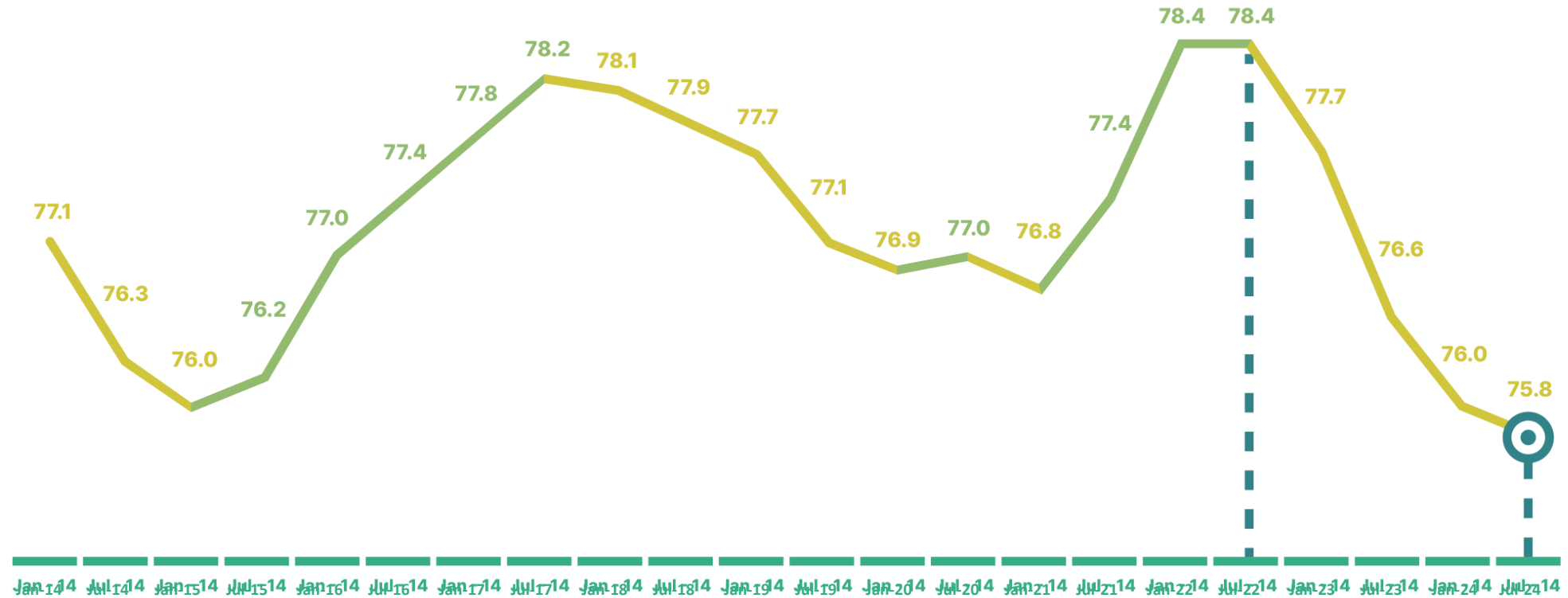


Mind The Gap

How Customer Salience Transforms
Commercial Outcomes

Is CSAT in Decline?



Is CSAT in Decline?

282

Companies and other
organisations are members
of the UK Customer Service
Institute

27↑

Organisations have
improved by at least
two points compared
to July 2023

80↓

Organisations have
dropped by at least 2
points compared to
July 2023

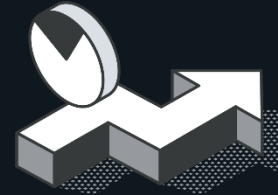
Barriers (to Action) are Growing



Taking action & influencing change were the biggest hurdles to building customer-centricity in 2023^[E].



Over 60% of customer data and insight teams experienced a recent reduction in resources or budgets^[E].



Only 25% of marketers can identify actionable customer insight and respond to opportunities^[D].

^[D] The Spring 2024 CMO Survey Insights - <https://www2.deloitte.com/us/en/pages/chief-marketing-officer/articles/cmo-survey.html>

^[E] ESOMAR Global Users & Buyers of Insight Survey - <https://esomar.org/reports-and-publications/global-users-buyers-of-insights>

The Result?



^[1] Data points 1-3 based on CMO Council and SAP Research, data point 4 based on Deloitte research



UK ICS Recommendations

1. Act Strategically and With a Long-term Outlook

It highlights the importance of “...critical analysis of customer insight... a distinct customer value proposition.....alignment of priorities, resources and delivery”

2. Focus on Organisational Culture

“...cultural performance is underpinned by a shared understanding of values, standards, behaviours and priorities which shape decision making, actions and relationships”

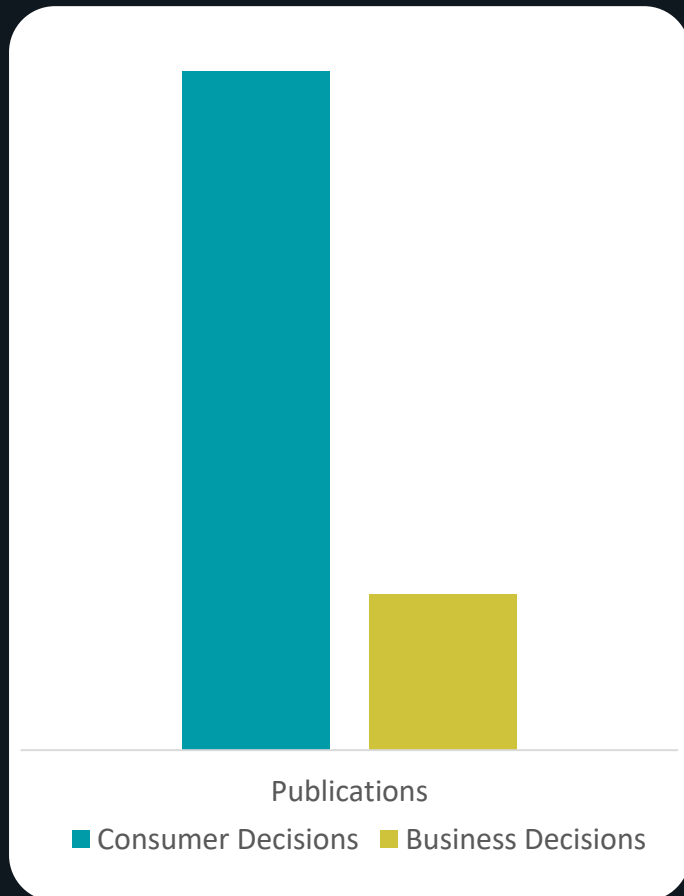
3. Demonstrate Care for Customer’s Personal Needs and Situation



Focus on Organisational Culture

“...cultural performance is underpinned by a shared understanding of values, standards, behaviours and priorities which shape decision making, actions and relationships”

How Is That Going?



- There are 4x more research publications on consumer decision making compared to organisational decision making
- This represents the current knowledge and interest gap

An abstract graphic on a dark navy blue background. It features several small teal dots connected by thin, light teal lines, forming a network-like structure. Two larger, organic, blob-like shapes are also present: one in a dark olive green color at the top and one in a teal color at the bottom, both partially overlapping the network of dots.

So, what now?



Customer Salience

/noun/

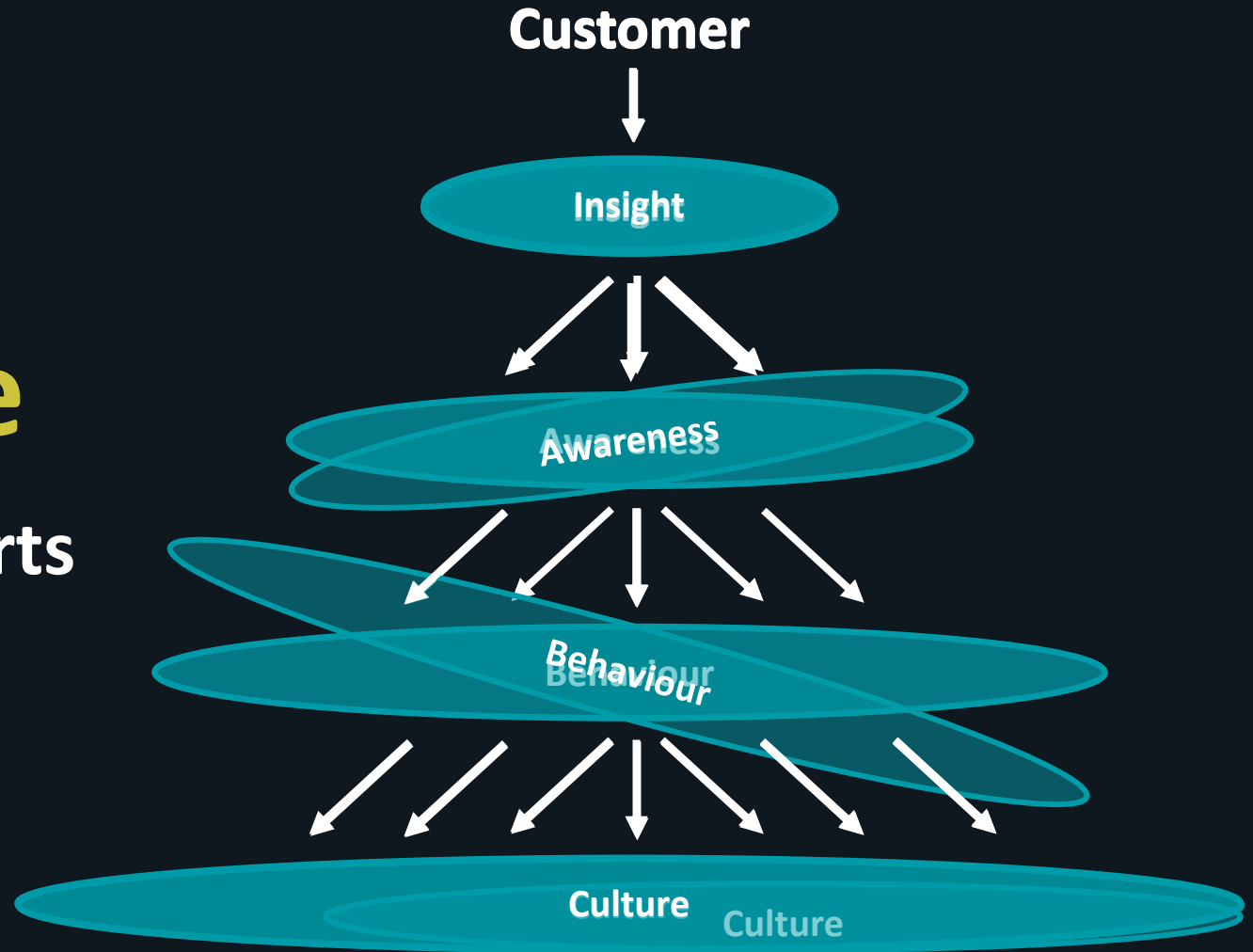
The propensity for business leaders to bring customers to mind when making decisions.

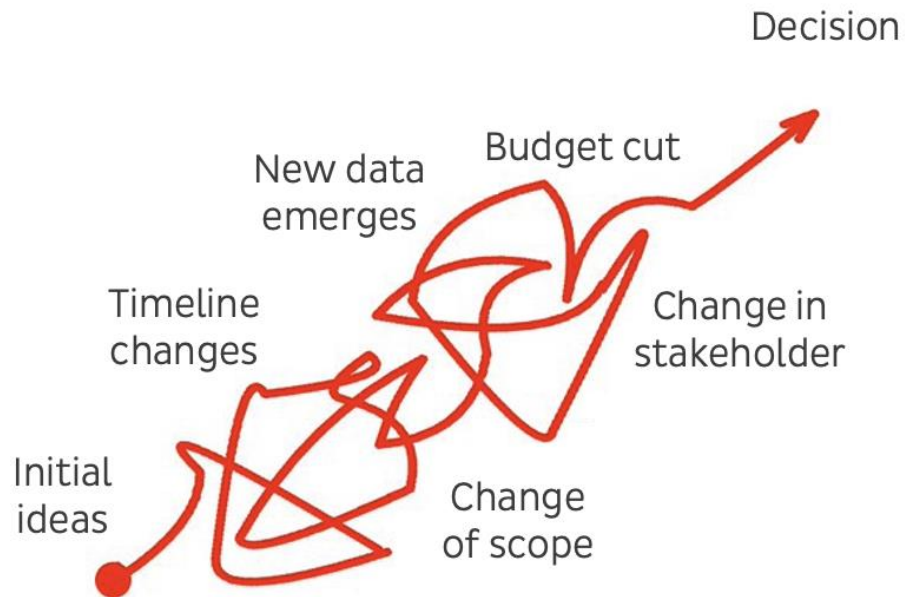
- ✓ Draws from brand salience
- ✓ Uses memory structures to drive action
- ✓ Goes beyond customer understanding

How is change driven?

Delivering Value


Transformative change starts
by connecting decision
makers with customers





WHAT IT REALLY
LOOKS LIKE ...

The Reality of Decision Making



4 C Model of Customer Salience

C h a l l e n g e

Understand the norms in your business and consider from a customer frame of reference.

C r e a t e

Plan and implement a program of activity designed to raise awareness of customers.

C o n n e c t

Bridge the gap between decision-makers and customers at all levels of seniority.

C o l l a b o r a t e

Grow the opportunities for teams to work with insight and each other.



C h a l l

enge
Understand the norms in your
business and consider from a
customer frame of reference.

- ✓ Challenge conventional norms
- ✓ Conduct a decision audit



create

Plan and implement a program of activity designed to raise awareness of customers.

- ✓ Design-in colleague engagement
- ✓ Make use of regular sprint reviews

Decision-Centric Spaces Sprint R



- ✓ Agile and regular process
- ✓ Creates a space to share
- ✓ Encourages customer thinking
- ✓ Push and pull process
- ✓ Generates research questions



C o n n

Bridge the gap between
e c t
decision-makers and customers
at all levels of seniority.

- ✓ Build immersion strategies
- ✓ Use customer feedback loops

Bridging the Gap

Video Close Connections

Immersing stakeholders in face-to-face conversations with customers to provide direct contact.

- ✓ Supported by expert chaperones
- ✓ Confidence and capacity building





C o l l a

b o r a t

Grow the opportunities for
teams to work with insight and
each other on impactful

e

projects.

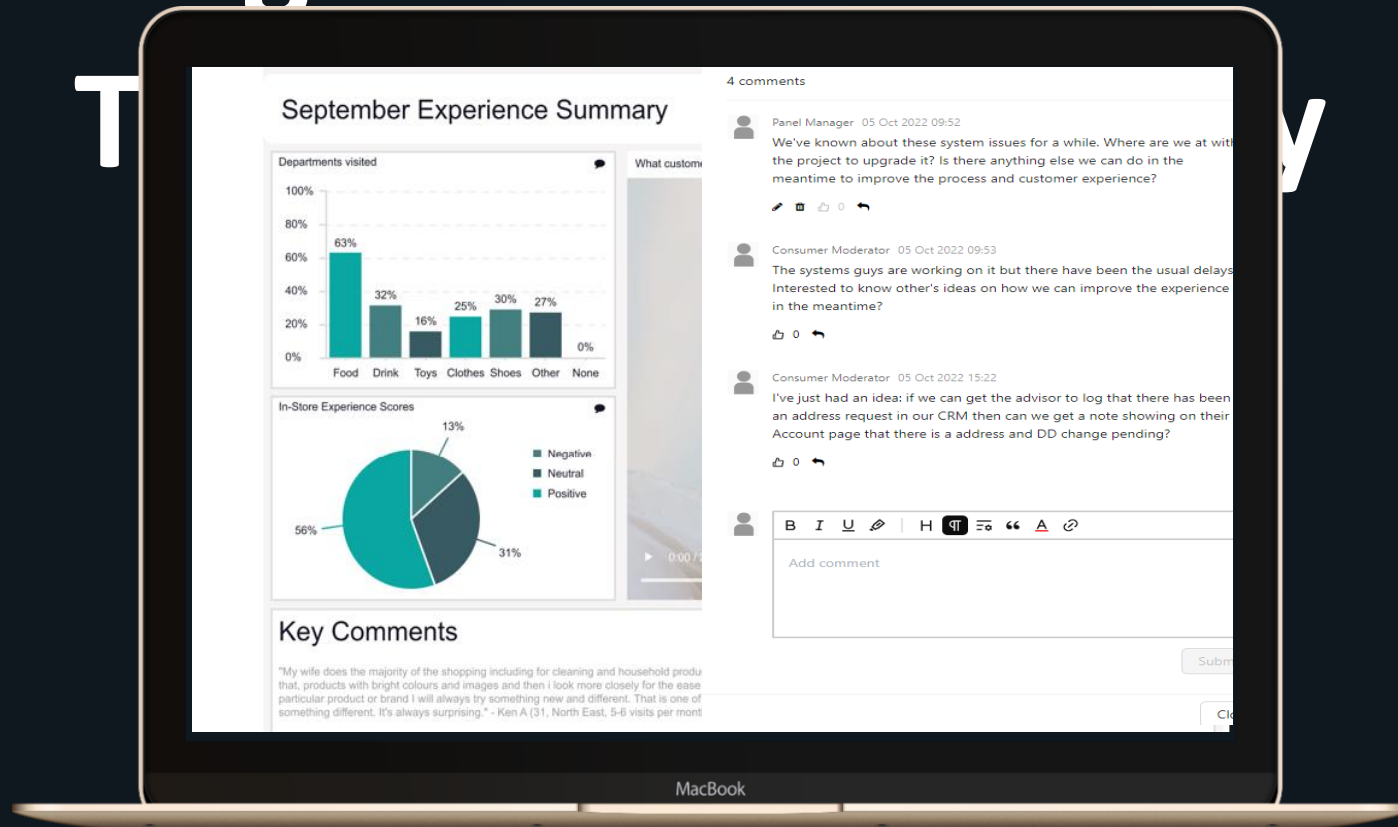
- ✓ Make use of agile, collaborative spaces
- ✓ Spend time on post-debrief actions

Decision-Centric Spaces

Agile

T

V



- ✓ Boards based on insight
- ✓ Facilitates direct interaction
- ✓ Encourage collaboration
- ✓ Lengthens the insight lifespan
- ✓ Direct discussion into action

Reviewing the Opportunity

- To close the customer gap, we must deliver customer and organisational

- CustomerSalience bridges the gap by focusing on how customer insight is applied to

- The CustomerSalience Framework provides a guide to transforming outcomes

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