

CUSTOMER EXPERIENCE (CX) AND THE BUSINESS IMPACT

Strategic Business Analysis to a customer-centric website driving greater returns

WHITE PAPER



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INTRODUCTION

Everyone wants to be understood. It makes one feel valued, important, and most essentially it displays a sign of effort put in to attribute a certain stature to a person.

It is the same for customers too - Direct or Digital. An upstanding website experience ensures, product and services aside, that the customer feels cherished and personal needs are attended to, just as in a store. This can greatly augment online engagement and conversions. Therefore, customer experience becomes imperative for business success and to stand out amongst the competition.

This whitepaper aims to offer insights on the essence of the strategic approach of a business analyst, oriented towards a customer experience design. It elicits how novel experiences can be designed through game-changing UX activities driven by a CX focused discovery.

At the end of this whitepaper, questions you will have answers are:

1. How profitable is it to concentrate on customer experience?
2. Which parameters quantify the efficacy of CX activities?
3. How does a CX oriented business analyst impact the process of designing a memorable customer experience?
4. How to align UX with the business?
5. The TA Digital methodology to systematic experience design.

WHY CX IS A GAME-CHANGER?

CX (Customer Experience) is a 'perception' that a customer or the target audience has about a website. A person while having an individual perception of the idea the website is intended to sell can also form the basis of assumption for the next person to "choose", whether to undergo the experience at all or not, let alone influence their behavior and interactions "on the site".

Customers are most concerned about satisfaction, which in turn drives loyalty. Yet, do we really need to 'obsess' over having great customer experience? Yes.



“Focus on CX is vital to prevent an unfair loss of potential customers as well as existing customers. A Gartner report states that **64%** of people confirm CX is more important than price when making a purchase.”



Here are some compelling statistics and testimonials that emphasize CX impact on business:

Statistics

1. Source: Harvard Business Review -

- **Transaction-based:** Customers with the best past experiences spend 140% more than those with the poorest past experiences.
- **Subscription-based:** Customers with the best past experiences have a 74% chance of remaining a member for at least another year; Those who gave the highest CX scores were likely to remain members for another six years.

2. Other sources -

- **81%** of marketers expect to compete mostly (or completely) based on CX [Source: Gartner]
- **84%** of customers feel that experiences are as important as the actual products and services. [Source: Salesforce]
- **\$641B** will be spent on cx technologies in 2022, over **\$130B** more than in 2019. [Source: IDC]
- **3X** greater return (stock performance) for CX Leaders vs. CX Laggards. [Source: Watermark Consulting]
- **\$1.6T** is lost every year in the U.S. because of poor customer service [Source: Accenture Strategy]

“

Our conclusion:
Superior CX drives
superior revenue
growth.”

– Harley Manning
Forrester

“

Customers who had the
best past experiences
spend 140% more
compared to those who
had the poorest past
experiences”

– Peter Kriss
Harvard Business Review

In conclusion, designing for elevated customer experience invokes in the customer, a feeling of being taken care of, and the strongest way to do this is to capture personal preferences. Superior hospitality goes a long way in securing a significant lead over the competition. A key step in solidifying these leads is through identifying high-value customer experiences to prioritize/emphasize.

For instance, home improvement businesses would incur optimal profits through bathroom and kitchen revamping/overhauling. This would require a deep dive into redoing the floor and wall tiles, by exploring the types, their advantages, and the practicality of self-renovation vs hiring someone.

CUSTOMER EXPERIENCE AND DIGITAL STRATEGY – CHALLENGES AND SOLUTIONS

It's a no brainer that many businesses would want to assure a great CX, since it leads to greater conversion, customer retention, repeat purchase rates in many cases and a high possibility of referrals.

So, what is stopping companies from delivering this type of experience to their customers via their digital platforms?



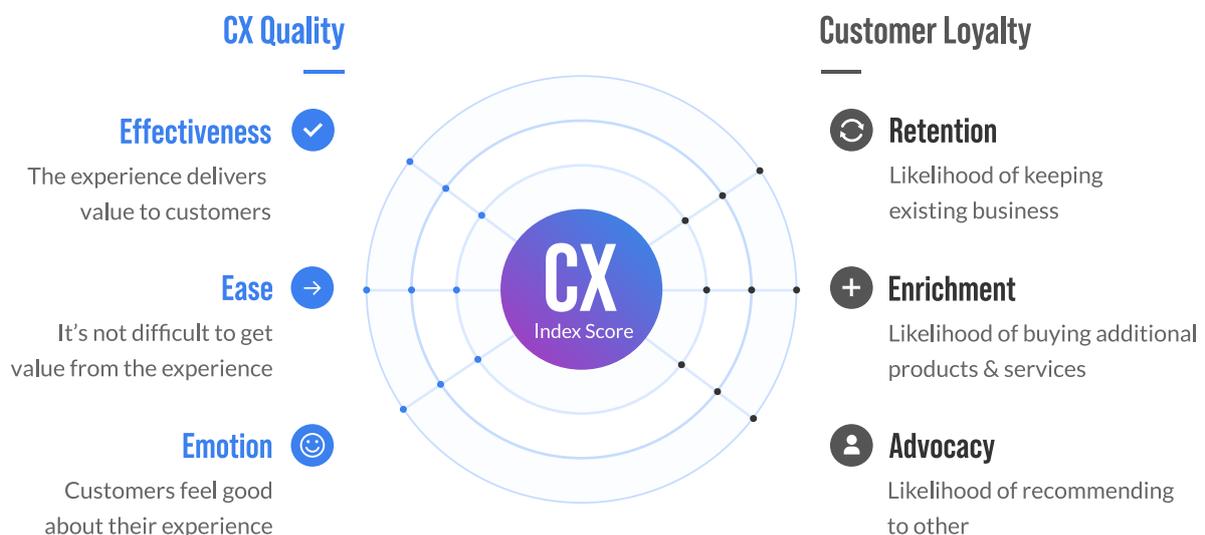
“A survey jointly conducted by Sitecore and a UX consulting company says that **41%** of surveyed companies found that a lack of internal skills to build, implement and manage the customer experience as the major deterrent to implementing a successful CX strategy.”



Understanding each customer with deep focus can be a major endeavor as it requires appropriate [strategy, culture, skill, process, and technologies](#). Here, we are talking about deep user research and behavioral analysis – which require specialized skills.

Before specialized sounds like a deterrent, the good news is that tested approaches are available and can be employed to swiftly take companies' digital initiatives from CX Strategy to Delivery.

According to the Forrester CX Index Score, the following parameters are considered to assess the quality of the experience provided by a brand or entity:



Forrester CX Index Score

DESIGNING THE USER EXPERIENCE FOR THE CUSTOMER

While considering CX and technologies involved, it becomes imperative to also deliberate on the UX – which is a key segment inside CX.

UX covers the ease of use of your item or site. CX, in contrast, envelops start to finish client collaborations and manages many interactions such as over the web, on mobile, through brochures, and in-person (support/service).



“\$641B will be spent on CX technologies in 2022, over \$130B more than in 2019.”



Some high-level pointers to keep in mind when devising a good user experience, are:

1. Cut back on complexity. When you have recognized an issue and what you need your item to do, you need to begin thinking about the customer experience.
2. Please the visitor
3. Examine all components
4. Construct void states
5. Escort the user
6. Ensure the user is not bothered
7. Present visual aids
8. Describe a story

A remarkable user experience is one where customers persist returning, while at the same time getting the message out about their experience.

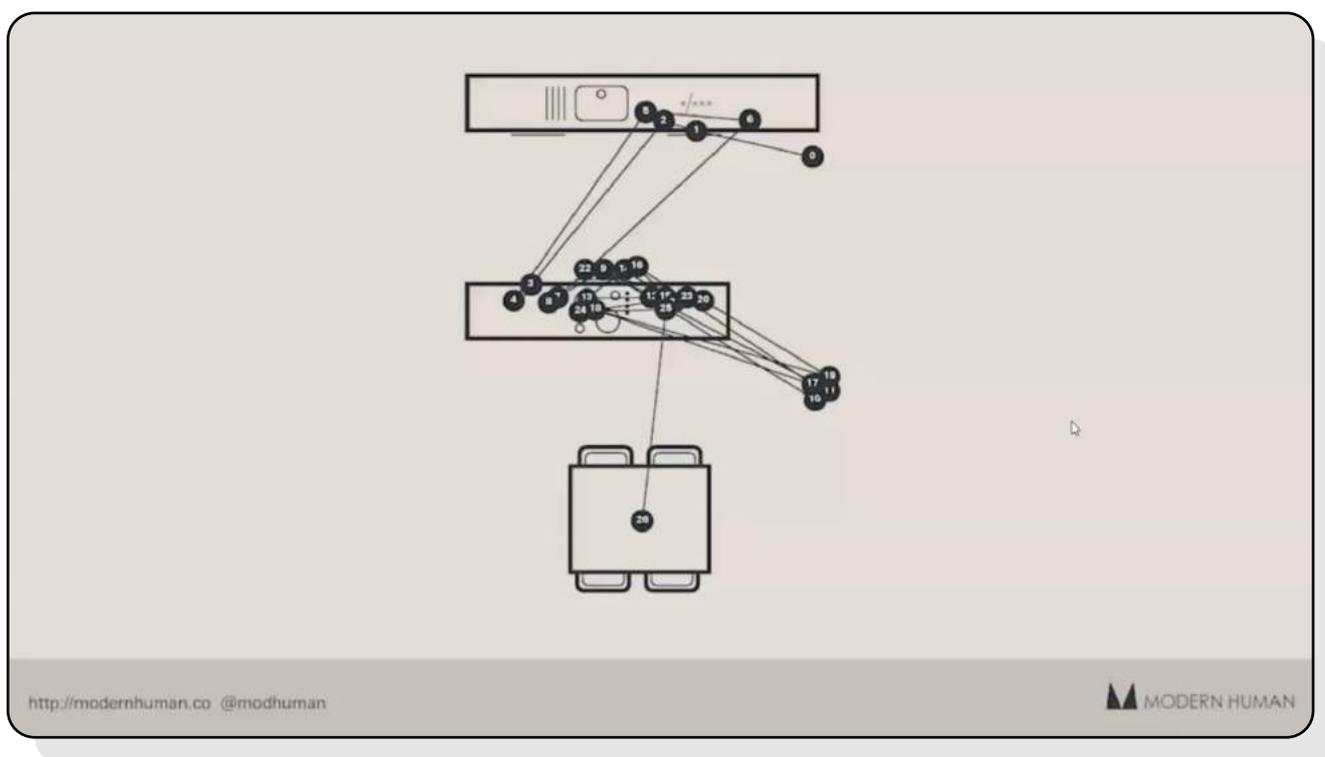
Case Study: Kitchen design

To exhibit all the activities and preferences that a good cooking experience in a kitchen entails, Paul-Jervis Heath of Modern Human set out to conduct a comprehensive experiment to document optimal kitchen designs to develop innovative kitchen appliances for a fulfilling cooking experience.

Having known that cooking is not about efficiency, but about love and expression, Paul assembled a compilation of in-home interviews and diary studies with three vital questions at the forefront:

1. Why do people cook?
2. Who do they cook for?
3. How appliances would enhance their standing as cooks

This enabled the Modern Human team to capture the home cook's feelings of food, cooking, and family. Through an assortment of photographs and observations in-person, a time and motion study was carried out to track all movements made across the kitchen, which culminated in a model that quantified the cooking process.



CX/UX CENTERED WEBSITE DESIGN – HOW CAN A BUSINESS ANALYST DRIVE IT

A business analyst proves to be a great asset to the process of fabricating a good customer experience, by allowing the CX/UX designer to focus solely on the design activity, whilst being better informed by the BA in terms of research, and analysis of the audience they are catering to, and the domain of operation.

This effectively means the deliverables and responsibilities of the BA would extend to include those of a UX Designer, while the domain of operation for the designer would be limited to Visual Designing.



“The CX oriented BA provides the [Visual Designer] [CX/UX designer] with invaluable input or information at multiple points in the project.”



The BA can work on strategy, product definition, and requirements along with the visual designer, which are all fundamental up-front activities for any software development project.

A strategic interface between the BA and the visual designer serves the objective of coming up with a feasible website design structure that generates more leads to convert into sales. And all this while being limited to using the screen space readily visible/available to the visitor's view.

The BA needs to provide inputs for a “website design that engages and sells” through striking a balance between the website's conversion goal and aesthetics.

Example –

Portraying content in the form of aside sections, dropdowns, accordions, etc., instead of forcing the user to scroll down. Use of CTAs in containers to capture user attention, specifying colors to influence consumer psychology, adding directional cues to divert the users to conversion CTAs, Providing the visual and information hierarchy to guide visitors' thought patterns and making the experience easy, white space usage for conversion forms/CTAs, etc.

This will however need careful implementation, in order to maintain clarity and visibility, that prevents overloading the user with a variety of visuals and functions.

DIGITAL PROJECTS: FRAMEWORK OF BA ACTIVITIES FOR CX CENTERED DESIGN

As part of the design process, there are several assignments the BA needs to take up, in tandem with the Visual Designer:

Step 1: Understand

a. Requirement Gathering:

- i. Understanding the Product
- ii. Understanding the Audience
- iii. Understanding the Pain Points
- iv. Understanding the Market (Competition)
- v. The method to unravel the points mentioned: Eg. Interviewing Stake Holders to understand the Vision/Roadmap of the product or holding a Brand Survey - which would be a better approach.

b. Brainstorming:

- i. This session involves the presence of:
 1. Senior and Junior CX/UX designers
 2. The Business Analyst
 3. The Project Manager and Team Lead (To keep development realistic and feasible)
- ii. This session helps bring everyone on the same page, with respect to the experience that needs to be designed, keeping in mind the requirements stated by the client, in the project constraints that exist:
 1. Time
 2. Budget
 3. Effort

Step 2: Research and Define

a. System Analysis: Usually a Client requests for design in one of the following scenarios:

- i. Existing System: When a redesign (partial or complete) needs to take place, considering the current structure, flow, design, and placement of elements on the live site.
 1. Marketing Study alongside the UX designer
 2. Assessing current system/UI flow (by navigating through engineering system)
- ii. New System (MVP): When a completely new/fresh website is to be constructed
 1. Building a flexible Minimum Viable Product
 2. Utilize the MVP to gauge demand and attempt to innovate on the same

b. USP Analysis:

Experience designing can be conceptualized in terms of a three-pronged approach:

1. **Experience:** What we offer
2. **Position:** Why choose us over our competitors? (i.e. USP) Entails Brand guidelines
3. **Patterns:** How we intend to realize our experience. Induced through experience strategy

Example: **Uber**

Uber set out to furnish a straightforward **experience** of going from one place to another. What cemented its position in the market is their **position** of rethinking/reinventing the process by replacing the role of drivers with ordinary people, facilitating lesser costs, and a more satisfying journey. It was made possible through an intricate series of activities that promoted high levels of transparency and accountability, with ample choices provided to the customer/user via a mobile platform. Some instances include offering details on the cost of the journey beforehand, the ability to cancel a ride if doubtful, and incorporating a quality feedback loop.

They completed their standout experience by ensuring convenience through their reliable and easy to use mobile application that accepts online payment.

c. Survey:

- i. Prepare: Some good questions to ask at this point regarding user/audience are:
 1. Who are they?
 2. Where are they from?
 3. Where can you find them?
- ii. Conduct user surveys to collect ideas from users, there will be some really good ideas come from the users. Look at all the requirements and list out questions about doubtful scenarios, even things that you are sure about, and give them to the users.
- iii. Categorize
- iv. Define target users, develop user personas, and create user stories.
- v. Create a customer/user journey map. Or if the client has done it, assess and recommend any best practice edits to refer to in the future.

d. Research competition (Everyone knows about the wheel; it's already been invented. Which means we don't have to reinvent it.):

- i. How competitors solve common problems and figure out a formula to refine the solution
- ii. Combine this with an analysis of existing user feedback, gathered from surveys, customer comments, and an in-depth data analysis.

CUSTOMER JOURNEY MAP

	Research	Comparison	Workshop	Quote	Sign-Off
Typical Questions	<p>How do I make an app? What platform should I use? How much does it cost? How do I protect my idea?</p>	<p>What should I look for in an app Developer? Cost vs Quality? Who have they worked with before? What are their capabilities?</p>	<p>How do I know the app will be Successful? Who will be the product owner/decision maker?</p>	<p>How does this compare? What other business opportunities do I have? Do I really want to take this leap? How will I fund this?</p>	<p>What else do I need to do to setup the business? When will I get my finished product?</p>
Emotions/ Feelings	<p>Curious, Protective, Enthusiastic, Keen to rush in.</p>	<p>Discretionary, Subjective, Unsure Weighing up pros and cons - usually focused around time, money and quality.</p>	<p>Eager, Inspired. Has a new Comprehension of the workload required.</p>	<p>Revisiting prior ideas or options. Justifying their decisions with business partners or family. Validating Internally that it is the right move to make.</p>	<p>Optimistic. Nervous/anxious. Keen to see results ASAP.</p>
We Need To ...	<p>Be present, ensure that we are found. Give confidence in us as a company and give them reason to contact us.</p>	<p>Explain the process of app development, Best practices and show our past success stories. Be open, honest.</p>	<p>Get them to really understand what is Involved - that nothing is an overnight success. Establish that we will be there to guide them through the process.</p>	<p>Display why we are the best team for the job and justify our pricing with substantiated information. Welcome questions.</p>	<p>Set clear expectations. Keep them Informed with relevant information. Communicate frequently, Ask for Feedback on how we're doing to ensure everyone is happy and on the same page.</p>

Step 3: Information Architecture (IA)

- The IA contains site structure, which would heavily influence the design strategy and decisions to be taken, as the UX designer cannot deviate from the structure agreed upon by the client and technical teams.
- The Information Architecture contains an overview of the entire process carried out on the site, constructed to suit the KPI or digital goals of the owner/client.
- Hence it provides flows for important tasks or processes that a user would participate in, and the journey they will experience as a result of the same.

Step 4: User Stories

- Stories captured by business analysts include aspects of the experience faced by the end-user, from functionality to design. These stories also include the action to be taken and play a vital role in deciding how the pages on a site are structured. What is often overlooked is how this affects optimal design decisions and implementations as well.
- For example:
 - Content that can be displayed/presented as tabs or a guided pop-up process, instead of separate sections on the page, which would help avoid needing the user to scroll.
 - Deciding whether it is a good idea to nest CTAs inside other elements such as accordions.

TA DIGITAL METHODOLOGY - BA/UX PROCESSES

Undertaking the process of designing a superior customer experience, requires collaboration with professionals with a proven track record of delivering on all fronts.

Here at TA Digital, we deploy expert business analysts in the area of Research, Interaction, and User Experience Analysis to provide a superior result in establishing a solid Customer Experience.

Our BAs give informed choices (data-driven) to design experiences that are worthwhile. They partake in visualizing user needs, motivation, and behaviors to develop high-value products and services. These insights are usually data-driven and propel business goals whilst helping refine product definition:

1. Research Planning and Recruitment
2. Data Collection
3. Data Analysis
4. Presentation of Insights
5. Strategy

Their occupation forces them to be passionate, curious team players and requires them to know the ins and outs of the design thinking process.

By having our BA's trained in user experience skills, we have achieved deeper synergies that help to design for the user and business needs of our clients. Projects are delivered in less time, and at lower costs, due to less overlap and by sharing more information.

The following table provides a quick view of the approach employed by the strategic BAs at TA Digital.

CUSTOMER EXPERIENCE:  The role of a strategic BA		
What	When	How
<ul style="list-style-type: none"> Understand 	<ul style="list-style-type: none"> Requirement Gathering <ul style="list-style-type: none"> Understand the business Understand goals and pain points Method: Brand Survey or interview with stakeholders Brainstorming <ul style="list-style-type: none"> Brainstorming with the team to get more clarity on requirements. Method: Team Meeting (Members) 	<ul style="list-style-type: none"> Sr. UX Designer BA Jr. UX Designer Tech Lead Project Manager
<ul style="list-style-type: none"> Research and Define 	<ul style="list-style-type: none"> Existing System Study <ul style="list-style-type: none"> Market Study Extensive User Data Future Focused Ready for Quick Accelerated Learning Current User Flow <ul style="list-style-type: none"> Understand current UI flow User Journey Map Method: Navigate through Engineering System New System (MVP) <ul style="list-style-type: none"> Build MVP and check if demand exists Innovate on the same Ready for Quick Accelerated Learning Affinity Mapping <ul style="list-style-type: none"> Method Generate Ideas Display Ideas Sort Ideas into Groups Create Header Cards Draw Finished Diagram Survey <ul style="list-style-type: none"> Prepare Survey Conduct Survey Categorize Persona and User Journey Mapping Competitor Analysis <ul style="list-style-type: none"> Identify competitors Evaluate their strategies SWOT Analysis relative to competition 	
<ul style="list-style-type: none"> Ideate 	<ul style="list-style-type: none"> Paper Sketching <ul style="list-style-type: none"> Compile ideas from engg. teams Final sketch Wireframe <ul style="list-style-type: none"> Define information hierarchy of the design 2-D illustration of page interface that focuses on <ul style="list-style-type: none"> Space allocation Prioritization of <ul style="list-style-type: none"> Content Functionalities Intended behaviors 	
<ul style="list-style-type: none"> Design 	<ul style="list-style-type: none"> Art Direction UI/Visual Design <ul style="list-style-type: none"> Imagery Color Shapes Typography 	
<ul style="list-style-type: none"> Testing 	<ul style="list-style-type: none"> Clickable prototype Usability testing Production graphics Design quality check 	

TA Methodology: Steps to conceive User Experience Design

By compartmentalizing the research, interaction, and experience assessment processes, we ensure every step of the exercise receives the attention and due diligence it deserves. To add to this, our BAs expertise in each area driving specific deliverables leads to a boost in accountability and diminishes error.

TA Digital is the only global boutique agency that delivers the “best of both worlds” to clients seeking to achieve organizational success through digital transformation. Unlike smaller, regional agencies that lack the ability to scale or large organizations that succumb to a quantity-over-quality approach, we offer resource diversity while also providing meticulous attention to the details that enable strategic success.

Over the past 20 years, we have positioned clients to achieve digital maturity by focusing on data, customer-centricity and exponential return on investment; by melding exceptional user experience and data-driven methodologies with artificial intelligence and machine learning, we enable digital transformations that intelligently build upon the strategies we set into motion.

Recognized in 2013, 2014, 2015, and 2019 Inc. 5000 list as one of the most successful technology companies in the United States, TA Digital is pleased also to share high-level strategic partnerships with world class digital experience platform companies like Adobe, SAP and Salesforce and possess global partnerships with industry leaders such as Sitecore, Episerver, Elastic Path, BigCommerce, AWS, Acquia, Azure and Coveo.

