

**New**

# CEM Guide Book



A 36-page guide book covers the CEM fundamentals:

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- Customer Management Framework
- CEM Process Map and Emotion Curve
- Neuromarketing and The Marketing Black Box
- What is Customer Experience Management (CEM)
- The Peak-End Rule and Intra-Experience Anchoring
- Branded, Non-Branded and Un-Branded Experiences
- Experience-Based Differentiation and Multi-Sensory Experience

Presented by

# GCCRM

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## Contents

Foreword.....	3
Customer Management Framework .....	5
What is Customer Experience Management (CEM) .....	11
CEM Process Map and Emotion Curve .....	14
Neuromarketing and The Marketing Black Box .....	17
Multi-Sensory Experience and Intra-Experience Anchoring.....	24
Branded, Non-Branded, Un-Branded Experiences and Experience-Based Differentiation ..	29
About the Author.....	35
About Us .....	36
Contact Us .....	36

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## Foreword

This white paper is composed of six documents I have written in 2006 on customer management and customer experience management.

**Customer Management Framework** is the summary of eight building blocks for every customer management initiative, they are:

- Value
- Insight
- Strategy
- People
- Process
- Technology
- Touchpoint
- Experience

I further elaborated the eight building blocks into 27 sections.

**What is Customer Experience Management?** CEM is definitely not CRM. CEM is about perception, process and brand. CEM is “managing your target customers’ perceptions across the entire experience process to optimize brand and customer equities”.

**CEM Process Map and Emotion Curve** kicks off our journey on customer experience management. Illustrate with the in-store experience at Starbucks, we map all the sub-processes from natural time sequence and experience-centric perspective, and quantify our emotions from beginning to end of the entire experience. It helps to benchmark with the best practices, analyse the gaps and set the KPIs.

**Neuromarketing and The Marketing Black Box** study of how brain gives rise to the mind, applying neuroscience techniques like fMRI in the market, could be one of the possible solutions. I use Coke Vs. Pepsi to demonstrate consumers choose which products and brands to buy almost entirely subconsciously, and explain what exactly happened inside your brain and mind.

**Multi-Sensory Experience and Intra-Experience Anchoring** is about perception and ‘feel good’. You perceive everything through your five senses: eyes (seeing), ears (hearing), nose (smelling), mouth (tasting) and skin (touching). Five senses dictate most of our emotions. They are powerful and inter-correlated and reflected at the multi-sensory experiences at McDonald’s and Burger King.

**Branded, Non-Branded, Un-Branded Experiences and Experience-Based Differentiation** says CEM is not effective unless it is branded. Only when you're branded, you could differentiate. Only when you're differentiated, you could have loyalty. The Branded and Un-Branded Experiences at Ikea and Staples are the perfect examples.

Enjoy your reading!

Sampson Lee

President

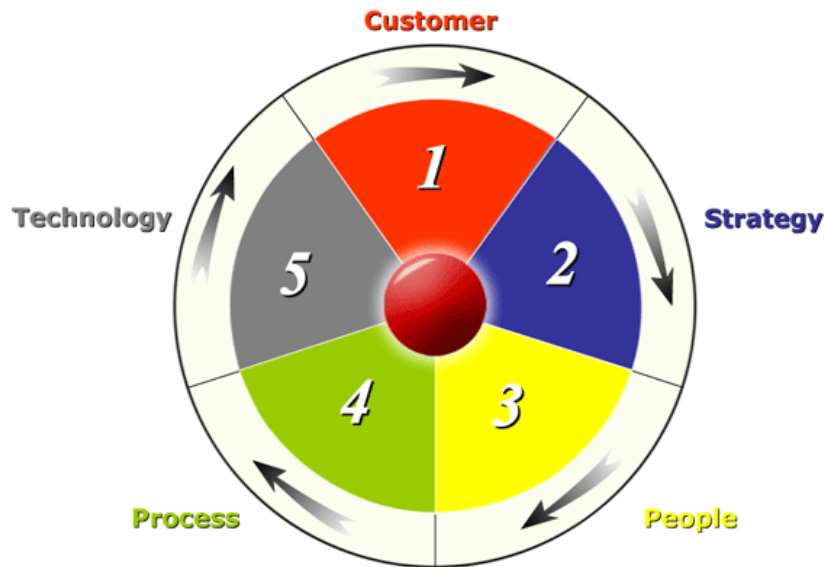
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## Customer Management Framework

### Proper Implementation Sequence

Taking CRMBodyCheck™ (you can get a free copy from <http://www.gccrm.com>) as a framework of reference, the proper implementation sequence is totally different to success.

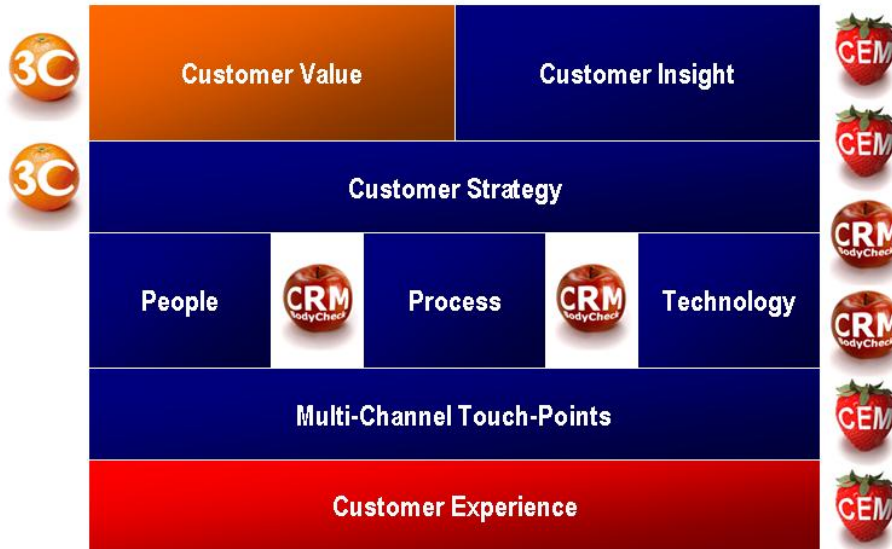


Starting from understanding your Customer, you formulate your **Customer** Strategy based on your customer needs, which gives you a solid ground on your CRM **Strategy**. You can derive what type of **People** you need, train, motivate and retain them in line with your overall strategy. **Process** can be built on a logical and practical ground following this customer-centric approach. The final step is to decide your **Technology** support by choosing an appropriate software or tool that can fulfill the above needs.

Proper implementation sequence is the foundation to CRM success.

Customer Management Framework

# Customer Management Framework



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Customer Management Framework proposes 8 elements and 27 metrics to success; they are Value, Insight, Strategy, People, Process, Technology, Touchpoint and Experience.

Value	Monetary, Loyalty, Tracking
Insight	Collection, Analysis, Action
Strategy	Vision, Strategies, Objectives & Performance Metrics, Industry Monitoring
People	Leadership, Change Management, Employee Achievement, Organization Structure
Process	Information, Process, Organization Alignment
Technology	Requirements Alignment, Integration & Compatibility, Vendor Selection & Management, Evaluation
Touchpoint	Touch-Point Mix, Individual Touch-Point, Multiple Touch-Points
Experience	Perception Management, Multi-Sensory Experience, Branded Experience

## 1. Value

**Monetary** - We have defined and can measure customer revenues (sales, up-sales, cross-sales, referrals), customer profile (demographics or industry codes, characteristics, behaviors), customer profitability (customer revenues and cost to market, cost of sales, cost of service), customer tenure, and customer lifetime value.

**Loyalty** - We have defined and can measure transactional loyalty (recency, frequency, customer share, length of business), emotional loyalty (recommend us, make us the standard, pay premium price, perfect our product), and satisfaction level across all customer touch-points.

**Tracking** - We have routine tracking system to monitor the changes of value generated by customers by different periods. We are clear about profits and where it comes from and from which customers. Customer values are communicated throughout the organization and are used in decision-making.

## 2. Insight

**Collection** - We know what and why we need, how and when we get, who manages, is responsible for and owns customer data. We listen to the voice of customer generated at all key touchpoint experiences and product/service experiences.

**Analysis** - Customer intelligence and analytics are accurate, complete, updated, sufficient. Customer insights are analyzed for optimal segmentation, to develop differentiated value propositions and to design branded customer experience.

**Action** - Customer insights are communicated throughout the organization and are used in decision-making. All customer insights are collected for relevant departments or personnel and to be actioned on and monitor the resulting behaviour and attitude change.

## 3. Strategy

**Vision** - We have a customer relationship management vision which is aligned with our mission and values, appeals to all stakeholders, and is supported by our organization's leaders. Our customer management vision is concise, verifiable, feasible, and inspirational. It shows how our company wants to look and feel to our customers, prospects and stakeholders.

**Strategies** - Our customer relationship management strategies enable us to learn more about what customers need and values, to change customer behaviors, and to enhance our relationships and lead to more revenue, profit and loyalty. We have formulated acquisition, retention & growth strategies. Customer strategy is aligned with brand and product strategies.

**Objectives & Performance Metrics** - We have clear customer relationship management objectives and performance metrics which quantify and measure customer loyalty, customer profitability and value and customer process efficiencies, and are aligned with the vision and strategies. Our customer management performance metrics are linked to overall business measures or a balanced scorecard.

**Industry Monitoring** - We monitor customer management best practices within our industry, market opportunities and challenges and declining and emerging customer segments to continuously develop our customer management capabilities. We revise or replace outdated products and services based upon our knowledge of our customers and our industry.

#### 4. People

**Leadership** - Our leaders believe that giving customers a better experience will lead to profitable growth. Our leaders demonstrate commitment to and make decisions consistent with customer strategy. Our leaders measure and monitor the quality of the customer experience, reward employees who put customers first.

**Change Management** - We have a change management strategy in place to tackle people, organizational structure, resistance, motivation, rewards, and crisis management. The ultimate aim of change management is to move customer focus from the strategy and vision level to the status of company culture and values.

**Employee Achievement** - Our employees are provided clear direction on how they contribute to achieving the business vision and strategy through their role in implementing customer management Initiatives. They are provided with ample training, appropriate facilities, sufficient technology, motivation, monetary rewards, timely recognition and learning opportunities to excel and innovate.

**Organization Structure** - Our organization structure enables different departments to work as one team to serve customers, with common language, objectives, decision-making tools and performance metrics. All parts of the organization are measured on and rewarded by customer satisfaction and loyalty, customer value and customer process efficiencies

#### 5. Process

**Information** - Our customer information flow covers the whole customer process cycle -- from PRE-purchase/consumption (marketing) to AT-purchase/consumption (sales & fulfillment) to POST-purchase/consumption (service.) Information is customer-focused, interconnected and integrated forming a feedback loop from at and post-purchase to pre-purchase.

**Process** - Our customer process flow covers the whole customer process cycle, from PRE-purchase/consumption (marketing) to AT-purchase/consumption (sales & fulfillment) and POST-purchase/consumption (service). The process flow is customer-focused, interconnected and integrated into a continuous improvement loop.

**Organization Alignment** - Our process design (functional requirements) is mapped to business requirements and technical requirements. The organization is aligned with the vision, strategies and objectives of customer relationship management initiatives.

## 6. Technology

**Requirements Alignment-** Our technical requirements are mapped from functional (process) and business requirements and take into account future needs. Requirements are aligned with the vision, strategies and objectives of customer management initiatives and are supported by our technical infrastructure and capabilities.

**Integration & Compatibility-** Our customer systems (marketing, sales, fulfillment and service) are well integrated and compatible with other front-end and back-end systems. We maintain a single view of the customer in which customers can be viewed by all related parties in a 360-degree perspective with common interfaces and in real time when appropriate.

**Vendor Selection & Management** - Our technology, financial and service needs are well communicated to our contractors, outsourcers, vendors or in-house IT team. We have well-defined service quality goals and requirements evaluated from the technical and business end-user, financial, and customer perspective. Negotiation, reference check, pilot projects, vendor evaluation and business case are conducted on an open, transparent, professional, documented basis.

**Evaluation** - Our quantitative measures (total cost of ownership, service quality, time lines, ROI) and qualitative measures (customer experience improvement, convenience, flexibility, problem-solving capabilities, responsiveness to customer changes, user acceptance, customer-facing employee feedback) monitor whether investments attain promised achievements, and alert us opportunities to improve our capabilities.

## 7. Touchpoint

**Touch-Point Mix** - We have chosen the mix of touch-points with respect to their importance and performance, and align with the desired branded experience to prioritize resources allocation. The primary objective of the existence of any touch-point is to enhance the customer experience.

**Individual Touch-Point** - We have optimized the individual touch-point experience by delivering our unique brand values and customers' important needs at the customers' most memorable moments during the experience, and never allow any sub-process moves down to unacceptable level.

**Multiple Touch-Points** - We have aligned multiple touch-points to ensure top performance touch-points are the most important ones, maximize consistency on delivering branded experiences, and never allow any touch-point moves down to unacceptable level.

## 8. Experience

**Perception Management** - We have influenced the perceptions and addressed the emotional needs and feelings of our customers via delivering emotion-centric rather than process-centric experiences. The perceptions are deposited into effective memories.

**Multi-Sensory Experience** - We have delivered the optimal multi-sensory experiences to our customers via some or all of the five senses: eyes (seeing), ears (hearing), nose (smelling), mouth (tasting) and skin (touching).

**Branded Experience** - We have delivered branded experience to amplify our brand via intentional and consistent delivering of on-brand experiences across all touch-points, and have gained customers' loyalty and successfully differentiated from our competitors.

## What is Customer Experience Management (CEM)

Life is about experience – personal or social, leisure or business. Think about the way you live, love, work and play, from daily routines to critical life-and-death issues; like it or not, you have to walk through (experience) them all, day by day, piece by piece.

Some experiences are created by you alone, like ‘thinking’. Some are created with others, like ‘fall in love’. Some are ‘outsourced’, like ‘happiness at Disneyland’. All experiences add up is your life. Time is the vehicle (tool) to deliver the means (experience). If you regard time is precious, experience is priceless. Your role of consumer would naturally drive you to look for brands who could deliver ‘feel good’ experiences, not just for time-saving and convenience.

CEM is about Perception. As a marketer, if we know consumers are looking for “feel good” experiences, how can we create and even clone them? When and where at what frequency? ‘Satisfaction’ is no longer a reliable metric<sup>i</sup>. Listen to the voice-of-customer via interviews, surveys, focus groups, observations, or the adoption of advanced device such as RFID<sup>ii</sup> may help discovering more, but all of these methods are trying to get people’s deep inside feeling (mind) via outside expression. But what if consumers don’t tell (express) their true feelings, or even when they themselves are not so sure about?

Believe it or not, consumers make most of the buying decisions subconsciously. Nobel Prize-winning psychologist Daniel Kahneman said we could only remember two things from our experiences: how we feel at **peak** (best or worst) and at **end**. These memories direct our next buying decisions; whereas the proportion and duration of pleasure / pain throughout the whole experience process does almost nothing on our memories, thus perceptions.

‘Feel good’ is a perception. You perceive everything through your five senses: sight, hearing, smell, taste and touch. For a normal perception process, you have to send the five senses’ messages to your brain, then mind. There is a missing link between from what consumers perceive to their ultimate behaviours – what goes on inside the mind? Using ZMET<sup>iii</sup>, and neuromarketing – study of how brain gives rise to the mind, applying neuroscience techniques like fMRI<sup>iv</sup>, are sample efforts working along this direction.

CEM is about Process. Process refers to the entire experience that consumers interact with the company throughout the whole customer cycle, from Pre-purchase /consumption, At-purchase to Post-purchase, via multi-channel touch-points. This may include retail (in-store), call, Internet, face-to-face, advertising, direct mails, public relations, etc. These touch-point experiences, together with product experiences, would echo the two MOTs (moments of truth): when you buy, when you use.

One of the challenges (and opportunities) of CEM is to deliver an aggregate and complete end-to-end experience, not just a single touch-point, transaction or product experience. For vacation resort, the end-to-end experience may take several weeks. For credit card, it may be years. For PC it may be three years, or more. No matter which industries you're in and what products or services you provide, the capability to deliver consistent and valuable end-to-end experience to consumers will dictate your competitive positioning.

Another challenge (and opportunity) is to co-create these experiences together with your employees and consumers. The 'book reviews' at Amazon.com, the 'fun experiences' on Southwest plane, the 'third living place' environment at Starbucks are good examples. Companies could design the framework and infrastructure, but employees and consumers are the ones who take the play! To be success in CEM, it must be engaging. You will feel different (most of the time is better) when you're engaged. To engage your consumers, first you've to engage your staff. It's not *what* we experience but *how* we experience. **Engaging** is the keyword.

CEM is about Brand. This is the missing piece in the broad word of CRM. Brand is not built by advertising. Brand is the perceptions on aggregate experiences of your customers (and public) across all touch-points. CEM is not effective unless it is branded. Branded customer experience is to amplify your brand via intentional and consistent delivery of **on-brand** experiences across all touch-points.

Only when you're branded, you could differentiate. Only when you're differentiated, you could have loyalty. There are three elements required for branded customer experience: the peak & end (most memorable) experiences, brand values and consumer needs. To optimize the branded experience, you have to deliver your most unique brand values and meet (exceed) the most critical needs and expectations of your target customers by peak & end experiences.

The challenge of customer service nowadays is good service is not enough, you need differentiated (branded) service. The experience-based differentiation allows you to control the definition of good experience or service, direct and educate the expectations of your target customers. You define your own standards. You create your own blue ocean with unique branded customer experience. You escape from the red ocean of trying to please your customers with the standards being set and manipulated by others. Then you can improve brand equity (values of your brand) and customer equity (values out of each customer).

“Managing your target customers’ perceptions across the entire experience process to optimize brand and customer equities” is my answer in defining CEM. <sup>1</sup>

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<sup>1</sup> *‘The One Number You Need to Grow’ Frederick F. Reichheld. Harvard Business Review December 2003.*

<sup>2</sup> *ACNielsen’s Consumer Insight in May 2006 predicts Retail in 2010: RFID will be widely applied to track in-store shopping patterns, stock merchandise, and measure consumption.*

<sup>3</sup> *ZMET - Zaltman Metaphor Elicitation Method, founded by Harvard professor Gerald Zaltman in 90s, combines neurobiology, psychoanalysis, linguistics, and art theory to uncover consumer preferences.*

<sup>4</sup> *fMRI – functional Magnetic Resonance Imaging machine, which tracks blood flow to different regions of the brain.*

## CEM Process Map and Emotion Curve

Until recently, I was not a coffee lover. In that way, I'm not very different from others in mainland China. China has a deep-rooted tea culture, and a few years back, no one would have foreseen a demand for paying \$3 to \$5 (in U.S. dollars) for cup of coffee. But things changed. Besides the rapidly growing middle class and the vast volume of foreign travelers and expatriates in China, the branding and the new experience that the giant coffee chain Starbucks brought here may be the most fundamental reason for this beverage-altering "miracle."

I consider myself a loyal Starbucks customer but not an advocate, yet. I visit Starbucks shops in cities around the world. What drives me to buy and buy again? It's certainly not advertising. We all know that Starbucks seldom advertises (if at all). So how does the company build its brand? If you believe a brand is the aggregate of customer experiences across all touch-points, then the in-store customer experience is my answer. Walk with me from the beginning to the end of the entire in-store experience in Starbucks.

### Before the first sip

Imagine this is your first time at Starbucks. Far away on a main street, you see an attractive signage. You want to take a break, so you enter the store. You catch an extremely tempting aroma, and you're immediately refreshed. The light background music further soothes you and confirms that you made the right choice. Besides the delightful sensations to your nose and ears, your eyes are treated to the in-store decoration, which is very "coffee-savvy." Displays, leaflets and all the merchandise reassure you that the people who run this place are very professional. The warm greetings from the counter staff make you feel good.

But the long queue in front of the counter ruins most of your pleasant feelings. You're reluctant to spend five minutes to queue up just for a cup of coffee. But you are there, so you just go with the line. You look up the coffee menu, and the varieties amaze you. But the price does, too—and not in a positive way. You don't expect to spend \$3 for a cup of coffee! You may think, "OK, I will try it. But I may not come back often."

You're served by an enthusiastic staff. Because you're new, the woman behind the counter gives you recommendations. You notice that all the staff members speak in their "coffee jargon." This reinforces your perception that they love coffee! Someone asks you how you'd like to pay. You say by credit card. At the same time, she gives you a \$1 cash coupon for your next visit.

Oh no! Another long queue while you wait for the coffee to brew! But finally you get the fresh coffee and you grab all you need at the self-serve counter. You look for a comfortable sofa. Sorry. All full. You end up with a not-so-ideal hard-back seat outdoor near the entrance. Well, you still feel pretty good after you settle down and stretch your legs, and the place here is tidy and clean.

**The first sip**

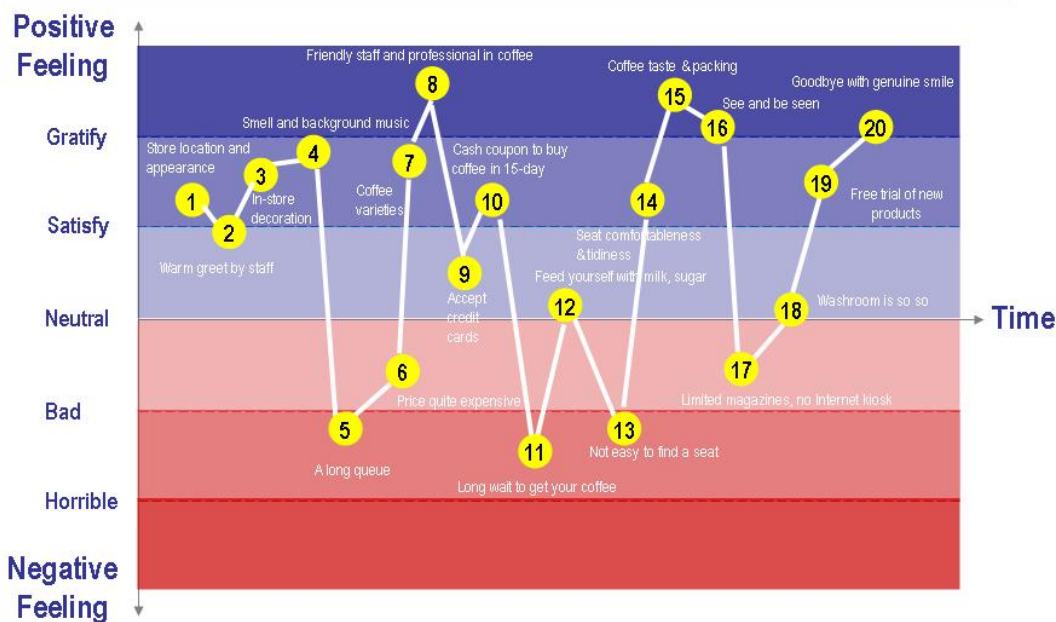
OK, you enjoy your first sip of the coffee, and this impresses you. You almost change your mind and consider returning, despite the high prices and long queues. Looking around at the people sitting next to you, you notice they all look like well-educated middle-class professionals with “taste.” You don’t talk to everyone, so you can’t verify this, of course. But you have a “feeling.” It makes you feel good, and you’re happy to be seen, too. At this point, you might want to do something while you drink your coffee. But the variety of magazines is limited, and you didn’t bring a laptop. There’s no Internet kiosk available. But there are other people using their own notebooks.

You visit the washroom. It’s neither great nor bad but acceptable. When you return to your seat, an employee has you sample a new coffee. Five minutes later, the person returns and asks sincerely for your opinion. You feel your opinion is valued. After a while, you decide to continue shopping. Just as they greeted you when you entered, the employees say goodbye and smile genuinely as you depart. In the end, you just love the experience.

**Parsing the experience**

You can make your Starbucks experience work for your business, if you consider, well, the experience. You can think of interactions with a business—a visit to a coffee outlet, if you will—as a set of processes.

# Customer Experience Map - Starbucks



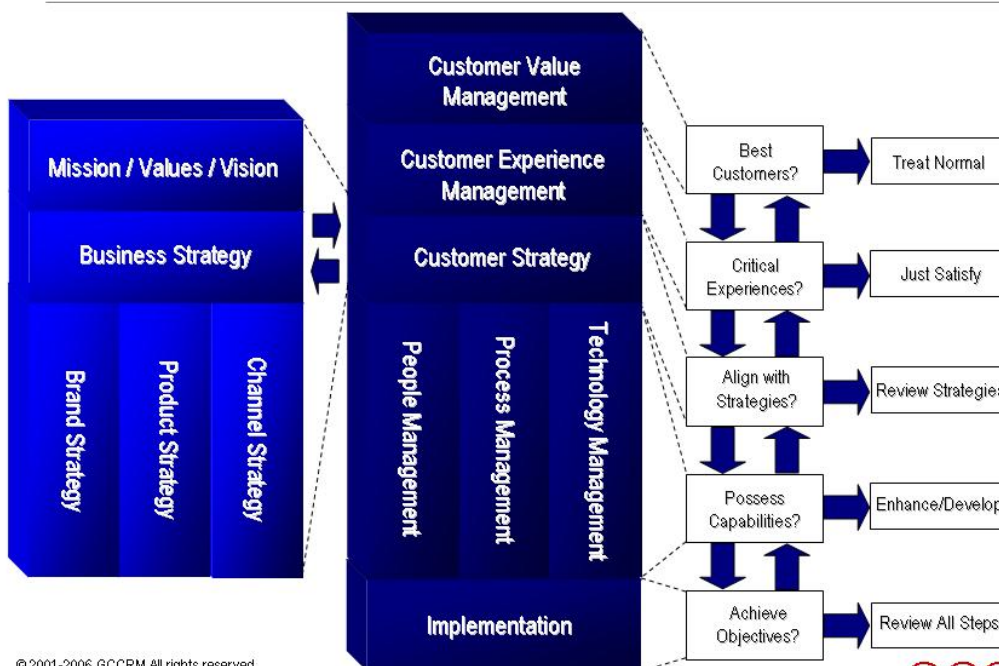
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The Customer Experience Map above provides a breakdown of my Starbucks experience into 20 sub-processes. You can enhance your business by mapping the customer experience at competitors, industry leaders and your own business. Here's what you do:

- **Map competitors and industry leaders.** Imagine if this is your competitor's or an industry leader's customer experience map. Compare a map your own customer experience with theirs and find out the gaps. You don't necessarily have to fill all the gaps, but it gives you a clear picture of where you are and how you could narrow the gaps or even outdo the competition.
- **Map your desired performances.** When you map your desired performance and compare it to your current performance, you'll see clearly where you need to improve.
- **Map your past and current performances.** When you compare the two,, you can see the improvement progress breakdown into 20 subsets in quantifiable terms.
- **Manage and enhance the process.** Because we could break down the whole in-store process into detailed sub-processes, we could manage each sub-process by defining the input, key steps, involved parties, outputs and measurement metrics. By defining clear measures for each process, the customer experience can be managed in a more objective manner.

Delivering a great and consistent experience does not happen by chance. A good mapping of critical customer experiences and corresponding process management is just the start. Your organization needs a structured framework to align the whole customer experience to your overall business strategies, considering other elements like your people, process and technology. The following diagram may give you a hint of this interesting journey.

## Customer Management Methodology



## Neuromarketing and The Marketing Black Box

Personally, I prefer drinking Coke to drinking Pepsi. Whenever I am given a choice, whether in a restaurant, on a plane, or in a convenience store, I will choose Coke. Why? I think it's because I like the taste – it's not as sweet as Pepsi. At least that's what I think.

How much does "taste" really matter? You probably remember a classic ad campaign of the early 1908s, "The Pepsi Challenge." Pepsi developed the campaign to tell an interesting story. In 1972, "exclusive" drinkers, those who drank over Coke and those who drank only Pepsi, made up 18% (Coke) and 4% (Pepsi) of the soft drink population. By the early 1980s, those who drank exclusively Coke dropped to 12% and those who drank exclusively Pepsi had increased to 11% of the soft drink population. Pepsi decided that this increase was based on the taste of their soft drink and set out to prove their point with "The Pepsi Challenge."

In shopping malls, grocery stores and other public locations, Pepsi conducted blind taste tests. In these televised spots, consumers were asked to pick the soft drink they liked better, without knowing whether the cola they tasted was Coke or Pepsi. As results came in, it became apparent – Pepsi tasted better than Coke – 57% of testers chose Pepsi and only 43% chose Coke. Showing blind taste tests on TV commercials was innovative and the results of the taste test sparked a revolution . . . remember new Coke?

### Neuromarketing

Nearly 30 years later, in the summer of 2003, neuroscientist Read Montague conducted this classic taste test with a fMRI (functional Magnetic Resonance Imaging) machine, which tracks blood flow to different regions of the brain. His subjects took the Pepsi Challenge and Montague watched their neural activity. In the blind taste test, the blood flow showed half the subjects preferred Coke and half preferred Pepsi. Yet, when subjects were told which brand they were drinking, their neural activity demonstrated that three-fourths favored Coke. This was quantitative proof that brand affects customers' choices.

Neuromarketing, the study of how the brain responds to brands and advertising, is getting more and more attention. Its practitioners believe neuromarketing is more effective than other measurement techniques because the information it provides comes directly from consumers' brains and is not affected by participant bias. Not only does neuromarketing eliminate self-reporting bias, it also removes consumers' inability to articulate differences between conscious and unconscious thoughts. It seems like a perfect solution to measure the emotional response to products or brands.

There are some problems, however. The moving-image MRI rents for \$1,000 an hour at Emory University in Atlanta so a single experiment, including at least 12 subjects, can cost \$50,000. Only very large companies like General Motors or Coca Cola can afford the expense. It's hardly likely to be adopted by many companies. The other barrier is the un-natural testing

environment. Scanning neural activity in an MRI is far removed from the actual experience environment. An experience process like purchasing at a retail store or buying online can hardly be conducted in an fMRI on a massive scale. While I do believe neuromarketing will break through these barriers one day, that day may be a long way off.

Recently, I conducted similar taste tests without using an MRI. I tested my students at universities in China, Hong Kong, Singapore, The Netherlands, France, and Australia, undergraduates, graduate students, and working adults with ages ranging from early 20s to late 40s. Each student performed two taste tests – one was a blind taste test, in the other I told them which cup contained Coke and which contained Pepsi. Their choices in the blind taste test are not consistent with their choices in the open taste test. From one-fourth to one-half of students did not respond consistently to the blind and open taste tests. Even though some students identified themselves as Coke or Pepsi fans, they confused the taste of Coke and Pepsi, choosing one as the best-tasting in the blind test and the other in the open test

Both the MRI scanning and my students' taste tests suggest that people perceive and react differently when they know which brand they are consuming. There is a missing link between consumers' perceptions and their ultimate behaviour. So, what is going on inside their minds?



The fMRI (functional Magnetic Resonance Imaging) Scanning Machine "With permission, Joy Hirsch, Ph D, Professor and Director, fMRI Research Center, Columbia University New York, [www.fmri.org](http://www.fmri.org)."

## The Triune Brain

It's all about the brain.

Neurologist Paul MacLean claims that humans have three brains, not one. Each "brain" represents a distinct evolutionary layer formed upon the older layer before it. He calls this three brain model the "triune brain." MacLean says that the three brains operate like "three inter-connected biological computers, each with its own special intelligence, its own subjectivity, its own sense of time and space and its own memory." He names them the Primitive brain, the Intermediate brain and the Rational brain. Each of the three brains is connected by nerves to the other two, and each seems to operate as its own brain system with distinct capacities.

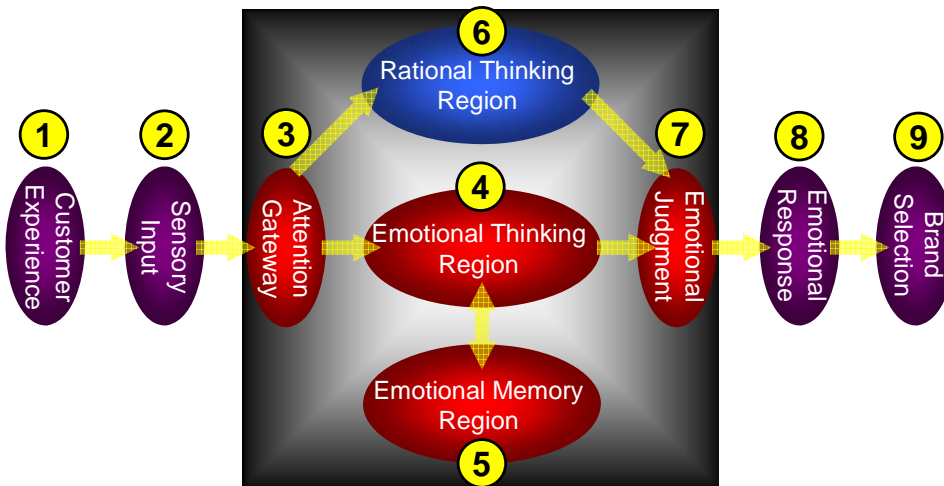
The Primitive Brain is the oldest brain; it maintains basic functions, controls muscles, balance and autonomic functions, such as breathing and heartbeat.

The Intermediate Brain (I call it Emotional Brain) resides in the limbic system and is concerned with emotions and instincts – feeding, fighting, fleeing, and sexual behavior. The limbic system as a whole appears to be the primary seat of emotion, attention, and affective (emotion-charged) memories. This brain determines whether a person feels positively or negatively toward something and what attracts one's attention. The Intermediate Brain deals with unpredictability and controls creative behavior. It decides whether the Rational Brain has a "good" idea or not and whether thoughts and actions feel true and right. In short, this brain makes value judgments.

The Rational Brain is the newest brain; it analyzes and solves problems, uses language and mathematics, develops rational memories and drives creative thinking. MacLean refers to the cortex as "the mother of invention and father of abstract thought."

Conventional wisdom sees the Rational Brain as the decision maker. However, the Emotional Brain should be the focus of marketing folks. The Emotional Brain affects message reception and purchasing decisions. The black box diagram below shows a simplified view of the flow of sensory inputs from customer experiences through the triune brain. This view illustrates how emotional responses determine consumers' choice of brands.

## The Black Box



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For every **(1) Customer Experience** at various touch-points (from advertising messages to product experiences), **(2) Sensory Inputs** (hearing, sight, smell, taste and touch) enter into the brain. The **(3) Attention Gateway** performs the filtering function. Inputs which are complicated or unattractive and those which contradict emotional memories are rejected and not allowed to enter the brain.

Qualified messages are delivered to the **(4) Emotional Thinking Region**, and the initial scanning checks to see whether they satisfy emotional needs: improves positive emotions (e.g. feel good about oneself), creates a sense of rapport one can identify with (e.g. "Oh, this is just so me!") or induces associations (e.g. projects the image of successful people). At the same time, messages are verified with the memories stored in the **(5) Emotional Memory Region** to determine whether these new messages strengthen, weaken, contradict or are indifferent to the old memories. Then this region creates updated expectations for future inputs from that message, brand, product or company.

The sensory messages sent to the **(6) Rational Thinking Region** move more slowly and with much less impact. It takes only 12 milliseconds (1 millisecond = 1/1000 second) for a message to travel from the Attention Gateway to the Emotional Thinking Region (including communications with the Emotional Memory Region) to **(7) Emotional Judgment**. It takes

more than twice as much time (25 milliseconds) for the same message to make the journey from

Attention Gateway to Rational Thinking Region to Emotional Judgment.

The results of the Emotional Thinking Regions dominate Emotional Judgment, primarily due to faster processing speed. When we say someone who acts without using his brain, we mean that the Emotional Brain has over-riden or worked more quickly than the Rational Brain. When we saw Zinedine Zidane head butt Marco Materazzi in the World Cup final, we witnessed an emotional response moving much faster and more strongly than rational thinking.

Emotional Judgment reflects our emotions and feelings via **(8) Emotional Responses** – this is where the fMRI tracks the neural activities within the brain. This emotional response directs final preference and choice in **(9) Brand Selection**. The whole process from step 1 to 9 is completed in less than the blink of an eye, just milliseconds.

### How Customer Experience Affects Brand Choice

Advertising legend David Ogilvy once said, “Products are built in factories, brands are built in the mind.” Brand is a perception, a feeling; it is not and cannot be built solely by advertising. Brand is the aggregate of customer experiences across all touch-points, including experiences with the product, advertising, the retailer, salespeople, telephone reps, the website, direct mail, public relations, etc.

All those experiences add up to your brand. The brain faces numerous messages everyday from various touch-points—recent estimates put the number of advertising messages touching an average adult in a modern city at about 3,000! It is impossible for the brain to assess each message for very long; it would simply overload. (If the brain used one minute to process each message, it would take 50 hours per day to process advertising messages. Even if the brain used one second to process each message, it would consume 50 minutes of processing time per day). The brain’s processing and decision-making is fast and direct. Translation: we won’t (can’t) “think” in most cases. Within milliseconds, we decide to ignore, to like, to want to know more, or to take action, say to buy. The customer experiences your company creates and delivers dictate the destiny of your brand.

There are three categories of customer experience: “Non-Branded” customer experience, “Un-Branded” customer experience, and “Branded” customer experience .

Most enterprises nowadays deliver non-branded experiences. Non-branded experiences are the norm in banking, telecoms and most service-oriented industries. Companies may provide good quality and a standardized experience. The problem is “standardized” and “copycat” practices have difficulty getting through the Attention Gateway, not to mention establishing emotional bonds, satisfying emotional needs, and depositing emotional memories. Standardized experiences just waste company resources. Another typical non-branded experience is a price war. Normally, low prices pass through the Attention Gateway, but their impact is concentrated in the Rational Thinking Region. Due to its lack of emotional needs satisfaction, price as a

rational need dominates the Emotional Judgment. There is a huge difference between what a customer needs (rational needs) and what a customer wants (emotional needs). Think about the

difference between buying a regular wallet and a Louis Vuiton bag. When price overrides everything else, the impact of the brand on the customer is zero. There is no brand loyalty at all.

Un-Branded experiences bring the most negative impact to a brand. Some companies over-sell their brands and products and through massive advertising campaigns they successfully push their brand through the Attention Gateway. If the over-stated brand values happen to satisfy emotional needs in the Emotional Thinking Region, then the advertising messages are converted into emotional memories in the Emotional Memory Region creating high expectations for that brand. When customers then experience the product or the touch-points, they find that the actual experience delivered is well below the brand promise or even contradicts the brand values. Since the advertising raised customer expectations, the difference between expected experience and actual experience is great and this disconnect creates extremely unsatisfied emotional needs at the Emotional Thinking Region. This negative message is sent to Emotional Judgment and generates an instant negative Emotional Response. Also this negative experience is saved in the Emotional Memory Region, and a message is sent to the Attention Gateway to reject this brand in future.

Few enterprises are successful at creating Branded Customer Experiences.

First, branded customer experiences require their own unique brand values. Only by differentiating, can you attract the attention of customers. After entering into the Attention Gateway, successful brands ride the opportunity to establish emotional ties with customers. For example, Coca Cola makes you feel happy, like celebrating. Pepsi creates a sense of rapport, you identify with the youth and energy of musical celebrities and sports stars. Great (smart) brands don't take the route through the Rational Thinking Region; they don't compete solely on price.

Satisfied emotional needs are saved in the Emotional Memory Region. When your brand message appears again at the Attention Gateway, emotional memories will let your message pass through more quickly. When the emotional needs are satisfied constantly or consistently, the Emotional Thinking Region continuously repeats its approval the positive reaction develops into habitual thinking. The choice is deposited into the subconscious. The most successful cases of brands embedded in the subconscious are those that have become the de facto standard in a product category – a "Xerox" copy, a "Kleenex" tissue, a Band-Aid bandage and most ubiquitous today, to "Google" on the Internet.

Emotional memories strongly affect the emotional responses generated by emotional judgment. I like flying Dragonair because the airline serves Haagen Dazs ice-cream. One time, I took the ice-cream out of the original packaging and put into a normal coffee cup. Although it still tasted good, the experience changed without the packaging. Why? Because part of the taste is wrapped up in emotional memories in my mind, it's similar to my study of the Pepsi Challenge. Brands (emotional memories) affect customers' subjective experiences (emotional responses). The extent of impact (whether positive or negative) depends on the quality of your branded customer experiences. The difference between subjective and objective experiences is the brand impact, positive or negative.

Coke or Pepsi? It's not just about "Taste" (Product). It's about the "Branded Customer Experience".

## Multi-Sensory Experience and Intra-Experience Anchoring

I remember when I was a kid; during my daily route to school I passed by McDonald's – the tempting smell of French fries seduced me, compelling me to walk into the shop. Thirty-something years later, I still recall my school days and my mouth waters whenever I smell fries.

### Smell, Sight, Touch, Hearing, Taste

Smell triggers memory, sound changes mood, and touch builds trust. We feel happy when we hear happy music. We almost never buy anything without touching it, think of yourself in the supermarket and how you evaluate (hold, weigh, shake, etc) fruits and snacks. Senses are strongly correlated to one another. In the study by Martin Lindstrom and Millward Brown on McDonald's consumers, either they like both the smell and taste, or they hate both. Rarely do they hate the smell but love the taste of the food, or vice versa.

Individually, each sense is powerful; and together, all five senses dictate our emotions. Our five senses transmit the sensory inputs generated by our experiences at touch points into our brain. I **smell** the French fries outside McDonald's, **look** at their bright yellow rectangular shape, **put** them into my mouth and **hear** the slight crispy sound when I **bite** them. This integrated sensory experience, mixed with my emotions and surrounding scene, are recorded in my memory.

These days, I rarely smell that French-fry-smell; I don't know why. I still regard McDonald's French fries as the best of all, but I seem to lack the sensory drive to resume my childhood passion. Contemporary marketing communications overload consumers' sight (think of the 3,000+ advertisements you see each day). Despite early efforts to align various touch points to deliver consistent brand promises, most senses are neglected, leaving the opportunity to create an integrated sensory experience untapped. I miss that French-fry smell, or perhaps, subconsciously, my school days.

## Emotion Curves at McDonald's and Burger King

Fast food outlets can interact with consumers using all five senses. In reality, most fast food chains focus on only two senses: taste and sight. The operations department focuses on preparing food efficiently; the marketing department focuses on designing colorful advertising and promotion materials. Last year, Burger King opened its first outlet in China in Shanghai with the Whopper, and recently McDonald's launched Quarter Pounder in China. Since I am a beef lover, I visited both chains to experience them for myself. Figure one and two are my end-to-end (from entering to exiting the restaurant) experiences. I can sum my emotions at each sub-process to constitute the Emotion Curves for McDonald's and Burger King. Below are my findings (please remember this is my personal (and biased) experience, without any statistical significance):

- **Different brand values.** McDonald's delivered the brand values: clean, convenient and efficient. While these values remain important, they may not match the most critical needs of today's consumers. McDonald's lags behind Burger King at psychological identification, food customization and all sensory experiences. Burger King also lacks the sensory experiences, but does better with "Have it your way" as a value with which target consumers identify.
- **Different sensory experiences.** Both outlets ignored the sense of smell – outside and inside the restaurant. Burger King was a bit quieter than McDonald's which echoed with kids' noise and the beeping sound of the kitchen machines. At McDonald's, the pre-packaged Quarter Pounder did not look like the advertising, the burger seemed to shrink after packaging. On the other hand, although I had to wait longer to get my made-on-the-spot Whopper, the beef had almost the same look and thickness as the burger in the marketing collateral. Expectation meets experience. Also, the size and shape of the burger does affect perceptions, making it taste better.
- **Different shapes of Emotion Curves.** The McDonald's emotion curve is gentler than the Burger King curve. What does this mean? Consumers love and hate Burger King more dramatically than McDonald's. Is this good? Well, if you ask your friends where to eat lunch, rarely does anyone suggest McDonald's as their top choice, unless there is an outlet nearby and you are looking for a fast lunch. The experiences at McDonald's are too flat and no one has an outstanding experience there. Most consumers want more variety, a local menu, and healthier food. By trying to please everyone, a restaurant pleases no one. It's quite difficult to please everyone.

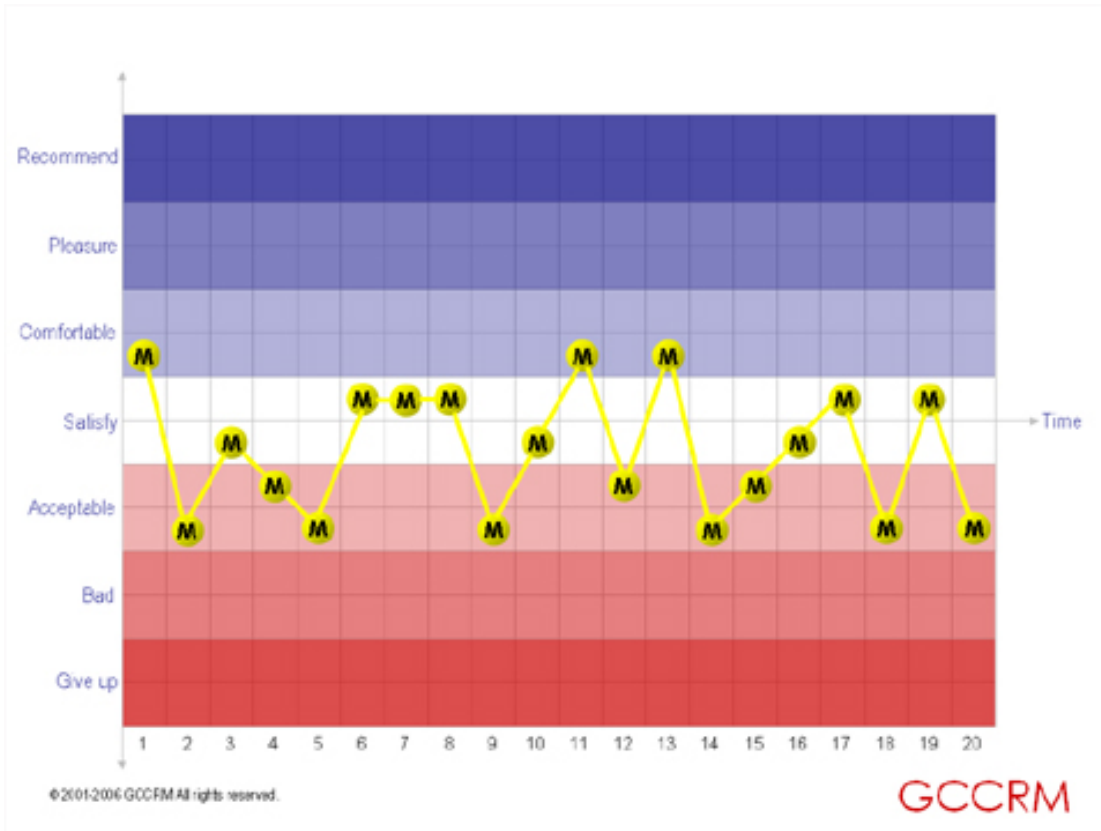
## Intra-experience Anchoring

People are comparison animals. Whether we feel good or bad is largely the result of comparing with others. When you go to a luxury store, where everything is expensive, a T-shirt selling for \$50 seems like a bargain. The same T-shirt selling elsewhere at same price does not. After spending three weeks as a volunteer in a poor country, most people feel that their own life is much better. Why? Because our experiences cause us to set our anchors differently. We benchmark against experiences (inter-experience). We also benchmark within an experience (intra-experience). Queuing up at Starbucks, DIY service at Ikea and flights without meals on Southwest, these are all examples of “pain” within an experience. But without those pains, the greatness of the pleasures they generated would not be as evident. Yes, I am suggesting that we need some pain within experiences and you may need to create some pain if there is none currently. People need pain to contrast with pleasure. The same pleasure feels like more pleasure once we go through some pain. Pain is a necessary ‘Angel’ when designing the customer experience. Not only does it help contrast with the pleasures of the experience, it can free up resources and release constraints.

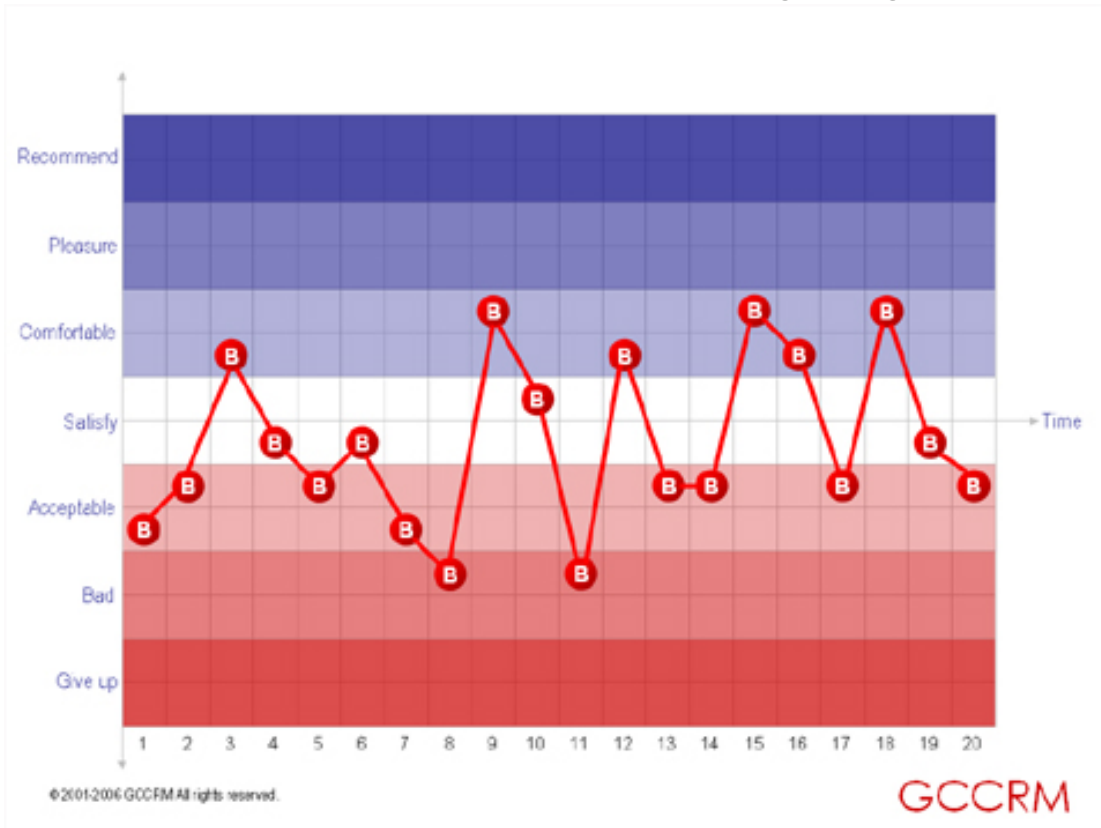
It’s a tough competitive environment for fast food chains. Why don’t they create unique branded experience by reallocating their resources to the much less crowded area of sensory experiences? Why not re-create the smell of beef grilling over charcoal or fries sizzling in oil in the in-store air and on the food wrapper? This is probably done at the bakery at your supermarket and with artificial “new car” smell. Why not create a branded McDonald’s or Burger King sound or music? How about aligning the size, shape and packaging of the food with the photos in the advertising? In addition, both chains can actively explore the bottom-line of pain – what is the maximum level target consumers tolerate? How long will they wait in line? Will they wait for a clean table?

Via intra-experience anchoring, companies can maximize the gap between the enhanced integrated sensory experiences and the pains. Work out a healthy branded Emotion Curve, and create your own integrated sensory experience.

Customer Experience Map and Emotion Curve - McDonald's



Customer Experience Map and Emotion Curve – Burger King



**Customer Experience Sub-processes – Fast Food Restaurant**

1. Shop Location and Outlook
2. Smell Outside Shop
3. In-store Decoration
4. Music and Sound
5. In-store Smell
6. Queue-up Time
7. Price
8. Food Variety
9. Food Customization
10. Staff Service
11. Transaction Efficiency
12. Seat
13. Cleanliness
14. Smell of Food
15. Package and Shape of Food
16. Taste of Food
17. Healthiness of Food
18. Psychological Identification
19. Washroom
20. Exit (Goodbye)

## **Branded, Non-Branded, Un-Branded Experiences and Experience-Based Differentiation**

I recently had two unpleasant buying experiences. One was at Ikea, where I went to buy office furniture, and the other one was at Staples, whose online store I visited to buy a magazine rack. Every time I shop at Ikea, I swear I won't be back again. But I keep coming back. On the contrary, it seems unlikely I will buy again at Staples. Why, if both delivered unpleasant experiences, does Ikea still win my loyalty?

### **The In-store Customer Experience at Ikea**

Do you like shopping at Ikea? It's not for me. However, I would say I am a loyal customer of Ikea – I keep going back and most of my office and home furnishings are from Ikea. Why?

From far away you can see the giant Ikea building in the corporate colors – yellow and blue. Assuming you drive, you'll find it's difficult to locate a vacant space in the car park. As you step into the entrance, you find that the interior decoration is pretty attractive and stylish. A free paper ruler, plastic shopping bag and trolley are available for you as you start your DIY tour.

The unique "one way" floor design of Ikea forces you to walk through every single display area: living room, dining room, kitchen, study, bedroom, washroom, kid's room etc. There is no shortcut to your destination. In most cases, you have to spend hours at Ikea even to buy a single piece of furniture.

The products are great in look and style, for most items the price is reasonable (at least to me, in the Chinese middle class). The different displays stimulate my shopping impulses and give me alternative ideas on how to decorate my home. I move chairs and tables around and test different combinations, I try out the products – this is the moment I enjoy most in the store. And I have to admit, the signage and labels are attractive, informative and help me to distinguish and choose among different items from various categories.

Customer service is very limited and staff is usually busy and surrounded by customers. The bathrooms are just so-so, and far from adequate with long lines especially on holidays. If you bring your kids, you can leave them in the kids' playroom so you can shop in peace. The play area looks safe and fun for kids. The canteen is great; they serve good meals at below-market prices, such as RMB3 (USD1 = RMB8) for a big hot dog and RMB9 for a set meal. Fast food like this is well-received by young families.

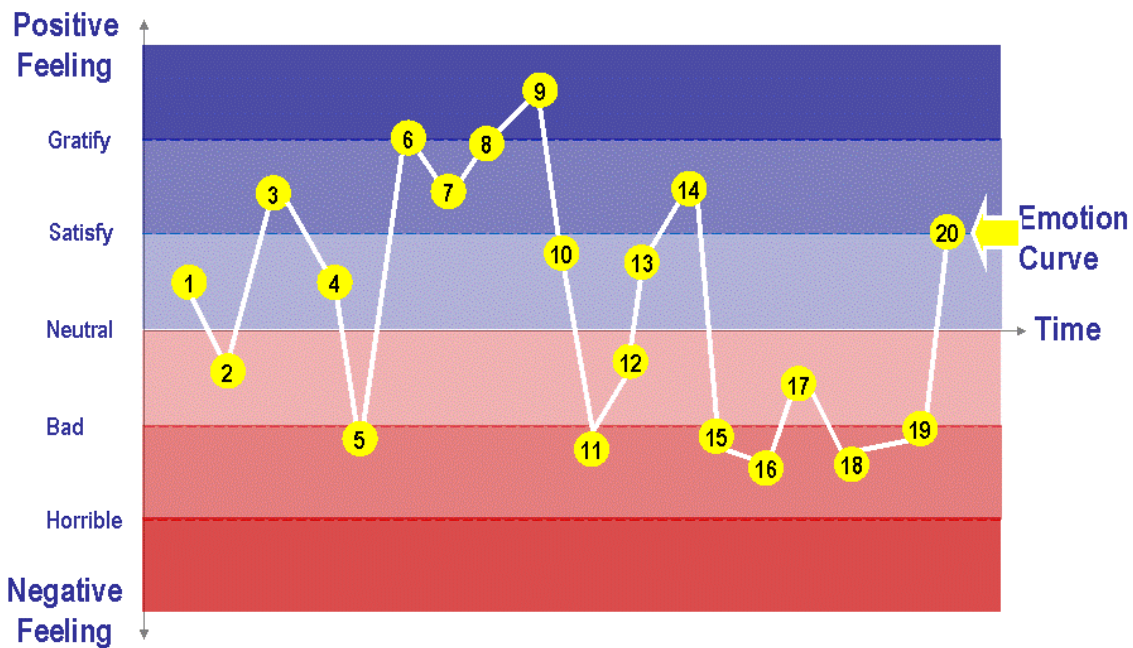
The most painful process is trying to locate your chosen items from the huge storage area, and then placing them in the cart. It's certainly not an easy or fun task, especially when you are moving a big piece of furniture, like a sofa. If you manage to survive this step, you wait in a long line to check out, and then you go to another counter to arrange delivery and installation (if you need it.) Delivery will add a one-week wait for your furniture to arrive ready for use. In China,

there's one more stop if you need an official invoice for your purchase.

Well, if it's summer, I pay RMB1 to have an ice-cream cone before I leave. It tastes good and it's cheap. As for everything else, what a day!



## CEM Process Map – IKEA



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### CEM Sub Processes

1. Building Look
2. Car Park
3. Interior Decoration
4. DIY Shopping Tools
5. The Round Tour
6. Product Quality
7. Reasonable Prices
8. Displays
9. Trying out Products
10. Labels & Signage
11. On-floor Staff Service
12. Bathroom
13. Kids' Playroom
14. Canteen
15. Searching Stock
16. Picking Stock

17. Check-out
18. Arranging Delivery
19. Arranging Installation
20. RMB1 ice-cream at the exit

### **Online Customer Experience at Staples**

Recently, we decided to buy a magazine rack for our office. Being attracted by Staples' extensive advertising — TV commercials during the World Cup, print ads, outdoor phone booth ads & billboards — as well as a press interview in which they tell their brand story, I am persuaded and decide to give Staples a try. I ask my colleague to order the magazine rack from Staples.com.cn, their online shop.

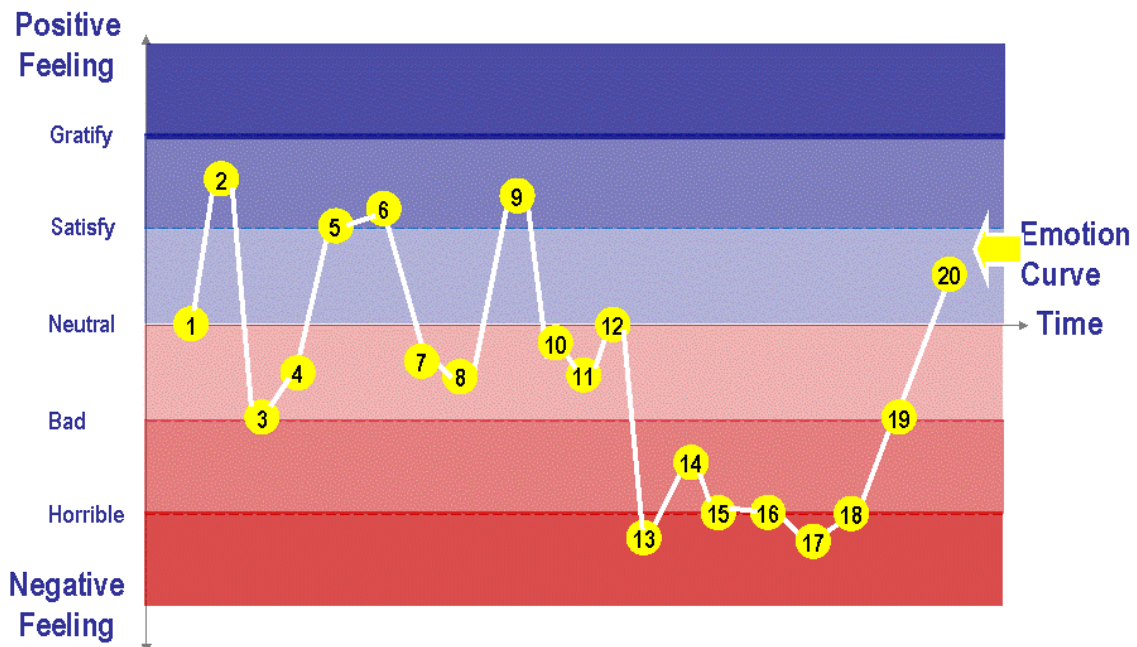
The design of Staples' website is fine. Just like their slogan says — Everything Your Office Needs — you can get almost everything you want for an office from the site. There is a price comparison function which comes in handy when choosing among products in a similar price range. Nevertheless, the product information is a bit simple, with no users' comments or recommendations. Maybe because we are first-time users, the site seems difficult to navigate; so we call the customer service hotline. With the sincere help of the customer services representative, we get what we want. But the price of the product seems a little bit higher than it is at other sites.

The whole registration and ordering process takes about 2-3 minutes, which seems quite quick and convenient. Only one payment method, COD (cash on delivery,) is allowed and I doubt this is how corporate clients want to pay. After I order, I receive a phone call from Customer Service to confirm receipt of the order and make clear that the goods will be delivered in 2 days. Although I ordered online, I did not receive an email confirmation. After 2 days, I receive another phone call from Staples saying that due to product shortages, they cannot deliver the magazine rack but promise to let me know when it will be delivered. Disappointed? Yeah, a bit, but life is full of surprises! Not long after I hang up, Staples delivers the magazine rack to our office! We are all puzzled! Anyway, I unpack the rack, only to discover that the color is not what I ordered. This one is silver and I ordered black! Moreover, a few screws are missing. I call the hotline and the CSR, once again being polite and sincere, says she will check with the manufacturer for us. The CSR also explains that free assembly can be arranged if customers initiate the request at the time of purchase. Otherwise, it is assumed that customers will assemble their purchases on their own. Poor us — first timers, that's our reward!

Two days pass with no reply. I call again. The CSR recognizes my voice this time. When I complain about all the hassles, she says they may be due to incomplete information or communications within Staples. She apologizes again. Lucky me, I find screws in the company tool box and put together the magazine rack myself. Do I exchange the rack for one in the color I wanted? Forget about it — I would rather keep my second-choice color than go through these hassles again. A few days later, my office receives a direct mailing with a full-color buying guide with a Staples' membership card inside.



## CEM Process Map – Staples



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### CEM Sub Processes

1. Website Design
2. Product offerings & variety
3. Website Navigation
4. Calling CS for help
5. Friendly customer service
6. Product comparison function
7. Lack of users' comments / recommendations
8. Perceived High Price
9. Ease of Buying Online
10. Payment by COD only
11. Phone confirmation without email record
12. 2-day delivery time
13. Product out of stock, delivery delay
14. Product received unexpectedly
15. Color different from order
16. Assembling by myself
17. Missing screws
18. Waiting for follow-up response
19. Inability to solve problem
20. Free member card & buying guide

## Peak-End Rule

Not enjoyable experiences for me, or for many other people, I believe. So, why do I (and these other people) go back to Ikea again and again, but not to Staples?

Nobel prize-winning psychologist, Daniel Kahneman, points out that people only remember two things during an experience – how they feel at the **peak** (no matter how good or how bad) and how they feel at the **end**. These peak-end feelings summarize the whole experience process and are stored in our brains at a subconscious level. These feelings eventually direct our next buying decisions; while the proportion and duration of pleasure or pain throughout the whole experience barely registers in our memory – we only remember the peak-end.

Think about my experience at Ikea, though my disappointments are many, it's actually my peak-end experience that drives me to go back again. So what's my peak-end? To me, it's the value-for-the-money of the products, the feel-free-to-try shopping experience, and the effective displays that demonstrate practical and efficient uses for the products. What's more, Ikea's canteen is good and the 10-cent ice-cream I bought at the exit counter sure is a memory! In my case, my peak-end memories override my disappointments and their unpleasant feelings to become a positive experience that drives me back to Ikea (as reflected in the above map).

What do I remember from my peaks and end from the Staples' buying experience? My peaks (the worst experiences in Staples' case, because the negatives exceed the positives at peaks) are the last minute out-of-stock notice, unexpected delivery, wrong color, self-assembly, missing screws and poor problem-solving capabilities. End is the experience ends upon receipt of the membership card and buying guide.

The peak-end rule is certainly not the only reason for Ikea's success. Ikea is a global brand but you seldom see them advertising. How can they do that? A Branded Customer Experience may be the answer. My high expectations for Staples brought down the emotion curve to a negative dimension. Worst of all was the "Un-branded" Customer Experience provided by Staples.

## Branded Customer Experiences

Branded customer experiences amplify your brand with intentional and consistent delivery of **on-brand** experiences across all touch-points. Only when you're branded, can you differentiate. Only when you're differentiated, can you have loyal customers.

There are three essential elements of a branded customer experience: the peak & end (most memorable) experiences, the brand values and consumer needs. To optimize the branded experience, you have to deliver your most unique brand values and meet or exceed the most critical needs and expectations of your target customers with positive peak & end experiences.

Ikea's brand values are competitive pricing, good-value-for-the-money products, effective and practical product applications and a unique shopping environment. Ikea has integrated these values within the customer experience process and amplified them to maximize a branded customer experience for their customers.

The brand values of Staples are product variety, one-stop solutions, and easy & convenient shopping. Except for product variety, I did not experience the brand values of one-stop solutions and easy & convenient shopping. Well, I don't count the big red "Easy" button on all their marketing materials as an illustration of a brand value. On the contrary, I found the opposite experience, a multi-stop and not-so-easy shopping encounter – I had to order online, call a CSR for help, was confused by the delivery schedule, had trouble with product assembly, and faced a long lead time to solve problems.

The peak-end effect amplifies the negative feeling during the experience process. Why? Because what we can recall from our memories is not the entire experience but only the peaks and the end. The experience provided by Staples to customers at peak-end actually contradicts the brand value. That is the definition of an "Un-Branded Customer Experience." So, I am left with a strong negative memory of Staples.

### **Experience-based Differentiation**

Branded Customer Experience does not mean Great Customer Service or a Good Experience.

If Southwest Airlines asked customers what they need, there would be a long list of services to add. Though Southwest provides fewer services than competitors, e.g. no upgrades, no meals, no video, no...etc, the airline has enjoyed the best rating on ACSI (American Customer Satisfaction Index) for many years, far ahead of competitors. Amazon peaches internally, "No service is the best service." You can hardly get a CSR on the phone, you are rarely serviced by anyone, yet, Amazon.com has ranked No.1 on ACSI for several years.

Many companies provide standardized and good customer service, and they do not earn loyalty from their customers. The problem is that they do not differentiate. Doing what everybody else is doing cannot help you differentiate from competitors. These are "Non-Branded" customer experiences and they will not enhance your brand equity. Or even worse, they may be "Un-Branded" customer experiences, i.e. you offer a brand promise like high quality products or outstanding service through your advertising, but in reality you deliver well below your advertised promises. This "Un-branded" customer experience definitely damages your brand equity.

The beauty of a Branded Customer Experience is this – it enables you to control the definition of a good experience and to direct and change the expectations of your target customers. You define your own standards. You create your own blue ocean with a unique branded customer experience. You escape from the red ocean of trying to please your customers with standards being set and manipulated by others. This experience-based differentiation creates your character and uniqueness – delivering your most unique brand values and meeting or exceeding the most critical needs and expectations of your target customers at peak & end experiences. With a Branded Customer Experience you can improve your brand equity (the value of your brand), and your customer equity (the value of each customer).

## About the Author



**Sampson Lee** founded GCCRM in 2001 and also co-founded The 3C Method (China Customer Care) in 2002. GCCRM is an independent CRM evaluation organization. Through evaluation, enhancement and benchmark with best practices, GCCRM helps to roadmap organizations' CRM - where they are, where to go and how to get there. GCCRM preaches the belief of "CRM Success Beyond Software™" via awards, methodology, research & portal.

A sought-after speaker, Sampson has delivered public speeches in many recognized forum and events including The Economist Forum, Customer Contact World, China DMA, Suzhou TV Station, China CRM Forum, ideasAsia! in Singapore, CRM Association of Japan etc., on CRM Evaluation and Benchmarking and also Best CRM Practice in China. He was recently interviewed by CNBC on the topic of "How Far Away Is China from Global CRM Standards".

Sampson contributes articles and writes regularly to leading CRM portals and business publications including CRMGuru.com, GCCRM.com, insightexec.com, MRI Research and leading local newspaper and magazines in China. He also sits on the guru panel of CRMGuru.com - the world's largest CRM Community with 200,000 members.

Sampson graduated with a Business Administration degree, majoring in Economics.

## About Us

### GCCRM

**ROADMAP CRM BEST PRACTICE** through the collaboration of global intelligence on evaluation and benchmarking. GCCRM is an independent customer management consulting organization founded in 2001. Through evaluation, enhancement and benchmark with best practices, GCCRM helps to roadmap organizations' CRM - where they are, where to go and how to get there. GCCRM preaches the belief of "CRM Success Beyond Software™" via awards, methodology, research & portal.

### GCCRM International Partners



GCCRM International Partners are formed by 14 world famous CRM gurus from North America, Latin America, Europe, Asia Pacific and Greater China. They contribute to the development of CRM evaluation method - CRMBodyCheck, and conduct CRM training programs on evaluation and enhancement for the enterprises in Asia Pacific region.

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