
THE 5-STAR CUSTOMER EXPERIENCE

**Three Secrets to Providing
Phenomenal Customer Service**



DR. JANNE OHTONEN

THE 5-STAR CUSTOMER EXPERIENCE

**Three Secrets to Providing
Phenomenal Customer Service**

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ABOUT THIS BOOK

For any business looking for growth, the Customer Experience has become an essential component of business strategy. Most business professionals struggle with taking practical steps to manage those experiences in a profitable way. **The 5-Star Customer Experience** reveals **Three Secrets to Providing Phenomenal Customer Service**. These secrets help you understand where you are now, what to do, and how to improve the Customer Experience your business delivers.

From Customer Experience Blueprint to Customer Journey Mapping, **The 5-Star Customer Experience** here is the ultimate practical Customer Experience Innovation guide for organizations, whatever the size or the industry. You will discover:

- ★ Why Customer Experience Innovation is vital for the sustainable growth of your revenue
- ★ A practical way for creating a Customer Experience Blueprint that wows the customers and brings in the profit for the business
- ★ How to use Customer Journey Mapping tools including step-by-step guides and examples with illustrations to optimize cost efficiency

Besides the practical how-to guidance, **The 5-Star Customer Experience** includes a wide variety of real-world case examples. From these, the readers will discover not only what works well but also the hard lessons some companies have learned are now revealed. **The 5-Star Customer Experience** unravels world's leading consultant's trade secrets of how to understand, design and improve Customer Experience in your business, whatever your level. Part of the proceeds from this book are donated to charity.

Book website and free resources are available at <http://www.threecustomersecrets.com/>

ADVANCE PRAISE FOR THE 5-STAR CUSTOMER EXPERIENCE

Tuukka Heinonen, Service Delivery Manager, Provad - the new of Customer Service,
<http://www.provad.fi>

“Dr. Janne Ohtonen is one of the greatest talents in Customer Experience Management and renewing the ways organizations operate today. He has spearheaded the multidisciplinary field of Outside-In thinking for years, combining CEX in a holistic way to more traditional domains of managing companies. His new book on Customer Experience Innovation is a hands-on guide for business leaders targeting Customer-Centric Business Transformation. In the book he describes the techniques in detail, verified in real-life business cases. I have been honored to work with him in few of them, utilizing these techniques highly successfully.”

Harri Kulmala, Head of Operations & Strategy, Fortune Rookies,
<http://fortunerookies.com>

“We are using the Customer Experience Innovation framework at Fortune Rookies, and this book is extremely helpful because it gives an excellent description of the method and makes it easy to understand.”

Marcos Moret, Managing Director, Moret Consulting, <http://www.moretconsulting.com>

“If you want to ensure long-term business success, then you will find Dr. Ohtonen’s book invaluable – a must-read blueprint for putting the customer at the heart of your organization.”

Nelson Socorro, Senior Manager – Customer Propositions

“This book helped me to clearly articulate the gap between the needs of the organization and that of the customer. Dr. Ohtonen does a brilliant job in understanding and quantifying the reasons as to why having a long-term holistic view of customers’ needs is pivotal to business success.”

Anthony Pearmain, CEX Consultant, StratMetrix, <http://StratMetrix.com>

“An awesome read - you will find yourself inspired to approach the challenge of becoming more customer-centric in a structured and methodical way. Janne shows us that it's not rocket science by breaking it down into bite-sized steps. It is part of learning how to fish, not where to buy a meal.”

Liam Royden, UX/UI Consultant, <http://www.linkedin.com/in/liamroydencreative>

“Customer Experience Innovation has opened my eyes to the problems businesses face when trying to keep customers satisfied. I would highly recommend this to anyone that wants to understand customer thought process and how to stay up to date with emerging trends. “

Danielle Sheerin, Senior Customer Experience Manager

“As a customer experience professional, I found this book to provide valuable insight, relevant to both the new practitioner and old hands alike. The advice it offers is both inspiring and practical, providing a toolkit for approaching customer experience evolution that can easily be adopted by any business. The author tells you why you need customer experience innovation, how you should do it and how to measure its impact and, essentially, the return on investment it provides, once you have done it. An indispensable resource for any customer focused team or individual – it's a book you will refer to again and again!”

Kamil Michlewski Ph.D., Senior Consultant at Human Innovation, London, <http://kamilmichlewski.com>

“Janne's book is a fabulous dive into the world of Customer Experiences set in a hard-core business context. He methodically unpacks useful methodologies designed to tackle the most critical organizational question: how to powerfully align customers' expectations, needs, and desires with company's products and services. Customer Journey Mapping is given a closer look, and rightly so. A lot of the delights and challenges customers encounter can be exposed using this tool. In short, anybody who directly or indirectly depends on customers for their success – that is pretty much all of us – should find Janne's book extremely useful.”

CONTENTS

Foreword By Ian Golding	xvii
Introduction	xix
Why Should You Take Action Based On This Book	xxii
Why Customer Experience Innovation Is Needed	xxiv

SECRET [1]

CREATING A CUSTOMER EXPERIENCE BLUEPRINT

Introduction to the Customer Experience Blueprint	2
Case Stories on Why the Blueprint Matters	4
Who Is the Target Customer?	9
Where Does the Experience Start and End?	13
What Does the Customer Expect That Should or Could Happen?	16
Customer Expectation Types	19
Managing Customer Expectations	22
Case Example: Coffee Shop	24
What Does the Customer Want and Need?	28
Customer Wants	30
Customer Needs	33
What Customer Emotions and Attitudes Are Involved?	40
Identifying Emotions	44
Recognizing Attitudes	45
Case Examples On Emotions and Attitudes	46
What Can We Do to Ensure Successful Customer Journey?	48
What Can We Do Through Partners?	51
How Could Technology Enable Us to Serve the Customer Better?	53
Our Business Purpose Statement Based On the Blueprint	54
Involving Customers	56

Research Workflow	62
Surveys	63
Field Trips	72
Customer Observation	73
Experimentation	73
Unsolicited Feedback	76
Success Checklist for Involving Customers	80
Resources and Channels	83
Costs and Revenue	86
Customer-Centric Marketing Based On the Blueprint	89
Customer Personas to Excite Employees	91
Example Customer Persona: Benjamin	94
Example Customer Persona: David	96
Example Customer Persona: Daniel and Eve	97
Taking Action with the Customer Experience Blueprint	98
Example: Breakdown Service of the Future	105
Customer Experience Blueprint Template	108

SECRET [2]

CREATING A CUSTOMER JOURNEY MAP

Introduction to Customer Journey Mapping	118
The Importance of Journey Mapping	120
Customer Journey Map vs. Other Business Maps	122
Main Components for a Great Customer Journey Map	124
Customer Journey	125
Customer Interactions	125
Employee Journeys	126
Business Rules and Decisions	126
Systems and Tools	126
Resources and Capabilities	127
Emotional Journey	127
Summary	128

Benefits of Journey Mapping	129
For Frontline Staff	130
For Business Operations	131
For Support Functions	132
Finances	133
Human Resources	134
Information Technology	135
For Marketing	136
For Suppliers and Partners	137
End to End Customer Journey Mapping	139
Deciding Whose Journey Is Mapped Out	141
Understanding Where the Journey Starts and Ends	143
Identifying A Macro Journey	145
Universal Customer Journeys	146
Generic Customer Journeys	149
Customer Specific Journeys	150
Determining A Micro Journey Step by Step	152
Shaping The Journey On to A Map	156
Introducing Case WWJD - Waving Watchmen Joining Designers	159
An Interview of Chief Operating Officer	160
Customer Story	161
Case WWJD: Customer Journey Map	162
Discover Customer Interactions	164
Introduction to Customer Interactions	164
Identifying Customer Interactions	166
Identifying Moments of Truth	167
Aligning Interactions to Customer Journey Map	170
Case WWJD: Customer Interactions Map	171
Breakpoints Along the Journey	173
Introduction to Breakpoints	174
Identifying Breakpoints	175
Aligning Breakpoints to A Customer Journey Map	176
Aligning Business Processes to Customer Journey Map	177

Case WWJD: Breakpoints Map	180
Business Rules Shaping the Journey	182
Introduction to Business Rules	182
Identifying Business Rules	183
Aligning Business Rules to Customer Journey Map	185
Case WWJD: Business Rules Map	186
Details Around the Journey	188
Mapping Systems and Tools	188
Mapping Resources and Capabilities	190
Mapping Stakeholders	191
Case WWJD: Detail Map	193
Emotional Impact of the Journey	195
Introduction to Customer Emotions	195
Identifying Emotions in A Customer Journey	197
Aligning Customer Emotions to Journey	199
Case WWJD: Emotional Map	200
Facilitating Customer Journey Mapping Workshops	202
Introduction to Workshops	203
Who Should Participate	204
Agenda for The Workshop	205
Logistics	208
Participant Instructions	209
Session Rules	210
Facilitation Secrets and Guidelines	211
About Sticky Notes	214
Follow Up After the Session	215
Communicating The Results	217
When Is a Customer Journey Map Ready?	218
Documenting The Customer Journey Map	219
Sharing The Customer Journey Map	220
Keeping The Map in Mind	221
Updating The Map	221
Case WWJD: The Final Map	222

Evaluating Customer Journeys	225
Financial Implications	226
Journey Efficiency	227
Choosing Where to Focus	230
Summary	232
Shaping The Organizational Culture Using Journey Maps	232
Your Journey Map to Customer Success	234

SECRET [3]

CREATING RESULTS

From Inside-Out to Outside-In Organization	238
Calculating Customer Experience Efficiency	241
Customer Experience Innovation Priority Analysis	245
Brainstorming Customer Experience Innovation	250
Creating an Action Plan and A Roadmap	253
Designing Future State Experience	259
Present The Business Case	264
The Role of Sponsorship and Support	270
Epilogue	273
About The Author	275
Recommended Resources	280
Recommended Reading	281
Online Training	283
Educational Videos	284
Customer Experience Articles	286
Christians Against Poverty - Charity	288
Rivers Group - Charity	289
Feedback	290

FOREWORD BY IAN GOLDING

Ian Golding (<http://www.ijgolding.com>) has spent over 20 years working in and with organizations of all shapes and sizes around the globe to enable them to deliver experiences that are better able to meet (and sometimes exceed) customer expectation. Ian is a respected speaker and writer on the subject of Customer Experience receiving accolades for his perspective on the subject from all over the world.

When I first entered the world of business in 1995, the words Customer Experience were ‘not present’ in the language of leaders. It was not until I started working for General Electric (GE) in 1997 that I was first consciously aware of the fact that the world of business was even interested in the customer. It was at GE that I first heard a leader use the words ‘Customer Centricity’. Looking back on it, this was a pivotal moment in my career and one of the reasons I am a Customer Experience Professional today – almost twenty years later.

In 2007, ten years after GE and Jack Welch gave me the inspiration to continuously focus on helping organizations to ‘do the right thing’ for customers, I found myself working in a company who did not quite understand why it was so important. Even though GE was talking about Customer Centricity ten years earlier, the reality was that most organizations around the world had not even thought about it yet.

Move on another ten years and while many organizations are finally talking about Customer Centricity as something of importance, the reality is that many/most are unable to understand what it takes to make it happen.

Enabling an organization to understand the importance of managing and improving the Customer Experience requires leaders to recognize the importance of being Customer Centric. People at all levels need to have a mindset that embraces the ability to think about and act in the interests of the customer at all times. The greatest irony in organizations taking so long to consider Customer Experience as a thing of importance is that all of them have had a Customer Experience from the minute they were created – it is only now that they have become consciously aware of it.

Becoming conscious of the importance of Customer Experience is one hurdle to overcome. However, an even bigger hurdle is for organizations to embed an effective approach to managing and improve it. In 2017, I believe that approximately 95% of organizations around the world are still delivering experiences that are unable to meet the needs and expectations of customers consistently. The key word in that bold statement is ‘consistently’. Approximately 95% of organizations today provide their customers with ‘random’ or ‘unintentional’ experiences – sometimes they work... sometimes they do not!

The ‘random’ experience is endemic of a business that is so focused on the delivery of processes, tasks, and products, that it has lost sight of WHY it exists in the first place. Organizations that behave like this may well be talking about Customer Experience as something of importance, but they are unable to make it a reality for clients on a daily basis.

There are some reasons why this is the case – some political; some technical; some cultural. One of the biggest single reasons that I am observing is the inability of organizations to translate talking about Customer Experience into something that lives and breathes. Far too few have understood that improving the Customer Experience cannot happen through osmosis! The need to create and embed a FRAMEWORK for managing the customer experience is ESSENTIAL if you are going to stand a chance from moving the words to continuous and tangible ACTION!

Janne Ohtonen’s Customer Experience Innovation Framework presented in this book is an excellent example of how simple it can be to do just that. Janne’s framework is a practical, tried and tested method to help practitioners understand exactly what it takes to connect the necessary activities to innovate and improve the experience from where it is today.

As you read Janne’s words explaining the three parts of the framework and how to put it in place, you will recognize that none of what he describes is hard to understand or even hard to do. What is hard is the ability of anyone who wants to take the framework forward and implement it, to change their behaviors and the behaviors of others.

This book is an essential, if not critical, resource for anyone who wants to genuinely and demonstrably manage, innovate and improve the Customer Experience. It is difficult, if not impossible, to manage, innovate and improve the Customer Experience without a Framework. That is why I hope and trust that you will be as inspired by Janne’s words and practical approach to making your Customer Experience a manageable reality as I was by GE all those years ago.

Ian Golding, CXXP

Certified Customer Experience Specialist

INTRODUCTION

It all started when I was less than ten years old. My father bought one of the 1980s business computers with a black screen and green text on it to use it in his successful land moving business. For a young lad like me, that was an interesting machine. It didn't do anything exciting like today's PlayStation does. It was just a command line that I could write something and see what comes back. It was programmed with Basic language and my father had a manual on how to use it. A few years later I had written a functioning software that calculated axle masses for trucks (so that they won't overload with the cargo). Then my father got a 300 bit/s modem (the home Internet I have today is 200Gbit/s). It could connect to other computers with modems to exchange information. Some years later our garage had five computers running modems to share information and data with others around the country. Fast-forward few years and I was running a website design company under my mother's name as I was still a minor.

Once I applied to university for my first engineering degree in IT, I didn't have to worry about the entrance exam too much as I had been doing such work for years. I went to finish my degree and was hired by an IT company as a programmer for the only car factory in Finland. My job was to implement a software (which is still in use today, over ten years later) for materials book-keeping. I quickly advanced to software design and architecture. I was admitted to the University of Turku for my Bachelor's degree in IT and finished it while working full-time. I found myself as an Enterprise Architect and concept designer for a digital media company. By then I got the taste of studying and working at the same time and signed up for Master's degree for Work Informatics. I finished that and joined a Business Intelligence company as a software and business process expert. I started touring around the world giving speeches on Operational Excellency and Business Process Management. I found myself again at the same car factory, this time optimizing their processes and Content Management Systems. Around 2008, I was a well-known international expert on IT and Business Processes. Turku School of Economics asked me to do a doctorate thesis for them as I received high grades from my Master's thesis. I agreed, and the topic ended up being Business

Process Management Capabilities as I wanted to learn what does it take for a business to be successful in improving its processes.

IT and Business Processes go well together as technology can be used to enable more efficient operations. I used my skills to optimize processes for hundreds of organizations and came across a peculiar situation. The car factory in Finland was laying off people and doing financially feeble, even though they had world-class Lean processes and the factory was super-agile. As a consultant, I often asked myself, what was I doing wrong as I couldn't help some companies to be profitable even though they were highly optimized regarding IT and processes already? I was young, and the world was entirely black and white...

It haunted me. I went even deeper into Business Process Management, looking for anything that would help those companies. I helped several pharmaceutical and telecommunication companies to lean their operations and to improve operational efficiency by 60-80%. They were losing less money, but not making more. Then one day I was walking from the university back to the office to continue my work, and it hit me. "Where is the upstream?" I was thinking about paper factories we have in Finland. There is an environmental law that forces them to have their freshwater take in downstream and a purified waste water outlet in the upstream. This way if the factory fails to protect the environment, it will suffer first itself. So, what was the upstream for business processes? And I realized it is The Customer. No matter how efficient your processes and systems have been if you do not have a business anymore. Any salesperson probably could have told me that long ago. But I wasn't a sales person and didn't plan to become one. So, what is the operational approach to customers, way beyond marketing and sales efforts?

It is the Customer Value. If the firm is giving enough value that the customers want, it most likely will stay in the business. But producing value isn't always enough. It has to be delivered to the clients in the right way; hence the Customer Experience is as important as the value. When these two are working well, the company's business will thrive. Cherish the customers or perish the business. In 2009, I started searching for best operational approaches to Customer Centricity, Customer Experiences, and Value. A year later I realized there aren't many. People were talking about various aspects of it, but no one had made a holistic approach. That was where I took my first steps towards the Customer Experience Innovation (CEI) framework presented in this book. I wanted to do with Customer Experiences, what Lean and Six Sigma did to processes.

Today, I am responsible for Customer Experience, Value and Engagement for over 8,000,000 customers globally. It would not have been possible without going through the learning curve of using IT as an enabler, processes as a method and Customer Value as an outcome. The biggest (perhaps only significant) difference between Business Processes and Customer Journeys is that the other looks inwards (Inside-Out) and the other outwards (Outside-In). Customer Journeys can be called external processes if you so will. These two process types need to be aligned and powered by IT and data. That will ensure huge success for business as long as the relevancy is high. Building on this Business Strategy and Customer Experience Blueprint are likewise two sides of the same coin. The Business Strategy is looking Inside-Out, and Customer Experience Blueprint is looking Outside-In. The balance between the two is necessary. The techniques presented in this book utilizes the knowledge I have acquired from all of these to add value to you and your business.

The 5-Star Customer Experience is about understanding why we are stuck where we are with today's Customer Experience Management and how to get from where we are to where we inevitably must go, as Board Members, CEOs, Executives, Managers, and Customer Professionals. We start by going through fascinating insights that will build motivation to take action based on the CEI framework. Then we move on to a detailed and practical description of the framework and the two most important techniques in it. To reveal the first secret to phenomenal customer service, we look into how to build an Outside-In view through Customer Experience Blueprint. Then we proceed into understanding the second secret of how to align our business operations with customer value using the Customer Journey Mapping technique. At the end of the book, we reveal the third secret with the biggest impact of all; how to take action, build a business case and move forward with the new insight that we have acquired.

Book website and free resources are available at <http://www.threecustomersecrets.com/>

Let's start our journey together towards building a great customer experience.

WHY SHOULD YOU TAKE ACTION BASED ON THIS BOOK

“Why should I take action based on this book?” is probably one of the key questions that comes to mind when you see any new book for the first time. And that is a fair challenge; time is the most precious commodity we have. We should manage our Return On Invested Time (ROIT) extremely well. This could be a long chapter, painting a picture of all the benefits you will receive by reading this book. That just wouldn’t be time well spent for either one of us.

The fact is, by reading **The 5-Star Customer Experience**, you will receive only a fraction of its benefits (i.e. education). However, then by acting on the advice in this book, you can turn almost any business around to be more customer-centric and therefore more successful! Here are examples of realistic business scenarios, where you can make significant difference in using the advice and approaches in this book:

If you want to put the customer at the heart of your organization, ensuring long-term business success (not just short-term quarterly profits), Customer Experience Innovation is something you will have to tackle. **The 5-Star Customer Experience** gives you one of the best methods out there to achieve customer centricity on strategic and operational levels. Moreover, following this advice will not just “get you there”, it will place you right on the top against the competition. As we will discuss later in this book, putting the customer at the heart of your business will have a positive impact on both the bottom line (e.g. revenue, profit) and company results (e.g. customer loyalty and satisfaction). Did you know that the average lifetime expectancy of S&P500 stock market index companies has gone down dramatically more than 60%? (Source: Innosight Executive Briefing 2012, <http://bit.ly/sp500life>) Evidently, a number of customers do not find those companies relevant after a period of time and take their business elsewhere.

If you want to increase the financial success of your organization by sustainably increasing revenue, the approach presented in this book will give you a robust method for identifying missed revenue opportunities and new potential sources of income. It is impossible to say in this book how much exactly it will be for you specifically, but I have seen revenue increases of 20%-80% in just a few months (and case examples for those companies will be discussed in detail later). Such results are realistic for businesses who are willing to go out of their way to

improve customer value. As Tesco says, “Every Little Helps”, so even more modest results are worth pursuing due to relatively small required investment. If you want help with financial impact estimates for your business specifically, don’t hesitate to contact me.

Additionally, if you want to decrease costs or increase profitability, the optimization technique presented in **The 5-Star Customer Experience** can do that for you. The worst result we have received has been about 20% optimization against the current base, but typically we have seen cost effectiveness improving anything between 20%-80% for companies with revenue of \$0.5-\$4billion. Our record regarding percentages is 400% in 6 months for a business with \$400k revenue. That small business would have perished without the optimization as they had old products on their hands. The elegance of this approach is that you can choose how much effort you put into it and therefore get out of it. This makes it easy to balance and scale the desired level of investment. Typically, you would develop a road-map for quick, medium and long-term wins.

Let’s cut to the chase. Your business makes money from customers. By aligning the organization better to customers, you will ensure higher lifetime value, relevance, loyalty and satisfaction amongst your clients. This will lead to previously described benefits in a sustainable way, not just as a fancy business trick. This will also protect your company against competition, market changes, and economic downturn. If your business is not continuously relevant for its customers, it will perish. However, by cherishing your clients, better business awaits you!

These are great reasons to attend a couple of workshops and to change few things around to get such a high Return On Invested Time. As a final note on motivating you to take action based on this book, I am saying that achieving all this is straight forwards. I am not saying it will be easy though (that, of course, depends on your organization’s culture and customer centricity maturity). Some companies will have to work harder than others. Moreover, all of them will benefit hugely from the process. So, let’s get to it!

As my personal gratitude to you for buying this book, you will have free access to valuable online training explaining some of the topics discussed in the book in even more detail. **You will also receive free templates and hands-on advice at <http://www.threecustomersecrets.com/>**

WHY CUSTOMER EXPERIENCE INNOVATION IS NEEDED

The world has changed a lot in the past couple of decades due to the Internet and globalization. Still, principles for most of the corporate policies, processes, and standards date back almost two hundred years (though many business leaders might not realize that). When Frederick Winslow Taylor (<http://bit.ly/fwt-history>) and Henry Ford (<http://bit.ly/hf-history>) were optimizing factories for mass production, there was no Internet, no global logistics, no 24h connected commerce around the world and many other things we take for granted today. And yet we build our companies, products, services and Customer Experiences based on the same old outdated principles they used long ago even today as if they were still the best practice. We have gone even further, expanding something that was originally designed for manufacturing products to cover delivering services also. I am sure sirs Taylor and Ford would tell us today that they didn't create it for that purpose!

“On average, the CEOs of U.S. corporations lose half their customers every five years.” -Frederick F. Reichheld, inventor of the Net Promoter Score (<http://bit.ly/ffr-quote1>)

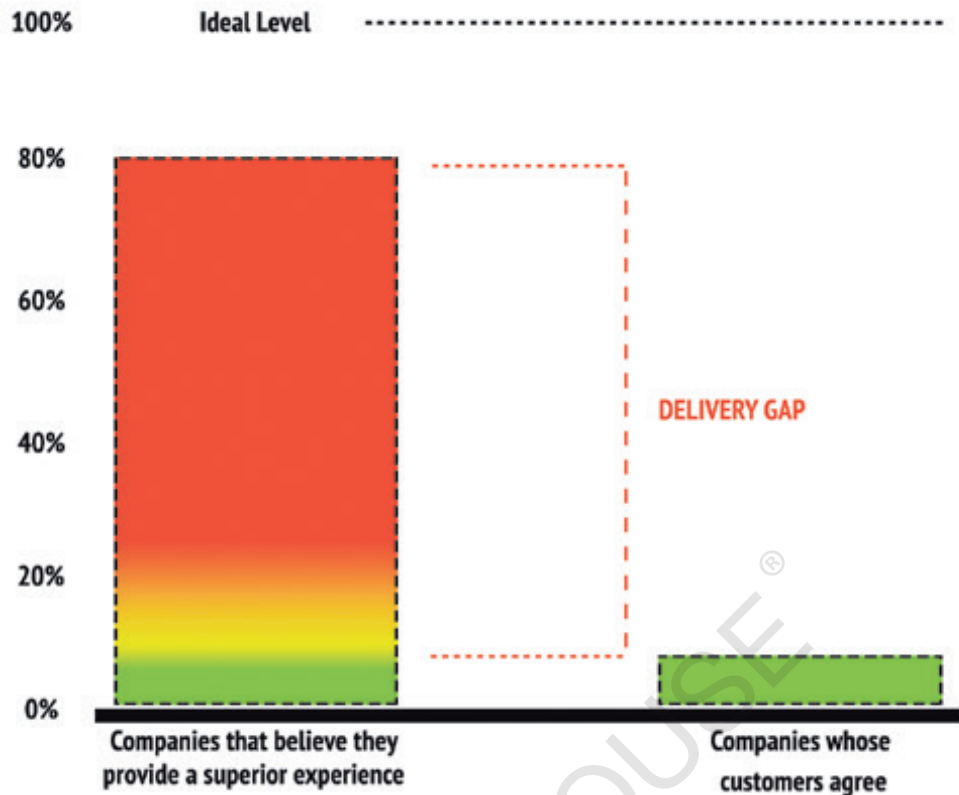
The misalignments in today's corporate world are negatively impacting revenue, cost and service opportunities at a greater level than ever before. A lot of this is caused by outdated thinking taught by the business schools and practiced by the old-fashioned business leaders. The business environment has evidently changed and there are several levels of corporate misalignment that impair the business. Even those organizations that have been optimized several times over are suffering from some of these challenges, which show themselves in many forms, such as:

- ★ Velocity of business optimization methods being too slow.
- ★ Constantly changing customer behavior making companies quickly irrelevant.
- ★ Imperfect product and service capabilities leading to high customer churn.

- ★ Inert company structures are hindering quick change.
- ★ Rapid pace of change exhausting business resources.

Many organizations are sitting on a redundant cost base and not even seeing the missed revenue opportunities. A new kind of thinking is called for, utilizing Customer Experience Innovation (CEI), which helps the businesses to become more agile, easier to deal with and producing a higher return for all stakeholders.

Besides the previously described operational issues, there are also Customer Experience challenges that eat away revenues and profit. As many studies have shown, customer success (i.e. satisfaction, service, loyalty, and engagement), are paramount for long-term business success (Source: James Duval, <http://bit.ly/2aUZ4Xc>). Customer Experiences are the most important factor affecting how the value is delivered to customers through various channels and Touch Points. Still, many companies falsely think of being good at providing those experiences. There's a huge delivery gap (source is a study done by Bain & Co in 2004 asking from over 300 companies and their customers). Asking "are you delivering a Superior Customer Experience?" from the business leaders, staggering 80% said "Yes". Then going to their clients and asking "Are you receiving a Superior Customer Experience?" gives only 8% "Yes".



The Customer Experience Delivery Gap

As you can see, the delivery gap is huge! Does that make you wonder what the situation is in your business? For me, it did. Do we deliver great Customer Experiences or do we just think we do? If you want to find out, we are happy to conduct similar research for you.

Why should you care? The average company lifetime expectancy has gone radically down on the famous American stock market the S&P500 index. The life expectancy of top 500 companies is only around 18 years when it used to be 60 years only 40 years ago. The hypothesis is that the life expectancy of enterprises, in general, has gone down dramatically. The shortened lifespan could be due to reasons described earlier. Below is a picture describing this situation from a 2015 study conducted by the Medallia Institute:

Customer Experience Innovation Framework

Customer Experience Innovation framework is a tried approach for optimizing organizations from a client perspective. It enables any business with their customers to understand what the customers need are and to respond to their expectations in a most efficient way. This creates an alignment between the firm and the client, optimizing not only business operations but also customer experience. The CEI framework consists of three main phases: Define (utilizing Customer Experience Blueprint), Discover (utilizing Journey Mapping technique to discover the current customer journeys) and Design (using Journey Mapping approach together with the Blueprint to design the desired Customer Journey).



The Customer Experience Innovation Framework

The define phase includes defining the Customer Experience Blueprint, which is a technique for aligning the journeys between current and the desired states. CEB gives the desired state the focus it requires to become optimal for both customers and the business. Discovering and Designing phases can be completed using the same techniques, but in different context due to the Blueprint. We will go through these methods in detail in the following chapters. It is worth noticing that the Discover and Define phases can be run at the same time or after one another in any desired order.

However, at least the Define phase should be completed before moving forward to Design phase. In some cases, the Discover phase can be left undone, for example when designing new Customer Journeys or not having enough time or resources to complete the Discover phase without the need to move to Design. Established businesses should complete all three steps for best results since each one of them adds valuable new insights into the Customer Experiences.

SECRET [1]

**CREATING A CUSTOMER
EXPERIENCE BLUEPRINT**

Introduction to the Customer Experience Blueprint

So far we have discussed the context and position of CEB in the Customer Experience Innovation framework. Now it is time to get in to the details of the technique itself. Customer Experience Blueprint is a simple technique, using thought provoking questions on various aspects of a Customer Experience Blueprint. It will approach the subject from understanding just who it is for and what do they expect from the experience. However, don't let the simplicity of the tool fool you. Some of the questions will be easier to answer than others. All of them have great value for your business.

The main questions used in the tool are like peeling an onion. Each question reveals a layer of new insight in to the Customer Experience at hand. We will discuss each of these layers on details in the following chapters. Here are the key questions we will use as part of Customer Experience Blueprint:

- ★ Who is the target customer?
- ★ Where does the experience start and end from the customer's perspective?
- ★ What does the customer expect that should or could happen?
- ★ What customer emotions and attitudes are involved in this experience?
- ★ What can our company do to ensure successful customer journey?
- ★ What can we do through partners?
- ★ How can technology enable us to serve the customer better?
- ★ What is our business statement, based on the Customer Experience Blueprint?

Each of these questions needs context. The way we answer these questions has to be customer-centric in order to create an alignment between the Customer Experience and the rest of the business. This is why simply taking the list from this chapter and answering the questions would give very different answers compared to reading through the whole of this book and then applying your knowledge. The **5-Star Customer Experience** sets a context

Probation staff spend only 24% of their time in contact with offenders. Of the remaining time, 41% of time was spent engaged in computer activity and 35% in non-computer activity, for example, drafting correspondence and reports, meetings and other administration. One probation officer said it was their impression that for every 15 minutes spent in fact-to-face contact, 15-30 minutes was spent recording it.”

Source: <http://bit.ly/prob-source>

How could a Blueprint help in this kind of situation? Let's start with who is the target customer. It is a person who has made a mistake and crossed with social norms set by the society. Assuming that person wants to change and get his/her life in order, the probation officer is there to support him/her. Let's define the successful customer outcome to be rehabilitation back in to the society and getting offender's life in order. Is that achieved through documenting or through supporting the person in this outcome? It must be the latter, right? So, we can use the CEB to model the needs and expectations of the customer and define Smart, Measurable, Achievable, Realistic, Timed and Outside-In (SMARTO) goals for the Customer Journey to achieve that (discussed further later in this book). As a result, the probation officer should use less time for bureaucracy and more time on helping the individual, maximizing the benefits for the customer and investment for the tax payers. Using the Blueprint to shift the focus from the organization to customer changes how the role of a probation officer is seen and it helps the organization to design the customer journeys and processes to match that.

Department of Health

Here is another public sector case story, this time from the Department of Health. This was reported by Mbon.org:

“More than 1/3 of the nurses reported routinely staying beyond their scheduled work hours to complete documentation. A majority of nurses, 54%, indicated that the percentage of their shift or visit spent completing patient documentation was between 25% and 50%. 29% of the respondents reported completing patient documentation for greater than 50% of their shift or visit.” Source: <http://bit.ly/mbon-source>

What would you expect a nurse to do? Sit in an office typing a computer or helping the patients with their daily needs? There is a very sad case story from UK on what happens when the sight into CEB has been lost. A consulting company came to help a hospital to optimize its medicine dispensing process. The consultants mistakenly thought the process was just about getting the medicines to the patients as quickly as possible (note: organization-centric thinking). But there was more to it, something that Lean Six Sigma isn't able pick up being made for optimizing manufacturing and not Customer Experiences (i.e. customer-centric thinking).

To make the rounds quicker for the nurses, they were advised not to chat with the patients during the rounds. And it did speed up the medicine dispensing process significantly, but with fatal side effects. The patients couldn't complain about their aches anymore and so medical issues were left unnoticed, and this lead to loss of life in some of the cases. The process engineers got paid for meeting the process output targets, but they didn't meet successful customer outcomes that they were unaware of. CEB would pick up this kind situation much more effectively through customer wants, needs and expectations analysis and yet delivering the process optimization benefits too.

Private Sector

It is not only the public sector that is having issues with misalignment of organizational and customer interests. In the private sector, similar kinds of challenges keep the senior leaders awake at the night. Let's go through few real-world case examples.

“Successful businesses know how to make their customers happy. Apparently, many of the nation’s big banks still have not learnt that lesson. A report from Javelin Strategy & Research shows a high percentage of account holders are unhappy enough to consider pulling their money.” –By Herb Weisbaum, The Consumer Man, 2012

Actually, many bank customers are so unhappy that they are eager to switch banks when an opportunity arises. Some years back, Metro bank opened the first new high street bank in hundred years in UK. Their main value promise was around making banking easier for customers. And they are doing great today against all expectations! Utilizing customer-centric approaches like CEB, Metro bank has been able to identify a clear need in UK market to have a truly customer friendly bank. You can read about them from a book, Fans Not Customers by Vernon Hill and Bob Andelman (<http://bit.ly/metrobank-book>).

“T-Mobile is still bleeding subscribers -- parent company Deutsche Telekom announced this morning that it lost 510,000 subscribers in the first quarter.” –By Devindra Hardawar, Venture Beat, 2012

That is a serious loss of customers. I am sure you can guess what their most popular process was at the time? Customer Retention. But they won't need it anymore, since they are gone. T-Mobile made several mistakes around the Customer Experiences. They didn't have a clear Blueprint in place, and also their Customer Journeys weren't adding enough value. Customers voted with their feet and made T-Mobile obsolete.

This is a risk for any telecommunications company whose main strategy is to tweak pricing to create competitive edge. A better example of how to use Customer Experience as a competitive advantage is UK Broadband, with their newish (launched 2014) Relish product. They mapped out the customer expectations and journeys before they even launched the product. They also set targets and metrics in place for customer satisfaction and Net Promoter Score before they entered the market. They made a successful launch, and are growing rapidly, offering wireless Internet in London area.

“A mature cable TV business prone to regular programming blackouts has seen more than 400,000 American homes drop their Pay-TV service since the start of the year. DirecTV Group, the No.1 U.S. satellite TV provider, revealed its first ever quarterly customer losses on Thursday, with some 52,000 homes dropping the service in the second quarter. “ –PJ Media, 2012

Bad Customer Experience comes with bad financial results, and any company neglecting that will eventually face the truth. Customers are the reason for the business to exist (as Peter Drucker already expressed in 1954). Utilizing the Customer Experience Blueprint approach, you can make sure there are no blind spots in the service or in the proposition in your business.

As the previous stories have illustrated, having a Customer Experience Blueprint in place may save the company from dire situations with customers. By aligning your business around producing remarkable Customer Experiences, it is much more likely to succeed. Let's go through one success story briefly.

“We start with the customer and we work backward. We learn whatever skills we need to service the customer. We build whatever technology we need to service the customer. The second thing is, we are inventors, so you won't see us focusing on 'me too' areas. We like to go down unexplored alleys and see what's at the end. Sometimes they're dead ends.” –Amazon CEO, Jeff Bezos

Amazon has a healthy appetite for risk and return. They try things that add value for customers. While some companies make drones to fight a war, Amazon uses the same technology to make Customer Experiences better through delivering products faster to the front porch of the customer. They have products and services you haven't even heard of... Unless those meet your needs and you have become aware of them (some are listed here <http://bit.ly/servicesoffered>). Everyone knows Amazon, but not everyone knows of everything Amazon does. One size does not fit all, but the Blueprint ensures the fit with the defined target customers.

SECRET [2]

**CREATING A CUSTOMER
JOURNEY MAP**

Introduction to Customer Journey Mapping

Welcome to the journey into the world of Customer Experiences. Business language always has some latest buzzwords and fads coming and going. Many of those are forgotten usually sooner than later since they will not add long-lasting value. If you are asking how Customer Journeys would be any different from those, it is a fair point. Is it something you should start also doing or is it just a fad that will pass soon?

I had that question on my mind in early 2000. At that time there was not much talk about Customer Experience Management (CEM) or Journeys. Still, these concepts are so intuitive that it is amazing how they did not become part of everyday business a long time ago. There are many business “gurus” whose teachings have been circulated for decades such as John Kotter, Michael Hammer, and Peter Drucker. Speaking of who, Peter Drucker said already in 1973 that the reason for business is to create a customer.

Why then most of the companies are still focusing on themselves rather than their clients? Beats me. Maybe it somehow speaks to the inherent greediness of people to think about how to make money for themselves at the expense of others? This is a so-called Inside-Out approach, which means taking an organization-centric perspective on most of the things that are done. The opposite would be an Outside-In, i.e. customer-centric view where the organization truly exists to create a customer. I have been guilty of this kind of thinking in the past too, and came to learn why it is not a good thing to do, the hard way; maybe sometimes the best motivator for a change is the necessity?

It was around the year 2003 when we had just finished a big project on optimizing processes for a car factory. That factory is very impressive regarding their efficiency and flexibility even today. Process optimization using Lean approach is part of their secret sauce for being a successful car factory in the high labor-cost Scandinavia. However, the rest of the ingredients for success were still to be found at that time. The only available next step to optimize operations would be to sell the assets and close down the business. What would you do in a situation where the business processes are as streamlined as they can be and yet the company is losing money and diminishing? This was the tough nut we had to crack.

At that time, I was already a Certified Enterprise Architect and Process Specialist. I had finished two Bachelors and one Master degree on the topic. Still, I could not find anything from IT or Business Process Management that would help their case. Then I came across the Drucker's idea of the creating customers. Also, Barbara Bund had written an excellent book on customer strategies that caught my eye. Putting things together, I wanted to see how the car factory would look like from the car brand owner's perspective. Car factories have two primary customer groups: the car brand that orders the cars to be manufactured and the consumers who buy the end products through the car brand. However, without its brand, the factory had to focus on those customers who own a brand like Porsche, Mercedes-Benz or Volvo. So, I started mapping the customer journey for a brand with the car factory.

It was not called a Customer Journey Map at that time, and yet it did contain the steps for a car brand owner from an end-to-end perspective. Moreover, what an eye opener it turned out to be! It showed the areas where the factory was serving the brand customers well; it also made visible the key Customer Experience gaps. It became evident that just pushing out cars efficiently was not enough anymore (competition from cheap-labor countries was doing that better already). The car brand owners would appreciate help regarding design, logistics, supply chain, and many other things related to owning a car brand, but not necessarily directly related to manufacturing them. It did not take long to understand that a wind of change was about to blow through the car factory, touching all areas of business from a customer perspective.

As a result, design capabilities were built, logistics redesigned and IT used to produce new services with car brand owners in mind. Now the only income stream was not just manufacturing, but everything around operating car brands, too. This customer-centric approach was born from understanding an end-to-end Customer Journey. It is a bold statement, but we believe that if the factory did not take a customer-centric approach at that time, it would not exist in Scandinavia today.

As an analogy on their situation, it does not matter whether you have the fastest sports car in the country, if there are only gravel roads to drive it on. The same way an operationally streamlined factory in a high-expense country will not keep the company in business because other countries can manufacture cheaper. However, the competitive advantage of being a strategic partner is much harder to replace with just operational efficiency. It depends on taking the customer relationship to a whole new level.

This experience lit me up and set me on a journey that has led to **The 5-Star Customer Experience** and its insights. The combination of using my techniques and understanding that

focusing on business from Outside-In is much more productive than sticking to Inside-Out processes has helped hundreds of companies around the world. We went out to help many kinds of businesses (retail, telecommunications, consulting, media, financial services to name a few) to see whether this works in their diverse business situations (decreasing revenues or profit, aspiration-based business goals, massive industry changes, desire for growth, etc.) too. Moreover, it did! In most of these cases, the customer-centric approach has led to double-digit performance improvements in their respective business objectives. Now it is time for you to create your success story!

Whether you are a seasoned consultant or new to Customer Journey Mapping, this book aims to give you practical tools to get into the heads and hearts of your customers. You can adopt any parts of advice provided in this book as it best suits your needs. If you have never tried Journey Mapping before, you may want to read **The 5-Star Customer Experience** entirely. If you are busy, even thinking about how the Universal Customer Journey matches your business will have benefit. For more experienced Customer Experience Specialists, the value may come from adding the emotional and Breakpoint mapping tools to your repertoire. Whichever way, the highest return will come from understanding the Customer Journey and aligning your business with it.

The Importance of Journey Mapping

Without Customer Journey Maps it will be tough for an organization to understand the world of the client holistically. Without the maps, we have many preconceptions about the customers and what they want to achieve. The gut feeling may or may not be right, but who knows? Once we have the maps on the wall (or in some electronic system), at least we have one agreed model of the customer's world. However, it is important to keep in mind that the map is not the territory, as they say in Neuro-linguistic Programming (NLP). In other words, no matter how great map we have, it will always have some degree of disconnection to reality. For this reason, it is important to be specific on what we are mapping, for who and why. Customer Journey Mapping is not a one-off project, but a continuous process seeking a deeper understanding of implementing Successful Customer Outcomes.

It is important to choose the right target customer group being mapped because one size will not fit all. Journey Maps are customer group (or segment) specific, and that is why one organization very likely will end up having many maps. This emphasizes the importance of

an organized approach to Customer Journey Mapping. Many times organizations treat their customers as if they were all the same. Customer specific Journey Maps will show the individual differences and the gaps business has in serving them. This creates a tremendous opportunity for finding missed revenue and areas of optimization (from a customer perspective).

Here are some of the benefits the Customer Journey Maps can bring along:

- ★ Finding new revenue opportunities.
- ★ Optimizing work based on customer-centric approach.
- ★ Minimizing waste in processes.
- ★ Improving Customer Experience and satisfaction.
- ★ Identifying the areas that are most important for customer (key drivers for business).
- ★ Decreasing customer churn.
- ★ Improving customer metrics, such as Net Promoter Score and Customer Effort Score.
- ★ Maximizing customer lifetime value.
- ★ Improving employee and customer engagement.

To bring these benefits to life here is a story from one of our consulting assignments. We once met a soon-to-be-ex CEO of an IT services company. The company had grown dramatically in the past ten years from 20 people to over 250, with close to the 10-fold revenue increase. Such results would make any CEO proud of his accomplishments, right? Now the board wanted the growth to continue, and the company could not find ways to achieve those goals with existing approaches.

They already dominated the slowly growing core market, and there were no easier wins available. The CEO faced a decision: whether to continue the same way as before or to transform. He chose to continue the same way since it had worked well for them so far. What he missed was the market situation change. We did a market analysis from the customer perspective and reported back to him that the company would start to decline in the next 6-12 months because they were offering sub-standard Customer Experience, and the market was saturated. As the focus on customers did not make sense to the CEO, our services were no longer needed.

Three months later the declining started and was at a good speed within six months. The CEO was fired nine months later from our engagement. We were hired back by the new CEO and the Customer Journey Mapping exercise started soon after, leading to a renewed

SECRET [3]

CREATING RESULTS

From Inside-Out to Outside-In Organization

One powerful effect of taking action with the Customer Experience Innovation framework is that it starts to turn an Inside-out organization towards an Outside-In mindset. Inside-out organizations make decisions from their corporate perspective. Language such as business case, quarterly results, financial planning, and business or business strategy, are very common in them.

In a typical Inside-out organization, the customer is a target. Things are done to clients, rather than for clients. Most businesses operate in this way, unfortunately. I believe it is because of what business schools teach to their students and seniors advice to juniors. Does it make it right, however?

The world today is very different to the world when misters Taylor and Ford created these approaches (e.g. there was no Internet or global economy). It works only as long as customers perceive a received value from the company in the form of the services and products it produces (or they are stuck in a monopoly with them like anyone wanting to buy alcohol in Finland). And more and more companies are struggling today because of that. Start-ups digging into their market shared ever more successfully (think Uber for instance).

A few decades back an average lifespan of an S&P500 company was around 60 years. Today it is less than 20! How on earth did that happen? Their rigid value propositions become obsolete, and customers desert them (visit Detroit to see the devastating impact of this in real-life). Moreover, that is how they go out of business. So, what would help us ending there?

That is a different view of the business world. An Outside-In organization builds its foundations on customer understanding and value. Sure, their services and products become obsolete over time, too. And yet for them, it does not come as a surprise and create a problem. Actually, instead of just protecting their old revenue streams, Outside-In companies look for ways to add value in new and better ways.

The secret behind the success of businesses such as Apple, Amazon, EBay, Uber, Google, Starbucks, Tesco, Metro Bank, IBM, and many others is a continuous Customer Experience Innovation adjusting to changing customer expectations (actually these companies create most

of those new expectations traditional businesses are struggling with). They are the masters of implementing an Outside-In (or you could also say customer-centric) mindset. For the sake of curiosity, let's compare the mindsets of Inside-out and Outside-In organizations:

Inside-Out = Organization-Centric

- ★ Will sell to anyone who wants to buy from them. Yes, they are desperate, as the sales quotas have to be met no matter what.
- ★ Profits are gained mainly through cost cutting and efficiency improvements. As increasing sales of products and services that have no more demand is hard.
- ★ Customer data is a control mechanism and channels are conduits.
- ★ Think: competitors are doing it, so it must be a good thing.
- ★ Protect the cash flow stream relentlessly. Investing into innovation is under strong scrutiny.
- ★ Think: Customers buy performance features more than value.
- ★ Quality is conformance to internal standards.
- ★ Expanding the customer base, typically regardless of the impact on the quality of their customer base.
- ★ Employees are a workforce.
- ★ Data and business value drive decision making.

Outside-In = Customer-Centric

- ★ Decisions are made based on opportunities for value-based market advantage.
- ★ Profits are gained through a superior value proposition.
- ★ Customer knowledge is a valuable asset and channels are value-adding partners.
- ★ We know more than our competitors about our existing and potential customers.
- ★ Customers buy the expectation of benefits and value.
- ★ Quality is defined by customers as “fit for use” and “re-use”.
- ★ The best ideas come from living with customers.
- ★ Customer loyalty and advocacy are highly appreciated.
- ★ Employees are a valued resource, creating value for customers.
- ★ Customer understanding and value drives decision making.

Let's do a quick test. Give your business -1 point for each bullet point that you agree with in the Inside-out list. In the same way, give +1 point for each bullet point from the Outside-In list. Mark them down:

Minus points from the Inside-out list: _____
Plus points from the Outside-In list: _____
Total points (minus + plus): _____

The scale is anything between -10 and +10. What score did your business get? This simple test will show where in general your business is. If it is closer to -10, then it will typically show Inside-out behavior, and if it is closer to +10, then Outside-In. I am happy to help you with a more scientific customer centricity maturity assessment. Meanwhile, this should at least get the discussions started in your organization.

The various benefits of being more customer-centric have been discussed already, earlier in this book. The simplest way to look at it is that customers are the reason for the business to exist. If the customers leave your company (or will not come in the first place), there's no business. The more Outside-In an organization is, the more resilient it will be in changing market conditions. Let's use data from a 2015 study conducted by the Medallia Institute to convince ourselves there is something here:



Annual Revenue Increase Per Customer

(Data source: Medallia & HBR, <http://bit.ly/medallia-data>)

EPILOGUE

Thank you so much for allowing me to share my experiences, knowledge, and stories of companies who have gone through what you may be going through, and have achieved amazing results. I wish you all the Customer Success in the months and years ahead as a Customer Experience Professional who knows the secrets of the trade.

We are here to help you!

Keep in mind that you are not alone in creating remarkable Customer Experiences. My team of highly trained experts is available to you with any aspect of Customer Strategy and Experience and to answer any questions you may have. When you contact us, we will put on our thinking hats and show you how to meet your customers' expectations as well as profit from doing it. Stay tuned to my LinkedIn profile and the book website where I will keep you updated on the latest Customer Experience news.

Book website and free resources are available at <http://www.threecustomersecrets.com/>

ABOUT THE AUTHOR



Dr. Janne Ohtonen

Dr. Janne Ohtonen has delivered many challenging Customer Experience Change Programs, several of which included double-digit performance enhancement. He holds a Ph.D. and has contributed to several scientific research projects. Dr. Ohtonen's approaches are acknowledged as Thought Leadership and are used in hundreds of organizations around the world today.

Dr. Ohtonen believes that the most dramatic transformations to an organization's profitability, efficiency and performance come through the alignment of Customer Experience with Business Processes, Enterprise Architecture, and Innovation. This requires leadership and commitment, both of which he provides expertise in. Dr. Ohtonen is a regular contributor as a Keynote Speaker to C-level roundtables, MBA courses, and international conferences. He delivers practical expertise in Customer Experience Management, Principles of Leadership, and Innovation and Change.

He has worked with well-known companies like Apple, Avios, British Telecom, Pfizer, IAG Group, Satmetrix, DST Systems, Aviva, Metro Bank, and British Airways. Dr. Ohtonen has also published several books on customer-centric business process management and capabilities. He typically engages with:

- ★ **Board members & C-level leaders looking to achieve a significant improvement in Customer Experience and Loyalty.**
- ★ **Top executives who need Voice of Customer programme and Customer Advocacy expertise.**
- ★ **Business leaders who want to maximize results and overcome common Customer Experience challenges.**
- ★ **Business owners who need an expert to deliver dramatic transformation in organization's efficiency, profitability & performance through world-class Customer Experience.**

Dr. Ohtonen helps top business leaders to:

- ★ **Improve the customer experience your company provides to a world-class standard.**
- ★ **Lead turnkey customer-centric change initiatives from concept to practical delivery.**
- ★ **Support the building of customer-centric innovation culture.**
- ★ **Design and implement high-performing voice of customer programs.**
- ★ **Create strategies to improve business efficiency, profitability and performance.**

Dr. Ohtonen was born and raised in Kajaani, Finland. He now lives with his wife and son in London, United Kingdom, known for its international business ambiance. He is a Certified Scuba Diving Instructor and enjoys to explore the underwater world. A portion of his pre-tax income is donated to charities creating a livelihood for the poor.

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TESTIMONIALS FOR DR. JANNE OHTONEN

John C. Maxwell introduces Dr. Janne Ohtonen on a video

<http://bit.ly/ceb-maxwell>

Video testimonials for Dr. Ohtonen

<http://bit.ly/ceb-janne-testimonials>

Craig Benson, Learning & Development Manager at Avios

“Janne is a customer experience guru. He is creative in his vision of what a customer centric business should be, and has more knowledge in customer experience and engagement than anyone I have worked with in the past. It’s a pleasure to work with him.”

Ulla Rannikko, Senior Digital Insight Analyst

“Janne is a true customer experience champion and he is very knowledgeable about all aspects of customer engagement. Great to work with, Janne leads by example and knows how to motivate his colleagues.”

Jenny Austin, Human Resources

“Janne is an inspiring individual to work alongside, he is someone who is always doing something to further develop himself but also Avios. Janne clearly has a high level of expertise in business being able to bring new ideas to the table and a different way of looking at things.”

Ambi Moorthy, Product Marketing Manager at Zoho Corporation

“Janne is one of the coolest but at the same time strategically inclined professionals I have worked with; he was very clear with his objectives and his requirements and this made working with him a wonderful experience. Janne also does well in assessing and sizing up those he works with and uses those assessments and conclusions for better outcomes.”

Juan Rodolfo Zambrano Romay, Consultant at Zambrano Romay & Travieso Conseillers

“Janne is a coach, speaker and trainer that has been equipped with the best material and has developed the proper skill set to work with clients one-on-one, in group settings, and through workshops and seminars to visualize, create, and execute a customized leadership strategy to best fit your needs. He has been trained by the best and I know it will show.”

Petri Reiman, Chief Technology Officer, Affecto Finland Oy

“Janne is a driven individual with plenty of energy and fresh new ideas. He gets things done and is excellent at finding information he needs to accomplish any task.”

Andrei Legeza, Development Manager, Berner

“Janne is a skilled professional with top-quality results, a great co-worker and a friend at the same time. It’s always a pleasure to work with him in the same team.”

Rauna Kolehmainen, Vice President, Human Resources, Uponor Group

“I got to know Janne when we were both studying at the JTO for the certified coach training. As part of our training, Janne coached me, so I can warmly recommend him as a coach.”

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FEEDBACK

I hope you have enjoyed reading **The 5-Star Customer Experience – Three Secrets to Providing Phenomenal Customer Service**. I want to make the future revisions of this book even better and value your opinion on how to do that.

Please, send feedback and testimonials for this book to feedback@threecustomersecrets.com

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