



# CUSTOMER EXPERIENCE

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## IN ECOMMERCE

# CONTENTS

|  |                           |
|--|---------------------------|
| <b>Introduction</b>  | <b><a href="#">3</a></b>  |
| <b>Chapter 1.</b>  |                           |
| <b>About Customer Experience</b>                                 | <b><a href="#">5</a></b>  |
| The importance of Customer Experience .....                      | <a href="#">6</a>         |
| Why do people really buy? .....                                  | <a href="#">10</a>        |
| What is Customer Experience, exactly? .....                      | <a href="#">11</a>        |
| Traditional vs. Digital Customer Experience.....                 | <a href="#">12</a>        |
| What is Customer Experience Strategy? .....                      | <a href="#">13</a>        |
| Customer Experience Management.....                              | <a href="#">13</a>        |
| 7 reasons why Customer Experience Management is vital .....      | <a href="#">14</a>        |
| What IS a good customer experience?.....                         | <a href="#">17</a>        |
| <b>Chapter 2.</b>  |                           |
| <b>How can we create the best eCommerce Customer Experience?</b> | <b><a href="#">19</a></b> |
| About Customer Journey Mapping.....                              | <a href="#">22</a>        |
| Research & Analysis .....  | <a href="#">26</a>        |
| The Customer Journey 'As Is' .....                               | <a href="#">34</a>        |
| The Customer Journey 'To Be'.....                                | <a href="#">39</a>        |
| The Optimized Customer Journey .....                             | <a href="#">42</a>        |
| <b>Chapter 3.</b>  |                           |
| <b>How to Measure Customer Experience</b>                        | <b><a href="#">43</a></b> |
| <b>Chapter 4.</b>  |                           |
| <b>Factors that Affect Customer Experience</b>                   | <b><a href="#">59</a></b> |
| <b>Conclusion</b>  | <b><a href="#">64</a></b> |

## Introduction

*Welcome to the Experience Economy, where businesses must form unique connections in order to secure their customers' affections – and ensure their own economic vitality."*

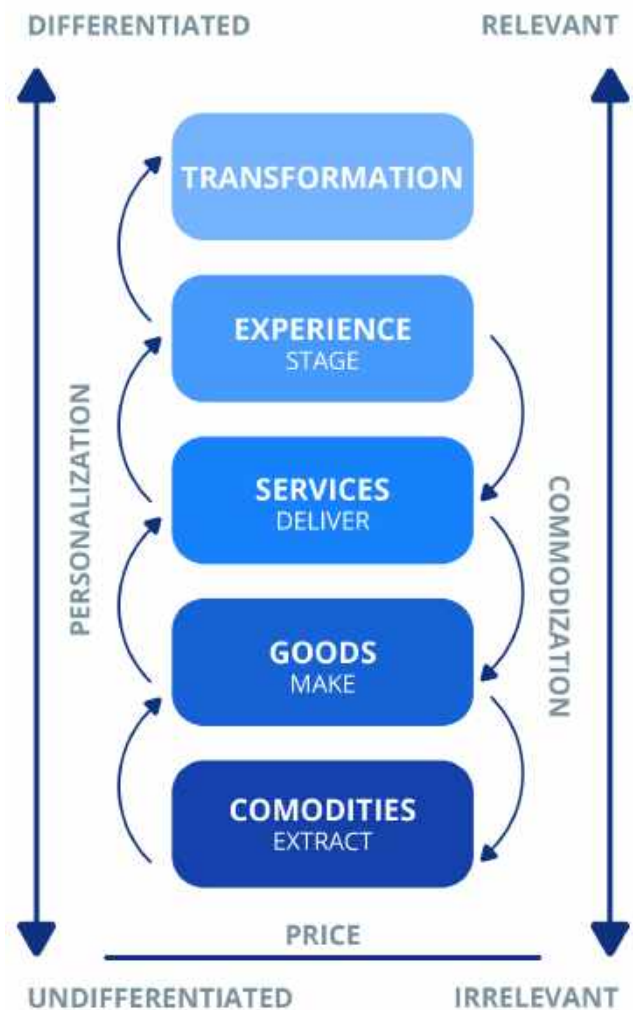
*B. Joseph Pine II & James H. Gilmore*

The above quote from a 1998 article in the **Harvard Business Review** by B. Joseph Pine II and James H. Gilmore, expressing their vision of the new concept of customer relationships, echoes the mantra for today's market competitiveness.

**Consumer behavior** has changed over time, especially in the last century. The Manufacturing Age made industrial powerhouses like Ford, Boeing and GE hugely successful, the age of distribution created companies such as Walmart, Toyota, P&G, and UPS, and the Information Era has prompted the rise of companies like Yahoo and Google. We are now facing the Customer Age, which has empowered engagement and personalization on different channels for people using products and services.

What has become patently clear, is that businesses now face unprecedented changes on a global scale in economic, technological, and consumer behavior.

It is no longer about price positioning or adding another feature to your product for



*The 5 stages of "progression of economic value" from commodities to goods to services and, ultimately, to experiences - by Joseph Pine II and James H. Gilmore*

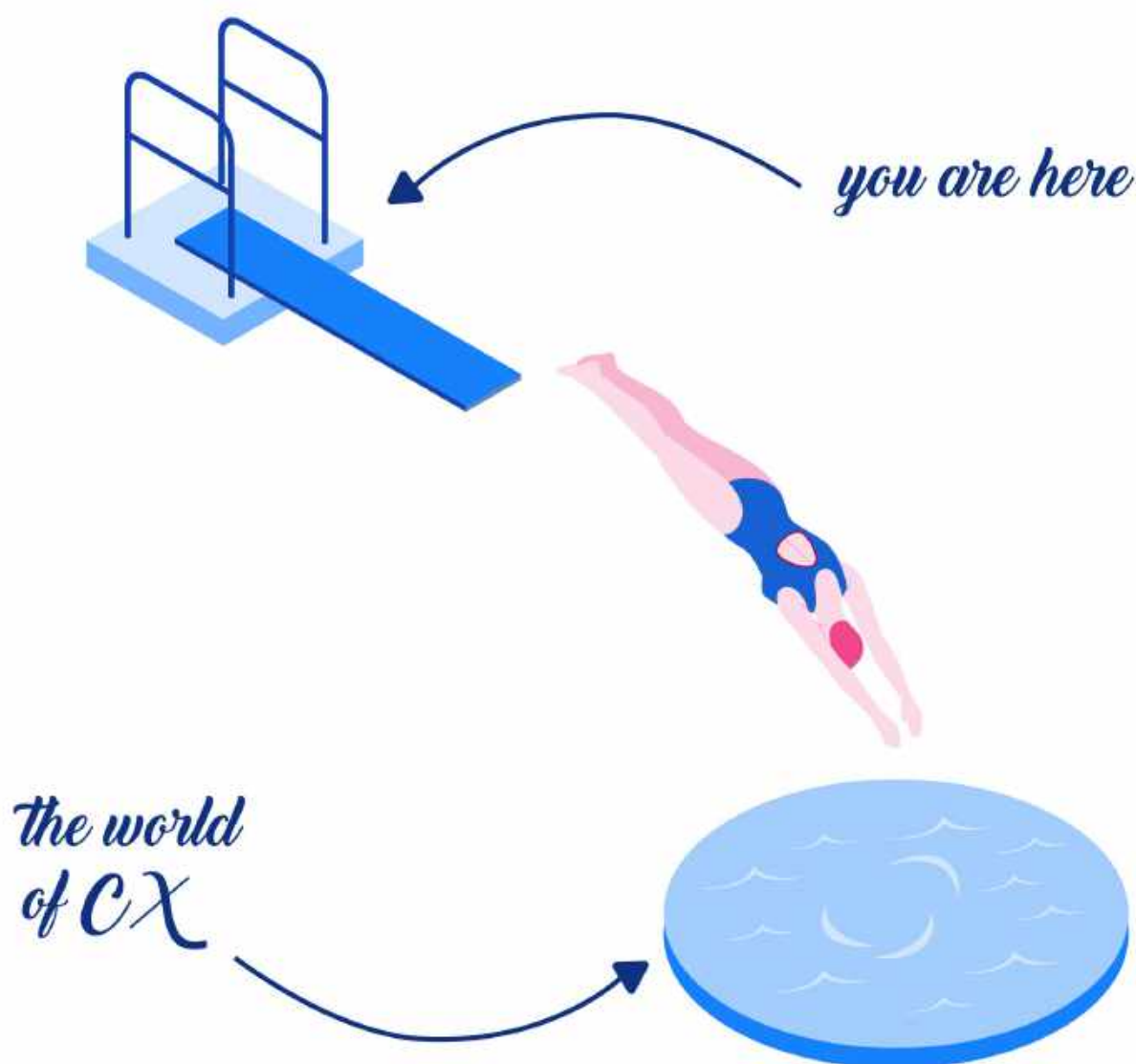
the sake of innovation, but about this single differentiator: **the Customer Experience**.

**Customer Experience and eCommerce** go hand in hand. We expect nothing less than a seamless, agreeable process that takes relatively little time, and is personalized and straight-to-the-point. Conceiving and delivering the best online experience is not, however, as easy as it may seem at first glance.

Each year, we buy more and more online, from beauty products to clothes, food, and other everyday essentials. Why do we do so? One reason is that we have gone digital. Another has to do with the implications of this digitalization: faster service, more customized experiences, less stress, more convenience, and so on.

According to market research, **80% of companies** think they offer great customer experiences, but only 8% of consumers actually agree.

What can we do to earn our customers' loyalty, and how do we keep it? Let's take a dive together into the world of Customer Experience.



*Chapter 1*

# ABOUT CUSTOMER EXPERIENCE



## The Importance of Customer Experience

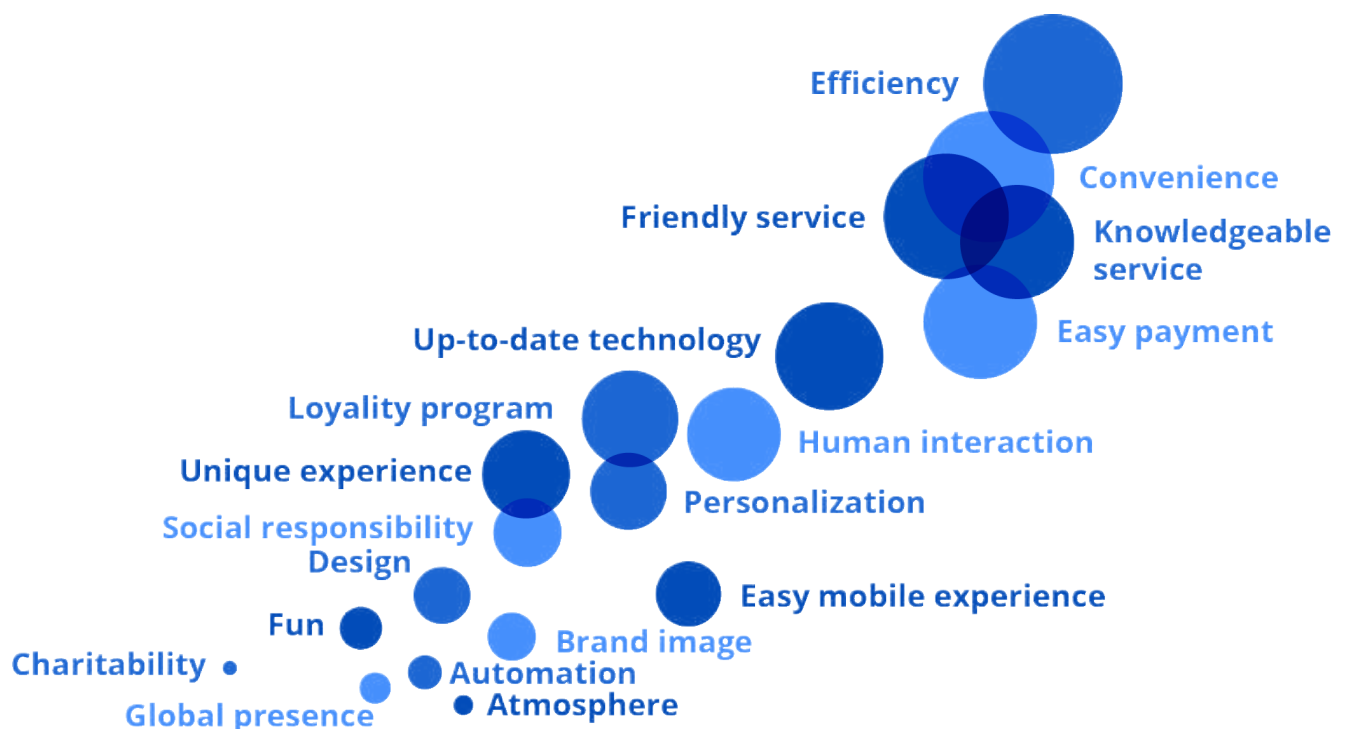


*The purpose of a business is to create and keep a customer."*

*Peter Drucker*

Unfortunately, many companies only focus on the first part of Drucker's statement. When Vince Hanson went to pick up his Audi A4 from Titan Motorsports in Orlando, the technician took it for one last, very expensive test-drive. He made an illegal U-turn, crashing into another car. But Vince figured, they'll fix it, right? No, not at all.

Rather than accept responsibility and offer to fix the damage, the shop told him that the contract he had signed, absolved them of any responsibility. They gained a customer, but lost him just as fast. This is a great example of a company that is more interested in the contents of a customer's wallet than the customer himself.



Source: [PwC](#) Future of Customer Experience Survey 2017/18



## About Customer Experience

Many agree that, in business, **there is only one boss: the customer**, and he can fire everybody in the company from the chairman down, merely by choosing to spend his money somewhere else. It is, therefore, vital that you understand what drives people to take their business elsewhere.

Price and product quality is a given — 79% of US consumers say they would probably switch from one favored brand to another for a better price, and 52% would do so for improved product quality. Such drivers often dictate initial choices too — and in many instances, switching brands may not be so easy. For many, it's simply not worth the hassle for minor benefits.

We know, however, that **it is extremely difficult these days to compete on products, service and price**. This is why the best-performing businesses are the ones that have taken it up a notch by **focusing more on their customers** and the things that matter most to them. Think about it this way: customer experience is positively correlated to the way people perceive the product or service you are offering. In fact, most people value customer experience far more than the price. This pretty much means that you'll be able to charge more if you are confident you can offer an **unbeatable experience**.

Moreover, customers remember the service, the experience and the interaction a lot longer than they remember the price. This is why great businesses see service not as an additional cost but more as a sales opportunity.

When it comes to satisfying online shoppers, you need to provide **quick and helpful customer service**. Otherwise, you'll lose valuable business. Period.

***Fail to meet your customer's expectations, and they'll click away into Google's abyss.***

Don't take our word for it, here are a few stats to illustrate exactly what we're talking about:

- **71%** of online shoppers aged 16 - 24 say quick customer support drastically improves their customer experience.
- **90%** of consumers say receiving an 'immediate' response is 'important' or 'very important' if they're asking a question, 60% defining 'immediate' as 10 mins or less.
- **73%** of shoppers say valuing their time is the most important thing a brand can do with regards to customer service.

These are just a few of many statistics - but they all sing from the same hymn sheet.

## About Customer Experience

Time is of the essence when it comes to high-quality customer service.

And yes, you need to respond to customer support queries and fast. But, you and your team can't be glued to your laptops day and night. This is where a [Shopify live chat widget](#) could help you meet the ever-increasing demands of your customers.

If you're not already offering customers [live chat](#) support on your website - this needs to change. Studies show this comms channel delivers high customer satisfaction (73%) - more than any other customer service channel. When used to the fullest, live chat significantly enhances the customer experience.

Depending on your target demographic and marketing strategy, integrating your website's live chat with Facebook Messenger is another way to potentially speed up response times. Take Ellana Cosmetics as an example. The majority of its customers shop via social media, so they started using the [chat integration](#) to recognize its Facebook users and match them to customer data pulled from their eCommerce platform.

It's not just live chat that enables fast and efficient customer service. These days, online shoppers expect a variety of contact options to choose from.

It doesn't matter whether customers are shopping via your online shop, social media, or your high street store. Customers crave consistency and personalized experience - which is what integrated [customer support software](#) enables you to offer.

Word-of-mouth is still one of the most powerful marketing channels, so offering a positive experience results in happy customers who will be more inclined to become brand advocates in the future.

**64%** of customers find customer experience more important than price when purchasing something

Source: [Gartner](#)

In the last five years, the cost of customer acquisition has increased by over 50%, and acquiring a new customer is now five times more expensive than retaining an existing one. You may have already heard the famous line, 'Half of your advertising budget gets wasted; you just never know which half.' This is why 89% of businesses see customer



## About Customer Experience

experience as a key factor in driving customer loyalty and retention. Creating a great **eCommerce customer experience** comes in handy when it comes to building loyalty among customers, who will come back to buy from you over and over again.

Increasing **customer loyalty** by as little as **5%** can increase profits by anywhere from 25% to 95%. Customers who've had a very good experience are 3.5 times more likely to repurchase and are five times more likely to recommend the company to friends and relatives, than if they had a poor experience. You must focus on them and on what makes their experience worthwhile.

On the other hand, **bad customer experience** is extremely costly for any business. More than half of Americans have given up on a planned purchase because of poor customer service. Over 50% of customers say that after just one negative experience, they will never do business with that company again.

### Just one negative experience =



Will never use a company again



Over 25% will recommend friends not to use the business



Will take revenge by posting a review online



U.S. Businesses annually lose an estimated \$83 billion due to poor customer service



Will share a poor experience on social media

Source: [NewVoiceMedia](http://NewVoiceMedia)

## About Customer Experience

Yet, you can always turn experiences that fall short of customer expectations to your advantage. Yes, people can be very demanding, but they are also compassionate and understanding. If you adapt quickly and turn things around, they will be willing to give you a second chance. The key is to be willing to learn from your mistakes and to stay mindful of what your customers want and need.

We've grown used to the vast number of ads and commercials to which we are exposed each day. **Targeted ads on websites** and social media have made it easier than ever for businesses to reach us and make us aware of what they offer. While they are indeed effective, one never knows why some types of content perform better than others.

That is not the case with the online **customer experience**, however. We can easily measure the performance of our website, we can track users and their behavior, and we can make improvements based on our findings. Our websites are modern-day business cards: they tell a great deal about our vision, our mission, and the value we place on consumers. The experience we offer is more powerful than any kind of advertising, and not without reason.

## Why do people really buy?

Humans are programmed to avoid pain and chase desires. Take your brain to the mall, and it will thank you! **Dopamine**, associated with feelings of pleasure and satisfaction, is released when we experience something new, exciting or challenging. For many people, shopping is all those things and more, adding up to a rewarding and **enjoyable consumer experience**.

Take the birthday cake, for example. No, we didn't mention it just to make you drool, but because it is how Joseph Pine explained the entire history of economic progress. For every layer, he associated a stage: the agrarian economy is the bottom layer, essentially made from farm commodities (flour, sugar, butter and eggs); the goods-based industrial economy using premixed ingredients is the next layer, and on top of that is the service-based economy, the 'outsourced' layer. But, the most pleasant layer, the one with all the candles and decorations, is the one you enjoy the most: the experience economy. This is exactly what we're experiencing today, and it has a name since 1998, after Joe Pine's definition.



***From now on, leading-edge companies – whether they sell to consumers or businesses – will find that the next competitive battleground lies in staging experiences.”***

*Joe Pine*

Think of any brand you like, and you will see the truth of this statement. This is because humans don't only want the coffee, but they associate it with the (for example) Starbucks experience: an open working environment with free wi-fi, populated by folks with matching interests. Likewise, they don't want just a MacBook, but the whole association with the Apple brand. The simple act of owning a Mac makes the user feel like Steve Jobs himself: black turtleneck and jeans, round glasses, perfect speech. Oh, well... you get the picture!

## **What is Customer Experience, exactly?**

Customer experience, also known as CX, is your customers' entire perception of their experience with your business or brand, both pre- and post-sale. Navigating the website, inspecting products and services, talking to customer-support representatives, filling out the contact forms, placing an order, writing reviews - these are all part of the process. Even the design of the products and the packaging are part of the **CX**.

Any brand or business uses a mix of both traditional offline and digital customer experience elements. Creating a **great customer experience** is a holistic process, taking into account everything that has to do with the people who buy from you, from their buyer behavior to psychographics and the highlights of their day-to-day lives.

More than anything, customer experience lays the foundation of the future expectations customers may develop in relation to a specific brand or business. **Personalization and design** with a **human focus** are essential parts of a seamless, positive customer experience. What's more, CX is one of the main elements that turn leads into customers and, in turn, customers into life-long partners and brand advocates.



Source: [wots the big idea](#)

We have discovered that 60% of people don't mind paying more for better customer experiences. Ultimately, businesses with well-developed customer experience strategies achieve higher customer satisfaction rates.

## Traditional vs. Digital Customer Experience

The definition of the Digital Customer Experience is similar to the traditional one: it's all about the sum of digital interactions between a customer and a company, resulting in the impression with which that customer walks away. At a certain point, CX and digital CX overlap. CX can cover anything from the traditional in-store experience and the good old customer service channels to new digital interfaces that people use for keeping in touch with companies.

Digital CX, on the other hand, focuses only on the latter. From your website's loading speed to its design, from digital customer service to witty updates on your social media accounts and chatbots, it's all here, in the digital CX playbook.

Unlike in brick-and-mortar stores, where you can easily manage and adapt the atmosphere to the customers' needs, creating a digital customer experience is a bit trickier. The warmth you project, your brand's personality and its values, the ease, the seamless process... how do you put all of these together in order to make it memorable? Let's dive right in and see for ourselves.

## What is Customer Experience Strategy?

Keeping your customers happy should be the main goal of your customer experience strategy if you want them to keep coming back. Deliver a great customer experience, and you'll turn them into your best supporters. If you're still not convinced, here are some reasons:

- A survey carried out by Oracle revealed that **74% of senior executives** believe customer experience affects the willingness of a customer to become a loyal advocate;
- A study conducted by American Express showed that **60% of the participants didn't mind paying more for better customer experience.**

Customer-experience statistics don't stop there. If you want your customers to stay loyal, you must invest in their experience! The better the experience you offer them, the more they buy again and again and leave positive reviews. Your company will not feel the discomfort of having to deal with customer complaints and returns. Even better, those customers will spread the news, which means they will be your free-of-charge marketers. After all, word-of-mouth publicity is the most efficient kind any business can get.

## Customer Experience Management

Companies that successfully implement a **customer experience strategy** will achieve higher customer satisfaction rates, thus **increasing revenues.**

Customer experience management (CXM or CEM) is, in fact, the process of leading



and following up on all customer interactions. It doesn't matter whether they are digital or physical, because the aim is the same: delivering personalized experiences to your customers.

The main responsibility of the **customer experience manager** is to improve the customer experience, with the goal of increasing customer satisfaction. Typically, a customer experience manager must make use of three disciplines in order to improve customer experiences:

- customer loyalty management (**CLM**), for increasing customer loyalty;
- customer relationship management (**CRM**), for the strategic management of all the organization's interactions with customers;
- customer value management (**CVM**), for implementing the best methods by which the organization should manage each customer relationship, in order to achieve durable advantages from the entire customer base.

The customer experience manager will also check the customer experience flowchart, study the customer experience funnel, and make a customer experience analysis, and from there create new CSM models.

## 7 Reasons why Customer Experience Management is Vital

In 2018, Hurricane Irma destroyed half of the homes on St. John, one of the Virgin Islands. After the airport had been closed down, JW Marriott sent a ship to rescue travelers stranded nearby on St. Thomas. The crew, however, only let Marriott guests on board, despite having room for guests staying at other properties.

"It was really hard to see people with kids and elderly people, who didn't have anywhere to stay, get turned away by this boat," Cody Howard, one of the people left behind by Marriott, told The Washington Post. "For some people, that was the only hope. After the boat left, they just felt hopeless and helpless."

Perhaps some of the people left behind had used a Marriott property before that. Would that not have qualified them as customers? After all, all people are customers, not only if they buy today.



## About Customer Experience

**Loyal customers** are five times as likely to repurchase, five times as likely to forgive, four times as likely to refer, and seven times as likely to try a new offering.

01 **A higher chance of being overlooked** is one of the reasons CXM is vital.

**Customer Retention** is the essence of any thriving business, because growth equates to the logical evolution of your relationship with your audience: first of all, how many customers you acquire, and how many of those you retain; then, how many you delight and, finally, how many of them become your brand ambassadors, ready to voluntarily promote you. The better the experience across the whole value chain, the greater the chances people will buy, come back for more, and advocate for your company.

02



03

**More money to spend:** the better your Customer Retention rate, the more money your company will have to spend. That means higher budgets for expansion into other markets or for investment in R&D.

**Word-of-mouth:** Happy customers are much more open to recommending your company to their friends. Word-of-mouth is the cheapest and most efficient form of advertising. Over three-quarters of consumers trust online reviews as much as they do personal recommendations and user-generated content is becoming increasingly influential.

Statistics from ReferralCandy show that:

- People pay **2x more** attention to recommendations from friends
- **86%** of customers trust word-of-mouth, making it the MOST trusted form of marketing.
- Customers acquired through word-of-mouth spend 200% more than the average customer and make 2x as many referrals themselves.
- Referrals are super effective. Shoppers are **50x** more likely to purchase products recommended by their friends and family.
- People are **4x** more likely to buy from brands that are recommended by their friends – Nielsen
- **70%** of U.S. shoppers claim they trust product and brand recommendations from friends and family. Only 15% of consumers say they trust posts created and shared by brands by companies on their social media accounts. – Forrester Research, “How To Build Your Brand with Branded Content”

04

**Consumers pay more for a better experience:** According to PwC’s ‘Future of Customer Experience’ study, customers across a wide variety of industries said they were willing to pay a premium of up to 16% for better service. This means you will be able to launch different new product lines and charge a premium to the most willing and satisfied.

05

**Better brand reputation** comes with more partnership opportunities. If your customers are happy, they will be more open to trying out bundles or cross-promotions from companies that are targeting the same buyer persona.

06

07

**Your employees will be happier.** We spend a third of our day at work, and it makes a whole world of difference to us to see the smiles on the faces of our customers. This is the hidden fuel for employee motivation. If staff members are happy, they will provide a better customer experience. An example of this is what happened to Vicky Chasse. Hoping to fulfill her 86-year-old mother's dream of seeing singer Chayanne live in Las Vegas, she had booked a flight for the two of them, but they ended up missing it. The last-minute prices on the only other plane available were \$1,000 extra. After hearing their story, Christy from the ticket counter gave them two of her personal employee 'buddy passes' so they could make it to Vegas at no extra charge.

## What IS a good Customer Experience?

Our friends at Hubspot summed things up pretty clearly: the way you think about customer experience has probably had a profound impact on how you look at your business as a whole. The impression you leave at the end of any kind of interaction with your prospects and clients leaves an important mark on how they perceive you and your products.

**Fast delivery, convenience, irreproachable customer support, and seamless communication** are all indispensable, but these are not enough on their own. They are merely pieces of a puzzle yet to be completed. Customers always expect more and, in order to deliver that, you need to always be mindful of what they truly want.

That may be some kind of feeling they need you to recreate, or unique interactions to put in place. It may imply integrating new technologies so as to make the processes easier and more intuitive. Either way, the constant is clear: you need to know exactly who you are addressing and draw your inspiration from the way those people live their lives and shop for products and services. This is the key to **delivering unforgettable experiences**. The rest is left to your inspiration and imagination. You can also rely on the list of examples from B2C, B2B, and retail that we have compiled, for some extra guidance and best practices within various industries.

## ***Good Customer Experience case study - Marine Layer***

Marine Layer is a hugely successful lifestyle brand, with an immensely profitable Shopify store and over 40 brick and mortar shops to boot! Interestingly, Marine Layer credits its seamless customer experience as one of the driving forces behind its success.

In 2018, the brand installed a [live chat widget](#) on its website, aiming to replicate the quality of an in-person salesperson. As part of this strategy, Marine Layer runs “ice breaker” campaigns, which display different messages depending on:

- Where on the website the customer is.
- Any previous communications they’ve had with the shopper.
- The amount of time the visitor’s spent on the website.

Taking the above factors into account, a message automatically pops up, inviting the website visitor to take a specific action.

On top of that, Marine Layer also uses macros to blend its communications and speed up response times. If you’re unsure what ‘macros’ means -it’s just a fancy term for a trigger that prompts pre-populated messages for your reps to send (or go out automatically). The content of which depends on the context and objective of the communication.


The result? Marine Layer has improved its response times by 68% and seen a 75% increase in online orders.

The key takeaway: Marine Layer uses [live chat](#) proactively. They don’t wait for customers to initiate a conversation. This is a wildly different approach to the majority of companies using live chat. In fact, almost a quarter of brands don’t even respond to live chat messages!

Software like [Gorgias](#) detects when someone’s on your website. Then after a specified period, a chat message appears, and one of your customer support reps is notified. From an easy-to-use dashboard, agents can see the exact page the customer’s browsing, so they have the necessary context to offer relevant and useful advice.

## *Chapter 2*

# HOW CAN WE CREATE THE BEST CUSTOMER EXPERIENCE?



## How can we create the best eCommerce Customer Experience?

According to a survey conducted by Capterra in 2019, almost half (45%) of all US customers have had a bad customer experience in the previous 12 months. If you found out that the same percentage of your customers were not satisfied with the customer experience they'd had with your business, what would you do? You would probably want to know where this disruption happened, right?

### *It all starts with better Journey Mapping, from 'as is' to 'to be'.*

Rich and Julie Morgan used to go out for a Steve's Pizza every Friday, but then they moved to Indianapolis. Still, they missed their regular pizza night out and planned to take a drive a few months later to celebrate Rich's birthday with their favorite pizza. Unfortunately, they soon found out that he had a severe and fatal form of cancer.

Julie's father called the restaurant in an effort to surprise them with a charming message. However, 18-year-old Dalton Shaffer went a step further: he jumped in his car with two pizzas and delivered it to the couple, 360 miles away. "I just wanted to make them happy," he said. Now, that's what we call a journey!

KPMG's Methodology describes the customer journey in six pillars: Personalization, Integrity, Expectations, Resolution, Time & Effort, and Empathy, and this example has it all.

## The Six Pillars of customer experience



### **Personalization**

Using individualized attention to drive emotional connection.



### **Resolution**

Turning poor experience into a great one.



### **Integrity**

Being trustworthy and engendering trust.



### **Time and Effort**

Minimizing customer effort and creating frictionless processes.



### **Expectations**

Managing, meeting and exceeding customer expectations.



### **Empathy**

Achieving an understanding of the customer's circumstances to drive deep rapport.



Source: [KPMG](#)



## How can we create the best eCommerce Customer Experience?

• **Integrity** means that customers need to perceive the company as a safe, trusted environment. Or, as a great pizza provider!

• **Resolution** is when the company has a solution to whatever problem occurs or, at least, the right answer. Or, an employee with a good car!

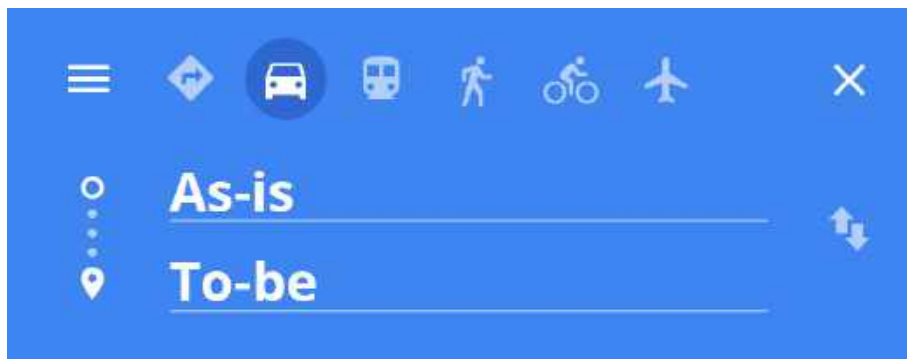
• **Expectations** are crucial when your customer compares your company with all those big brands. But, you need to deliver on your promise - and perhaps even be prepared to go the extra mile.

• **Time and effort** are necessary in order to satisfy the customer's needs as easily and as quickly as possible - and as far as it takes.

• **Personalization** is vital, because neither you nor your customers want to feel like another face in the crowd. Make them feel special, show them they deserve the best, and you will earn their loyalty forever.

• **Empathy** is a strong, positive emotion that will last for a long time.

Often, a better customer journey is also a better company journey, and it doesn't necessarily involve a car.



Deloitte's Methodology explains it in three simple steps:

1. Diagnose the **'as-is' consumer experience**: understand what works, what doesn't, and why, for all your existing customers. Identify the 'pain points' and 'magic moments'.
2. Set a realistic **'to-be' goal** once the current customer experience performance has been measured.
3. Set out **clear and actionable next steps**: Correct – Optimize – Disrupt.

Let's write (and draw) together the story of your new & better Customer Experience strategy for your eCommerce operation!

*How can we create the best eCommerce Customer Experience?*

## About Customer Journey Mapping

~~Once upon a time...~~

Today, customers have more touchpoints than ever with brands. The customer journey does not take place on a singular channel, but in multiple touchpoints, with each touchpoint influencing the customer's emotions and, ultimately, their decisions. There are a lot of 'What ifs' in between.

***95% of purchases online are driven by emotions.***

Emotions are subconscious driving decisions, and this begs the very important question of why companies focus so little on customers' emotions.

There are many reasons:

- They assume the buying experience to be a **linear decision process**
- They are usually **product-centric** rather than customer-centric
- They are siloed companies where departments are not synchronized and **don't share information**, goals or processes with other departments
- They are big companies with **rigid procedures** and a mentality that is hard to change

In eCommerce, the Customer journey map helps you to define and better understand the touchpoints, stages, and emotions that a prospect or customer goes through before purchasing your product up to the churn point or even after.

Basically, you are watching a movie where the main character is your user. As a brand, you take advantage of the mapping and empathize with your customers, and improve their experience with your product or service.

This skeleton is undeniably a tool that educates you on how to act in each stage of the buying process, and how to optimize it. And to... well... discover a lot of insights you'd never otherwise have thought of!

**The benefits of doing Customer Journey Mapping** are obvious:

- Helps you to zoom out and evaluate the health of your business from different perspectives
- Understand the context of buying

## *How can we create the best eCommerce Customer Experience?*

- Increases the **Customer Retention rate**
- Creates customer-oriented innovation that beats the competition
- Identifies opportunities and intervention points
- Reduces the churn rate and increases the Customer Lifetime Value
- Creates an inter-departmental understanding of the customer
- Provides actionable information for everyone in your company by exploiting Customer Journey Mapping data
- Brings teams together

### ***Who should be involved***

We can look at the same thing, but interpret things differently, as the duck-rabbit illusion proves. It is exactly the same within a company. Despite working in the same organization, each employee or department might see particular things from their own unique perspective. This is why it is essential to first **align the whole company** before starting a project.

It is important that the decision-makers in all departments sit at the same table and discuss **customer journey mapping**. The responsibility for this mapping must be shared by all departments, which need to be interconnected during the customer journey:



## *How can we create the best eCommerce Customer Experience?*

**The CTO** will give input regarding what can be done or not, and they will understand how some things need to be prioritized, in order to meet the real needs of customers.

**The eCommerce Manager** will, of course, overview the transition and is the one who will lead the fight for customers.

**The CFO** will have the power to allocate resources and should understand that not all projects can be directly measured in terms of ROI, although these are vital for overall growth.

**The Founder/CEO** will need to restate the vision, to motivate everyone, to get a birds-eye-view of what is or isn't working, and to understand and reveal hidden aspects of the overall business strategy .

**The CMO/ head-of-marketing** will need to shift the focus somewhat from acquisition to activation & retention, because their know-how about the channels and tools that can reach and touch the customers is far more comprehensive than anyone else's.

**The Head of Buying** is expected to step in with a strong input regarding the current buying process and is usually in a great position to interpret the signals coming from identified customers, so that stock rotation can be improved and conversion rates increased.

**The Head of Customer Support** will add immense value to the whole process, given their current status, and they may be able to generate a lot of data around the current customer concerns, expectations and complaints.

**Head of Customer Experience:** where this position already exists within the company, it is inevitable that they will be in charge of this project, with input that is invaluable. If you don't have such a position, maybe you could think of creating one or, alternatively, defining some related functions that could be taken over by the Head of Support or the eCommerce manager.

Everybody needs to understand that this is a long shot that requires time and resources, but which in the end will pay off for the whole company, with greater satisfaction for all.

***! The Customer Journey Mapping doesn't just apply to large enterprises, but to any company that understands the importance of its customers.***

*How can we create the best eCommerce Customer Experience?*

### ***The tools & skills you will need***

- Marketing Automation platforms - Klaviyo, Omnisend, Expert Sender
- Social management tool - Hootsuite, <https://sproutsocial.com/>
- Web Personalization tool - [Explore](#)
- A/B testing tool - [Explore](#)
- Survey tools - [Explore](#)
- Business Intelligence software - [Reveal](#)
- Customer Intelligence software - [Reveal](#)
- ICP builder - [Reveal](#)
- Behavioral analysis tool - <https://www.hotjar.com/>
- Customer Journey Mapping software - [www.miro.com](http://www.miro.com)
- Office Supplies: whiteboards, markers, projector, etc
- Data Visualization tool - <https://datastudio.google.com/u/0/>
- Web Analytics Service - Google Analytics
- SEO monitoring tools - Search Console, Google trends and brand mentions

### **Hard skills necessary for building the Customer Journey Map:**

- Data Analysis
- Programming
- Content writing
- Budgeting
- Design
- Marketing
- Communication
- Project Management

### **Soft skills required for building the Customer Journey Map:**

- Empathy
- Patience
- Creative thinking
- Motivation
- Critical thinking
- Problem-solving

*How can we create the best eCommerce Customer Experience?*

## Research & Analysis

First and foremost, when it comes to research and analysis, you must do your homework. Before starting with your Customer Experience Mapping, you need to define your ICP (Ideal Customer Profile), combined with elements from the Buyer Persona. Put together, they will give you a broader perspective of who you really need to target.

### Step 1. Customer Segmentation

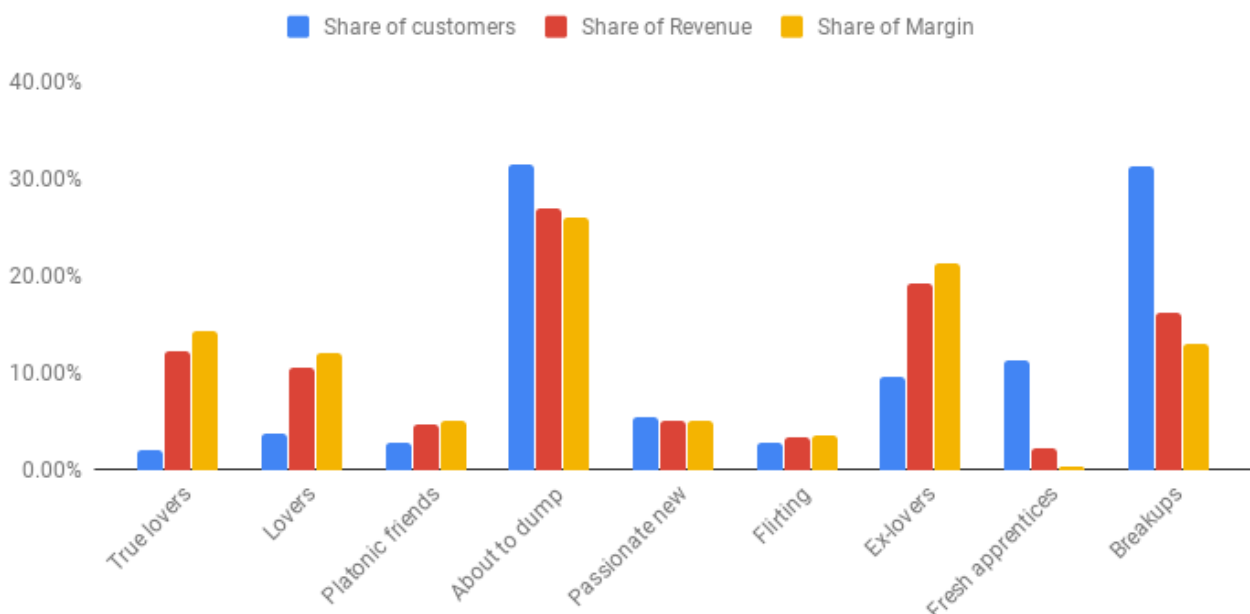
You must come to understand who your best and worst customers really are (but don't forget about the ones in between).

#### **Not all customers are created equally.**

While some customers contribute significantly to your total revenue, others are not at all profitable for you to acquire.

As you can see from the distribution chart below, RFM (recency, frequency, monetary) segmentation can help you understand who the best and worst customers are, grouped together.

Share of Customers vs Share of Revenue vs Share of Margin



Source: [Omniconvert](#)



## How can we create the best eCommerce Customer Experience?

The best way to do this is to find the gems that are already hidden in your **customer database**. Most businesses invest a lot in finding the perfect audience for their shop in their acquisition campaigns, without even looking at the people who are already buying from them!



Source: [Omnicomvert](#)

**RFM** is one of the best methodologies for understanding and analyzing your customers, based on three factors: **Recency, Frequency and Monetary Value**.



## How can we create the best eCommerce Customer Experience?

**Recency:** the number of days that have passed since the last purchase made by a customer. Smaller values indicate an active customer, while bigger ones suggest a dormant or lost one.

**Frequency:** the number of orders each customer has placed with you up until today. Higher values indicate a loyal customer on your website.

**Monetary:** a summing-up of the value of all the orders placed by a given customer. Bigger values indicate a big spender on your website.

The goal is to predict which clients are more **likely to buy** again in the future.

In a nutshell, by knowing **(1)** how recently a customer last bought from you, **(2)** how many orders they placed, **(3)** and the total value of those orders, you can split customers into segments that underline the Ideal Customer Profile.

Let's see how **RFM** splits customers into groups:

- » It looks at the minimum and maximum values from your historical data for Recency (R), Frequency (F), and Monetary (M) values in your store
- » It then splits the data for R, F, and M into five groups with the use of quintiles (see table below):

| Points | Recency (days since last purchase) | Frequency / Monetary values (number of orders and orders value) |
|--------|------------------------------------|---|
| 5      | Within the last month              | Customers in the top 5% in the database                         |
| 4      | Within the last 3 months           | Customers in the top 20%  |
| 3      | Within the last 6 months           | Customers in the top 30%  |
| 2      | In the last year                   | Customers in the top 60%  |
| 1      | More than a year ago               | Those customers who spent and bought the least                  |

## How can we create the best eCommerce Customer Experience?

- » Each bucket will receive a score from 1 to 5 (1 being the lowest) (see table above).

eCommerce stores have different sales cycles. Depending on the nature of what is being sold, a customer with 10 orders placed may receive a score of 5 (for a store where sales cycles are long) and a score of 1 (for a store where sales cycles are short).

- » Each one of your customers will receive points for Recency, Frequency and Monetary Value, based on buying patterns in relation to all the other customers.
- » After points have been assigned, each customer in your database will receive a unique score. This score will constantly change, based on the customer's interaction with your store.

RFM score = 555 | RFM score = 234 | RFM score = 115 | RFM score = 313

The **Loyal Customers**, who have shown you 'constant love'  
(R = 4-5, F = 3-5, M = 3-5);



The **"Young Lovers"**, who want to know more about you  
(R = 4-5, F = 1-3, M = 1-2);

The unfaithful **"Don Juans"**, who are flirting with the next 'hot thing' in eCommerce (R = 1, F = 1, M = 5);



*How can we create the best eCommerce Customer Experience?*



The ones who are **About to dump you** because you're not paying them enough attention (R = 2-3, F = 1-5, M = 1-5)

And the **Bad Breakups** who might want their money back  
(R = 1, F = 1-5, M = 1-2)



This is the [manual template](#) for RFM segmentation. There are automated tools (such as Omniconvert Reveal) that can extract these data, split your customers according to the RFM scoring, and update your database segmentation in real-time.

And...TADA!!! You now have a clear picture of who your customers actually are.

**Data Cleansing** - Before starting any analyzing process, make sure that the contacts in your database are all correct, complete, accurate and relevant.

## **Step 2: Deeper research**

This is where you give a meaning to the numbers. After you manage to draw your Ideal Customer from RFM, you will need to put some flesh on your research. This is done through:

- Data Enrichment
- RFM Surveys
- Buyer persona

**Data Enrichment** works like Popeye's spinach: it's what gives you your great strength, and involves adding extra data onto your existing skeleton. Data enrichment is defined as merging third-party data from an authoritative external source with an existing database

## How can we create the best eCommerce Customer Experience?

of first-party customer data (your customer database).

Enrichment of your data should take place around each important RFM Group. Appending missing data to your RFM groups will improve customer profiling. The most common types of data enrichment involve geographic data and demographic data, but it all depends and varies from one shop to another.

| Location           | "Ex-Lover" customers | "True Lover" customers | Difference |
|--------------------|----------------------|------------------------|------------|
| London             | 64.42%               | 56.40%                 | -8.02%     |
| Greater Manchester | 10.15%               | 11.09%                 | 0.94%      |
| Birmingham         | 4.22%                | 2.56%                  | -1.66%     |
| Leeds              | 3.62%                | 4.12%                  | 0.50%      |
| Glasgow            | 3.34%                | 3.21%                  | -0.13%     |

*Giving an example from our experience, one of our clients was selling their products B2C but also B2B. Drilling down into their customer data, they discovered that most of their extremely loyal 'Soulmates' customers were from B2B companies in three distinct industries that were bringing 80% of the total revenue generated by that particular segment. So, they created a special onboarding process and these clients were treated differently, thus changing the customer journey.*

Every company is different, and data enrichment should come mostly from what is important for you as a business to know. If you are selling shoes, you might want to know what brands your loyal customers are usually buying, and carry out remarketing campaigns for them with those brands.

**RFM Surveys** - Your RFM groups are different, so you need to identify their motivations, fears and frustrations in the course of their customer experience. The starting point is to ask yourself, "What do I want to find out from that group?" How would they rate the experience, what goals (jobs) do they need to reach, how was the buying process for them, what barriers do they have, and what are their demographics and needs?

Most of the time, the questionnaires will be sent by email, but depending on your resources, you can also conduct them in real life via telephone or SMS, or through remarketing ads. Questions should be built around the [jobs-to-be-done](#) methodology,

## How can we create the best eCommerce Customer Experience?

which focuses on identifying and understanding what job(s) the customer has to accomplish, and how the product comes into play.

| Customer segment  | Goals | Barriers / Pain points | Demographics | Magic moments / motivation | Buying process experience | Digital behavior | Jobs to be done |
|-------------------|-------|------------------------|--------------|----------------------------|---------------------------|------------------|-----------------|
| True Lovers       | ✓     | ✗                      | ✓            | ✓                          | ✓                         | ✓                | ✓               |
| Ex-Lovers         | ✓     | ✓                      | ✓            | ✗                          | ✗                         | ✓                | ✗               |
| Soulmates         | ✓     | ✓                      | ✓            | ✓                          | ✓                         | ✓                | ✗               |
| New Passion       | ✓     | ✗                      | ✓            | ✓                          | ✓                         | ✓                | ✓               |
| Lover             | ✓     | ✗                      | ✓            | ✓                          | ✓                         | ✗                | ✗               |
| Potential Lover   | ✓     | ✗                      | ✓            | ✓                          | ✓                         | ✗                | ✗               |
| Friend            | ✓     | ✓                      | ✓            | ✓                          | ✓                         | ✗                | ✗               |
| About to dump you | ✓     | ✓                      | ✓            | ✓                          | ✗                         | ✗                | ✗               |
| Break-up          | ✓     | ✓                      | ✓            | ✓                          | ✗                         | ✗                | ✗               |
| Don Juan          | ✓     | ✓                      | ✓            | ✓                          | ✗                         | ✗                | ✗               |

**Goals** - These are goals, jobs or needs that the customer desires to cover, a task that needs to be completed, or a desired experience.

### Barriers / Pain points / Frictions

- What problems/desires/needs are customers trying to address?
- What are the short- and long-term goals that you can help them reach?
- What challenges is the buyer facing? Is there an obstacle that is preventing them from achieving something? Are there problems with the available solutions?

### Motivations

- What are their intrinsic and extrinsic incentives to buy your products? What are the magic moments that your product creates?

### Buying process experience

- What was their main point of contact with your business?



## *How can we create the best eCommerce Customer Experience?*

- What was their first impression?
- How many other competitors did they visit before deciding?
- What was the magic moment that convinced them to buy from you?
- How did they perceive the navigational experience on the website?
- How was the customer support?

### **Demographics**

- Age
- Income
- Occupation
- Marital status
- Family
- Location

### **Jobs To Be Done:**

- What are the struggling moments that made the customer buy your products?
- What are the desired outcome statements of customers buying your products?

### **Digital Experience**

- Brands and Influencers - What accounts are they following? What people do they follow?
- Preferred Channels - Traditional Ads, Online & Social Media, Referrals, etc
- What is their NPS?

### **Biography**

The bio involves a short description that summarizes all of the above.

It gives an overview of what you have already discovered in the previous steps. This bio is not based on a fictional character such as in the case of the buyer persona, but rather, on real data from your customers.

*How can we create the best eCommerce Customer Experience?*

## The Customer Journey “As Is”

The **Customer Journey** has been transformed over time, thanks to technological change and globalization and, as previously mentioned, our entering the **Experience Economy**. This journey has become a bit more complicated than it used to be, and while we have all the necessary tools for meeting customer expectations, we just need to look carefully at the buying process.

Diagnosing the **customer experience ‘as-is’** means assessing the current customer experience in order to understand what works and what doesn’t, always bearing in mind the ICP and buyer persona. The ‘as-is’ assessment can be done from two perspectives: the customer and the market. The **customer PoV** means analyzing the magic moments and pain points, while the market perspective is about looking at the other competitors. We will consider first the customer perspective.

The Customer Journey implies five stages:

1. Awareness
2. Consideration
3. Decision
4. Delivery & Use
5. Retention & Advocacy

### *Questions you should ask when mapping Customer Experience*

#### **Company goals**

What are the company’s goals during this stage?

#### **Customer Goals**

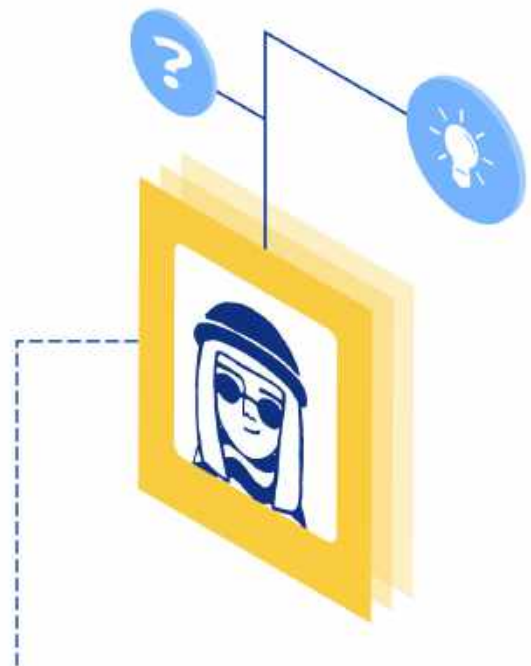
What is the customer’s current goal?

#### **Emotions**

What are the customer’s expectations?  
Do you think expectations have been met?

Can you measure how your customer/  
prospect is feeling?

What are her/his questions and  
thoughts?



## How can we create the best eCommerce Customer Experience?

### Message

Is the message adapted to their emotions above?  
Is the tone of voice suitable for the state of emotions?

### Touchpoints

With what touchpoints will 'Jane' interact in this phase? List all channels that your buyer persona can come across:

- > Website/App
- > Advertorials
- > Paid Ads
- > Landing pages
- > Social media posts
- > Outdoor
- > TV campaigns
- > YouTube ads
- > Newsletter
- > Blogpost
- > Family & friends
- > Comparing platforms
- > Customer service
- > Email/Phone/SMS
- > Delivery service
- > Packages
- > Devices
- > Payment gateways
- > Return forms
- > Word-of-mouth

What are the definitive touchpoints in the buying decision?

Are you offering enough information in those channels?

What are the magic moments and pain points in each touchpoint?

### Technology systems

What programs do you use in this awareness phase in order to meet the customer: Analytics, Social Media Platforms, CRM?



## How can we create the best eCommerce Customer Experience?

### Content needed

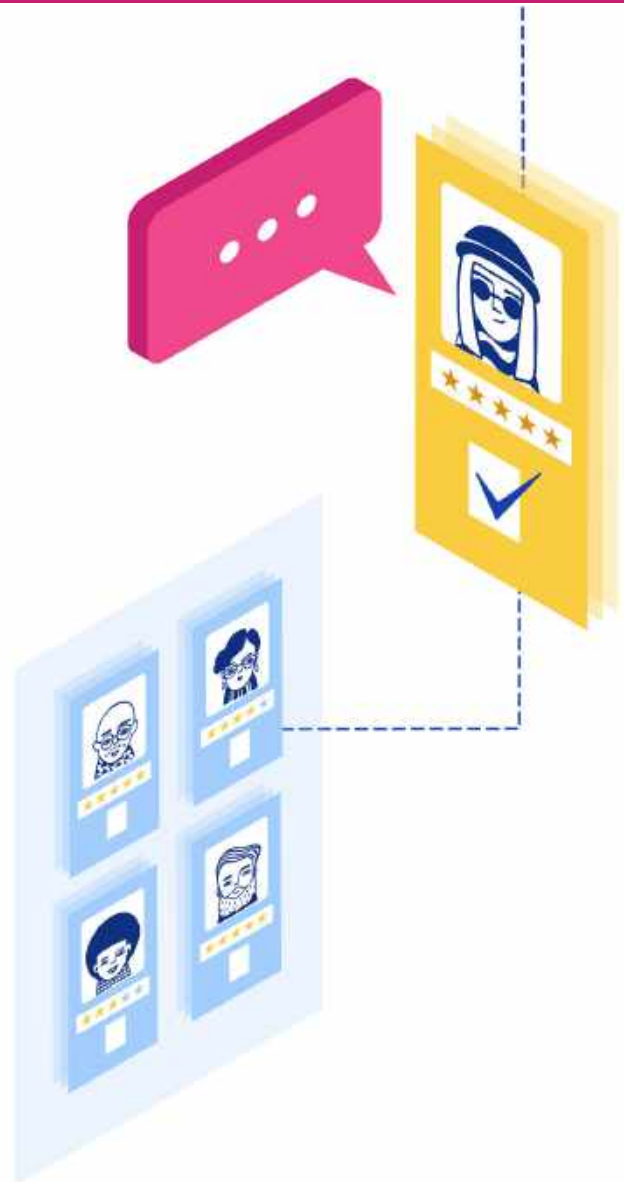
What content is needed here to meet all the above?

### Measurement

How do you measure success in each touchpoint? What's the KPI?  
Which one is underperforming and why?  
Have you audited every touchpoint that is under your control?  
What is working and what is not?  
Is there anything you can improve on each channel?  
Are you measuring feedback from all channels?  
Is anyone in charge of measuring the KPI, and who?  
Is the business goal achieved?

### Organization

What department is in charge of tracking this step?  
What types of human resources do you have at this moment?  
Are other departments involved in this phase?  
Is there any shared dashboard available for the whole company?



**Awareness** is, theoretically at least, created by the marketing department. They launch different promotional campaigns or different marketing growth techniques that eventually reach the target audience and convince them to visit the website.

Let us, at this point, take a fictitious buyer persona that goes through a whole customer journey. You are selling sportswear. Our character is a 35 year old lady called Jane who will eventually buy some yoga pants. She's a newbie to yoga, who knows very little as such about it as yet.

**[Important note: Before you start mapping your customer journey, be sure to replace our avatar with the one you built in the previous step.]**

## *How can we create the best eCommerce Customer Experience?*

In this phase, think about the problem, need, or desire that you address with your products, and follow the customer journey with this in mind. Some of your prospects might not even know yet that they have a desire, or they might not realize they can solve a particular problem with your products. The idea is to be very clear of what your products are all about, and to be consistent on all channels.

**! If you are selling multiple types of products, take them separately and choose a buyer persona for each one, because different needs require different approaches.**

The **awareness phase** gives you the opportunity to turn cold audiences into warm ones, and gives your brand more credibility and authority.

So, to the hypothetical situation: Jane is practicing yoga for the first time, and she does not have suitable equipment or clothing for this, but she knows she must get something. This is the awareness phase.

Then, as she enters the **Consideration phase**, she has already narrowed down her options and is close to deciding where to buy from. She is evaluating and comparing.

Between the Awareness and Consideration phases, the time gap can be anything from one hour to three or four days, depending on the products you are selling. You need to be present in this timeframe. In our example, the days between transactions might be greater, since yoga pants are not indispensable products. She now wants to place an order.

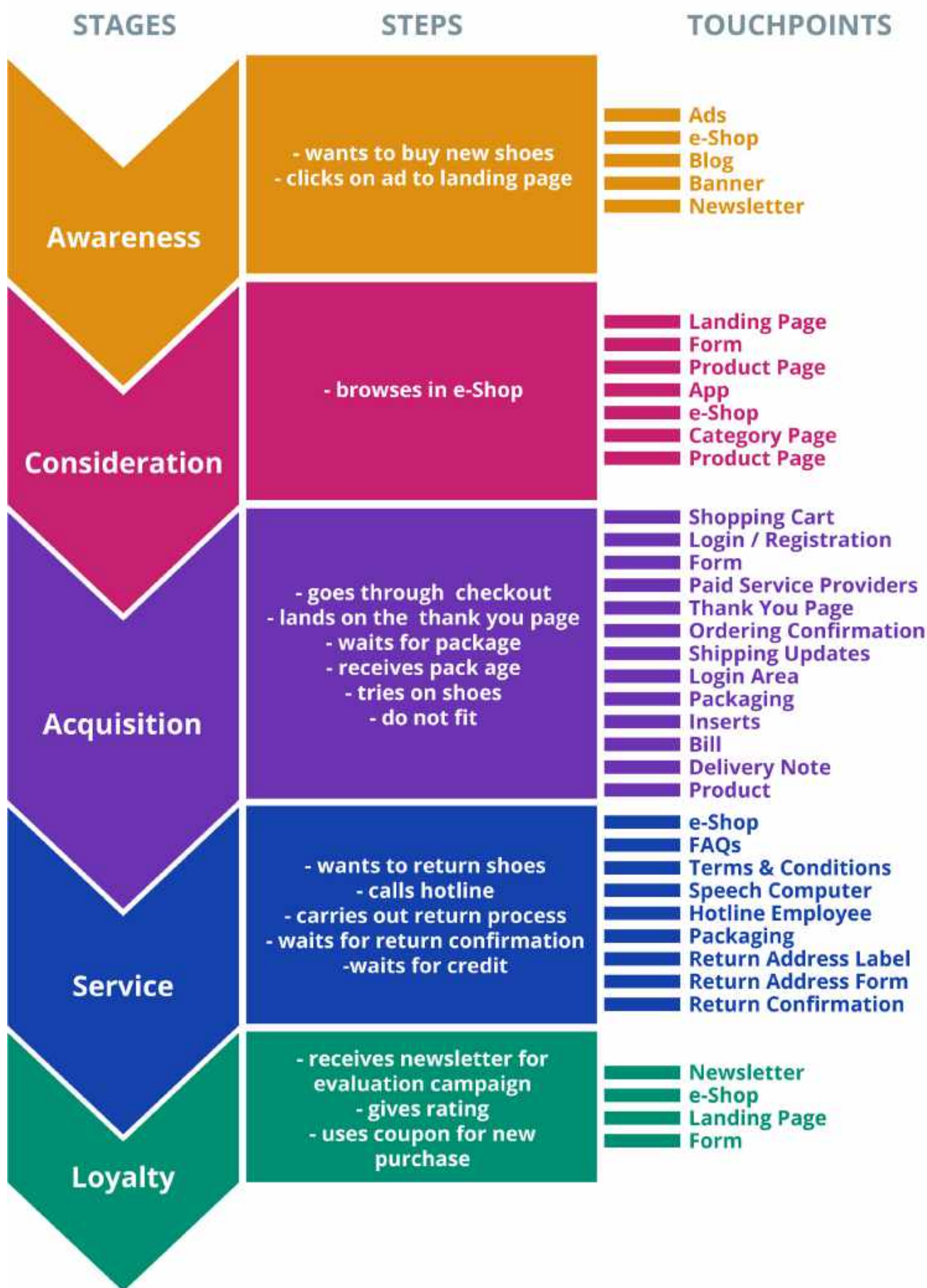
In the **Decision phase**, you must be in a position to reduce the FUD (Fear - Uncertainty - Doubt) factor. Jane can still compare with another competitor if she's uncertain of something. She also wants to finish the order effortlessly. If she encounters any problem, she might need help from the customer service dept. If she has doubts, she might look for some reviews. Or, she might get frustrated about the checkout process.

In the **Delivery & Use phase**, Jane has received her order and already has some expectations. She might be disappointed. If so, she may want a refund. Alternatively, she might be very happy, and recommend your products to others.

The story does not end here, and Jane moves into the **Retention & Advocacy stage**. Supposing that Jane is content with her new yoga pants and she can practice yoga, she now possibly wants more yoga accessories. Your role now is to make her stick to your products and transform her into a brand ambassador.



How can we create the best eCommerce Customer Experience?



*How can we create the best eCommerce Customer Experience?*

### **Attention:**

- The customer journey mapping depends on how detailed your customer profiles are and what customer data is available
- Some touchpoints are beyond your view and reach (e.g. word-of-mouth, since you are not party to every conversation about your brand)
- Touchpoints should be discovered while journeys are mapped (iterative)

Here's a template for [Customer Journey Mapping](#) to help you get started! with this.

## **The Customer Journey “To Be”**

Once you've evaluated the Customer Journey 'as is' and created more clarity, it's time to set a goal for each phase of the Customer journey and list all the required changes. This ambition must be a shared aspiration across the whole company, not just for some departments.

### **Awareness** ----->>

Let's say you've gone through the first customer journey mapping 'as is' and found out that the **content** on your website does not bring in too much organic traffic. This weighs very much on the overall performance in this phase, because you don't have money to spend on acquiring new traffic. The goal should be to improve the content and create more valuable content following your ICP.

What is the next step in order to reach this goal?

**Message & Emotions** >> You should align with your ICP and, through your content, create momentum for the awareness stage, and also broadcast a message that is suitable for your audience.

**Measurement** >> You should measure the volume of traffic and its engagement, and check regularly what type of content works and improve it. Eventually, you will have to check the ultimate goal: the conversion rate. You should also make a habit to recheck it WoW, or MoM, depending on how you feel.

**Technology system** >> You might need a web analytics service such as Google Analytics, and SEO monitoring tools such as Search Console.

**Organization** >> The marketing team will be mainly responsible for creating new content and improving what you already have, but it might also involve people from the



## How can we create the best eCommerce Customer Experience?

organization who can give information on certain topics, such as the eCommerce team or Customer Support.

### ----->> **Consideration**

You've managed to discover from Google Analytics that the main bottleneck here is your website. You've discovered that the product pages have a high drop-off rate and low add-to-cart rate.

Your goal? To improve product pages and create better user experience on those pages. What is the next step in reaching this goal?

**Message & Emotions** >> If people leave your website, they are probably frustrated, so keep this in mind for the next steps.

**To do** >> An easy way to reveal where the problem comes from is to launch surveys on those pages and find out what the problem is, right from your users themselves. Heatmaps, clickmaps and recordings will also give you an insight into user behavior on those pages. Customer Support might analyze their scripts and come back with more insights. Then, you should make a list of things that should be changed, in accordance with those insights.

**Measurement** >> After that, you need to recheck your Analytics for any improvements. To be sure that any increase or decrease in drop-off rates is not caused by other factors such as different promotions, you should test your changes using A/B testing tools.

**Technology** >> You will need a heatmap tool, a Web Analytics service, an A/B testing tool, a UI/UX design tool and survey tools, for asking your users about their experience.

**Organizations** >> The eCommerce team has to take charge of this goal, and they may involve people from Customer Support who might know what the bottlenecks in this step are.

### **Decision** ----->>

Once your prospect gets this far, it means she is very close to finishing her order, but she might also be undecided. You've discovered that people add multiple similar products and are going back to the website but then exiting, which results in a low order-completion rate. The goal here is to eliminate this friction and make people complete their orders.

What is the next step in reaching this goal?

**Message & Emotions** >> Adapt your message in accordance with this situation and your ICP

**To do** >> You should make a list of all the tactics you can apply in order to persuade

## How can we create the best eCommerce Customer Experience?

people to complete the purchase. You can either create urgency by letting them know their cart will expire soon or, when they are browsing back on the website, trigger a popup that reminds them that the products will be available for a certain amount of time.

**Measurement >>** Obviously you have to keep an eye on the cart page metrics and test any idea you want to implement. Depending on what you plan to do, there might be some other secondary metrics to follow.

**Technology systems >>** The Web Analytics tool will be king in terms of technology, together with an A/B-testing tool and an advanced segmentation tool that allows you to target specific people on your website.

**Organization >>** The eCommerce team and the development team might have to collaborate and implement all the necessary steps together.

### ----->> **Delivery & Use**

Your customer has received the product, but the size is not a good fit for her and she wants to return it. However, she does not find any clear information about your return policy, and she calls Customer Support. The customer support team gets a lot of these calls and they are overwhelmed.

Your goal is to improve the return-policy page and order documents and improve the size guidelines.

**Message & Emotions >>** Your customer is probably disappointed and she is desperate for a solution.

**To do >>** The first step is to define what is unclear in the return policy, and improve things wherever necessary. The second is to find out the core of the problem: the size guidelines. Are sizes different for each product? What are those products? Is the size guide visible enough? Talking to your procurement team, you will probably discover that the size guidelines for some products are too far removed from reality and that you need to adjust them.

**Measurement >>** You will need to track the refund rate on those specific products, and test on product pages how users interact with them.

**Organization >>** The procurement team and the eCommerce team should stay in touch on this matter. Also, Customer Support have to report if return-related calls have decreased in number.

### **Retention & Advocacy** ----->>

## How can we create the best eCommerce Customer Experience?

The retention phase is the most sensitive phase, because the causes of low Customer Retention Rates come from many sources. You've discovered that your 'ex-lover' is disappointed by the fact your company is not offering any special discounts after repeated purchases, and they feel ignored. The goal here, then, is to make your customers feel valued after they purchase something from your brand.

**Message & Emotions >>** Your customer needs some empathy.

**To do >>** You have to find the best matching approach to rewarding your customer - one that is both cost-efficient and client-efficient. To do this, you might make a list of all your ideas and then ask your customer which ones they would appreciate most. Once you have this list, you can do the math and see which ones are suitable, then test your ideas.

**Measurement >>** You will need to measure the 'ex-lover' clients through a Customer Intelligence Platform that keeps you updated in real-time with your customer segments, and the NPS for each one. Client satisfaction should be one of the most important metrics to monitor.

**Organization >>** At this stage, it is extremely important to engage all teams and work together.

## The Optimized Customer Journey

Once you have a clear image of the customer journey and an actionable plan for each phase, prioritization is needed. Usually, the level of effort falls into three categories, depending on the company's resources and drive:

- **Correct:** low effort and/or investment, quick wins  
Changes that are clear from the beginning
- **Optimized:** medium effort and/or investment, optimizing existing capabilities  
Using existing capabilities to improve the experience (e.g content that is not being properly used)
- **Disruptive:** high effort and/or investment, innovative

Improving to the maximum potential where a company can lead the market (e.g retention)

Once you have a list with every item of improvement you want to make, you can use a prioritization file to showcase the task backlog. Depending on the effort/investment required, you might choose which one is most suitable for your business.

## *Chapter 3*

# HOW TO MEASURE CUSTOMER EXPERIENCE





***If I had asked people what they wanted,  
they would have said faster horses.***

*Henry Ford*

Henry Ford's statement made history, and is as famous as his invention.

"We care for our customers, and we really want to know and meet their needs." We have heard that statement so often that we take it for granted. Do you really, though? Do you really want to know and meet your customer's real needs?

### ***The \$2bn Assumption***

Take Walmart, for example. In 2009, they thought about doing something new and transformative, something that would help them beat their business competition, Target, which was cleaner and less cluttered. So, they decided to ask their customers about this idea: "Hey, would you like Walmart aisles to be less cluttered?" The response was, "Yes, now that you ask, that would be nice."

Great! The customers like the idea, Walmart thought, so they spent hundreds of millions of dollars, removing **15% of inventory**, shortening shelves, and clearing aisles. Yes, it was expensive and time-consuming, but this is what customers said they wanted, right?

Well, not quite...! Walmart had not pursued the question of what loyal customers actually wanted, but had come up with the answer first, and then asked customers to agree to it. This is absolutely the wrong thing to do, because **it ignores customers** while attempting to fool stakeholders into thinking that the strategy is customer-centered. **Ignoring Customer Experience was an expensive mistake** for them. Sales went way down. Since the beginning of that project, Walmart has lost close to \$2bn in sales.

Walmart based this incredibly expensive misadventure on what customers said, rather than what they did, whereas customer experience strategies are all about what customers do, not what they say.

You cannot measure human emotions, it is true, but there are specific customer experience metrics. You can get a pretty good idea about your customers' experience through ongoing monitoring or qualitative research.

## How to Measure Customer Experience

The general formula for measuring Customer Experience ROI is:

$$\text{Customer Experience ROI} = 100 \times (\text{Benefits} - \text{Investments}) / \text{Investments}$$

The metrics that are usually considered relevant are:

**Revenue** – analysis shows that each point of increase in Forrester’s Customer Experience Index is worth hundreds of millions of dollars to large companies

**Customer retention** – great CX strategies keep your clients loyal, thus increasing your retention rate, which in turn leads to more revenues at the end of the year

**Cross-sell/upsell** – a happy client will return to your company for more products and/or services, resulting in more sales for you

**Customer satisfaction** – this is the most difficult to measure, but not impossible, and it is absolutely mandatory. You can use NPS, CSAT or any other customer-satisfaction metric to determine how a one-point increase translates into customer retention or additional sales. Find the result, and that’s the number you are looking for!

**Cost-to-serve** – by reducing the effort used in having to solve customer problems that appear after the sale, you save money. It’s as simple as that!

**Share rate** - word of mouth is free, and powerful advertising. Happy customers can be encouraged to share their experiences by ways of reviews, posting their positive experiences publicly and through user generated content.

**Here’s an example of how you can calculate your Customer Experience (CX) ROI:**

| BENEFITS  |                       |
|---|-----------------------|
| Retention Lift  | \$ 105,000,000        |
| Cross-sell Lift   | \$ 35,000,000         |
| Aggregate Sales Lift  | \$ 140,000,000        |
| Margin Lift (assumes 75% Gross Margin)                                      | \$ 105,000,000        |
| Cost Savings  | \$ 7,500,000          |
| <b>TOTAL BENEFITS</b><br>Cost Savings + Margin Lift                         | <b>\$ 112,500,000</b> |
| <b>INVESTMENTS</b>  | <b>\$ 15,600,000</b>  |
| <b>RETURN ON INVESTMENT</b><br>[(Benefits - Investments)/Investments] x 100 | <b>621%</b>           |

Source: [pointillist.com](http://pointillist.com)

## How to Measure Customer Experience

### 1. Ongoing Monitoring

A 69-year-old Kentucky doctor was forcibly removed from a flight by two security guards because he refused to give up his seat for one of the airline's employees. This was a seat that he had paid for. They broke his nose, gave him a concussion, and knocked his teeth out in the process, and he needed reconstructive surgery to be able to breathe correctly. Obviously, not a good rating for this one!

Still, the voice of the customer is one of the most essential references for a company, and it can be measured.

### 2. Customer Voice Metrics

**2a) Product Reviews:** Amazon encourages buyers to review the products they both like and dislike, so as to help other customers make informed decisions about the products they purchase. This was actually one of the mechanisms that ensured the success of this business. However, the company puts a lot of effort into fighting against abusive or fake reviews.

Simply put, these are human emotions translated into stars, grades, or whatever symbol you can think of. The problem is, they may sometimes reflect just a bad day at the office or an overpolite customer.

**2b) Customer Satisfaction Score:** This measures customer satisfaction with a business, purchase or interaction, by asking a question, on a corresponding survey scale (1-3, 1-5, or 1-10). It is easy and straightforward, without any explanation, just as in the example below:



How satisfied were you with your experience today?

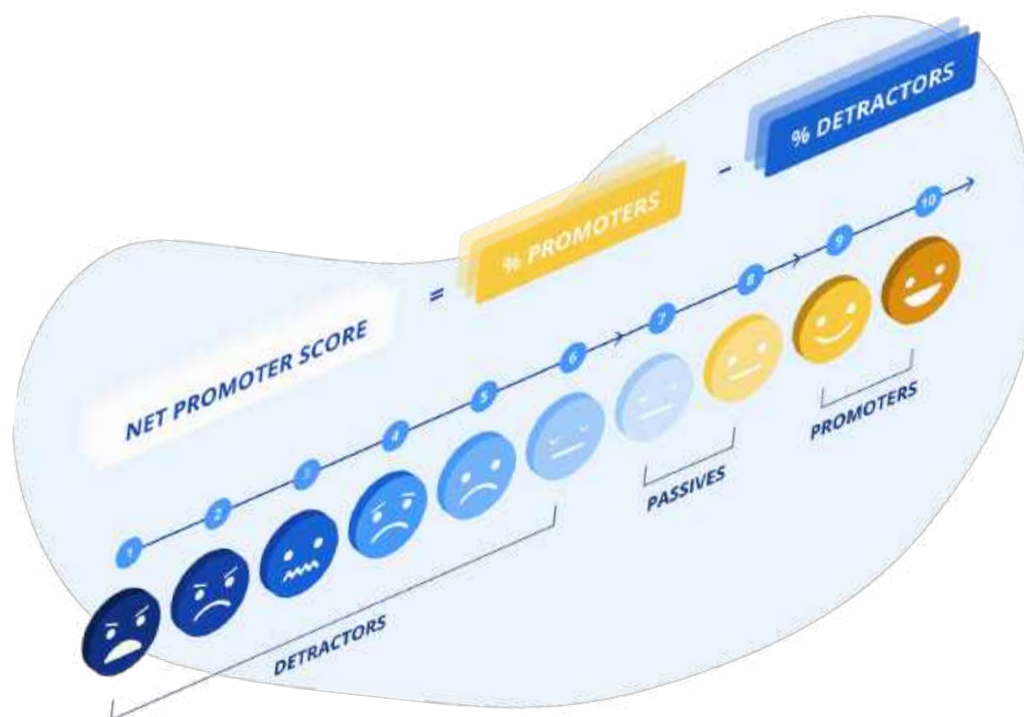
Worst 1 2 3 4 5 6 7 Best

Source: [HubSpot](#)



## How to Measure Customer Experience

**2c) Net Promoter Score:** This is a metric that reveals how many customers are willing to recommend a product or service to other people. You can use a straightforward formula:  $NPS = \text{Promoters (\%)} - \text{Detractors (\%)}$ .



Regularly **assessing the NPS** of your company will help you in consistently improving CX. You will glean valuable insights from every single question, and because the process is simple, you'll get actionable insights faster than satisfaction surveys. Using NPS, you can drive more growth by using segmented marketing or field testing of ideas, through fixing the most painful problems, or by motivating your team into performing better.

The **Net Promoter Score (NPS)** is one of the most important KPIs for any eCommerce business to track since it is the only one that gives an insight into future customer behavior.

In theory, this looks like a good metric to rely on. However, like any number, it can have different meanings for different people, according to the know-how of the observer, their biases, their way of INTERPRETING data, and the depth of that data.

In a fiercely **competitive environment**, where customer experience is vital to eCommerce survival, NPS can deliver nothing more than an 'average number' that cannot tell the entire story about your customers' experience with your shop. This may cause many eCommerce managers to make wrong decisions based on misleading NPS scores.

### ***Mind the gap: Pre-delivery vs Post-delivery NPS***

One way of getting better insights from your customers about their experience with your store is to calculate the NPS at two key moments: before and after delivery.

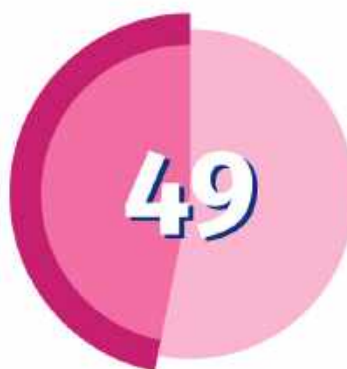
#### **Pre-delivery**

NPS Score



#### **Post-delivery**

NPS Score



**Expectation**



**Reality**

In [Omniconvert Reveal](#), we call these pre-delivery and post-delivery. By using this method to look at data, you can learn the extent to which, in your customers' eyes, you have kept your promise. Without this extra set of customer intelligence analytics, the NPS in itself is an ambiguous number, like so many other over-hyped and underused metrics.

## How to Measure Customer Experience

Constantly keeping an eye on this difference lets you understand how well the ‘under-promise, over-deliver’ principle is respected throughout the customer journey, as well as how customer expectations match with the reality you propose.

### Look behind the average: segment NPS responses

We rely way too much on averages to be able to make ‘data-driven’ decisions. Relying on averages for anything is the best way to keep great insights from outliers hidden away in our data forever. Such little differences could, however, hold great meaning.

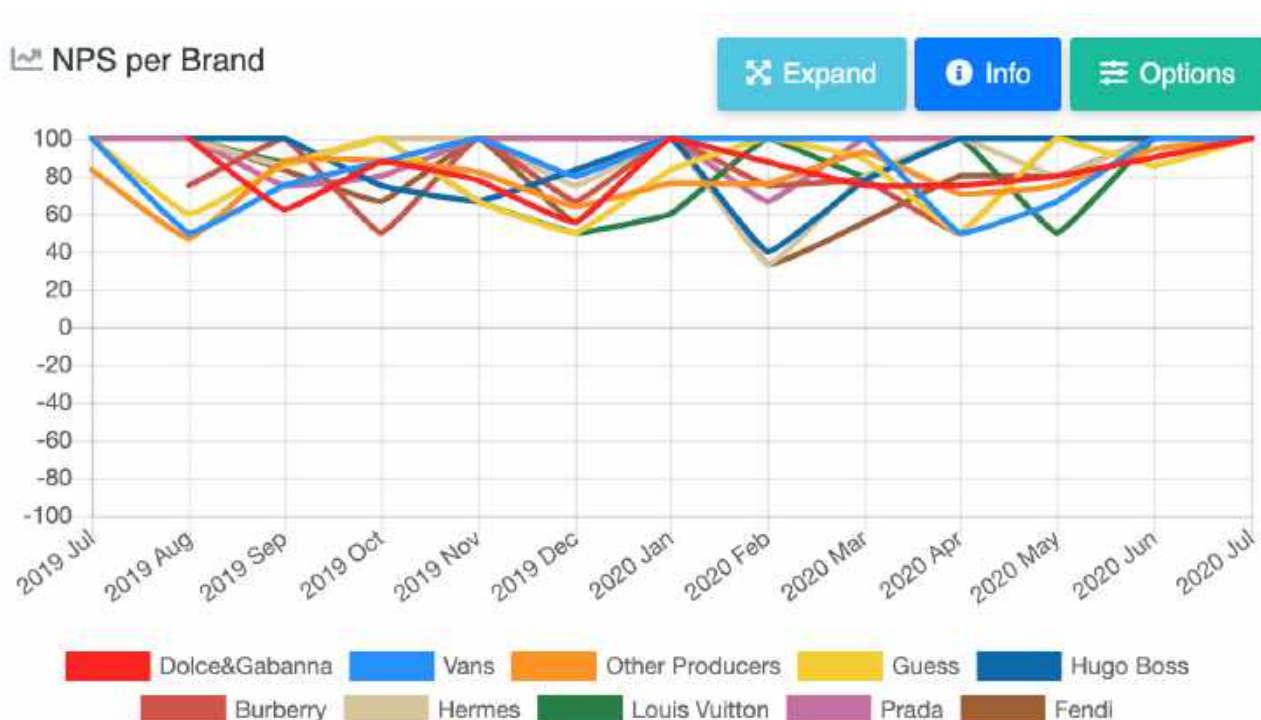
The **average Net Promoter Score** removes the most interesting facts from our analysis. Without being aware of this, how can we hope to improve anything?

Wouldn't it be great to know which customer segments, brands, cities, or commercial tactics provide the most Promoters or the most Detractors? The average NPS disguises this.

Don't you want to know what accounts for outlier performance at either end?

**Averages cover up insights.** This is why a smarter way of looking at NPS is to monitor it from brand, customer segment, location, or other perspectives, so as to understand where you have hidden opportunities.

### Monitor NPS by brand



## How to Measure Customer Experience

Sometimes your best can become your worst. Take the following sample scenario.

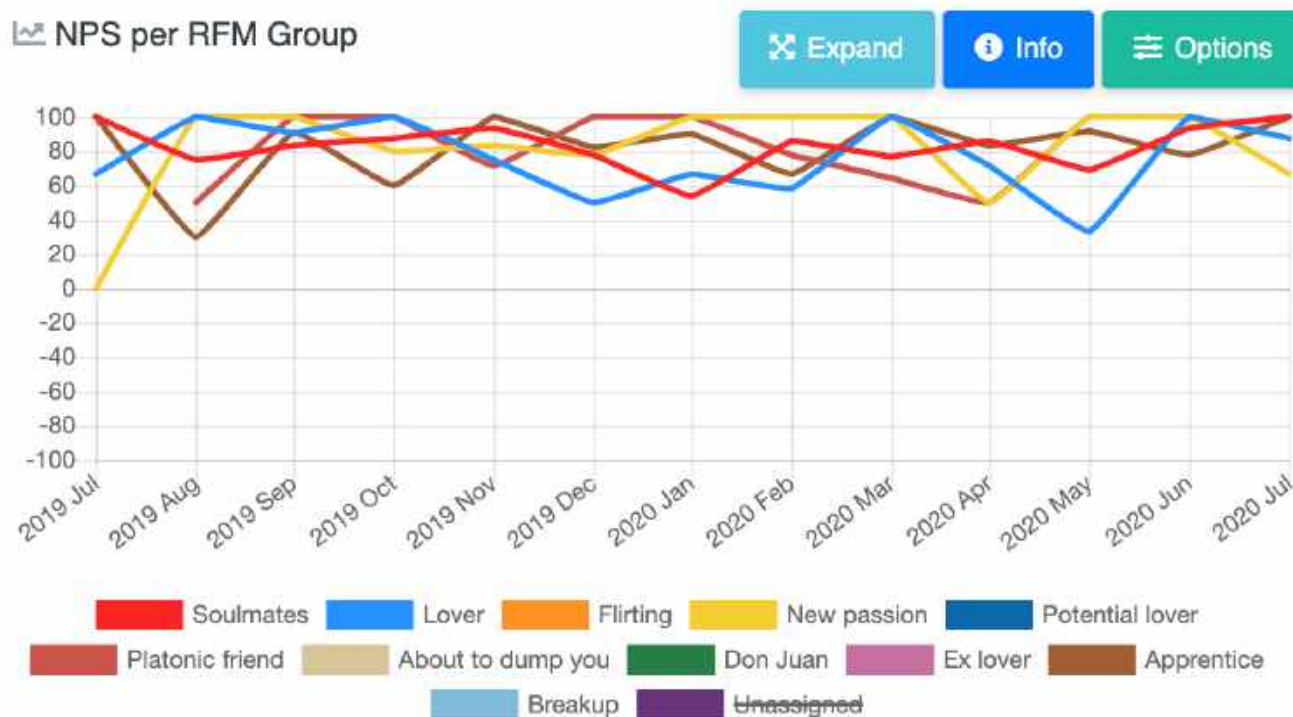
Part of your **differentiation strategy** is to introduce new brands into your product range in order to increase variety. As hoped for, the customers are receiving a new brand well enough, and it becomes a best-seller. Maybe the prices are attractive, or perhaps the images are appealing, and different people are persuaded to purchase products from that brand.

However, what if, after purchasing that brand, the same buyers are disappointed and will never return to your shop to purchase anything else ever again? That fact remains hidden from you since you don't track the retention rate at the brand level (the subject of a future article about customer retention & returns).

### The benefits of monitoring NPS by brand:

- Customer churn prevention
- Better promotion campaigns
- Better product assortment

### Monitor NPS by customer segment



Not all customers are created equally.



## How to Measure Customer Experience

Some are more important for your company than others. However, most companies rely on their regular financial reports, showing how much revenue was generated by various brands, product lines or locations. **Customer-centric companies** are focusing heavily on their customers, segmenting them, and monitoring their experience and behavior, because they understand that they are the main reason for their company's growth.

### The benefits of monitoring NPS by RFM Segment:

- Treat your best customers better
- Understand what should be improved to keep certain segments of customers satisfied
- Optimize the customer support resources

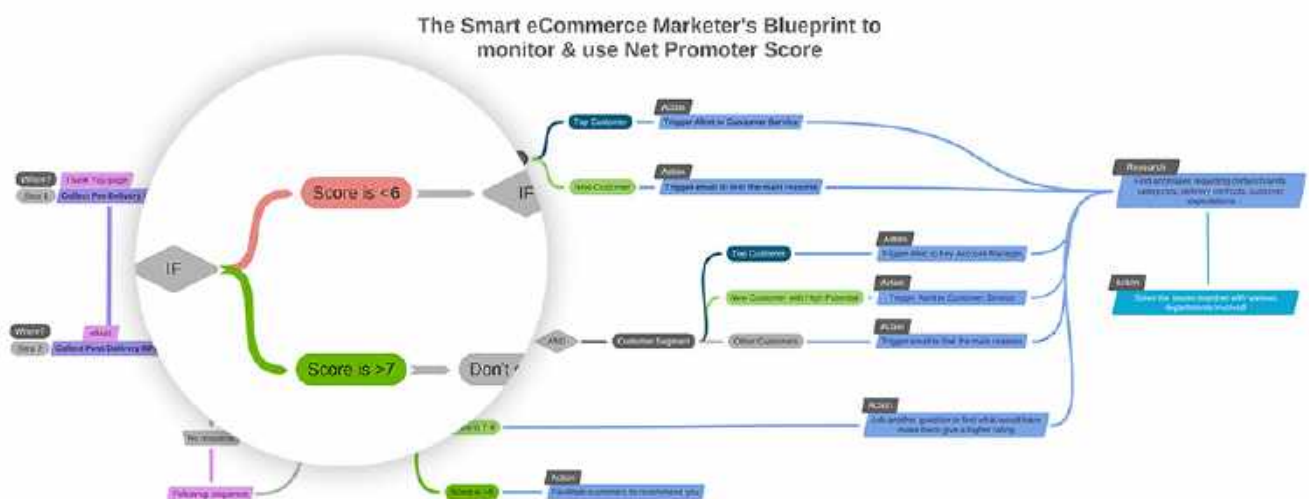
Moreover, you can track NPS by city, by customer support or delivery method, etc. This method allows you to adjust the customer journey according to real-time data.

### Treat the objections in real-time, not after one quarter. Or worse, never.

Most companies monitor NPS with the help of external providers, who send their questionnaires and then... nothing happens!

In such a fast-paced commercial environment, however, typically customers' expectations are to have their problems solved instantly. They don't want to be called 2-3 days after an incident or, even worse, to be completely ignored.

Here is **our proposed methodology**, which takes into account segment & scores in order to be able to act in real-time.



[Download the pdf here](#)

## How to Measure Customer Experience

A **healthy and desirable NPS** trend would be to show more of your best customers also being promoters. If you do not see this happening, then perhaps some of your long-term customers may be at risk of churning (leaving you), which means you need to look into what's going wrong in their customer experience.

Find the common pattern among your passives, and start to work towards resolving those pain points, so you can turn those passives into promoters. As for your detractors, focus on your 'high' detractors (e.g. with a rating of 4-6) and work on moving them up at least to the passive group.

Lastly, do not forget your promoters. Understand why they love your business and make sure they, and others, continue to receive that same experience.

### NPS Score

Net Promoters Score  
is directly correlated with  
future purchase intent



Total NPS

| RFM Group         | NPS Score |
|-------------------|-----------|
| Love of your life | 98        |
| True Lover        | 60        |
| Passionate guy    | 30        |
| Flirting          | 10        |
| Potential Lover   | 45        |

Your overall NPS Score is between 70 & 80, indicating that your customers are mostly Passives.

Talk to them to find out what you need to do to transform them into Promoters.

Your most valuable customers are also Promoters of your brand.

Engage them to be brand ambassadors.

The Flirters are new customers with high potential. They are also unhappy with something.

Find out what it is before you lose them.

## How to Measure Customer Experience

Make sure you know when a customer goes from being a promoter to being a passive or, even worse, a detractor.

A simple way to accomplish everything of the above without any need for technical development is if your eCommerce runs on Shopify. By using the flows from [Klaviyo](#) or [Sendgrid](#), thanks to the integration with [Omniconvert Reveal](#).

More about NPS here: [Net promoter score](#)

**2d) Customer Effort Score:** This metric measures the amount of effort required for a customer to use a product or service, to get information, or to find a solution to a problem they have. They rate the experience through a numerical scale, but more creative and visual solutions can include an emoticon anger-to-happiness scale.

Barbara Carroll bought some toilet paper from Amazon, for which she paid \$88.77. However, she was then charged \$7,455 in shipping costs! She complained to Amazon six times, and even wrote a letter to CEO Jeff Bezos. It was only after she appeared on local television and the story went viral that Amazon finally reimbursed her. That is a really long customer experience map!

**2e) Customer conversation:** Happy customers will share positive experiences when encouraged to do so and these can be captured through direct and indirect reviews, but you can also 'socially listen' by searching for indirect conversations happening about your brand and products - people love to talk. Capturing online sentiment is an informative way of capturing unsolicited feedback about your company for you to turn into action.

### 3. Customer Service metrics

**3a) First Response Time:** 42% of consumers complain on social media about a slow response time and 50% of them expect an email reply within a day.

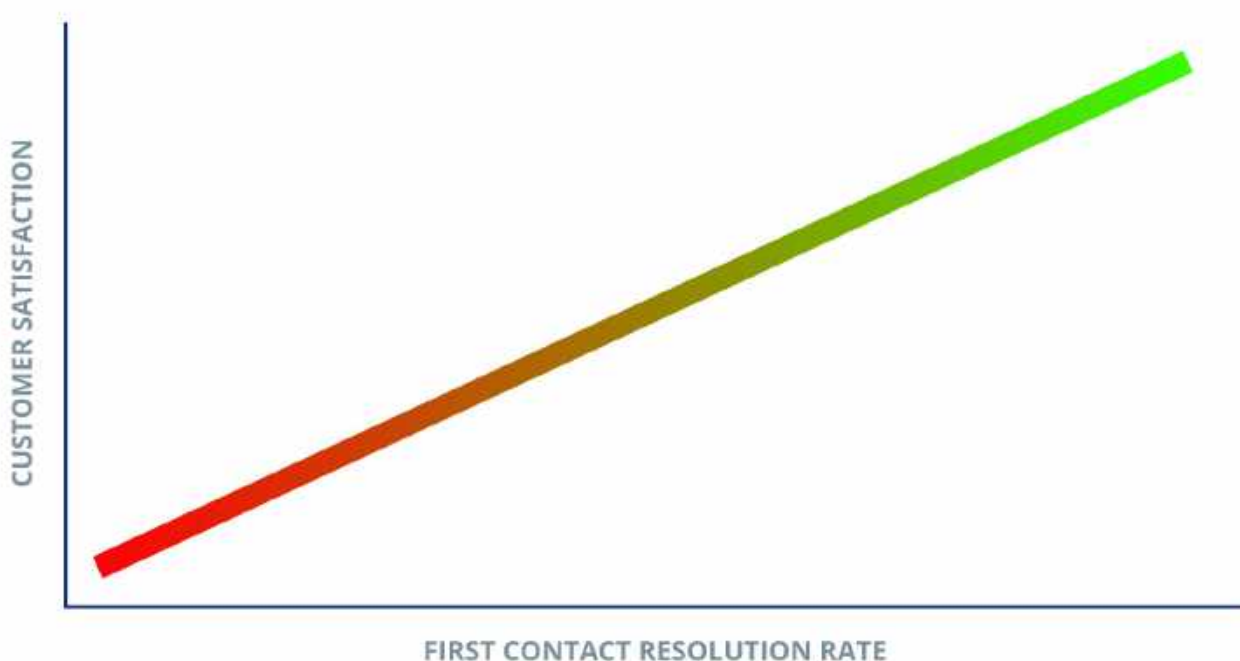
**3b) Resolution Rate** is the percentage of requests you managed to resolve in a reporting period, and which reflects your effectiveness; however, don't set your requests as 'resolved' until the customer actually confirms it is.

**3c) Mean Time to Resolution:** This tells you how long it takes your team to resolve issues. The faster, the better, if you want to maintain positive customer experience and brand loyalty.

**3d) First Call Resolution** is resolving a customer issue in a single interaction, whether by phone, email, social media support, or live-chat support. Data supplied by Service Quality Measurement Group suggests that a one-percent improvement in FCR yields a corresponding one-percent improvement in customer satisfaction.



## How to Measure Customer Experience



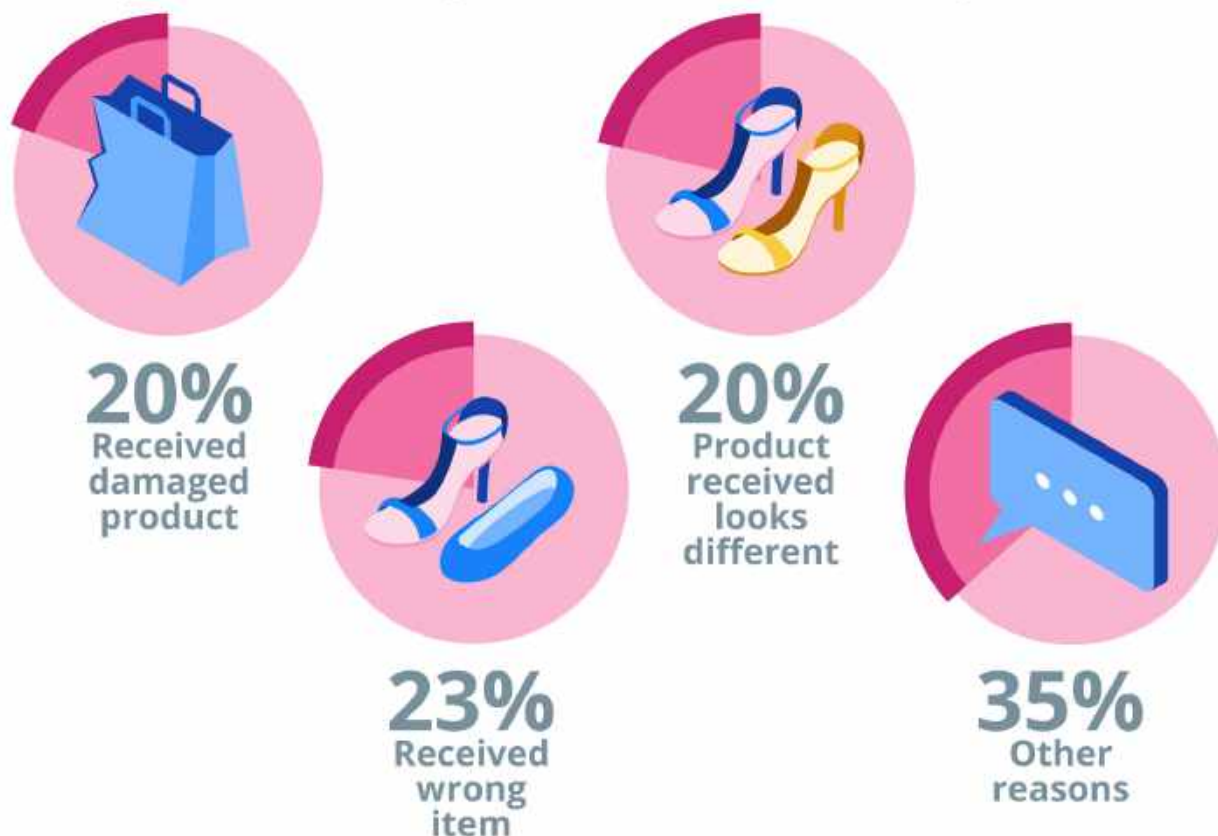
**3e) Fill Rate** is the percentage of a customer order filled on the first shipment. Also, the shipping time and the delivery rate are two important metrics to be evaluated.

### 4. Outcome CX metrics

**4a) Product Return Rate:** Your return policy can make or break your eCommerce business. Statistics from eConsultancy show that:

- 56% of shoppers want a hassle-free return policy
- 81% of shoppers want simple, easy and free returns
- 92% of shoppers would rebuy something if they were happy with the return policy
- 67% of shoppers usually check the return page before making a purchase
- 62% of shoppers are more likely to make an online purchase if they can return an item they're unhappy with

## Top reasons why consumers return products



Source: [invesp](#)

**4b) Lifetime value (CLV):** This metric indicates the total revenue a business can reasonably expect from a single customer account.

As an example, using data from a Kissmetrics report, we can determine Starbucks' lifetime value to be worth \$25,272. The average Starbucks customer spends about \$5.90 on each visit, and the average purchase frequency rate was found to be 4.2 visits. After calculating the average customer value and the average customer lifetime span, you have all the information you need to estimate the CLV. Pretty good business, Starbucks!

All you have to do is invest in customer satisfaction and customer retention. Making your customers happier will usually result in their spending more money at your company, thus ensuring they become loyal customers. It should be easy when your business is taking people out for coffee, right?

**4c) Retention Rate:** New customers are good for business, but you cannot grow if you keep losing them. It is, therefore, worth putting a lot of effort into keeping your clients happy. Calculating your retention rate helps you to predict revenue, to analyze customer service, and to re-strategize loyalty programs. In other words, it keeps you on the market and enables you to grow.

## How to Measure Customer Experience

You can calculate your customer retention rate for a specific period by adding up the number of retained customers at the beginning of that period, the number of new customers your company gained during that period, and the number of customers retained at the end of that period. Then, use the formula below.

$$\text{CRR} = \frac{\text{ECE} - \text{NAC}}{\text{ECBP}} \times 100$$

NAC - Newly acquired customers

EC - existing Customers at the end

ECBP - existing customers at the beginning of the period

Measuring against your own CRR month-on-month and year-on-year reveals trends and helps you to anticipate your customers' expectations. This means being better than the competition.

**4d) Days between Transactions:** In order to increase marketing efficiency, we need to understand customer behavior, and analyzing this value is another way of doing it. Determining the average number of days between orders involves finding two consecutive orders from the same customer and calculating the number of days between them.

Companies often focus heavily on the CX metric, which is typically used by the marketing department. However, this metric can be influenced by a whole host of external factors, making identifying the drivers rather challenging, since they could be either motivations or barriers.

Just like in love: don't spend your time and money on the wrong person. You're better off trying to find The One (aka your buyer persona).

## 5. UX Metrics

**5a) Conversion rate:** The home of your products is the website, so it is very important to look at this metric and not to lose sight of it. According to the efforts you put into factors that directly influence the CR, it can fluctuate, and will tell you what you are doing wrong or right.

## How to Measure Customer Experience

**5b) Bounce rate:** If the bounce rate decreases, it means you've been doing something right: better targeting, a better message on the landing page, or faster page speed. It's important to look at your bounce rate, but you must also correlate it with other metrics.

**5c) Drop-off rate:** This relates to how fast users flow from TOFU (top of the funnel) to the BOFU (bottom of the funnel). A lower drop-off rate in each step of the funnel can mean either a better navigational experience or better information architecture.

We strongly advise you to have all these metrics under the same umbrella, in effect, building a dashboard with all these metrics in the same place. This way, everybody can see how they fluctuate MoM or YoY, and correlate the results with the customer journey.

### Referral metrics

**Referred purchase** - If you have a referral program, then your brand advocate will share their referral link (typically via [referral email](#) or social media). When the referred friend clicks on that referral link, and goes on to make a purchase at your store, that counts as one referred purchase.

**Total purchases** - This refers to the total number of purchases in your online store.

**Referral rate** - In order to determine the impact of your referral program, you need to measure your referral rate. This relates to the volume of referred purchases as a % of your total purchases.

To determine your referral rate, use the formula below.

$$\text{Referral Rates} = \frac{\text{No. of REFERRED purchases}}{\text{No. of TOTAL purchases}}$$

A 1% referral rate means that 1 in 100 purchases at your store happen through your referral program.

## Understanding industry benchmarks for referrals

Realistically, only a fraction of purchases will be made through a referral. To determine if your referral program is making an impact, compare your referral rate against industry benchmark figures.

ReferralCandy [studied](#) thousands of data points and analyzed seven industries. Through this ambitious initiative, they learned that referral rates become stable after a period of around 6 months.

The chart below represents the average referral rates that users achieved after running referral programs for 6 months.

Here's what the full chart looks like:

| Industry  | Referral rate |
|---|---------------|
| Apparel and fashion accessories                                     | 2.23%         |
| Beauty and grooming   | 2.20%         |
| Food, beverage & groceries  | 2.56%         |
| Gadgets and electronic accessories                                  | 3.40%         |
| Home, garden and pets   | 2.12%         |
| Vaporizers and tobacco products                                     | 2.15%         |
| Others (supplements, sporting / outdoor goods, toys and gifts, etc) | 2.35%         |

Through this study, ReferralCandy learned three important things:

- The global average referral rate is about 2.3%.
- Gadgets and electronics generally have the highest referral rate of all industries, at 3.4%.
- Some outliers have much higher referral rates, going up to 7.5%!

*Chapter 4*

# **FACTORS THAT AFFECT CUSTOMER EXPERIENCE**





## Factors that Affect Customer Experience

Dorothy Wickenhiser of San Francisco found that her MoviePass account had suddenly been shut down, and was finding it difficult to contact anyone in **Customer Service**. When she finally did manage to reach someone, she was told that she had violated the terms of her agreement. Except, she hadn't!

When San Francisco's ABC News 7 investigated, they found over 1,500 complaints. MoviePass's response to all of them was to deny there was a problem. They did not mention the bit about their customer service department being virtually impossible to reach.

Globally, **60%** of respondents said they would stop doing business with a company because of unfriendly service, while **46%** said they were put off by unknowledgeable employees, and **50%** said a lack of company trust would force them to sever the relationship.

About **32%** said they would walk away from a brand they love after a single bad experience. The list of possible issues is indeed long:

- **Employee attitude and behavior**

You can't expect to have happy customers with unhappy customers. That's why monitoring & constantly improving employee satisfaction will surely lead to insights that will make them feel better in their roles.

As the eCommerce company gets bigger, the founders' mission is to create a system to delight their customers, as they can't get in contact directly with them anymore. That can happen only with well-trained, motivated and dedicated employees that understand their initial vision and deliver an uncompromised level of service.

- **Resolution time**

How fast are you responding to customer requests? How long does it take your team to resolve issues? Time is of the essence, as the world is spinning faster and faster, and customer expectations are getting higher, comparing your experience with all the other experiences from other companies that have more resources. The longer it takes for you to solve a customer issue, the unhappier they get, even leading to losing that customer for good, as they have a lot of alternatives thanks to the current competitive landscape.

- **Product price**

Most people don't consider pricing as the sole reason to make a purchase. They take into account a lot of aspects, many people buying the experience as much as they buy the product. The experience is simply better if the price of a product or service is priced at the value point that they perceive it should be.

- **Unpacking experience**

A memorable package goes from a differentiator to a must-have. Who hasn't enjoyed a nice and creative package with a friendly message or sticker inside?

## Factors that Affect Customer Experience

According to Dotcom Distribution, 40% of online shoppers would share an image of their purchase on social media if it came in branded packaging.

If you want to bring a bit of excitement with your package, there are several options:

1. **Branded boxes** - a unique design will be remembered by your customers.
2. **Unique packing material** - you can use a soft paper instead of plastic for gentle products. Additionally, recycled packaging can surprise your customers that are increasingly aware of their environmental footprints.
3. **Free samples** - if you are launching a new product, this might be a great opportunity to promote it and transform your customers into ambassadors.
4. **Instructions for use** - if you are selling products that require extra care or attention that enhance the product experience, then you might include this in the package
5. **Stickers or other branded objects** - with a small budget, you can include some memorable objects that relate to the product experience such as postcards, bookmarks or stickers.
6. **A sentimental message** - especially for new clients, a message of appreciation for choosing your brand would warm up their hearts.

- **Delivery experience**

Once a customer places an order, he/she is getting excited to receive the product and use it. As we talked before, our purchase intentions are very emotional and that feeling does not disappear after placing an order. We are getting even more emotional and want to try out that new product as soon as possible.

Your role is to balance the customer's expectations and the reality in the most empathic and transparent manner as possible.

Make sure you send:

- » An order confirmation email.
- » A payment confirmation.
- » An update email when you have shipping information available.
- » An update email whenever the shipping is delayed.
- » Don't forget to be empathic and a bit funny when you are communicating this.

Don't send stiff and hard-to-read emails.

- **Friends/relatives feedback**

This is a factor you can not control, however you might want to keep an eye on the negative/positive reviews on social media or other platforms. An angry customer is prone to share the bad experiences with anybody, including family and friends. Reversely, according to 59% of people, they still consult friends and family for help with a purchase decision.

- **Buying experience**

There are things you can control and things that are not under your control when it

## Factors that Affect Customer Experience

comes to the buying experience. For example, you can't control the location from which people browse your website or you can't control how they feel. However, you can control how smooth the purchase experience is and how easy it is to navigate on the website. Put yourself in the customer's shoes and mark out what you can improve.

- **Brand image**

The brand image is formed both by the company but also by their customers. Customers associate a brand with the end feeling that they get.

For example, Colgate reflects better oral health, Redbull is associated with more energy and Ferrari with car racing.

The brand image can be affected by both entities (the company and the customer), but especially by customers or better said by customers' reaction to what a company is promoting, doing or showing. So be very careful and think twice before acting.

- **Product quality**

There is no doubt that with all the customer experience in the world, the product quality is the core of your company. Whether you are selling D2C, you are a retailer or other type of merchant, you need to constantly improve the quality of your products ideally based on your customers' feedback.

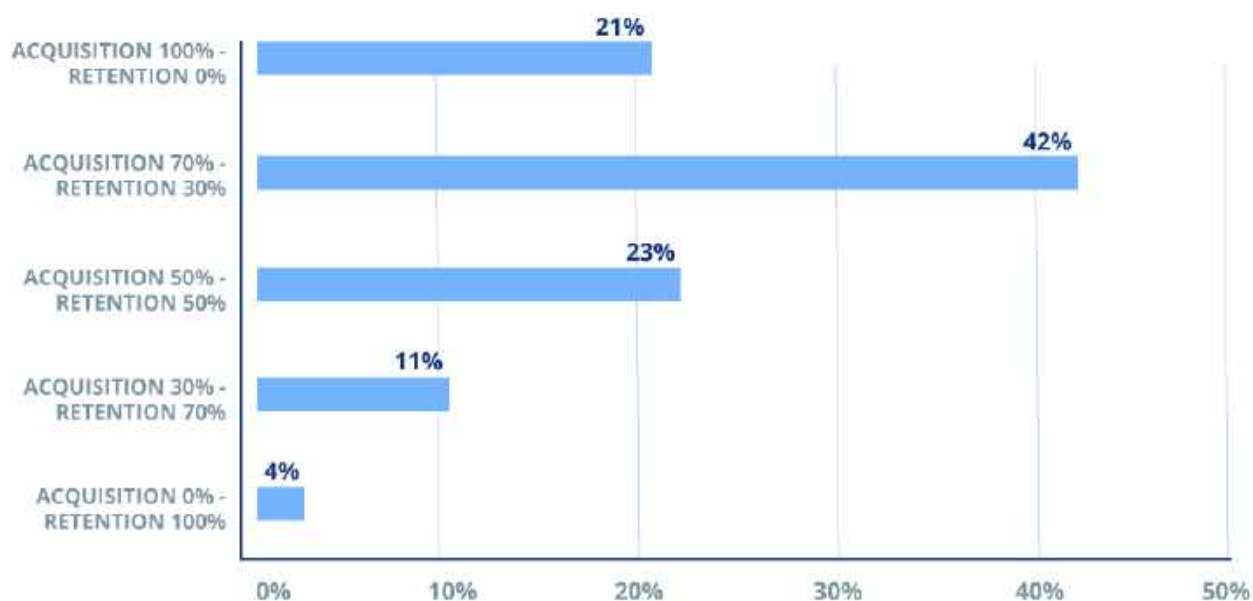
- **Customer support**

Customer support is a very sensitive aspect in the customer experience. There are a lot of stories on bad customer service from "He/she was talking like a robot, lacking empathy" to "That rude attitude made me yell in public", "It did not help me in any way so I have to find another solution".

Since 52 percent of U.S. customers have switched brands in the last year because of poor experiences, it's essential to measure service experience data.

Make sure you are tracking the efficiency of your customer support and that there are no hidden problems there.

## Factors that Affect Customer Experience



Source: [Omniconvert](#)

Bear in mind that growth is not an accident, but the natural consequence of customer retention and an improved customer experience that will make people actually recommend your company after purchase. However, 63% of companies still allocate most of their budgets towards customer acquisition, ignoring retention in the process. You can find more relevant figures [here](#).

Even if you are a large, potent and customer-focused company, you might not be capable of achieving all the customer experience aspects. And that's ok. You can still create a good relationship with your customers.

A brilliant example of turning a weakness into a strength is the OnePlus smartphone. The company with the same name released the smartphone in 2016 and had tremendous success due to its competitive price in a very crowded market.

However, they had a handicap: they weren't able to meet the global demand because they were a small company. So they decided to allow buyers to purchase the phone only by invitation from the company or from somebody that had already bought the phone. The strategy went so well that they further launched another OnePlus phone.

This anecdote proves that customer experience means also attention and proactivity when it comes to unseen factors that are not entirely measurable, but sensitive. Make sure you tick off as many as possible on a list and create a general mindset in the company for this.

## Conclusion

Having reached the end of this eBook, you are already closer to a happier customer and a wealthier company. You've understood that customer-centricity based on data is the new way of running an online business, and this extends to other aspects of your business that don't bring real value to your end customer.

To sum up the whole process, the following are necessary.

1. Build the ICP by doing Customer Research
2. Create the Customer Journey Map As is
3. Draw the Customer Journey Map To be
4. Prioritize all necessary changes
5. Measure the impact in each phase of your Customer Journey



If you need advice and technology that can give you clarity over your customers, don't be a stranger! Scroll down and let's talk!

# THE PEOPLE BEHIND THE EBOOK



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@Gorgias



**Alexandra Mateescu**

Head of Creative @Omniconvert



# *Don't you get it? It's all over between us!*

*You could say it wasn't your fault. And you're entitled to say it.*

*You have to deal with all the reports, projects, the budget for 2020 and forecasts.*

*You're juggling all at once, and even board meetings show up from time to time...*

*Saying I am important was for nothing.*

*What the books say about me being king is useless. That I'm worth 7 new clients.*

*Consider me an ex-customer. Just one.*

*However... I am probably not the only one.*

*You should care more about how I feel!*

*Goodbye!*

*Your ex-lover*



**Valentin Radu,**  
CEO & Founder  
@Omniconvert

**To:** CEO/eCommerce Manager/ Customer Success Manager

**Subject:** Want to talk about ex-lovers?

All companies chase new clients. And it's normal. But they forget to cherish enough the ones they already have. The "ex-lovers" segment has raised >20% of the company's profit. But they don't write farewell letters. They just disappear.

Do you think it's time to find out who these ex-lovers are and prevent any future breakups?

Discover who your ex-lovers are:

**Try Reveal on Shopify**

**Try Reveal on other platforms**



**Talk to us: [omniconvert.com/meet-valentin-radu](https://omniconvert.com/meet-valentin-radu)**



Leading ecommerce agency Swanky create beautiful Shopify Plus stores with commercially-optimised customer journeys. We leverage data and expertise to design, implement and test innovative digital solutions that optimise user experience, drive conversions and increase revenue.

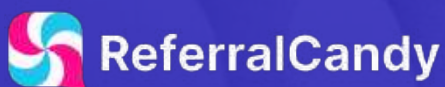
Contact our team to find out how our CRO expertise could transform your ecommerce business.

Email: [humans@swankyagency.com](mailto:humans@swankyagency.com).



Gorgias transforms your customer support into a profit center. Thousands of merchants use it to provide a unified customer experience and journey across all their communication channels such as Facebook & Instagram, emails, chat and SMS. Developed with Automation and Monetization at its core, Gorgias builds your brand with each customer interaction.

Try 2 months free of Gorgias - [gorgias.grsm.io/omniconvert](https://gorgias.grsm.io/omniconvert)



ReferralCandy allows online brands to grow their sales through word-of-mouth marketing. You can create a customer referral program in a matter of minutes and reward your customers for referrals with discounts on future purchases, cash, or gifts.

ReferralCandy connects instantly with popular ecommerce platforms (Shopify, WooCommerce, BigCommerce, Magento) or choose custom API and advanced integrations. ReferralCandy also integrates with other marketing tools such as Klaviyo, AdRoll, Mailchimp, Google Analytics, ReCharge, Fomo or Chargebee and many others.

You can now get started with ReferralCandy with an extended 60 day free trial (normally 30 days). To redeem your offer, create an account on [referralcandy.com](https://referralcandy.com), email Raul from ReferralCandy ([raulg@referralcandy.com](mailto:raulg@referralcandy.com)) and mention the Omniconvert ebook!