



SESSION 7: Evolving Experiences

— Session Objectives

- 1 **Review the key findings on Evolving Experiences from the IRG Growth Study**
- 2 **Identify characteristics of winning evolving experiences and how to leverage technology to deliver experiences**
- 3 **Understand your role in driving evolving experiences**

— Prereads

To help prepare and inspire you, please enjoy these optional prereads.



Customer Experience in the Age of AI

(20 min read)

The authors explore how cutting-edge companies use what they call *intelligent experience engines* to assemble high-quality customer experiences, allowing companies to deliver personalization at a scale that could only have been imagined a decade ago. Click [here](#) to read.



15 Customer Experience Predictions For 2024

(30 min read)

This Forbes article highlights some likely trends in customer experience for the coming year. Gathered from over 140 contributors, this is a great review of the most critical trends that are likely to happen. Click [here](#) to read.



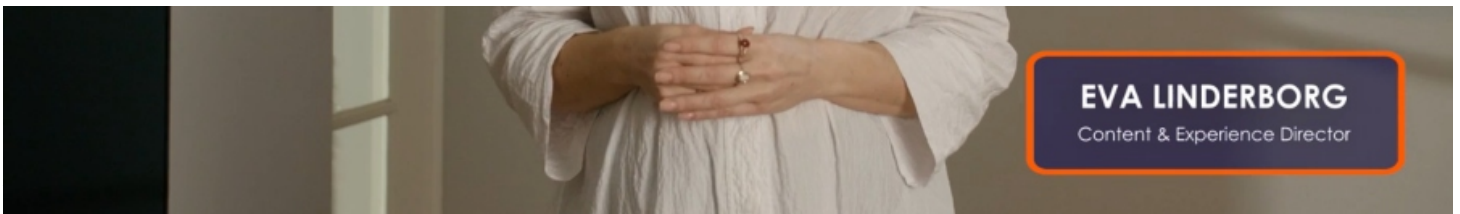
Creating a systematic approach to customer experience management

(15 min read)

This WARC article looks at how best-in-class customer experience requires an ongoing systematic approach that continually improves the areas that matter most to customers, in an increasingly efficient way for the business. *Click [here](#) to read.*

— Session Introduction

Press the play button to start the video.



The IRG Growth Study findings show that overperformers focus on eliminating friction for the consumer. We need to embrace what Jeff Bezos has called 'the always beautifully dissatisfied', because consumers ruthlessly transpose their best experiences and expectations from one category onto the next.

If a consumer has a superb experience with a super-intuitive app like Uber's, they will expect the same intuitive experience from anybody else that offers them an app... and that might well be your company. You don't get a pass for being in a different category.

The focus in this session is on making the shifts that are necessary for brands and companies to remain successful: moving from delivering a product to a service, then to an experience, and ultimately to evolving experiences that constantly improve over time as you learn about your customer's preferences.

Enjoy!

Tuesday 30th April - 11AM ET

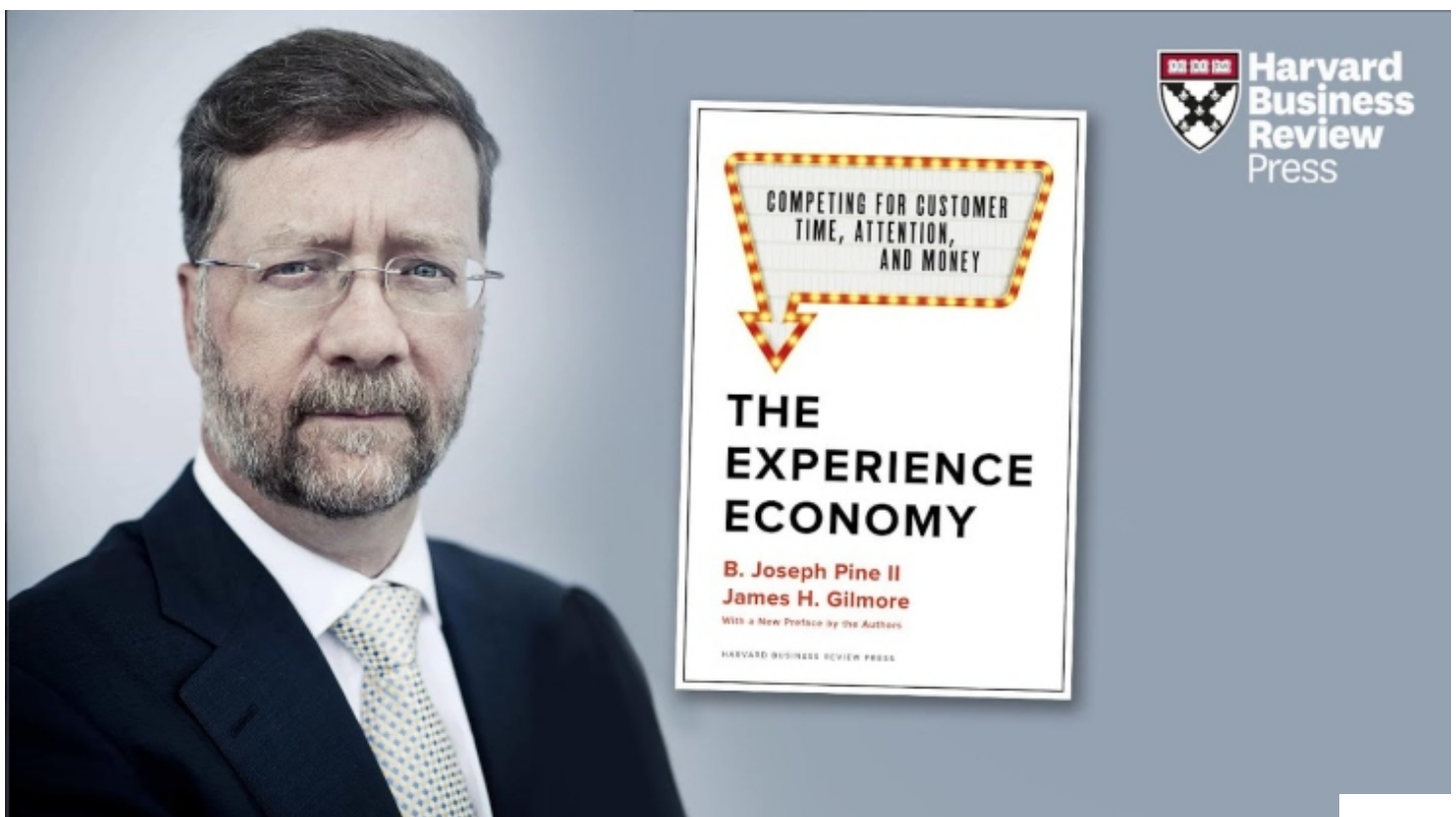
[Click here to join the Zoom](#)

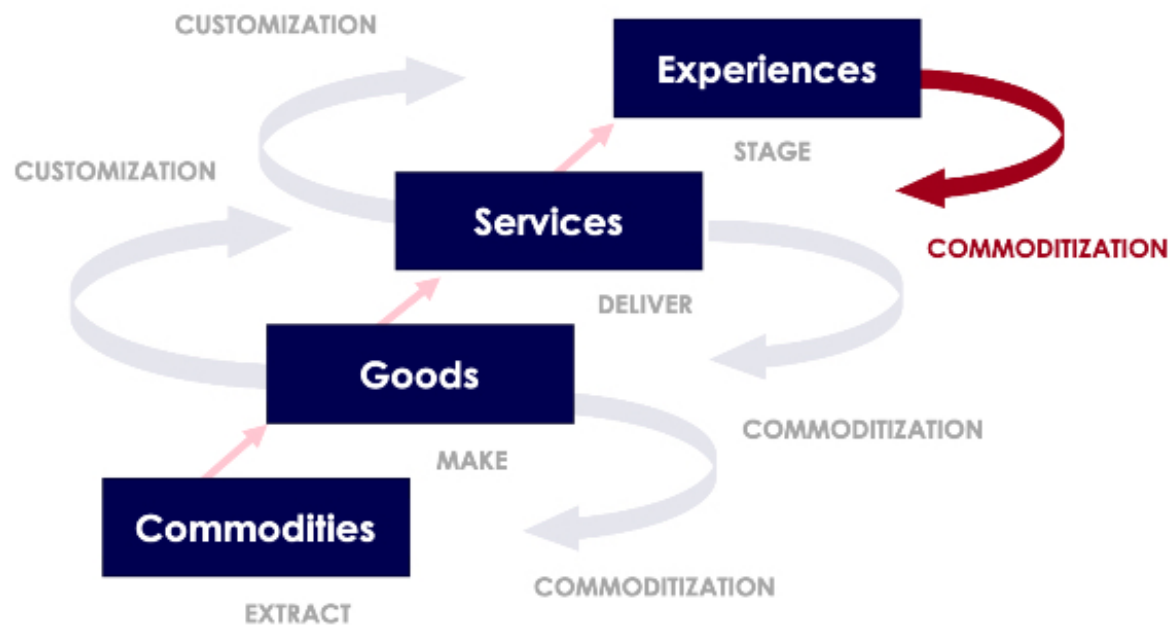
— Why Evolving Experiences?

The term "Experience Economy" was introduced by B. Joseph Pine II as the next economy following the agrarian (commodities) economy, the industrial (goods) economy, and the service economy. In the model of economic development he proposed customization is the antidote to commoditization i.e. delivering customized offerings of higher value and differentiated from competition.

Select the forward arrow to find out more.

Commoditization followed by Customization





Explaining Evolving Experiences

The IRG Growth Study findings show us that overperformers focus on delivering ever-evolving experiences to their customers. But what does that look like?

Geoff Northcott is the Chief Experience Officer at AKQA, renowned for his award-winning work with Nike and President of Creative Business Transformation Jury at 2021 Cannes Lions. He explains the imperative behind evolving experiences, articulating the challenge faced by consumers and business. Watch the video to see leading edge examples of brands shifting from: product to platform and from transaction to relationship.

Select the play button to start the video.



The challenge that we're trying to address is this fascinating gap: 8% of customers saying that they have good experiences, so almost no one, and 89% of companies, in fact, saying that customer experience is the primary basis of how they compete in their industry or sector. And so in that gap lies an amazing opportunity for us to improve customer experience to win in the market.

One of the barriers to great CX is what's referred to as digital sameness, and this comes from a focus, on just running the same. If you run through the same processes, if you copy your neighbor, if you follow the same format as everyone else, you end up in the same place

The person that, on the customer obsession side, has really defined what this means better than anyone, is Jeff Bezos, who has built a whole company of Amazon around this principle of customer obsession, describing customers as the "beautifully and wonderfully dissatisfied". A fantastic reframe, instead of thinking of customer's frustrations as being annoying but actually seeing there's an opportunity. It's a signal from customers about where you can beat your competitors.

Today we need to go beyond Joseph Pine's original framing and into this idea of evolving expectations to evolve experiences. And constantly evolving experiences and doing so in a way that we're obsessing the full solution that a customer needs beyond just the product that we're selling, we're thinking about what do they really need? What's the job that they're trying to solve and how can we help them do that in a fuller and better way?

category, is Care/of, which is a direct to consumer vitamin supplement company that started by a founder who walked into a vitamin store and looked at the wall of hundreds of vitamins and just blinked for a few times and then realized there's an opportunity in his feeling of being overwhelmed, and then not knowing what to buy and why. And so their proposition is totally digital first and starts from understanding you as a customer and what do you need specifically? Everything from your age to your routines, to your health, and really just understanding you specifically. And then from that, driving a tailored recommendation that's fulfilled through subscription. The beauty is in solving for this paradox of choice. It creates real value for people and getting tailored vitamin regimen, but it also creates a fantastic business model for Care/of.

Or, L'Oreal who have invested in building a suite of digital services to generate data that enables personalization that helps them fulfill their mission of democratizing beauty for all. You've got tools like shade matchers, to skin diagnosis tools, all which help with that mission. But the beauty of what they've done is not just tried to deploy it on a brand-by-brand level, but they've really stepped back and built them as services, which they've deployed into all their brands or many. You've got a number of digital services being deployed into dozens of brands. And there's so much power from that economy of scale that they're creating through that.

And then Peloton, who I love as an example, because they've taken a bike, which is this exercise bike, it's one of the oldest pieces of exercise equipment. And they've taken this commoditized piece of hardware. And by wrapping it in a service and experience in a community they've created a company worth tens of billions of dollars. They've created a company worth tens of billions of dollars by creating something that people really value because they're getting that interaction with the trainers and the community that motivates them to go further and do more. That's what's creating the value around Peloton and that's what's distinguishing it.

WHAT do winning experiences take:

1. Understand people, continuously

instance, a beautiful campaign leveraging the hottest technology. Having a clear understanding what people are looking for, what their habits are, how they live their life and what role brands, products and services have for them is critical. Mapping out possible people's journeys is quite a classic tool, yet it is still highly relevant – even if it becomes a more complex multi-journey map.



2. Filter through Purpose

The brand or company's purpose needs to act as a filter on what experiences we want to bring to our stakeholders. Every experience will contribute to people's connection and memory structures with the brand. If this is inconsistent with the existing memory structures, the result will be either highly ineffective or even hurtful. This is why many experiences fall short: they are either disconnected to the audience or to the brand. A great example of using purpose as a filter is the [new collaboration between Dove & Nike on Body Confident Sport](#) - it just makes so much sense.



— 3. Find the right framing

If you are clear about people's habits, desires and aspirations, as well as your purpose, it's time to think about new ways to credibly connect with your customers (or other stakeholders). We need to think about this from the right framing. How do your customers perceive your brand, product or service? Has that evolved? What are new, fresh perspectives of looking at that? The right framing is in line with the scope of the experience you are looking to provide. It could be as strategic as thinking about new ways of experiencing the category, or as tactical as thinking about new ways to engage with customers in existing channels. L'Oréal rethinks its framing in ideating new experiences - focusing on personalized beauty solutions.



4. Win with the available means

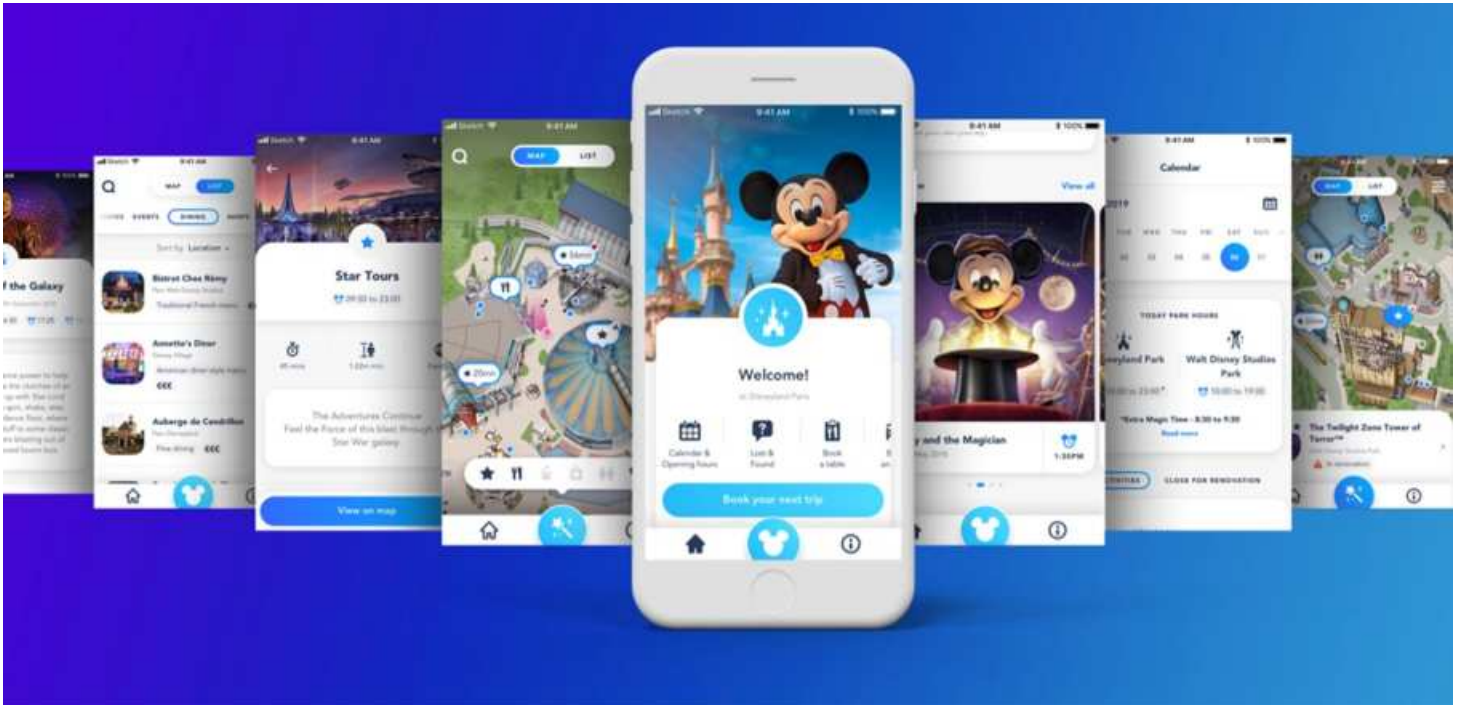
New platforms, innovations on existing platforms, the opportunities that (Gen)AI brings - the means that help us to bring experiences are endless. The key is about finding agencies and other partners to help us navigate through the jungle of possibilities to ensure that we find those means that help us deliver the most relevant experiences. This goes beyond technology; a credible partnership or powerful creative could be the key unlock for your experience. Watch below how Intel and Dell teamed up and leveraged Gen AI in a purposeful collaboration.

Select the play button to start the video.



— 5. Codify the Experience

The last point is very tactical, but very important. The customer journey helps to understand the possible ways stakeholders could engage with the brand or company. Now, it is time to define what all these single points of interaction should look like, creating one holistic experience. For all these small points, consider what the audience is looking for, and is a possibility to let the purpose come through. As an absolute titan in delivering the experience, Disney has mastered this point. They codified the Disney experience and translated it in all they do, ensuring every single little interaction contributes to the overall experience. They call it “Illusion of Life”.



Design Thinking

Design thinking is a powerful process to help deliver ever-evolving experiences. The process begins with empathetic listening to build an understanding of unmet customer needs including the psychological and emotional needs of people – the way they do things, why and how they think and feel about the world, and what is meaningful to them.

From that insight emerges a process for innovation that encompasses concept development, applied creativity, prototyping, and experimentation. When design thinking approaches are applied to business, the success rate for innovation improves substantially. This video from HBR explains the key steps in the process.

Select the play button to start the video.

The Explainer: What Is Design Thinking?



— Workbook

Please answer the following question:

**Where is your organization leading and lagging with Evolving Experiences?
Why? What is blocking success?**

— Key Learning

- 1 **Start with empathetic consumer understanding**
- 2 **Embrace the “always beautifully and wonderfully dissatisfied” customer**

— Session Reflection

Please answer the following question:

Based on the learnings from this session, what actions can you take now to make an immediate impact?

Please formulate as concretely as possible, including WHO, WHAT, by WHEN.

— Leadership Perspectives

In our Humanizing Growth Series webinars, we speak to leaders about their experiences with driving Humanized Growth. Javier Meza shares some insights into an experience designed for Fanta, and Lucas Perraudin tells more about the impending transition to XR through glasses.

Press the play button to start the video.





Want to hear more from Javier? Click [here](#).

Want to hear more from Lucas? Click [here](#).

End of session: Close window

If you have any questions on either the live session or this online learning platform, please contact Program Manager Leanne Rathore at leanne@instituteforrealgrowth.com