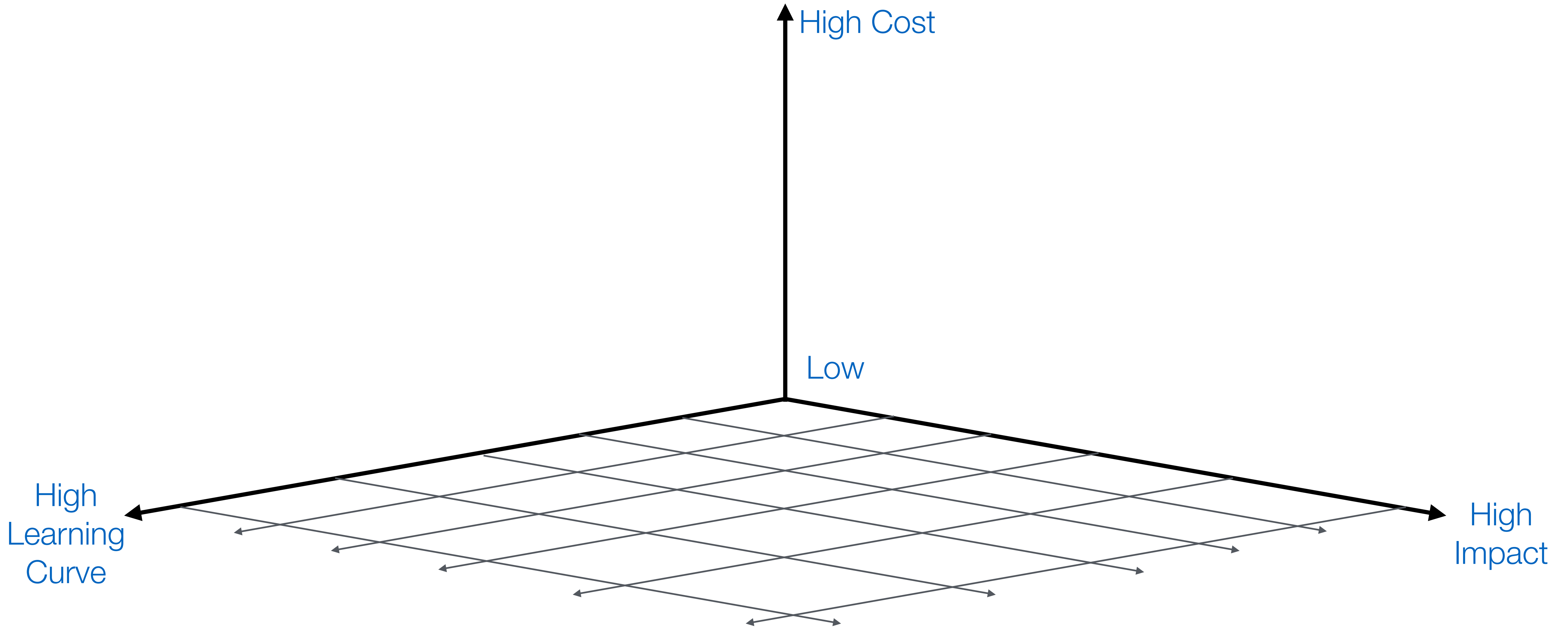
A top-down view of a wooden workbench cluttered with various power tools. On the left, two grey and yellow cordless drills are positioned diagonally. Below them is a metal tool with a curved handle. In the bottom left corner, there is a red, rounded object. On the right side, a yellow and black power sander is partially visible at the top, and a black and grey power grinder with a red sanding disc is at the bottom. Several small, brown abrasive wheels and a small wrench are scattered on the wooden surface. The text 'THE TOOLS IN THE TOOLSHED' is overlaid in the center in a bold, white, sans-serif font.

# THE TOOLS IN THE TOOLSHED

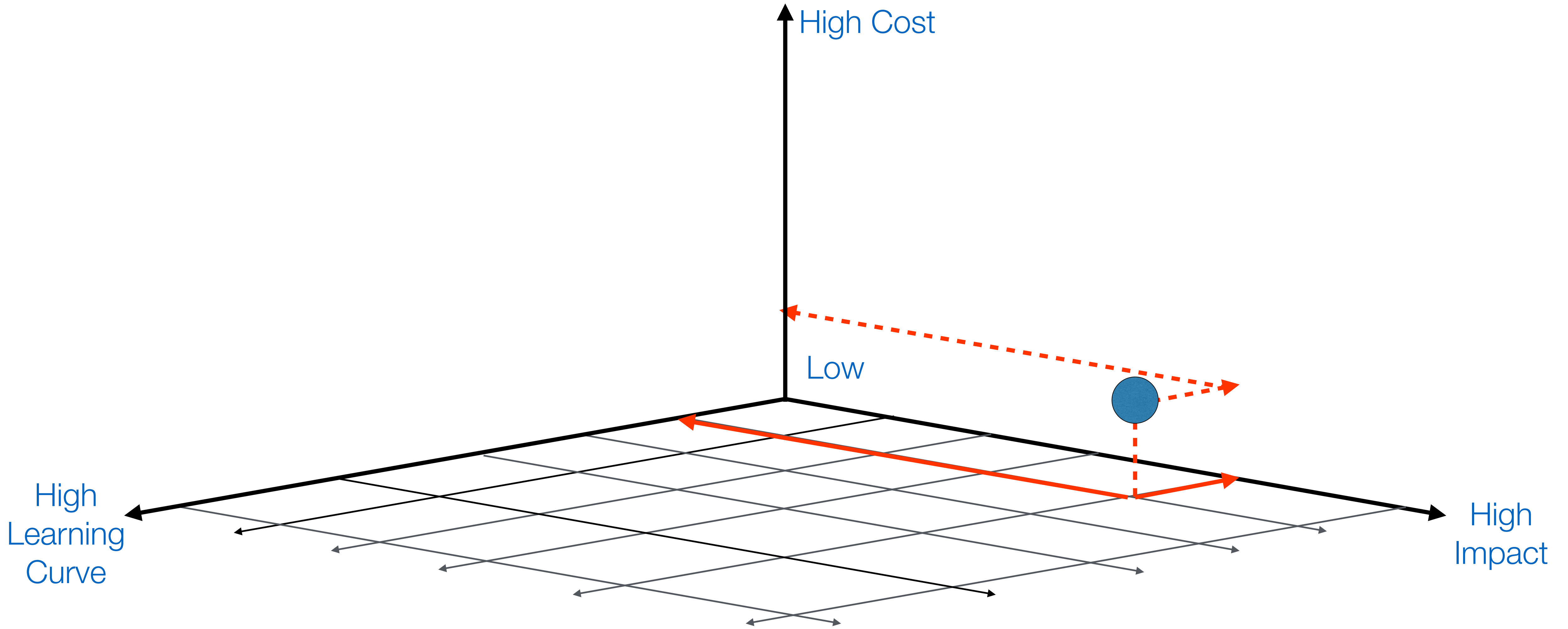




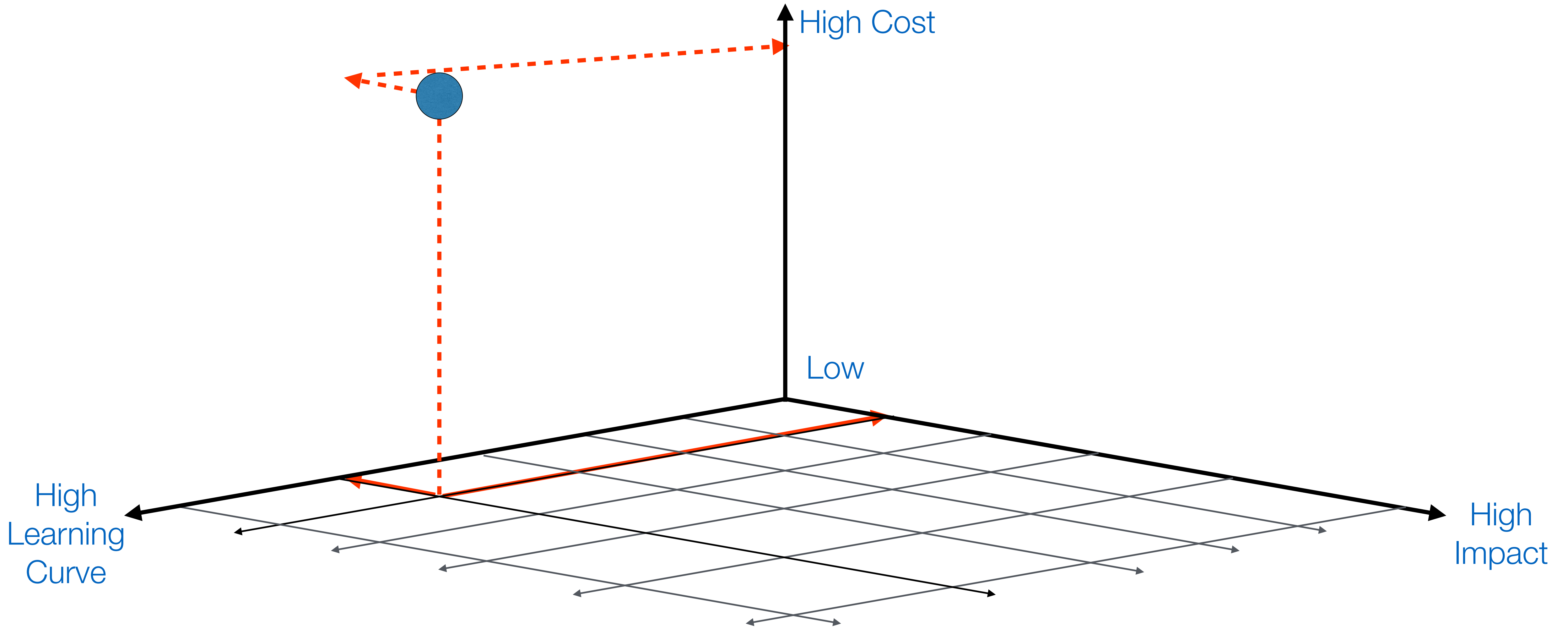




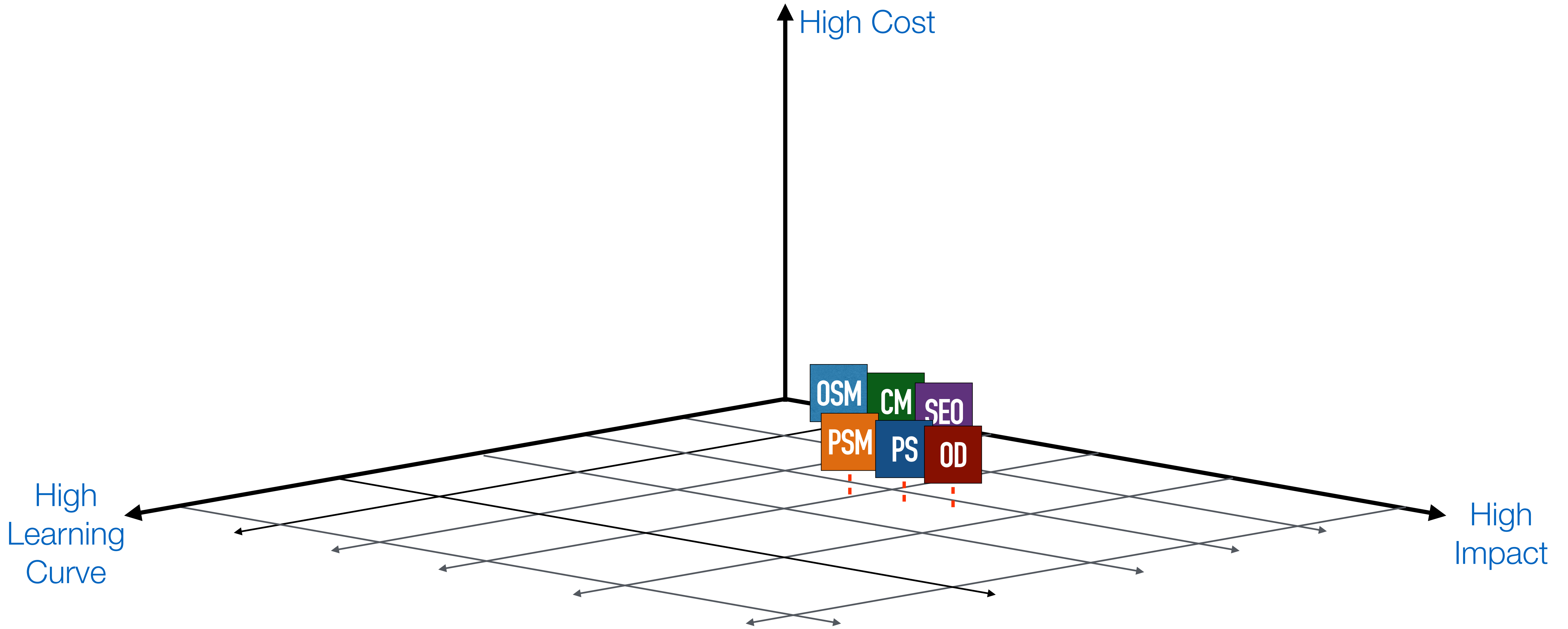






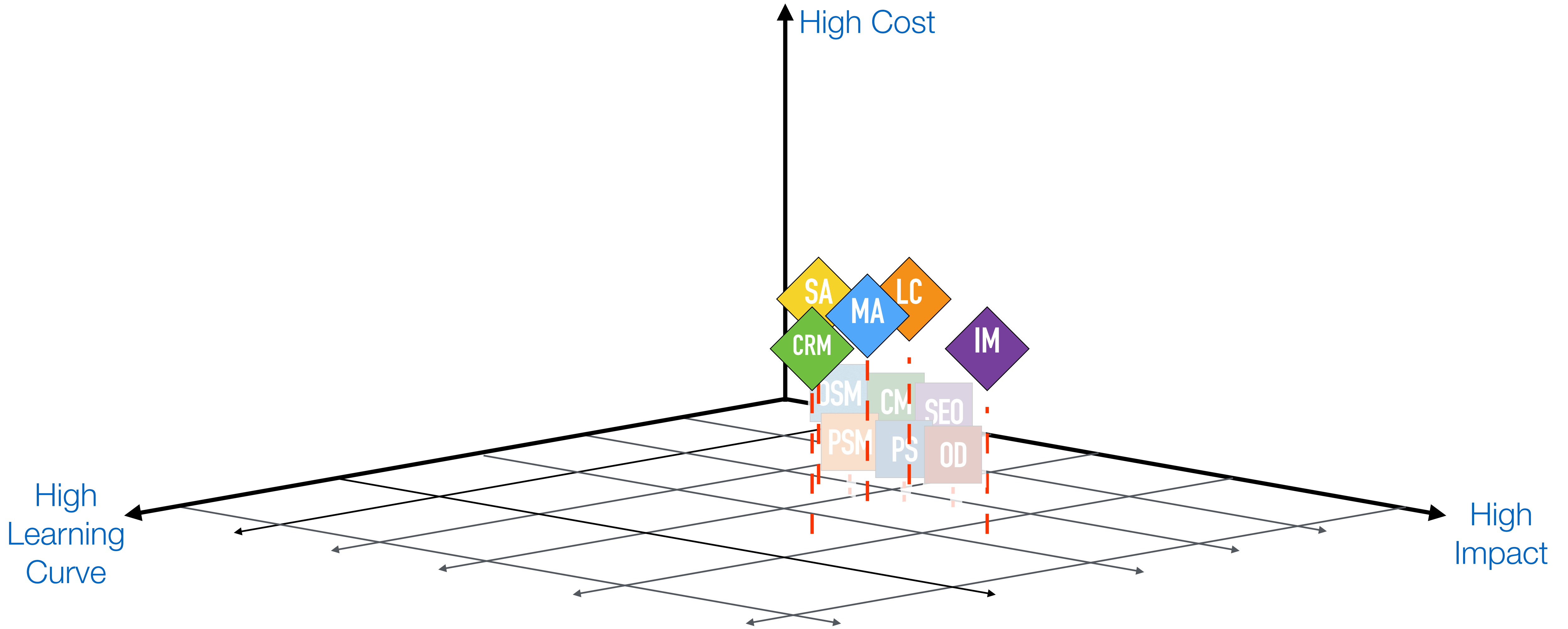






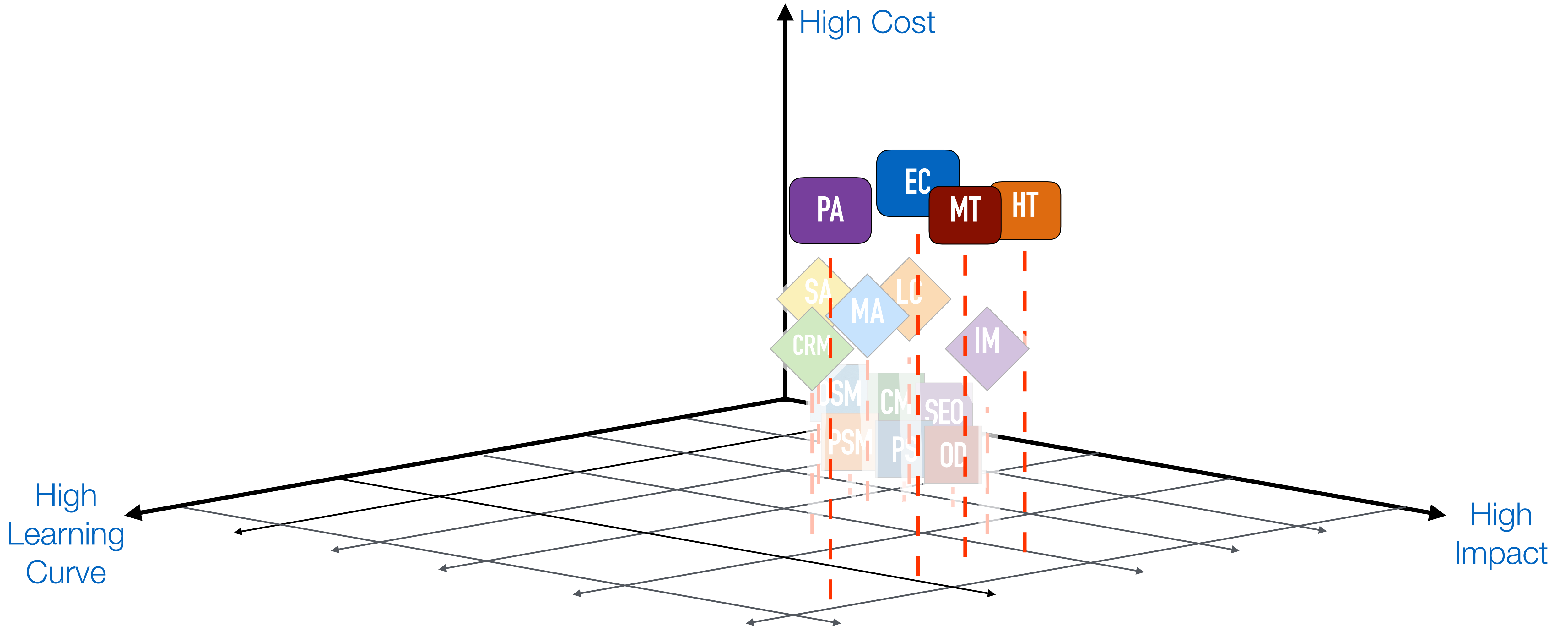
OSM = Organic Social      PS = Paid Search  
 CM = Content Marketing    OD = Online Display  
 SEO = Search Eng. Opt.    PSM = Paid Social Media





OSM = Organic Social    PS = Paid Search    MA = Marketing Automation    CRM = Customer Relationship Mgmt.  
 CM = Content Marketing    OD = Online Display    SA = Sentiment Analysis    IM = Influencer Marketing  
 SEO = Search Eng. Opt.    PSM = Paid Social Media    LC = Live Chat





|                        |                         |                           |                                   |                           |
|------------------------|-------------------------|---------------------------|-----------------------------------|---------------------------|
| OSM = Organic Social   | PS = Paid Search        | MA = Marketing Automation | CRM = Customer Relationship Mgmt. | HT = Hyper-Targeting      |
| CM = Content Marketing | OD = Online Display     | SA = Sentiment Analysis   | IM = Influencer Marketing         | MT = Multivariate Testing |
| SEO = Search Eng. Opt. | PSM = Paid Social Media | LC = Live Chat            | EC = E-Commerce Management Tools  | PA = Predictive Analytics |



**QUESTION: WHAT IS A NEW TOOL YOU  
HAVE INCORPORATED THIS YEAR AND  
HOW DID IT IMPACT YOUR BUSINESS?**



# TOP 10 CUSTOMER EXPERIENCE TRENDS

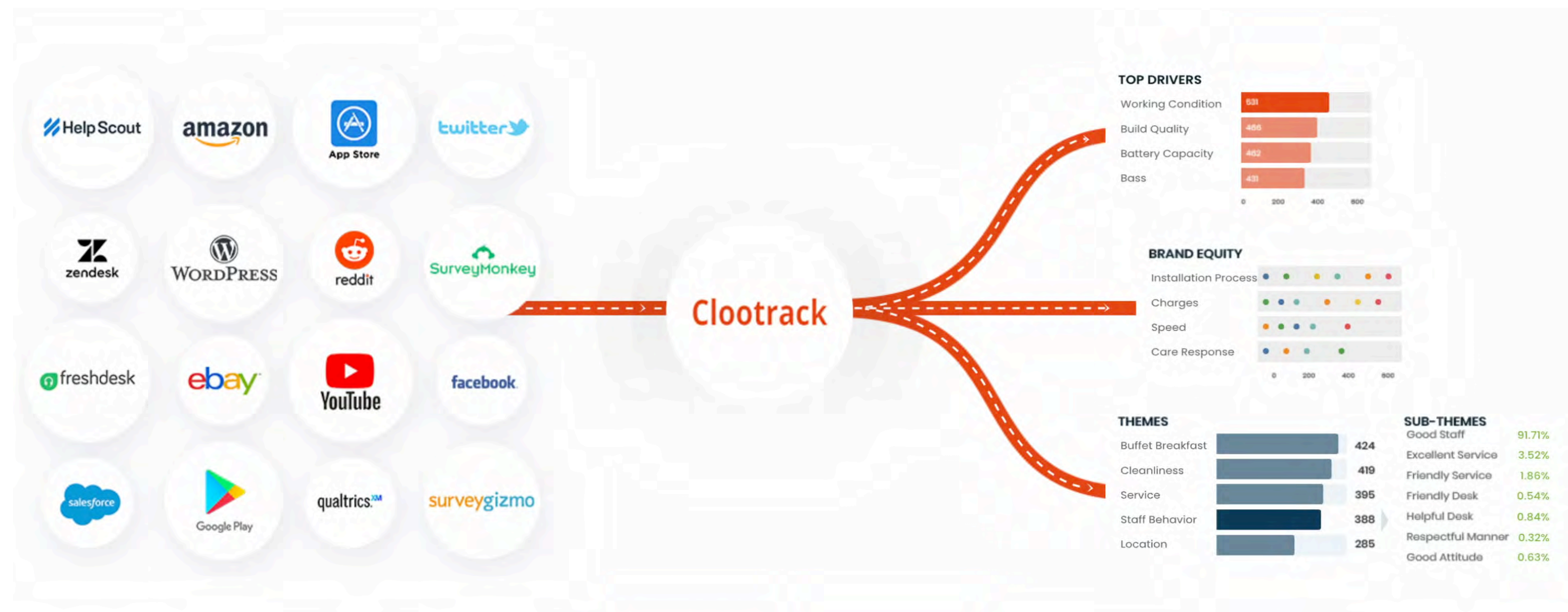


# #1: REAL-TIME CUSTOMER EXPERIENCE ANALYTICS

Companies that effectively use customer analytics offer personalization at scale by fine-tuning every part of the marketing mix in real-time for each customer group or persona.

58% of enterprises are seeing a significant increase in customer retention as a result of using customer analytics.

**Question:** What kind of real-time analytics are you using? And how has it impacted your business?





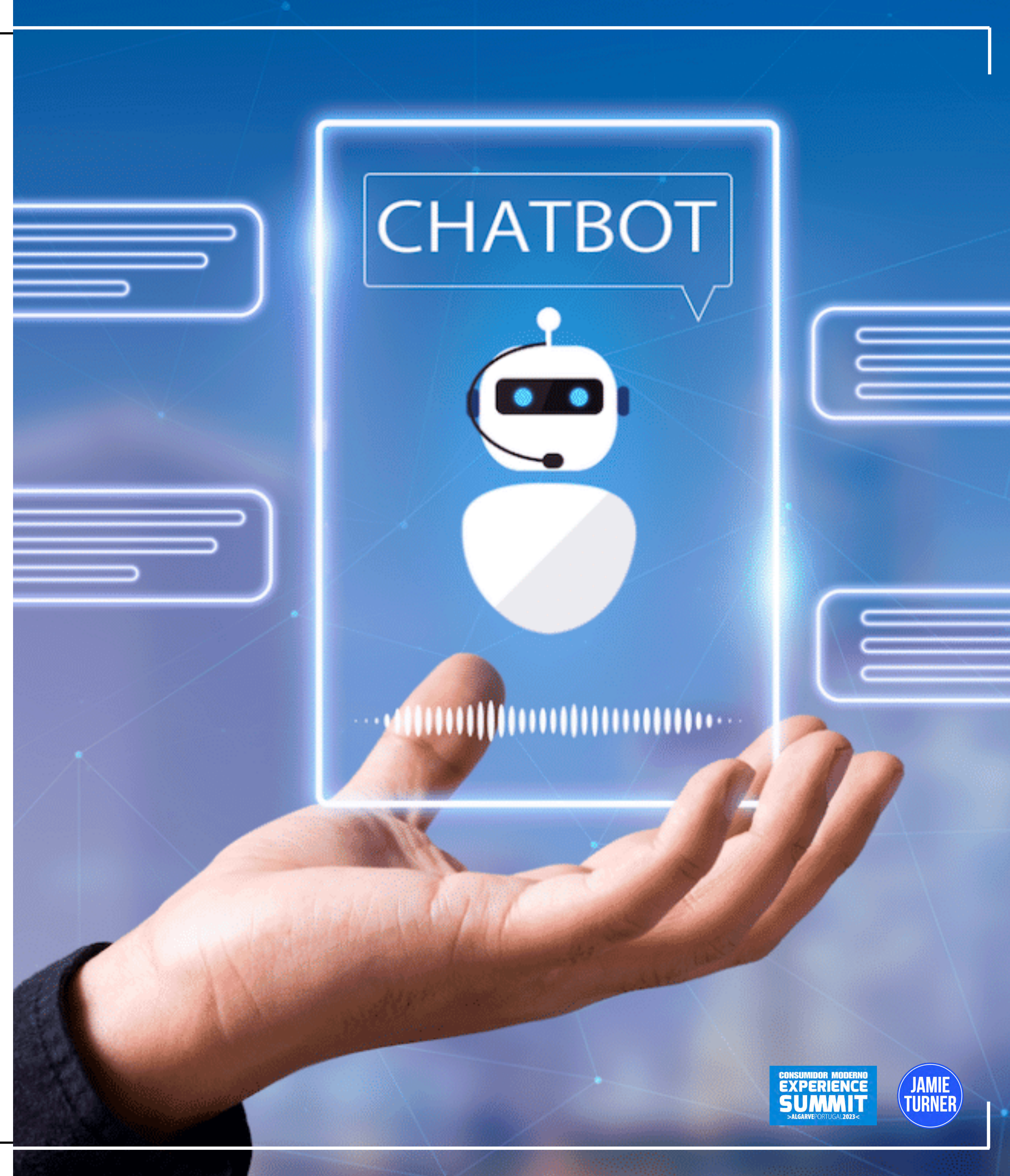
## #2: AUTOMATION

Only 63% of consumers are comfortable with chatbot support.

Businesses still need human customer service representatives.

Customers are hesitant to trust chatbots.

To have the best possible service, you need to use chatbots in conjunction with human customer service representatives.





# #3: OMNICHANNEL EFFORTS

51% of the businesses surveyed are using at least 8 channels for CX alone.

From the beginning to the final point of contact, a successful CX campaign connects online and physical communication channels to provide a cohesive and unforgettable experience.

A unified customer experience is required if a customer base interacts with a brand via phone, email, live chat, social media, WhatsApp, as well as offline.

Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





# #4: HYPER-PERSONALIZATION

According to Accenture, 75% of customers are more likely to buy from a brand who knows their identity, their buying experience, and/or makes recommendations based on their past purchases.

Consumers now want hyper-personalized experiences more than ever before, and big data analytics offers the insights needed to make this happen.

Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





# HYPER-PERSONALIZATION IN ACTION





# HYPER-PERSONALIZATION IN ACTION

Midas auto repair worked with Nielsen to look at credit card transactions from 125 million consumers

Midas hyper-targeted ads specifically to people who had visited a competitor in the past year

As a result of the campaign, Midas increased its market share 8% in the households that saw the campaign

And every \$1 spent on the ad campaign generated \$10 in revenue for Midas





## #5: VOICE COMMERCE

Talking or speaking is a far more natural experience for people than typing, which is why voice commerce is seeing higher acceptance.

In the future, a greater percentage of voice search users want their digital assistants (such as Alexa, Google Home, etc.) to assist them with retail transactions.





## #6: GREATER DATA TRANSPARENCY

According to Cloutrack, 66% of consumers think transparency is one of the most attractive qualities in a brand.

Transparency in advertising, pricing, marketing strategies, and other areas will help you establish and retain credibility with your customers.

Source: [https://www.cloutrack.com/knowledge\\_base/customer-experience-trends](https://www.cloutrack.com/knowledge_base/customer-experience-trends)





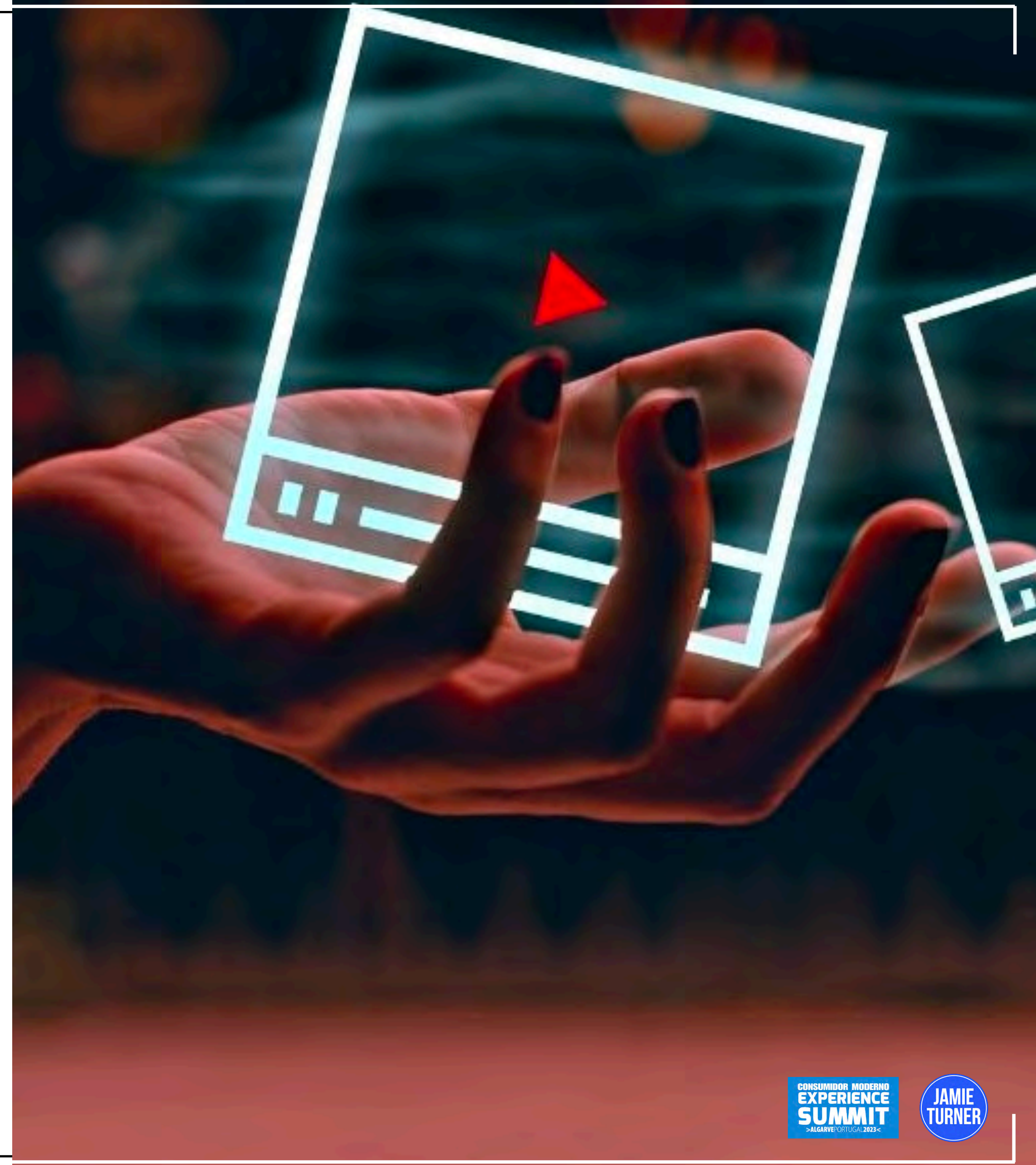
# #7: VIDEO MARKETING

Because video content is engaging, it generates a lot of interest. Whether it's funny or serious, the video holds a viewer's attention and keeps them focused.

One study found that 85% of consumers would like to see more video from brands in the future.

Using several video styles at critical touchpoints along the customer journey creates strong brand storytelling.

Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





# #8: DATA PROTECTION

Research shows that 50% of consumers will view a brand negatively over 1 year after a data breach.

While collecting data is one thing, protecting the data is an entirely different story.

A data breach will wreak havoc on the digital consumer experience while also eroding confidence in the company.

Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





# #9: DIGITAL PAYMENT OPTIONS

The digital payments market is expected to grow at an average annual growth rate of 18% over the next several years.

With a majority of sales still taking place online and more physical establishments offering digital payment choices, it's imperative for brands to increase the number of payment choices and to include as many alternatives as possible.

Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





# #10: AI

Brands can achieve a much more precise view of their customers by combining AI and machine learning for collecting and analyzing demographic, historical, and behavioral data.

By leveraging AI to know the customer better and taking advantage of real-time decision-making and predictive analysis, the customer journey can be improved through all touchpoints and across all channels.

Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





# QUESTION

Which of these trends have you used and how has it impacted your business?

1. Real-time analytics
2. Automation
3. Omnichannel Efforts
4. Hyper-personalization
5. Voice Commerce
6. Data Transparency
7. Video Marketing
8. Data Protection
9. Digital Payment Options
10. AI

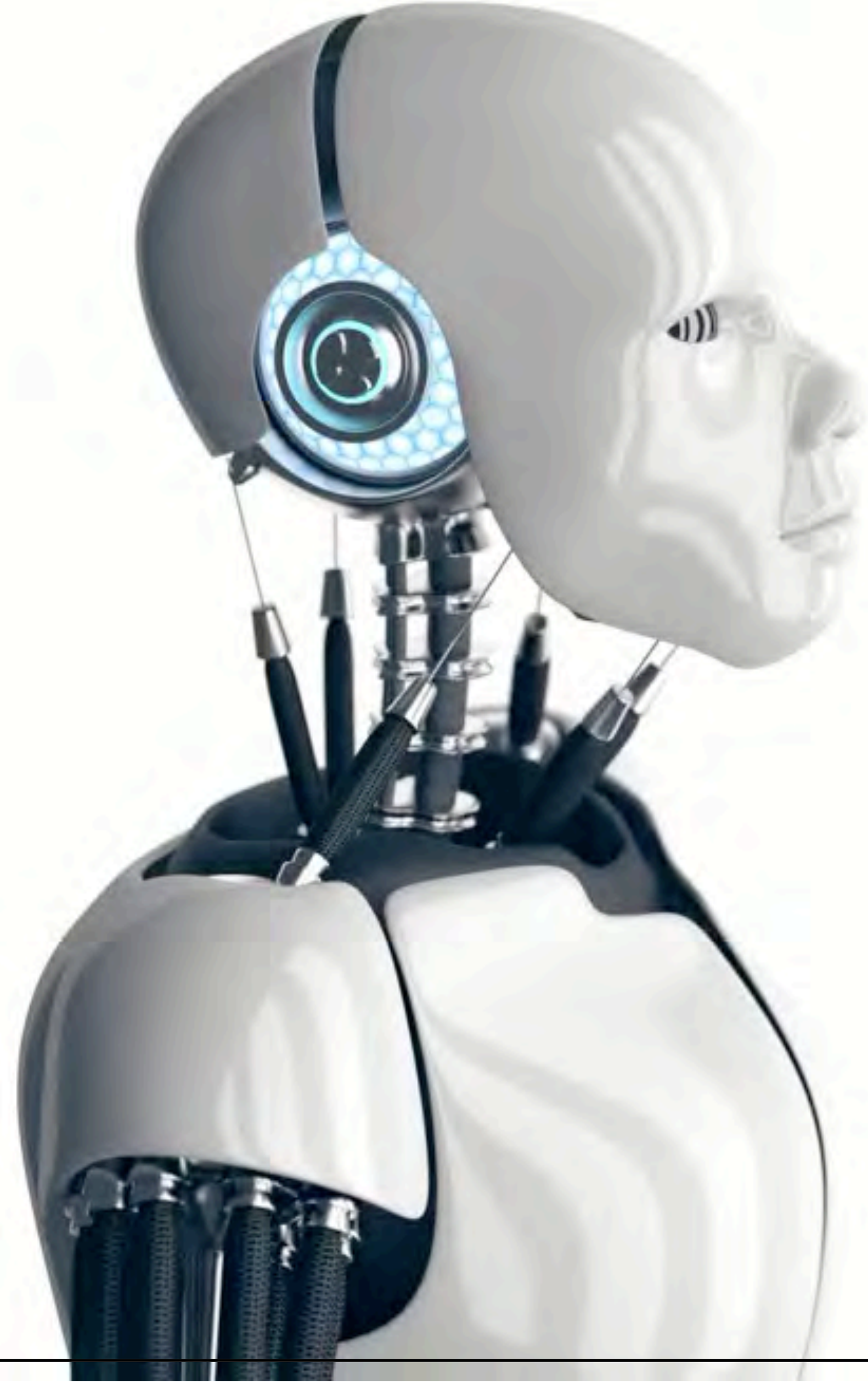
Source: [https://www.clootrack.com/knowledge\\_base/customer-experience-trends](https://www.clootrack.com/knowledge_base/customer-experience-trends)





**LOOKING AHEAD TO  
THE FUTURE**





# AN INTRODUCTION TO AI



“I’m increasingly inclined to think that there should be some regulatory oversight, maybe at the national and international level, just to make sure that we don’t do something very foolish. I mean with artificial intelligence we’re summoning the demon.”

—*Elon Musk*





## Let's Start with a Definition:

Artificial Intelligence is the ability for a computer or computer-controlled robot to perform tasks commonly associated with intelligent beings.





Mail  
Can I help you with?



AI can include speech recognition, image recognition, organic search, robots, and many things where a computer learns and improves over time.



# HAVING FUN WITH AI



BOSTON DYNAMICS

**BOSTON DYNAMICS  
JUST WANTS TO  
MAKE FRIENDS**

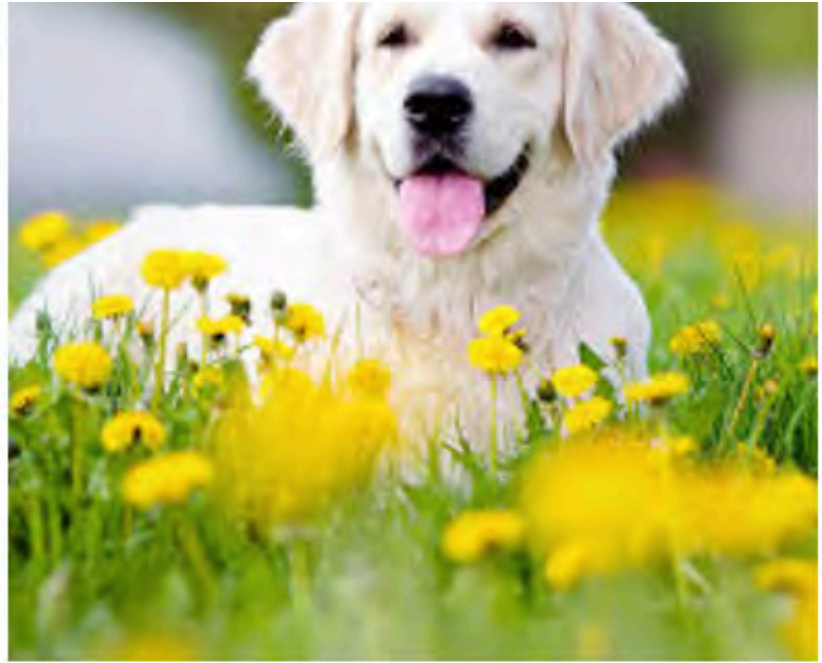
SUBSCRIBE



**WHAT'S AN EXAMPLE OF AI THAT YOU USE  
ALL THE TIME?**



# GOOGLE IMAGES USES AI FOR IMAGE RECOGNITION





# INTRODUCTION TO AR







# INTRODUCTION TO VR







# INTRODUCTION TO MIXED REALITY





00:38 / 01:34





# THE METAVERSE

Part gaming ecosystem, part virtual lifestyle platform, the Metaverse is a collection of digital worlds that are interoperable, in which users can create content and interact with others as avatars, or digital versions of themselves.



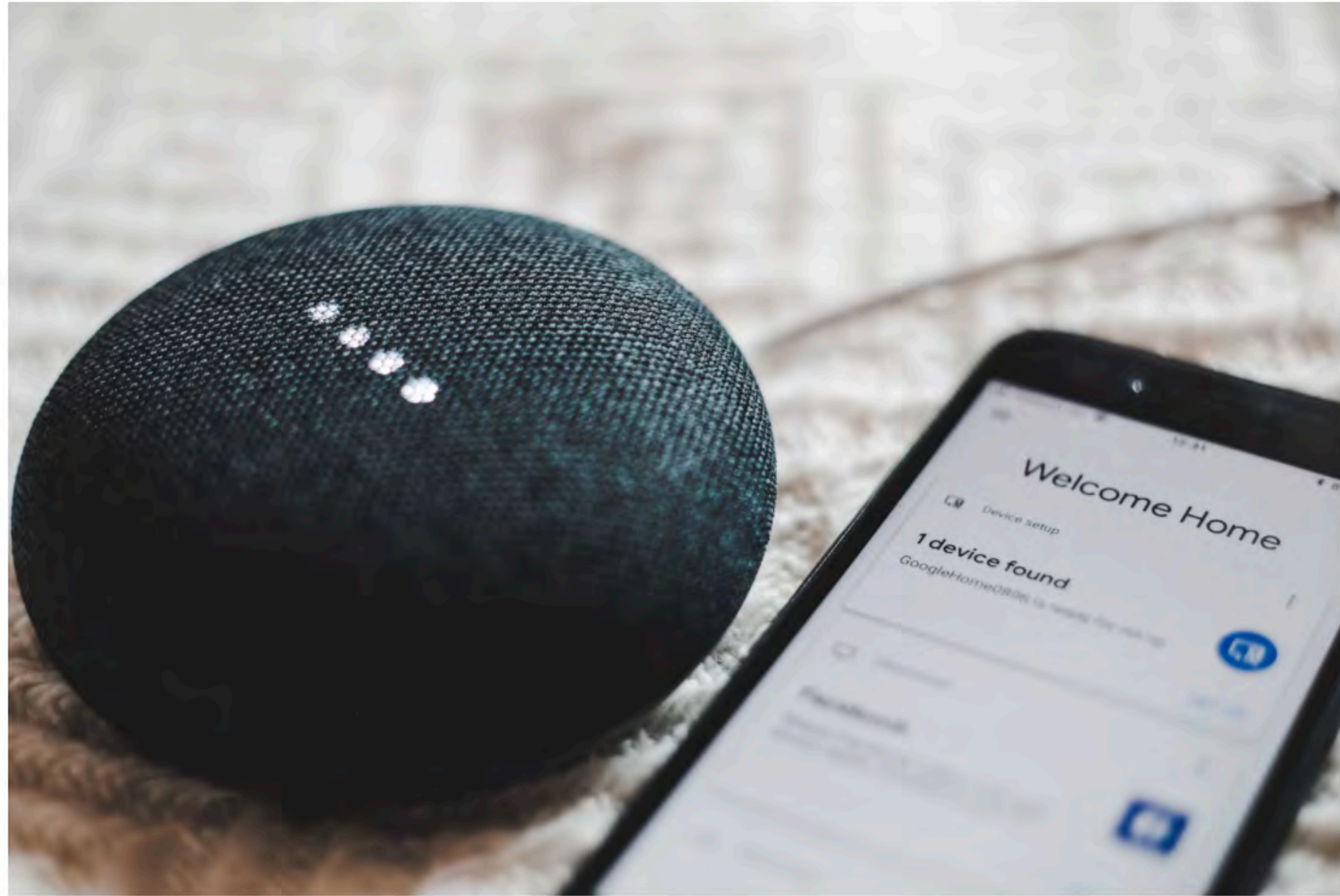


# CONVERSATIONAL MARKETING





# HOW AMAZON WANTS TO RULE THE WORLD WITH ALEXA





# VOICE SEARCH

27% of the global online population uses voice search.

65% of 25-to-49-year-olds speak to their devices at least once a day, making them the most active demographic using voice technology.

According to Juniper Research, voice interaction is due to increase by 113% by 2024 spreading to 8.4 billion devices — which means voice-assistant compatible devices will outnumber humans.

## WHAT ARE PEOPLE USING VOICE ASSISTANTS FOR?





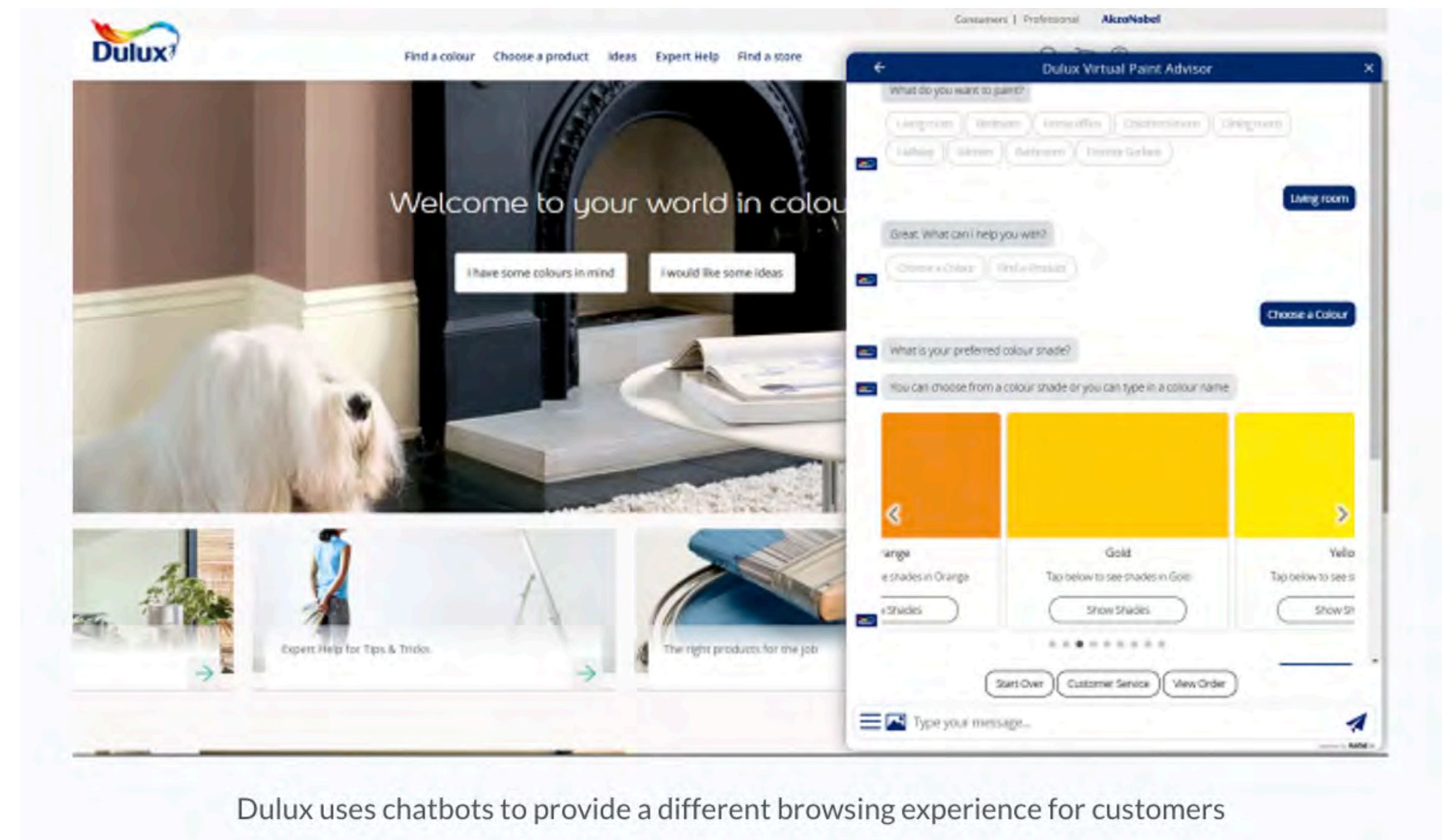
# CHATBOTS AND CONVERSATIONAL MARKETING

The Dulux paint website is a great example of this.

First, you can use the traditional top navigation bar, which is perfect for those who want to browse independently. If you need more direction, however, Dulux provides an interactive quiz as well as a chatbot function.

Both of these options are relatively similar, but the chatbot leads you through the selection process as if it were a conversation with an in-store sales advisor.

This is perfect for the more cautious of shoppers, who might not know where to start, or who require extra support.



Dulux uses chatbots to provide a different browsing experience for customers



# OTHER TOOLS OF THE TRADE



# TOOLS OF THE TRADE: SENTIMENT ANALYSIS

Sentiment analysis tools help you tap into billions of online consumer conversations across social, blogs, forums, and news sites in order to protect, measure and promote your brand.

They allow you to monitor results in real time and get instant access to up to 5 years of historic data.

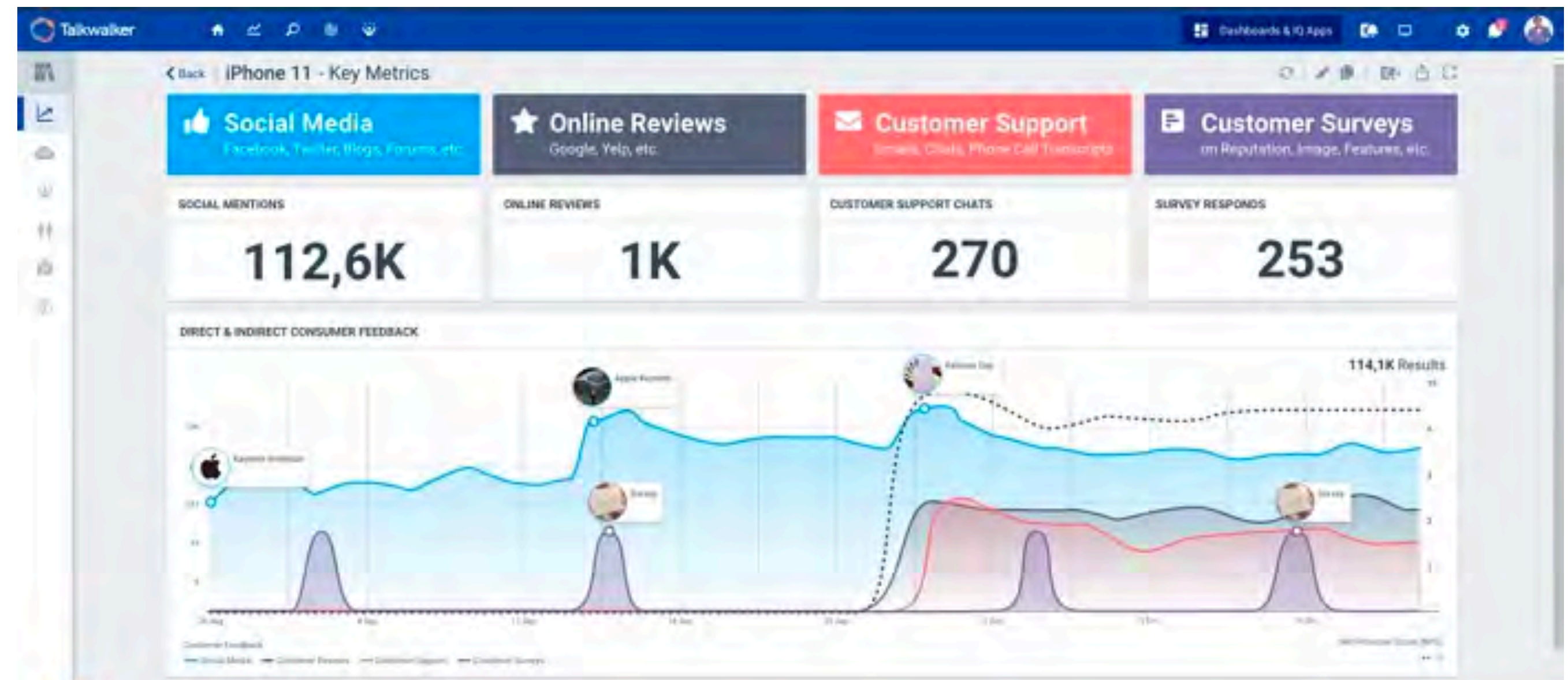
The graphic to the right is the Forrester Wave analysis of the existing tools.





# 5 TIPS FOR USING SENTIMENT ANALYSIS TOOLS

- **Real-time:** Set up real-time monitoring for timely insights and crisis management.
- **Visualization:** Use visualization tools to present sentiment analysis results effectively.
- **Cross-reference:** Integrate sentiment analysis with other data sources for a complete picture.
- **Privacy:** Ensure data privacy and ethical considerations are met in accordance with regulations.
- **Geolocation:** Consider cultural and linguistic nuances when interpreting sentiment.





# GROUP ASSIGNMENT



# CASE STUDY

Rápida TV is a large cable TV company with a customer base of over 1 million subscribers.

The company's revenues are \$750 million per year and its profit margin is 10%. The average customer stays with the company for 5 years.

The company had been growing rapidly for many years, but in recent years, growth had slowed. Customer satisfaction has also declined.

The company's previous CEO, Carlos Santos, had been in charge for 10 years and worked for the company in various operations roles since its beginning. He had been a successful CEO, but he had become increasingly focused on profits and had lost touch with the customer experience and advancing technology.





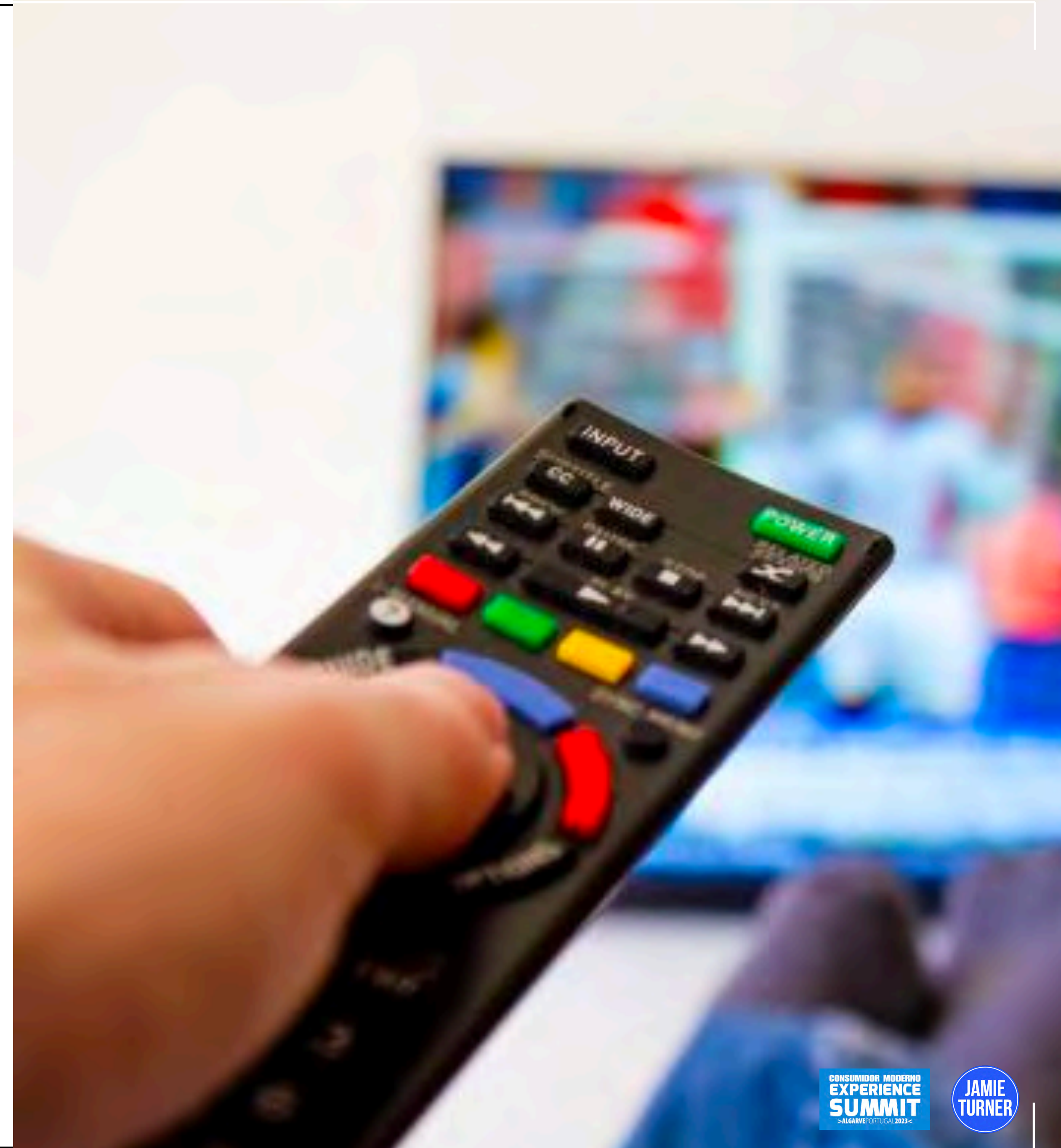
# CASE STUDY

In 2022, the company hired a new CEO, Ana Longuino.

At the time she was hired for the CEO position, Longuino was a rising star in the tech industry. She had a reputation for being innovative and customer-focused and was known as a strong leader.

Rápida TV's customer service department has been criticized for being slow to respond to customer inquiries and for providing unsatisfactory customer service.

The customer service phone line is open from 8am to 5pm from Monday to Friday. If customers call the customer service line after hours, they are directed to an automated phone tree which customers report is frustrating and impersonal.





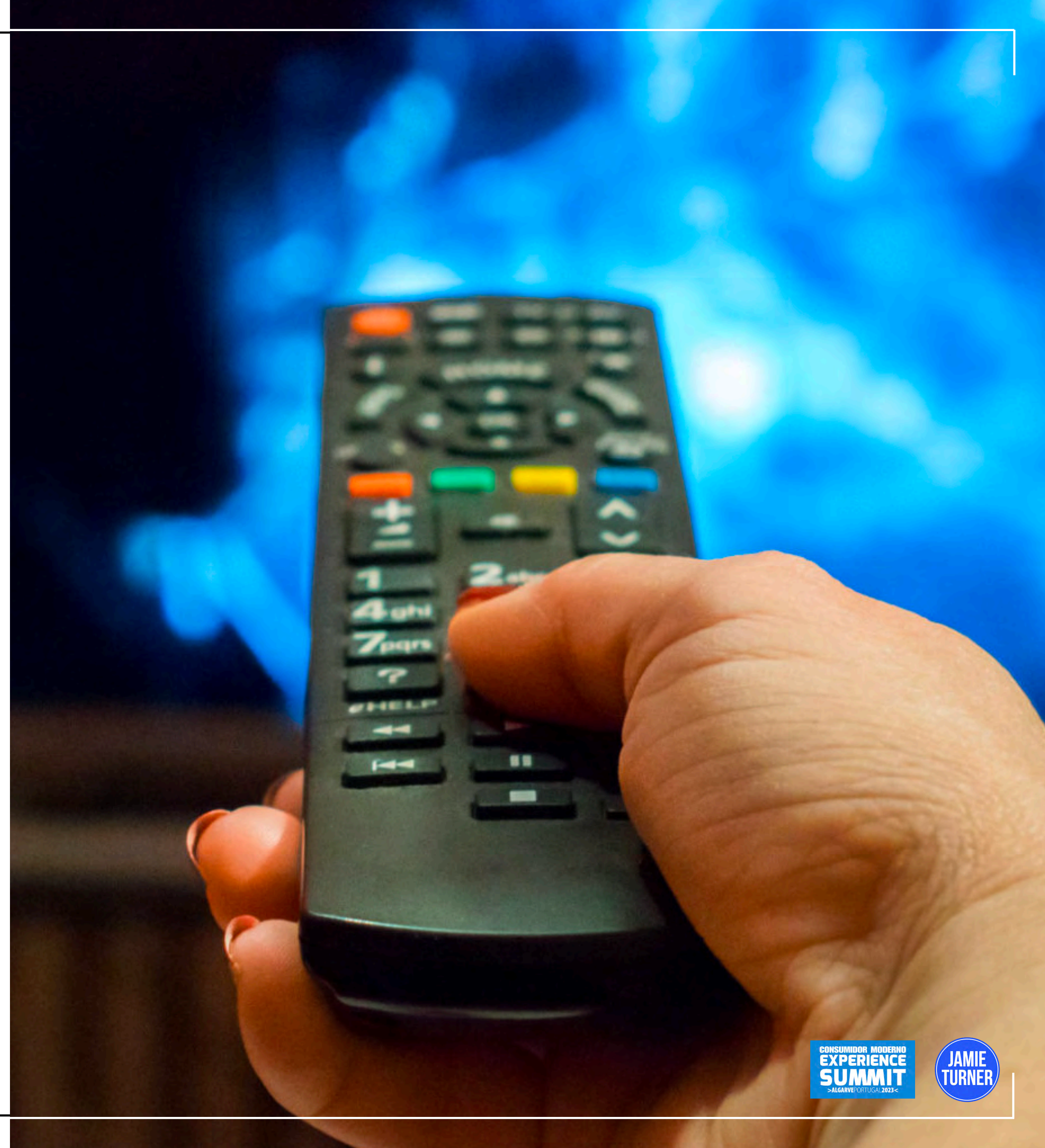
# CASE STUDY

Additionally, the online form to report an issue is cumbersome and response to completing this form often takes several days.

Over the past two years, the company's average Customer Effort Score (CES) has decreased from 5.5 to 2.5.

On the most recent customer survey in 2022, only 35% of customers at least somewhat agreed that the company made it easy to resolve their issue (CES 2.0).

To make matters worse, the budget for the Customer Service Department has been cut by 10% in the past two years.





# ANSWER

1. Using some of the new technologies discussed in the workshop, what tools would you use to reverse the decline in the key metrics (e.g., NPS, CSAT, and Churn)?
2. Using one or two traditional approaches, how would you reverse the decline in the key metrics (e.g., NPS, CSAT, and Churn)?
3. You have a competitive intrusion from a new competitor (Futuro TV) funded by Bossa Nova Investimentos. What approach would you take to specifically minimize the impact of the new competitor on your company?
4. Out of these four tools, which one would you increase the budget for (knowing that you have to decrease the budget for the other three in the process) – Live Chat, Chatbots, Social Media, Marketing Automation. Why?
5. The online reviews of your company are terrible. What tools and techniques would you use to improve the reviews? And why? Please provide a detailed explanation.





# HOW TO MAKE A PRESENTATION THAT RESONATES WITH EVERYONE



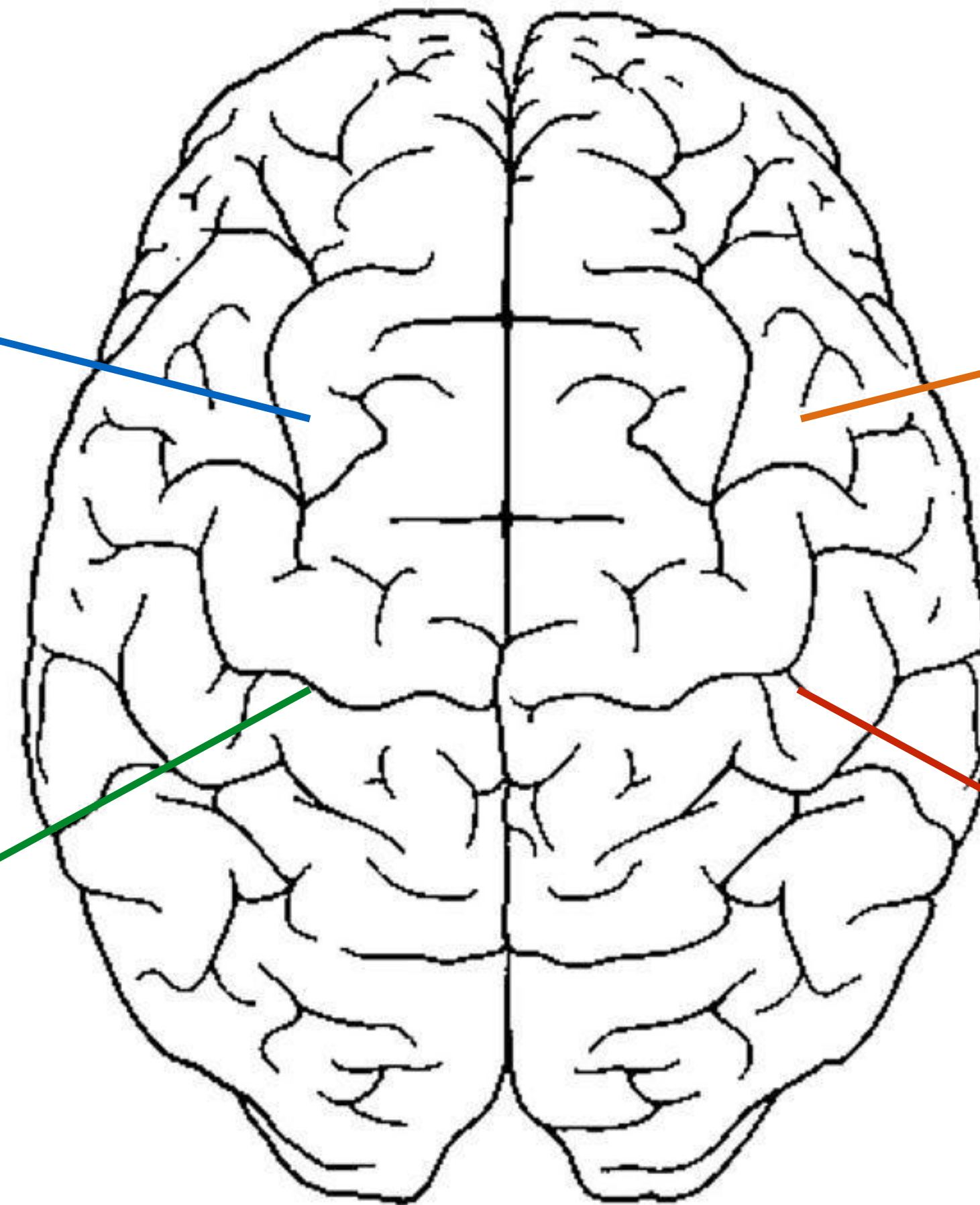
# MINDMAPPING

## **Analytical Quadrant**

Collects data, analyzes facts, embraces logic, likes numbers

## **Imaginative Quadrant**

Holistic, intuitive, innovative, conceptual, big picture



## **Sequential Quadrant**

Organized, structured, detail-oriented, process-oriented

## **Interpersonal Quadrant**

Emotional, supportive, feeling, expressive, inclusive



# THE LANGUAGE OF THE BRAIN

| Analytical   | Sequential     | Interpersonal | Imaginative   |
|--------------|----------------|---------------|---------------|
| Logic        | Organized      | Feelings      | Vision        |
| Analysis     | Step-by-step   | Teamwork      | Strategy      |
| Facts        | Planned        | Culture       | Innovation    |
| Quantitative | Detailed       | Partnering    | Global        |
| Precision    | Safety         | Supportive    | Creative      |
| Realistic    | Process        | Sensitive     | Synthesizing  |
| Metrics      | Schedule       | Empathy       | Risk-taking   |
| Measures     | Timeline       | Listening     | Imaginative   |
| Data         | Risk reduction | Values        | Impulsive     |
| Bottom line  | Focus          | Helping       | Creative      |
| Efficiency   | Priorities     | Mentoring     | Brainstorming |
| Trends       | Accountability | Trust         | Independent   |
| Goals        | Evaluation     | Coaching      | Holistic      |
| Objectives   | Controls       | Sharing       | Conceptual    |
| Critical     | Best Practices | Friendship    | Spatial       |



# DO YOU SEE YOURSELF?

**Interpersonal:** I'm helpful & expressive

**Analytical:** I'm logical and data-oriented

**Sequential:** I'm organized and detail-oriented

**Imaginative:** I'm conceptual and see the big picture



# HOW TO COVER YOUR BASES

2) How do we feel about the situation?

1) What are the facts?

4) What are next steps?

3) Does this match our strategic goals and objectives?



# GROUP ASSIGNMENT



**SMALL CHANGES ADD UP**













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<http://www.nber.org/papers/w31161>

- **Generative AI can improve the productivity of customer service agents by 14%.** This is because AI can provide agents with real-time suggestions for how to respond to customer chats, which can help them to resolve issues more quickly and efficiently.
- **Generative AI has a disproportionate impact on the performance of less skilled and less experienced workers.** This is because AI can help these workers to learn from the best practices of more experienced workers, which can help them to improve their performance more quickly.
- **Generative AI can improve the customer experience.** This is because AI can help to resolve issues more quickly and efficiently, which can lead to happier customers.
- **Generative AI can reduce turnover and improve employee retention.** This is because AI can help to make customer service jobs more enjoyable and rewarding, which can lead to employees being more likely to stay with the company.



Here are 20 data points summarizing the latest research about consumer behavior:

1. **Consumers are increasingly influenced by social media.** A study by Nielsen found that 92% of consumers trust recommendations from people they know, while 70% trust recommendations from strangers.
2. **Consumers are becoming more price-conscious.** A study by McKinsey & Company found that 66% of consumers are more likely to switch brands if they find a lower price.
3. **Consumers are demanding more personalized experiences.** A study by Salesforce found that 80% of consumers are more likely to do business with a company that provides personalized experiences.
4. **Consumers are becoming more environmentally conscious.** A study by Cone Communications found that 72% of consumers are willing to pay more for products that are sustainable.
5. **Consumers are becoming more health-conscious.** A study by Mintel found that 55% of consumers are looking for healthier food options.
6. **Consumers are becoming more ethical in their purchasing decisions.** A study by Nielsen found that 66% of consumers are willing to pay more for products that are made ethically.
7. **Consumers are becoming more socially conscious.** A study by Cone Communications found that 70% of consumers are more likely to do business with a company that supports social causes.
8. **Consumers are becoming more demanding of customer service.** A study by American Express found that 70% of consumers expect a response to their customer service inquiries within 24 hours.
9. **Consumers are becoming more mobile.** A study by Google found that 52% of consumers use their smartphones to research products before making a purchase.
10. **Consumers are becoming more globalized.** A study by McKinsey & Company found that 57% of consumers are willing to buy products from other countries.
11. **Consumers are becoming more impatient.** A study by Microsoft found that 52% of consumers expect a website to load in two seconds or less.
12. **Consumers are becoming more visual.** A study by Google found that 93% of consumers say that visuals are important to their purchasing decisions.
13. **Consumers are becoming more interactive.** A study by Forrester Research found that 72% of consumers want to be able to interact with brands in real time.
14. **Consumers are becoming more data-driven.** A study by Econsultancy found that 72% of marketers say that data is essential to their marketing strategy.
15. **Consumers are becoming more skeptical.** A study by Nielsen found that 63% of consumers are skeptical of marketing claims.
16. **Consumers are becoming more empowered.** A study by McKinsey & Company found that 73% of consumers believe that they have more power than businesses.
17. **Consumers are becoming more connected.** A study by Salesforce found that 65% of consumers are connected to the internet 24/7.
18. **Consumers are becoming more diverse.** A study by the Pew Research Center found that the U.S. population is becoming more diverse, with non-whites making up 37% of the population.
19. **Consumers are becoming more globalized.** A study by McKinsey & Company found that 57% of consumers are willing to buy products from other countries.
20. **Consumers are becoming more demanding.** A study by American Express found that 70% of consumers expect a high level of service from businesses.