

## Customers are Impatient: Focus on Customer Journey in Total

*Companies enhance customer satisfaction by enriching all the stages of buying decision process in total*

According to McKinsey & Company, “Measuring customer satisfaction on customer journeys is 30% more predictive of overall customer satisfaction than measuring happiness for each individual interaction”. Customer’s individual interactions are becoming less significant when compared with cumulative experience of customer journey. Maximizing satisfaction with customer journey enhances revenue by 15%, reduces cost of service by 20% and increases customer satisfaction by 20%.

Companies have to focus on customer journey in total to sustain customer satisfaction. To sustain customer satisfaction, companies have to ensure three consistencies as follows.

**Buying decision process** is the process a customer goes through when purchasing a product, generally through five stages. The five stages are: problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase decision.

- **Consistency of service at multitouch customer journey:** Companies have to provide superior service at multitouch customer journeys. For example, Banks have shown positive correlation between consistency on key customer journeys and overall performance in customer experience.
- **Consistency of customer’s emotional experience:** Consistency in positive customer-experience emotions have enhanced customer loyalty and developed trusted relationship with customers. Customers differentiate a bank based on their emotional experience in terms of ‘a brand they feel close to’ or ‘a brand they can trust’. For example, Customers trusted banks that deliver positive customer-experience 30% more than banks that are not consistent on positive customer-experience.
- **Consistency of customer communication:** Companies have not only to deliver the promise but also to see that customers recognize the delivery of promise through consistent communication. For example, Southwest Airlines, enhanced customer trust by consistently delivering its promise as a no-frills, low-cost airline. The communication highlighted delivery and attributes.

Companies can enhance customer loyalty by making customer-journey as an excellent experience.

Topic	Course
Buying decision process: Understanding consumer buying behavior :Unit 5.5	Marketing Management

**Source:** Alfonso Pulido, Dorian Stone, and John Strevel, *The three Cs of customer satisfaction: Consistence, consistency, consistency*, McKinsey & Company, March 2014