OCT 2024

# Competitive Advantage through Distinctive Experience

**WHY – WHAT - HOW**

DALL•E3 "Depict a truly unique and distinctive experience"

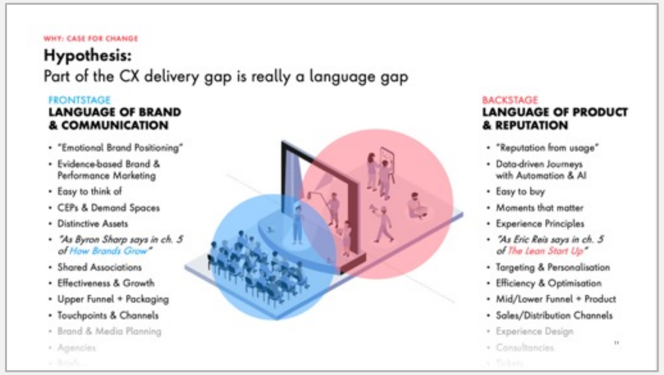
publicis sapient

SUMMARY (TL:DR)

# Competitive Advantage Through Distinctive Experience

## WHY: CASE FOR CHANGE

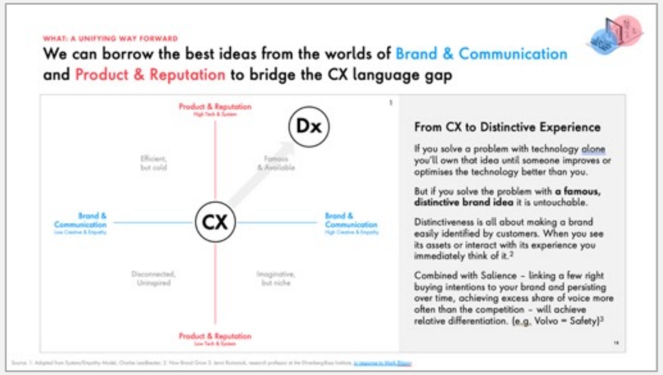
There's a **delivery and language gap** that is driving a decline in customer experience and business effectiveness




- CX drives growth but is facing a fragmentation and performance crisis
- The solution is to unify the multiple disciplines and people across front and backstage
- But the inability to align language has led to "halo effect" copying as a coping mechanism
- The copying has resulted in silos of specialties and a sea of sameness

## WHAT: A UNIFYING WAY FORWARD

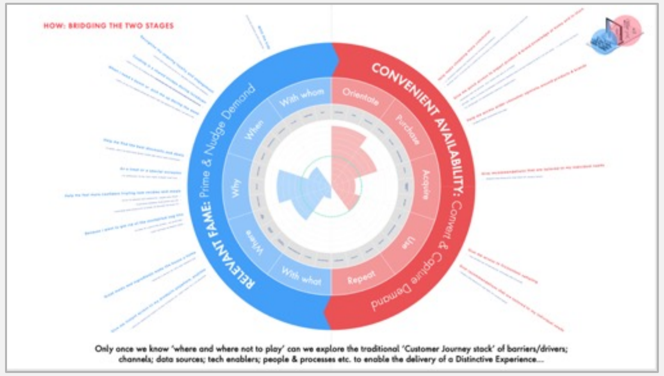
Drawing from the best ideas of Brand & Communications and Product & Reputation leads to a Distinctive Experience approach




- The effectiveness of brand and the business value of product equals Distinctive Experience
- Distinctive Experience is the use of SPEED to deliver Relevant Fame through a Convenient, Available front and backstage interaction, that grows and supports the right volume of customers willing to pay for a good or service in a way that will ensure the long-term profitability of the business.

## HOW: BRIDGING THE TWO STAGES

An evidence-based two stage 'funnel' that drives choices to co-ordinate activities, do less, simplify and prioritise **where to play**




- A simple two stage 'funnel' can distinguish between types of Distinctive Experience activity and goals for measurable success
- The choices to make when designing a Distinctive Experience (Dx) are: For which "Category Entry Points" (CEPs) should we build Mental Availability? For which "System Interaction Points" must we build Physical and Virtual Availability? Do fewer, better.

## WHY: CASE FOR CHANGE

# "How well we communicate is not determined by how well we say things but how well we are understood."

Andrew Grove, Intel

WHY: CASE FOR CHANGE

# For the past 17 years there's been a CX arms race on

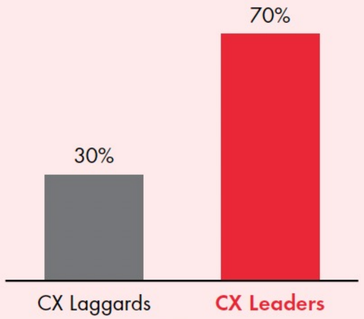
## With compelling evidence that customer centricity drives real growth

"One thing I love about customers is that they are **divinely discontent**. Their expectations are never static – they go up. It's human nature.... People have a voracious appetite for a better way, and yesterday's 'wow' quickly becomes today's 'ordinary'.

I see that cycle of improvement happening at a faster rate than ever before.... **How do you stay ahead of ever-rising customer expectations?**"

Jeff Bezos

**Total Revenue Growth**[1]
2016 - 2021

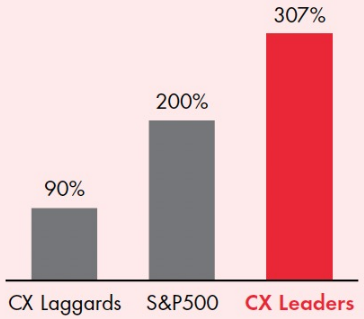



**2X**

McKinsey & Company

"CX leaders across industries **outperform peers** on revenue growth"

**Total Shareholder Return**[2]
2007 - 2019

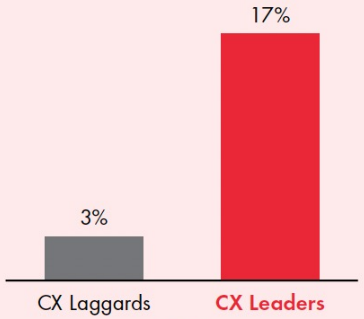



**3X**

watermark

"Superior CX **drives superior revenue** growth"

**Revenue CAGR**[3]
2010 - 2015




**5X**

FORRESTER®

"CX leaders **grow revenue faster** than CX laggards"

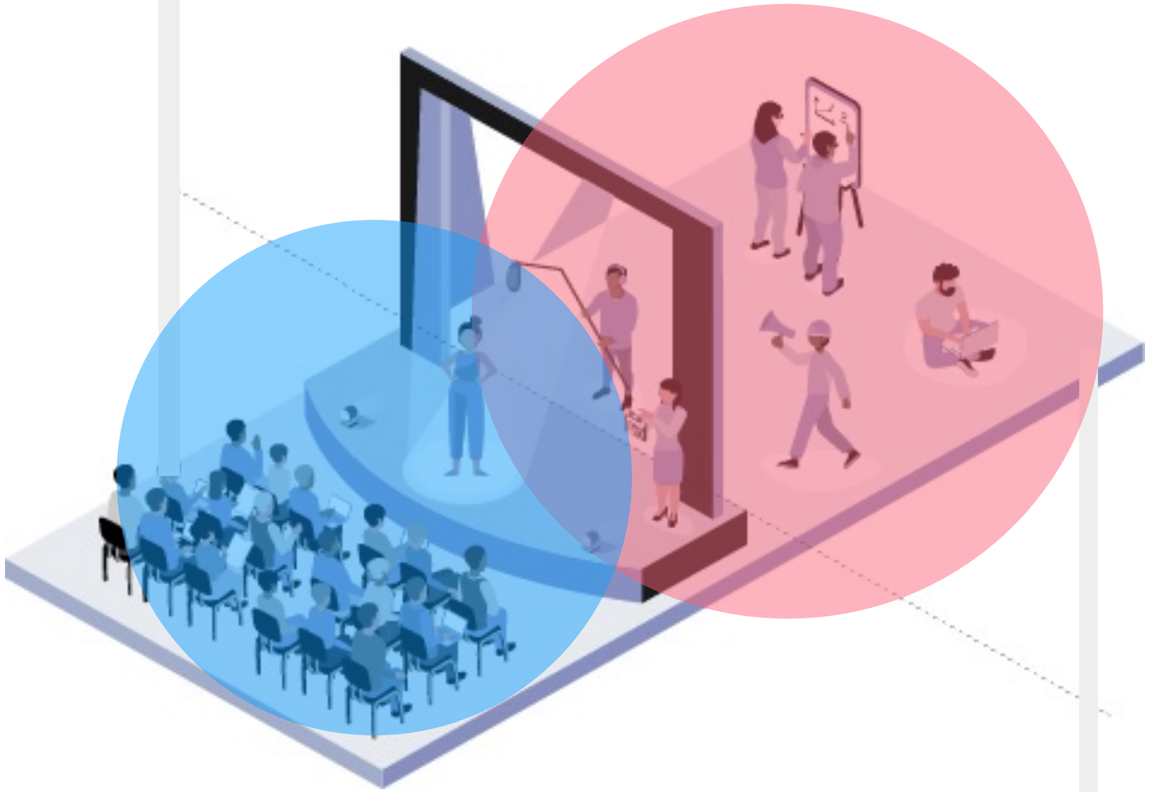


Sources: (1) McKinsey – Experience-Led Growth: A New Way To Create Value (2023); (2) Watermark – The Customer Experience ROI Study (2021) (3) Forrester – Customer Experience Index (2016). NB: No allowance for Halo Effect from marketing/brand/business scale

WHY: CASE FOR CHANGE

# What is CX? Customer Experience? Consumer Experience? Brand Experience?

FRONTSTAGE
Customer and Colleague Experiences



BACKSTAGE
Holistic Organization & Operations

> *"The brand is the experience.*
> *The experience is the brand"*
>
> **Clement Mok**, Creative Director at Apple*
>
> *"It's useful to think of 'brand' as an asset class that increases in valuation when the product experience is good, and gets drawn down when the product is bad"*
>
> **John Maeda**, VP AI & Design at Microsoft**

## How do companies deliver exceptional customer experiences?

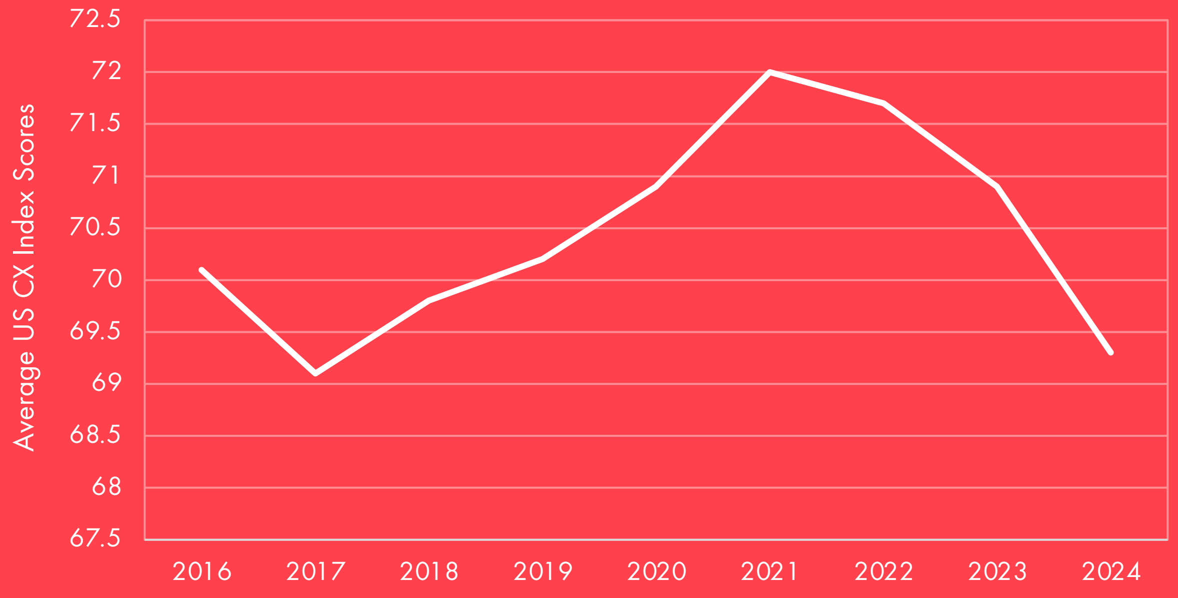
- Customer experience forces you to think **end-to-end** about "what does a customer need and what are they trying to achieve" and **front-to-back** "how am I organised to deliver against that need". It is the sum of interactions with a business
- Unfortunately, many companies' customer experiences reflect the internal organisation structure, an issue called Conway's Law



*former CXO of Publicis Sapient
**also former CXO of Publicis Sapient ;-)

# BUT CUSTOMER EXPERIENCE IS GETTING WORSE

The average customer experience rating of U.S. companies hits a new low amid inflation and fallible customer-service chatbots




And many companies looking to improve their customer experience scores are hesitant to invest the cash and resources needed to really do so



Source: Forrester

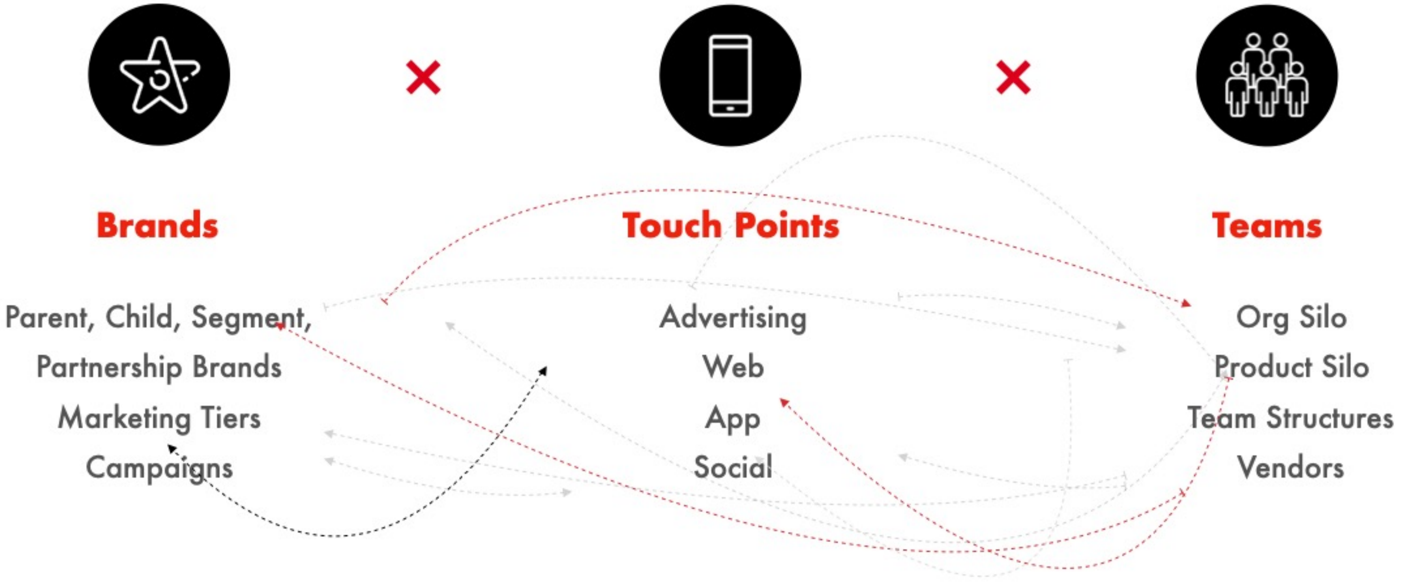
# The rise of digital = the rise of fragmentation and waste

# The disruption to organization ability to cope has exploded

## Example [Travel & Hospitality Client]

### > 40 Discrete Experiences

- Multiple Markets/Languages (US, China, Japan)
- 12+ Mobile Apps (4 Resorts x iOS & Android)
- 6+ CMS Sites (4 Resorts & Merchandise Store)
- 3+ Meetings, Incentives, Conferences & Events Stores
- 4+ Kiosk Platforms
- Travel Agent Site
- 5+ Team Member Resource Sites
- Marketing (ATL Campaigns, Social & digital ads, video, landing pages, eCRM, Lead Gen)



Because in a world where CMOs who can use just

# 70%

of their MarTech stack's capabilities will achieve 20% better ROI than peers, it means there's deeper problems

This statistic may seem like an opportunity.
But it's an alarm bell

It means they already have the tech but even putting just 70% of it into action is hard

It means that experiences are disjointed and efficiencies are hard to achieve

It means more tech is not the answer

**It means actually activating the tech in a unique and valuable experience is vital**

Source: Gartner Marketing Technology Drivers of Genius Brand Performance

WHY: CASE FOR CHANGE

# Hypothesis:

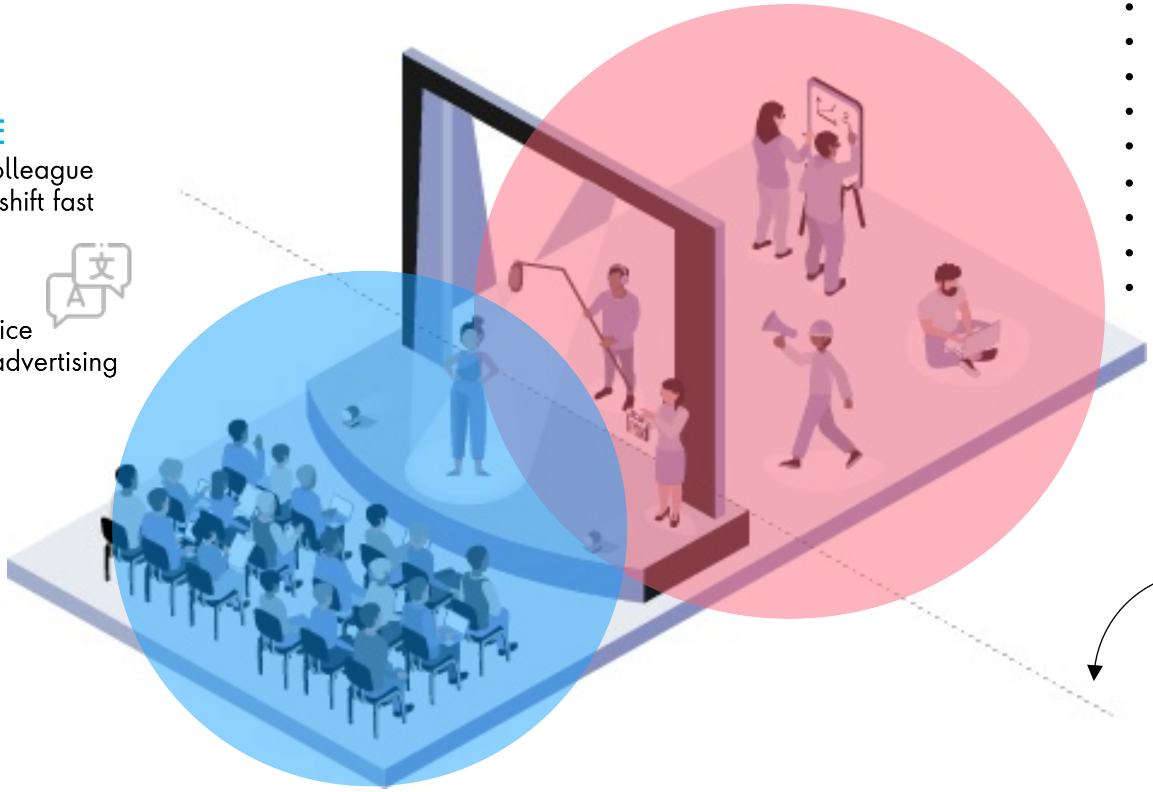
## Part of the CX delivery gap is really a language gap

We need a **collaborative and holistic** approach involving the entire experience, from the initial touchpoints (Frontstage) to the overall product/service ecosystem (Backstage), to ensure that businesses are connected, effective, efficient, and customer-centric.

We need to integrate multiple disciplines to **align the goals of a business with the needs of its users** aiming to enhance customer and colleague satisfaction, foster loyalty, and ultimately achieve positive business outcomes.

**FRONTSTAGE**
Customer and Colleague Experiences that shift fast

- Brand
- Retail
- Customer service
- Marketing & advertising



**BACKSTAGE**
Holistic Organization & Operations that evolve slower

- Product design & pricing
- Business processes
- Operations
- Supply chain
- Technology & IT
- People, roles & structures
- Culture & ways-of-working
- Conduct & regulation
- Policy & legal

When you become a "customer"

LANGUAGE OF "BRAND & COMMUNICATION"

LANGUAGE OF "PRODUCT & REPUTATION"

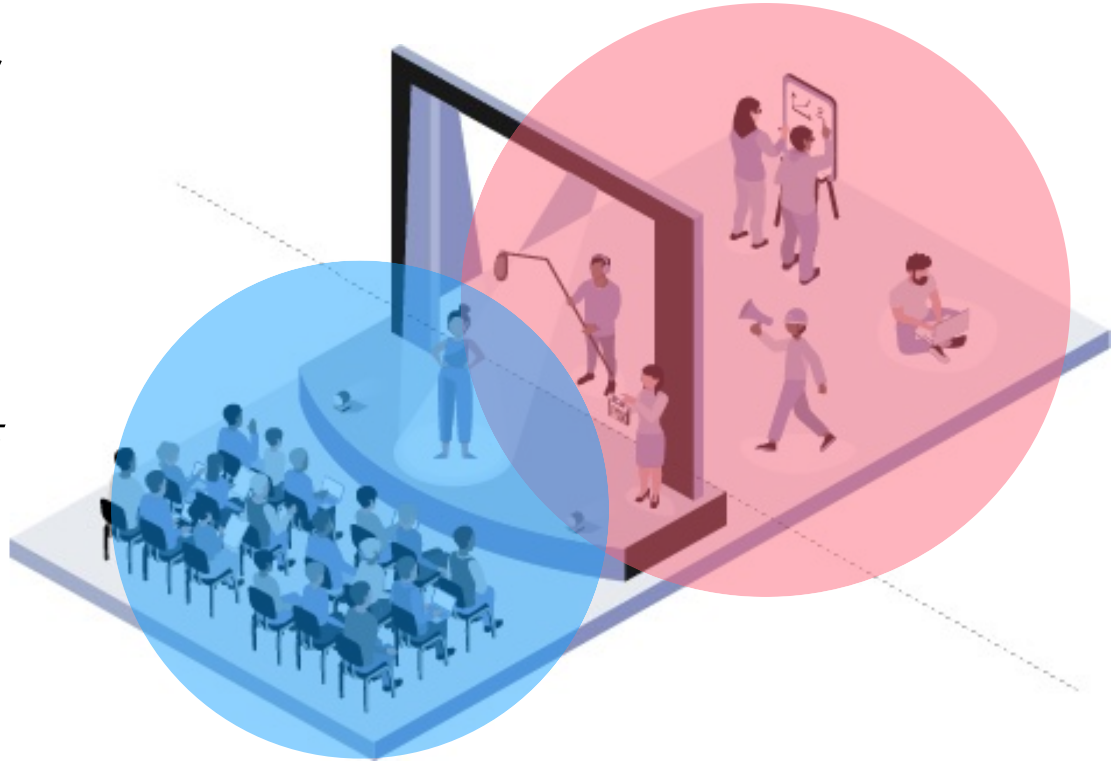


Sources: Erwin Goffman's 'The Presentation of Self in Everyday Life' 1959, Bijker & Pinch's social construction of technology.

# Hypothesis:
## Part of the CX delivery gap is really a language gap

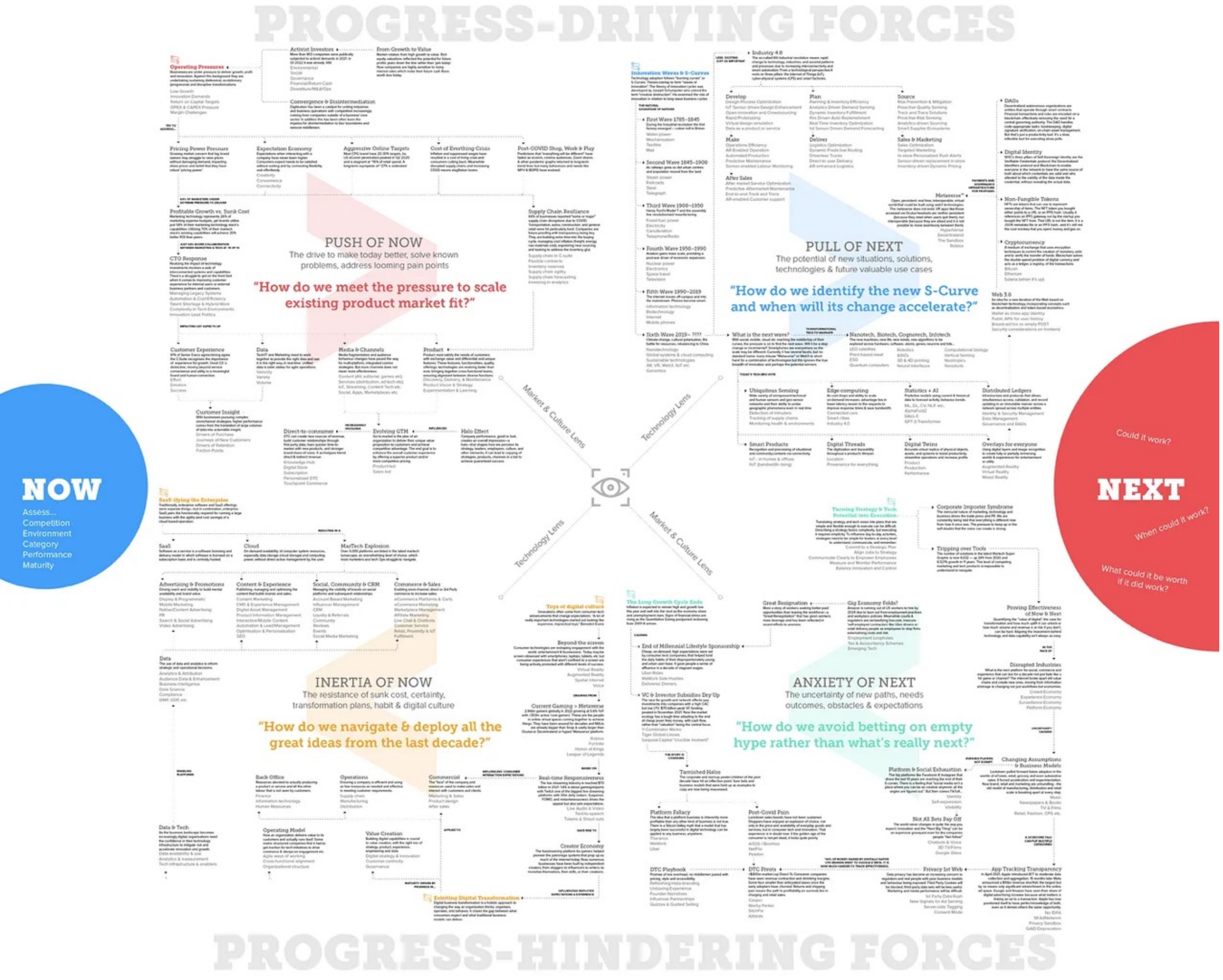
### FRONTSTAGE
### LANGUAGE OF BRAND & COMMUNICATION

- "Emotional Brand Positioning"
- Evidence-based Brand & Performance Marketing
- Easy to think of
- CEPs & Demand Spaces
- Distinctive Assets
- *"As Byron Sharp says in ch. 5 of How Brands Grow"*
- Shared Associations
- Effectiveness & Growth
- Upper Funnel + Packaging
- Touchpoints & Channels
- Brand & Media Planning
- Agencies
- Briefs...



### BACKSTAGE
### LANGUAGE OF PRODUCT & REPUTATION

- "Reputation from usage"
- Data-driven Journeys with Automation & AI
- Easy to buy
- Moments that matter
- Experience Principles
- *"As Eric Reis says in ch. 5 of The Lean Start Up"*
- Targeting & Personalisation
- Efficiency & Optimisation
- Mid/Lower Funnel + Product
- Sales/Distribution Channels
- Experience Design
- Consultancies
- Tickets...




WHY: CASE FOR CHANGE

# It is hard to plot a path through the forces businesses face when even our words don't align

## THE PROGRESS-DRIVING FORCES

1. **Push of Now** – The drive to make today better, solve known problems, address looming pain points.

   The key question clients are facing: *"How do we meet the pressure to scale existing product market fit?"*

2. **Pull of Next** – The potential of new situations, solutions, technologies & future valuable use cases

   The key question clients are facing: *"How do we identify the new S-Curve and when will its change accelerate?"*

## THE PROGRESS-HINDERING FORCES

3. **Inertia of Now** – The resistance of sunk cost, certainty, existing transformation plans, habit and digital culture

   The key question clients are facing: *"How do we navigate and deploy all the great ideas from the last decade?"*

4. **Anxiety of Next** – The uncertainty of new paths, needs, outcomes, obstacles and expectations

   The key question clients are facing: *"How do we avoid betting on empty hype rather than what's really next?"*

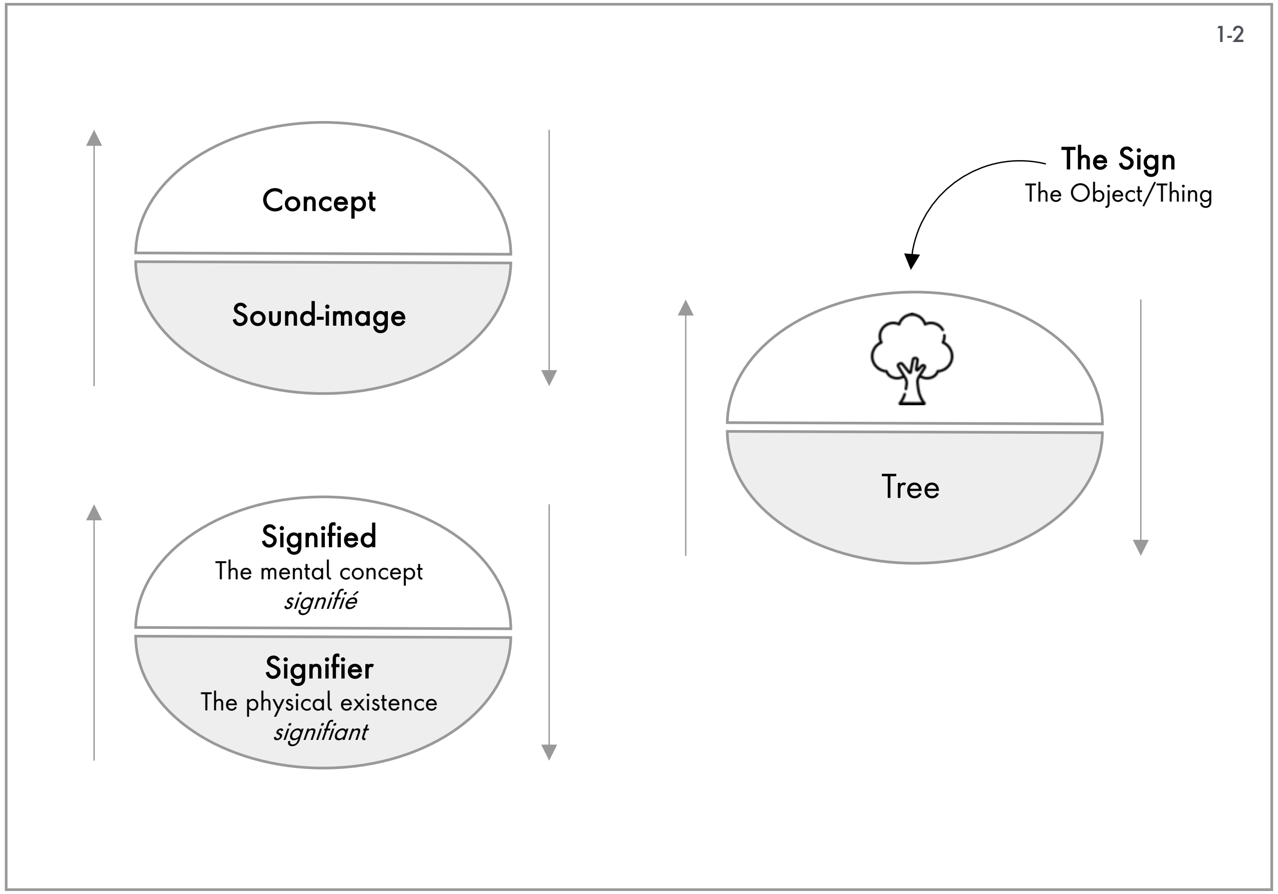


Sources: https://djc1805.medium.com/the-vibe-shift-in-digital-marketing-business-transformation-abf10c71f6b0

WHY: CASE FOR CHANGE

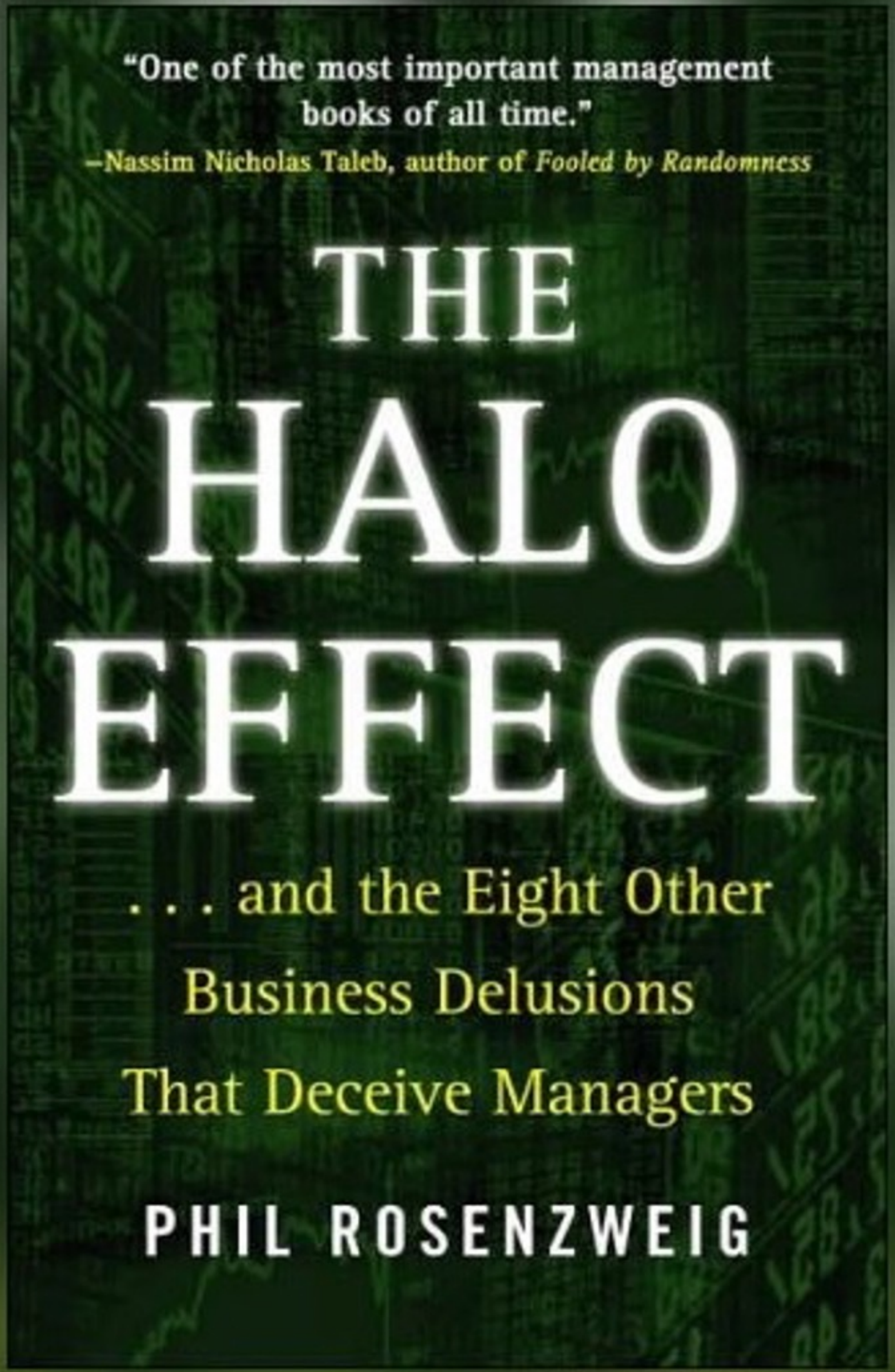
# When words fail us, we reach for signs, concepts & objects to help

## Objects we can point to, objects we can control, objects we can understand, objects we can copy...





Sources: 1. Cours de linguistique générale, Ferdinand de Saussure (posthumous 1916) 2. What Is an object? On the Relationship between Language, Attention and Things, Felice Cimatti 3. Koterba, E. A., Leezenbaum, N. B., & Iveron, J. M. (2014). Object exploration at 6 and 9 months in infants with and without risk for autism. Autism, 18(2), 97-105. 4. Zuccarini, M., Guarini, A., Iverson, J. M., Benassi, E., Savini, S., Alessandroni, R., Faldella, G., & Sansavini, A. (2018). Does early object exploration support gesture and language development in extremely preterm infants and full-term infants? Journal of Communication Disorders, 76, 91-100. 5. West, K. L. & Iverson, J. M. (2017). Language learning is hands-on: Exploring links between infants' object manipulation and verbal input. Cognitive Development, 43, 190-200. 6. Nelson, K. (1973). Structure and strategy in learning to talk. Monographs of the Society for Research in Child Development, 1-135.



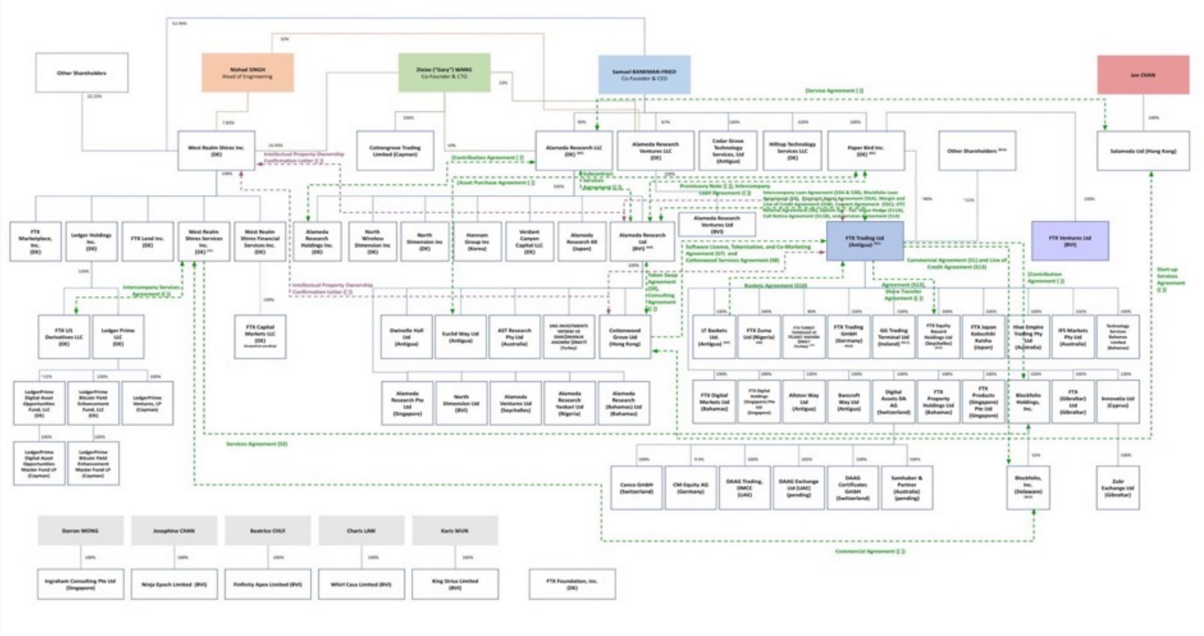

# Copying as a survival strategy is not new, and is not a new problem.

> "Copying successful brands in the belief they have a formula for growth is bound to fail. Focus on being better than competitors and solving business problems with a critical approach."

Source: JP Hanson writing about Phil Rosenzweig's "The Halo Effect"

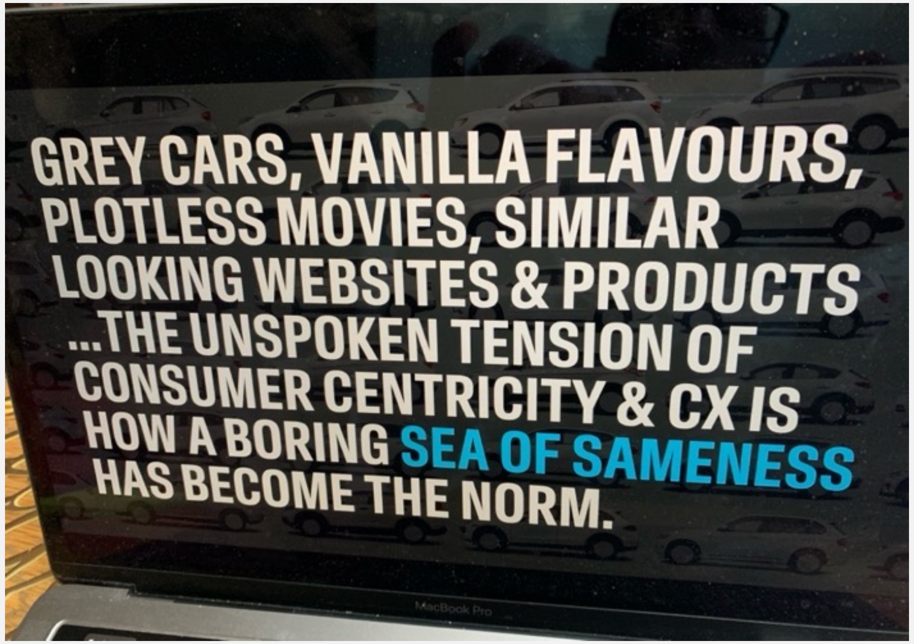
# But in the world of CX copying has had two side effects

## Silos of specialties[1]



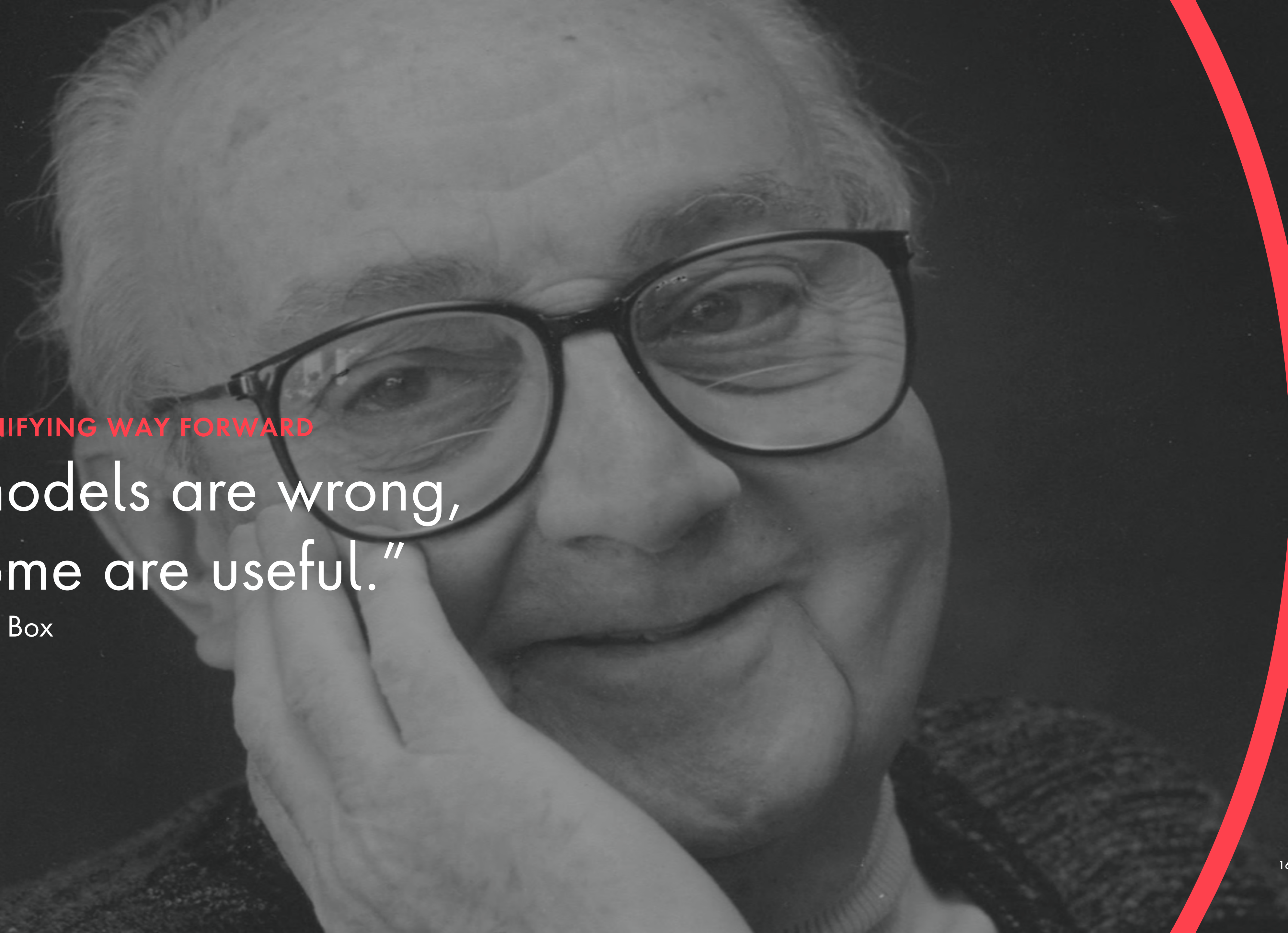
**Copying colleagues:**
Occupational groups are often classified as discourse communities, and each has its own sets of rules and trends for language use to include and exclude others

## Sea of Sameness[2]




**Copying Competitors:**
Branding, business models, frameworks, flows, layouts, aesthetics, Martech, apps, code libraries tying it together...

Sources: 1. J. Corbett, in Encyclopedia of Language & Linguistics (Second Edition), 2006; A. Johns, in Encyclopedia of Language & Linguistics (Second Edition), 2006; 55% of organisations surveyed by **The Economist Intelligence Unit** would call their operational structure "very" or "extremely" complicated. A higher-than-average 68 per cent of companies with an annual revenue of $5 billion called their structure extremely or very complex. More than half of respondents said these problems were directly impacting their bottom line. This is the FTX org chart to avoid sharing any client or confidential material but I/you've probably seen or made more complex network and stakeholder maps ;-) 2. Are rebrands starting to look the same? The challenges defining commercial design, Elizabeth Goodspeed; Science confirms it, Websites really do all look the same etc. etc.



WHAT: A UNIFYING WAY FORWARD

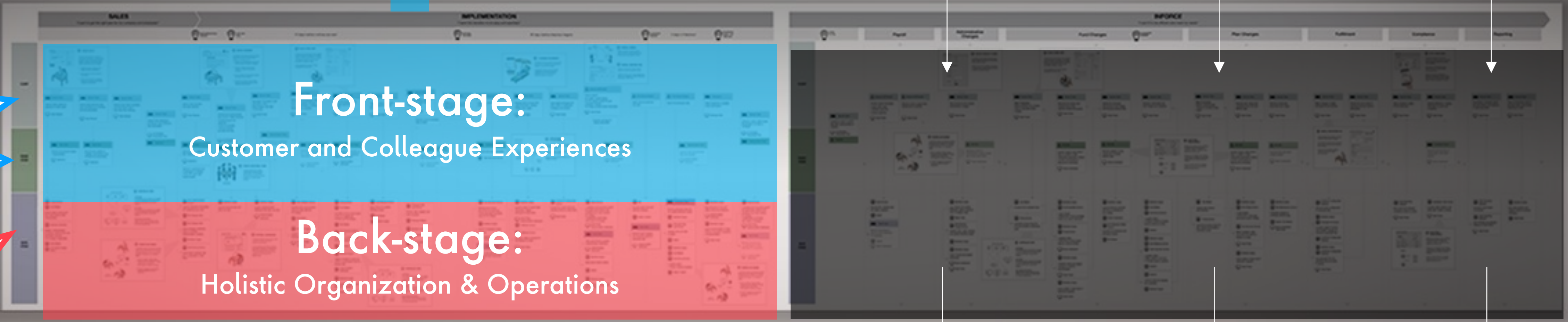
# "All models are wrong, but some are useful."

George E. P. Box

# SOLVE FOR SPECIALTIES

## Blend the principles of brand growth with the frameworks of CX

*"People using the same words to mean different things, and different words to mean the same things"*


Customer Jobs to be done

Customer & Colleague actions

Touchpoints & Channels

Business Processes

Org. Enablers

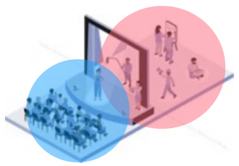
Technology & Data Architecture

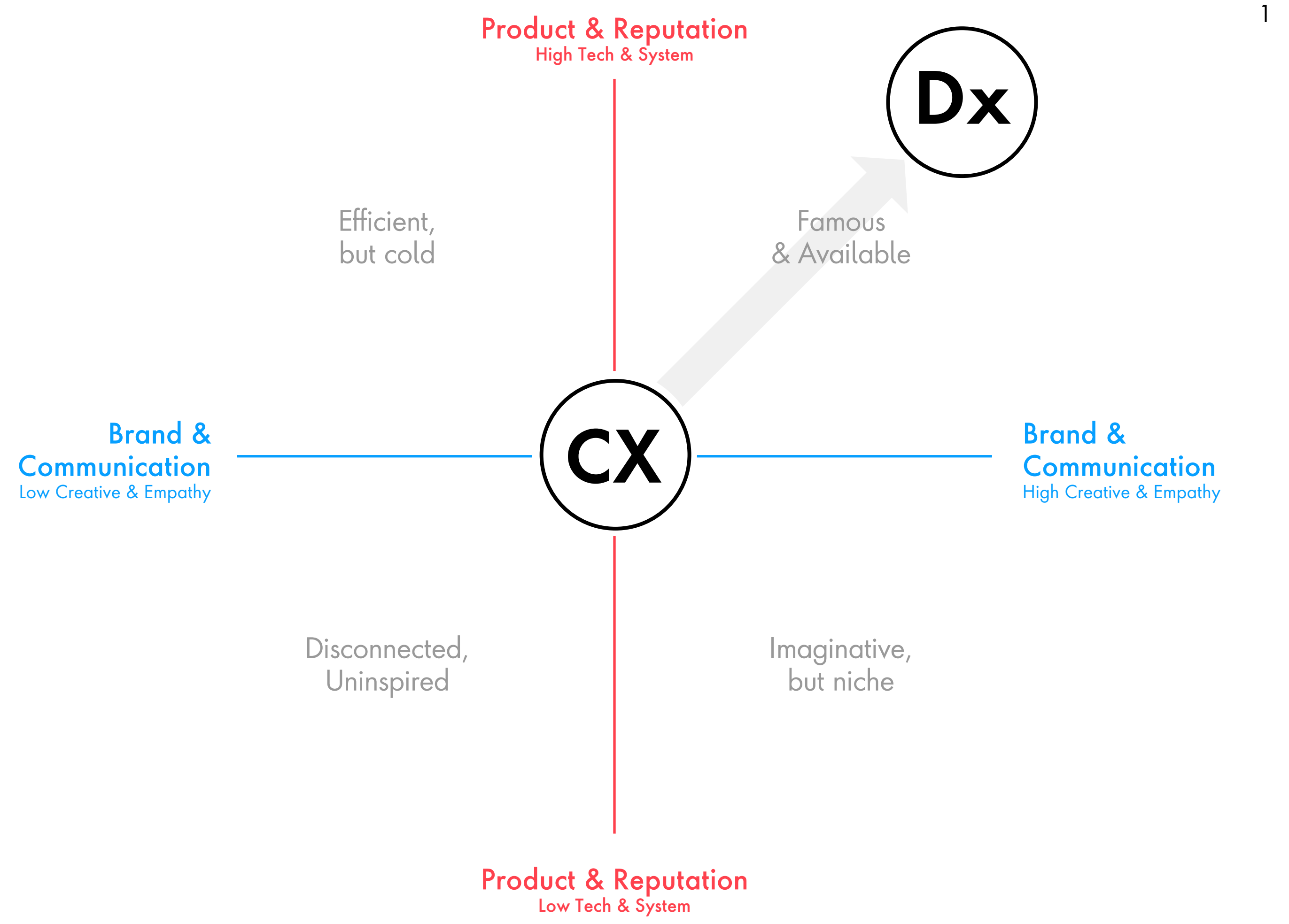
# SOLVE FOR SAMENESS

## Beyond Martech-centricity to brand systems of service and empathy

*"Step by step filling out every AIDA box then rubbing some Salesforce on it to see if it gets better""*

# We can borrow the best ideas from the worlds of Brand & Communication and Product & Reputation to bridge the CX language gap






## From CX to Distinctive Experience

If you solve a problem with technology alone you'll own that idea until someone improves or optimises the technology better than you.

But if you solve the problem with **a famous, distinctive brand idea** it is untouchable.

Distinctiveness is all about making a brand easily identified by customers. When you see its assets or interact with its experience you immediately think of it.[2]

Combined with Salience – linking a few right buying intentions to your brand and persisting over time, achieving excess share of voice more often than the competition – it will achieve relative differentiation. (e.g. Volvo = Safety)[3]



Source: 1. Adapted from System/Empathy Model, Charles Leadbeater; 2. How Brand Grow 3. Jenni Romaniuk, research professor at the Ehrenberg-Bass Institute, in response to Mark Ritsonx

WHAT: A UNIFYING WAY FORWARD

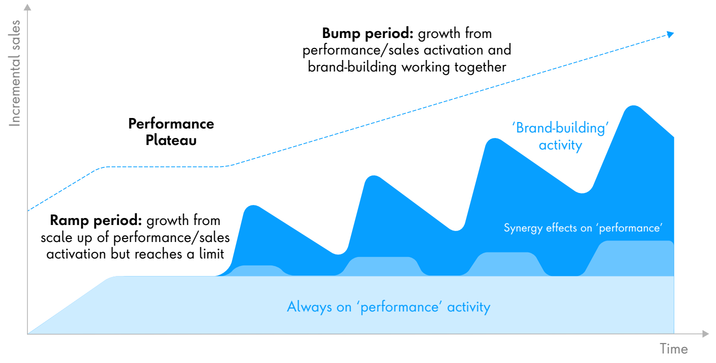
# Brand & Communication evolving from MadMen to lawful evidence-people

## EVIDENCE-BASED LAWS, RULES & RATIOS

The laws of brand growth, as outlined by the Ehrenberg-Bass Institute, emphasize increasing both **Mental Availability** and **Physical Availability**.

**95:5** On average, only **5%** of customers are buying the category now.

Historically share of voice has driven market share with a **60:40** budget split of brand vs activation because if you aren't reaching more users than you have, you cannot grow. Growth and profitability comes from **increased penetration** among non-buying, light and lapsed users.




## PEOPLE ARE UNCARING COGNITIVE MISERS

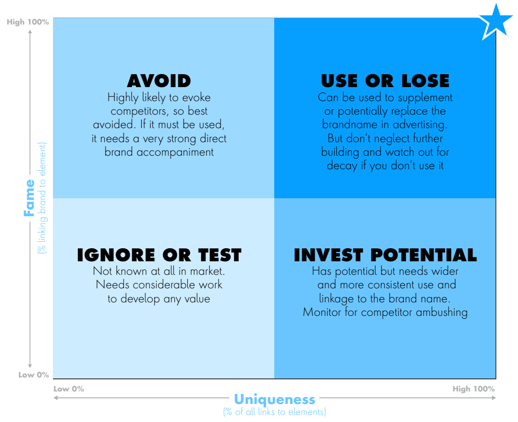
Heavy buyers hold more than **50%** of the category purchaser's total knowledge.

**66% + 25%** of growth potential is from non- and Light-buyers who don't think of you

**10%** rise in the **fame** - the biggest driver of commercial impact of a brand - will increase market share by a **fifth**

With so much marketing noise it pays to be **distinctive** but because people are distracted it is a challenge for **the idea of differentiation**.

EHRENBERG-BASS DISTINCTIVE ASSETS GRID

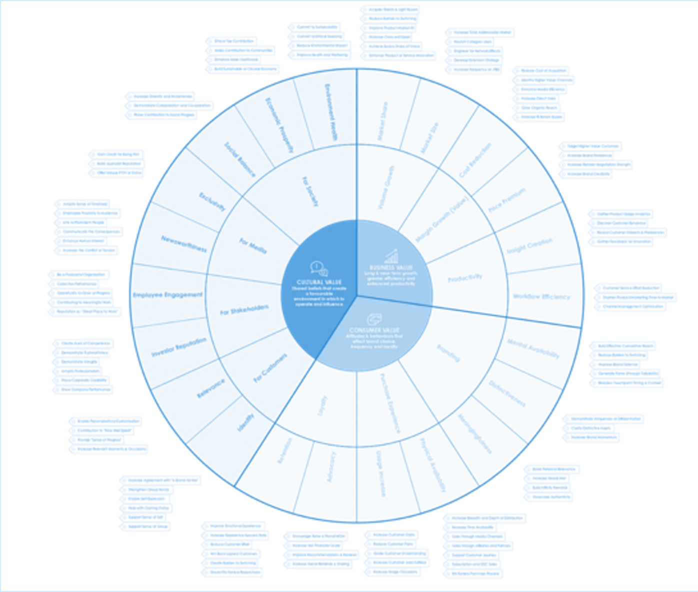



## CHALLENGES & CAVEATS

"Brand" has acted as a barrier to marketing being taken seriously by the rest of the actual business.

### Creativity vs. Value
### Outputs vs. Outcomes

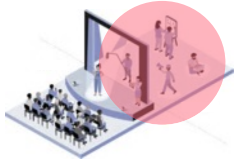
Brand & Communication must connect creative outputs to the different types of "real value" and how they drive the kind of impact a CFO can understand, like Product & Reputation do.



Sources: Ehrenberg-Bass Institute for Marketing Science; Distinctive Brand Assets, Jenni Romaniuk; HBG Byron Sharp; Professor Jon Dawes; Long & The Short of It, Binet & Field; The Wrong & the Short of it, Roach & Dr Kite; OMD Metrics, PIMS and Pravda; Building Bridges with Finance, Cassidy

WHAT: A UNIFYING WAY FORWARD

# Product & Reputation looking for SAFe spaces as software eats the world

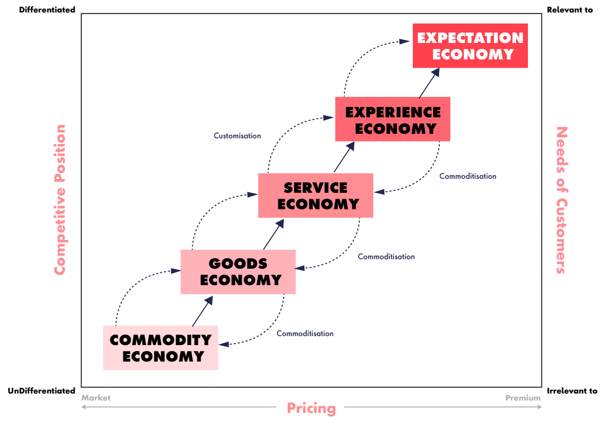


## OMNI-CHANNEL SYSTEMS OF SYSTEMS

Sales channels used to be siloed – distribution, retail, key accounts – now there is expectations among customers and stakeholders to be fast & omni-channel.

The evolution of products into intelligent, connected devices—**increasingly embedded in broader systems**—is radically reshaping companies with **18bn** IoT devices connected already.

**72%** of **customers expect** immediate service & 48% expect specialized treatment as “good customers”.



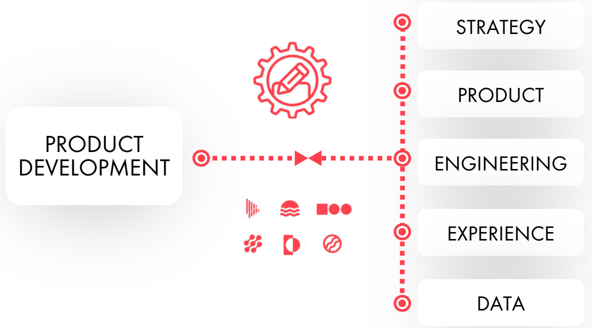

## COMPUTATIONAL DESIGN FOR CUSTOMERS

The use of algorithms, AI, automation, simulations, and data analysis to drive behaviour which drives attitudes.

**2010** was dubbed the beginning of the "Age of the Customer”, the 2020s are the “age of the ~~metaverse~~ AI”.

Product Management’s customer focus seeks to **deliver value frequently**, measuring how customers are effected and tying it to **business impact** and customer satisfaction.

**~40%** Faster product development lifecycle using automation & AI but avoid ‘blurry jpeg’ blandness

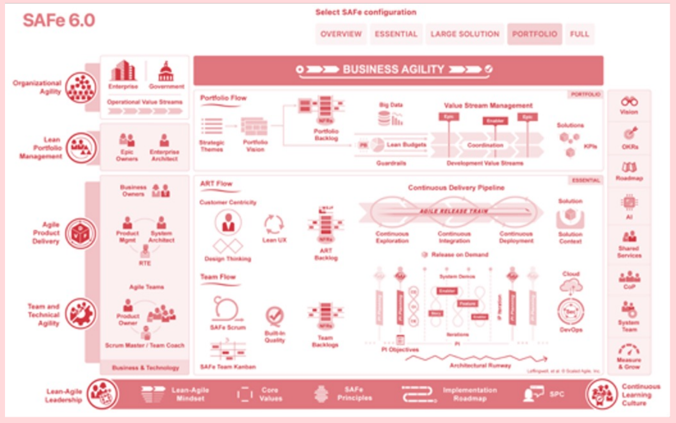



## CHALLENGES & CAVEATS

In a world where ‘engagement’ is something very different — **active customers, average selling price, average basket size, average basket value, order frequency** — if it can’t be measured it doesn’t get done, even if it should.

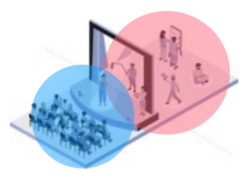
**+9000** platforms are listed in the latest martech lumascape, ‘**vendor agenda omnichannel**’ sells platforms but real sales may cannibalise themselves.

To accommodate the new world, companies have layered in **more roles and processes** to serve as connective tissue. The product ends up looking like the org or – worse – a SAFe map.




Sources: Dubberly Design; John Maeda; Pine & Gilmore; Scaled Agile Framework (SAFe); Forrester; John Cain and Zach Pino; Michael Porter in HBR; ZenDesk; Scott Belsky; Average 100 end to end experiments with PSChat, PSBodhi, Internal GenAI Tools using internal organizational data sets

WHAT: A UNIFYING WAY FORWARD



# Distinctive Experience (Dx)

dis-
*apart, away*

*distinct-
*To try, risk*

distinctivus
*experienced, tested*

distinctif
*Old french*

distinguere
*to separate between, keep separate, mark off*

Distinct
*Separate, or clearly different from another thing*

**Distinctive**
*A prominent identifying feature; marking distinction, difference, or peculiarity; a brand looking like itself*

Distinguish

ex-
*out of*

*per-
*To try, risk*

pertus
*experienced, tested*

experiri
*To try, test*

experientia
*A trial, proof, experiment; Knowledge gained by repeated trials*

expertus
*tried*

periculum
*danger*

**Experience**
*An event or occurrence which leaves an impression on someone; Observation as the source of knowledge*

Expert

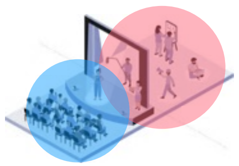
Peril

**Distinctive Experience** is the use of SPEED* to deliver Relevant Fame through a Convenient, Available front and backstage interaction, that grows and supports the right volume of customers willing to pay for a good or service in a way that will ensure the long-term profitability of the business.

*Strategy, product, engineering, experience and data

Source: @onlineetymology @google @johnmaeda

# Distinctive Experience can drive key outcomes for profitable brand growth



## PENETRATION

Market Share is the key driver of profitability.

The primary driver of market share is Penetration.

Penetration is the number of people who buy, at least once a year, divided by the size of the relevant market population. Penetration is a measure of brand or category popularity.

Dx contributes to:

- Mental, Physical and Digital Availability
- Marketing impact (Brand Awareness, Research Online Purchase Offline, Customer Service etc.)
- Direct and in-direct sales

...which drive **Penetration**.

## PREFERENCE

Preference is a consumers' predisposition to choose the brand most often.

It can be defined as the subjective, conscious and behavioral tendencies which influence a consumer's predisposition toward a brand.

Preference is driven by consumption experience, consideration and brand equity. It influences the probability that a buyer will notice, recognise and/or think of a brand in buying situations and supports price elasticity[1].

Dx contributes to:

- Consideration
- Consumption Experience
- Relevant Differentiation
- Value Perceptions
- Emotional Connection

...which drive **Preference**.

## RETENTION

Retention is sticking with a brand at purchase or purchasing it more often than competitors, typically measured as percentage of consumers repeat purchasing.

Consumers have repertoires of brands they choose between, rather than true loyalty, so Retention is about nudging consumers to repeat buy and remember the brand.

Retention drives customer lifetime value which helps to focus marketing, churn reduction, product development and future consumer acquisition.

Dx contributes to:

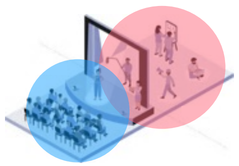
- Repeat purchases via direct & in-direct sales, subscription and eCRM
- Re-engaging existing customers via loyalty, customer service and activations
- Capturing 1st party data for insight & pricing

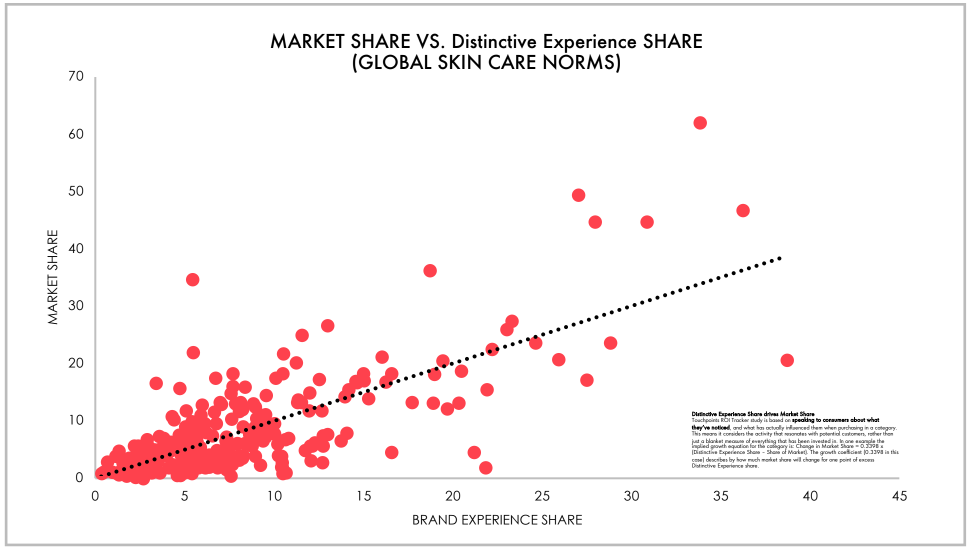
...which drive **Retention**.

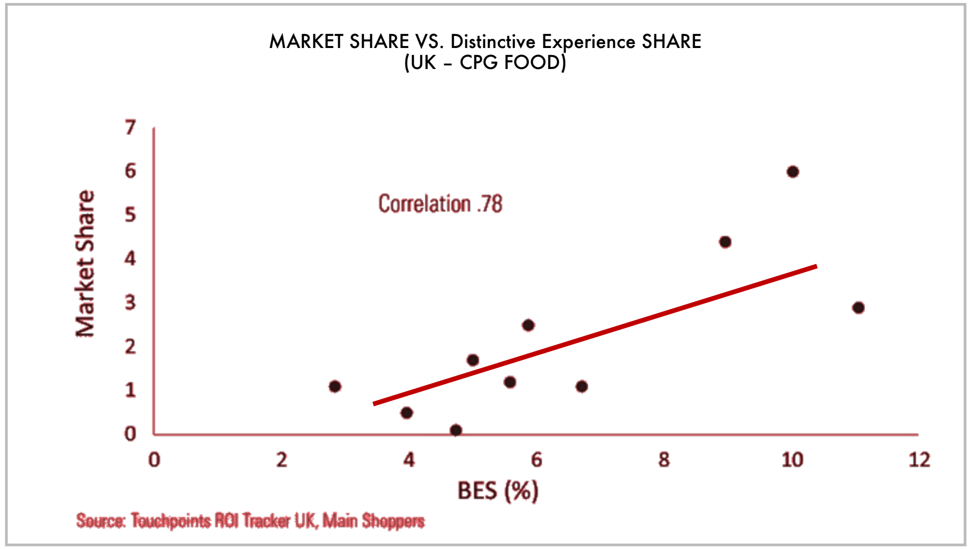


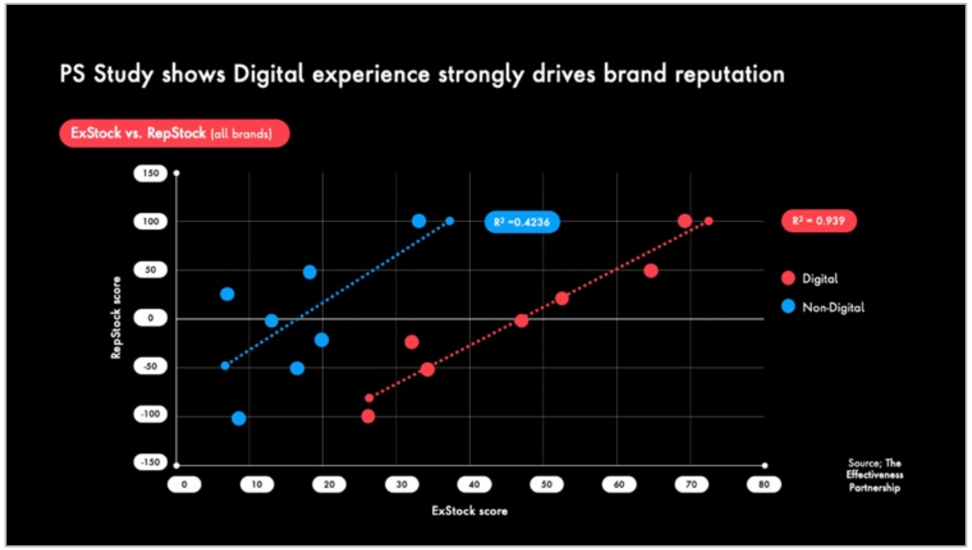
Source : 1. Berk Ataman, Koen Pauwels, Shuba Srinvasan, Marc Vanhule, 'Rasing Prices? How advertising strengthens your brand's pricing power' 2022

# There’s evidence that this approach drives reputation and market share…

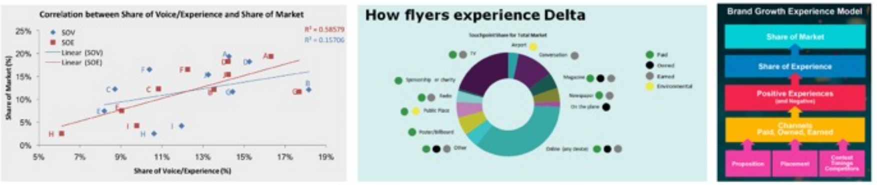




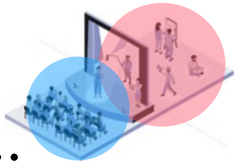




And research organisations like MESH have also run longitudinal evidence-based studies that reveal the power of Brand and Experience



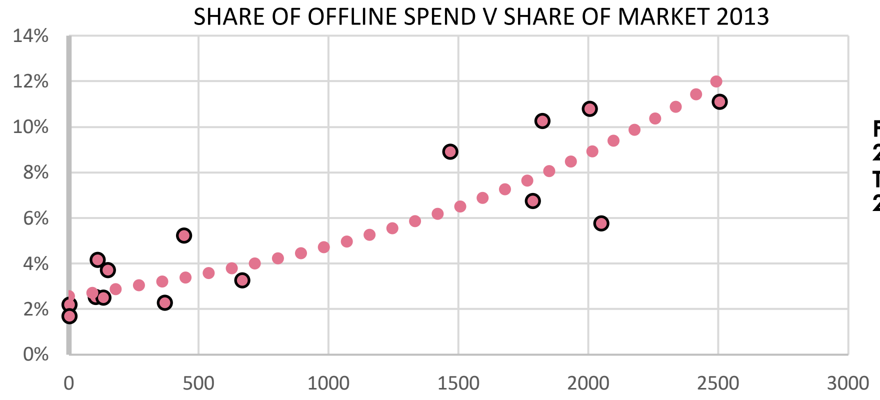
WHAT: A UNIFYING WAY FORWARD

# ...that Brand Experience is increasingly a better indicator of success than SOV & spend...



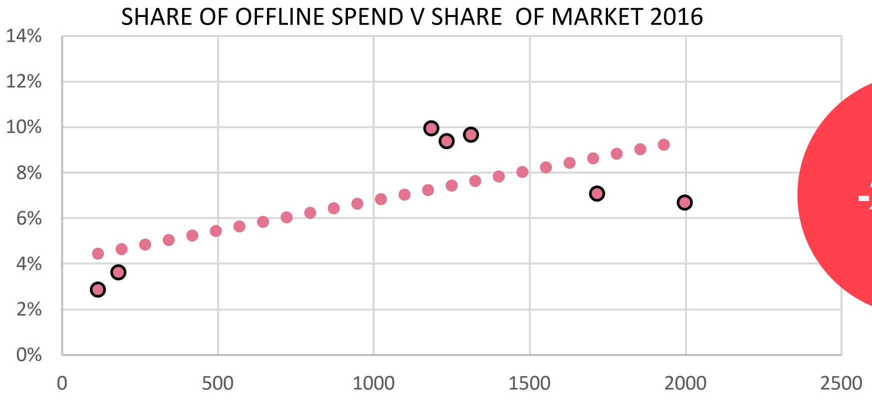
**SOM**

**SOV**




**CORRELATION RATE: 89%**

**FROM 2013 TO 2016**

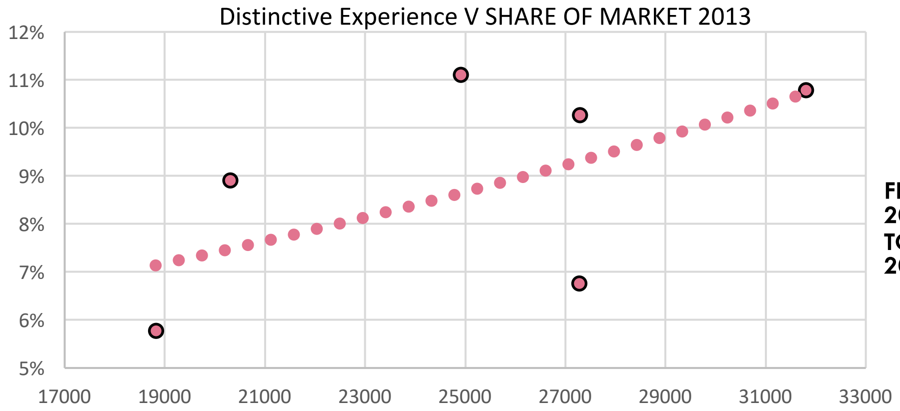



**CORRELATION RATE: 64%**

**-25pts**

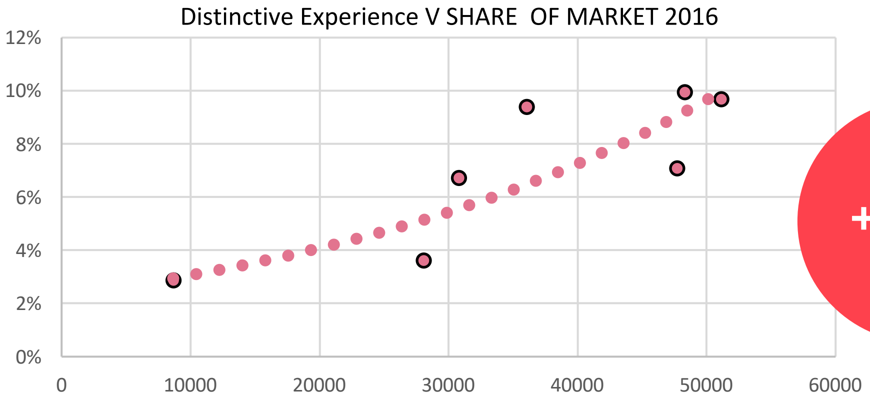
**SOM**

**BXPs**




**CORRELATION RATE: 63%**

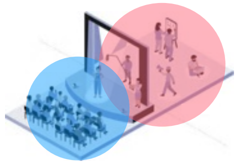
**FROM 2013 TO 2016**




**CORRELATION RATE: 84%**

**+21pts**

Source : Touchpoints ROI Tracker (2013 – 2016 Trended)

# …but it is in the small print.

**Brand Experience Share drives Market Share**

Touchpoints ROI Tracker study is based on speaking to consumers about what they've noticed, and what has actually influenced them when purchasing in a category. This means it considers the activity that resonates with potential customers, rather than just a blanket measure of everything that has been invested in.

In one example the implied growth equation for the category is: Change in Market Share = 0.3398 x (Brand Experience Share – Share of Market). The growth coefficient (0.3398 in this case) describes by how much market share will change for one point of excess Brand Experience share.

"Noticed". Not differentiated, not engaged with the brand purpose, proposition, positioning or promise.

> *"Rather than striving for meaningful, perceived differentiation, marketers should seek meaningless distinctiveness. Branding lasts, differentiation doesn't."*

It's more about salience than it is about image. Bringing the brand to mind and hand – among as many people, and as often, and as positively as possible – to win growth. It's **Distinctive Experience**.



Source: Chapter 8 of How Brand's Grow (Byron Sharp & Jenny Romaniuk) begins with these ringing sentences

## HOW: BRIDGING THE TWO STAGES

# "Models are our voodoo dolls. We do most of our thinking in models."

Alan Kay

HOW: BRIDGING THE TWO STAGES

# Brand is a central organizing principle

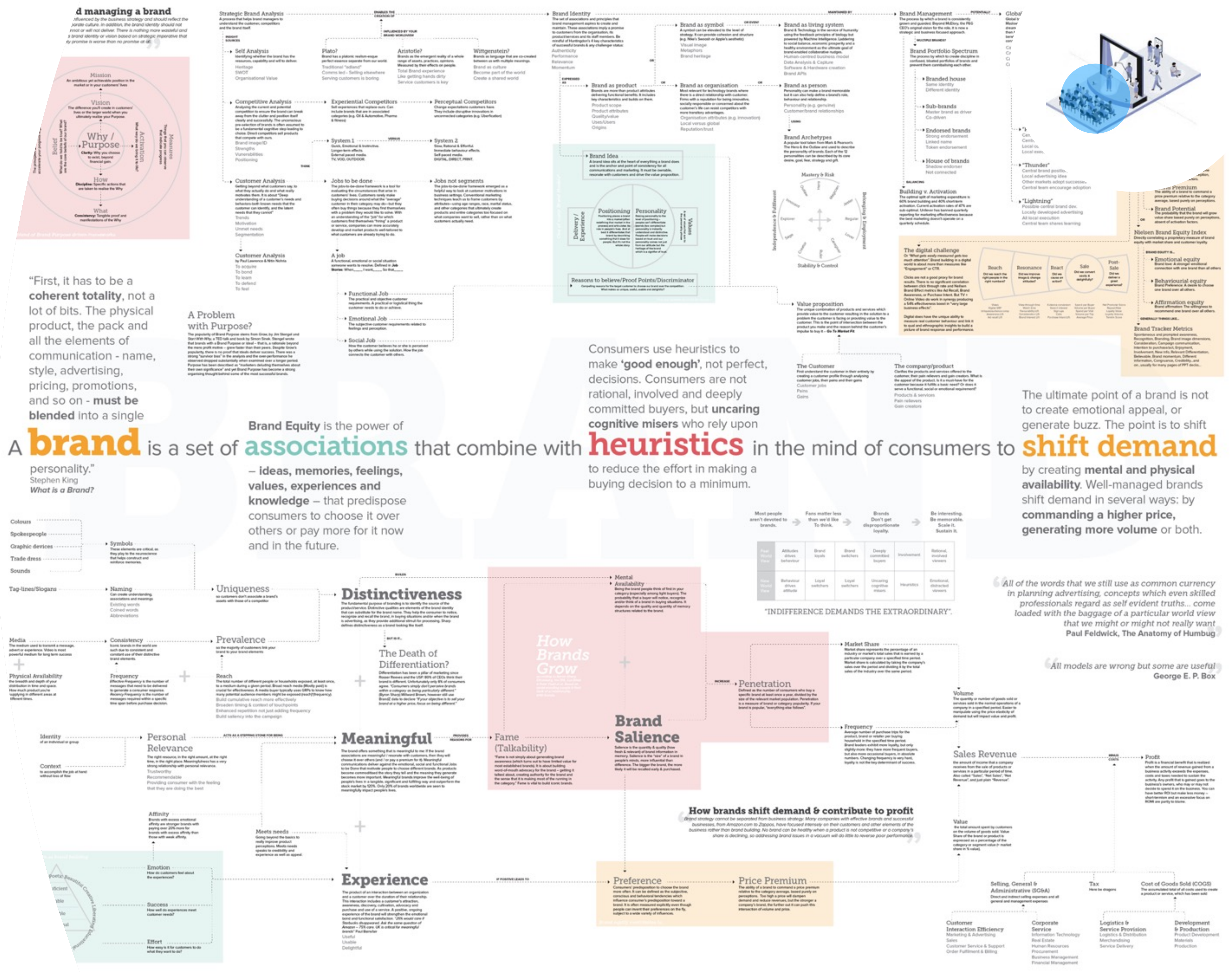
Brand Strategy and Brand Ideas can be as simple or as complex as you make it, from Diagnosis to Positioning, Portfolio & Architecture, and then Execution.

For a **Distinctive Experience** brand poses challenges like:

What makes the experience both Emotional and Useful?

How do we use touchpoints to build Fame and Personality?

How do we develop Design Systems and Signature Moments that elevate to Distinctive Assets?



HOW: BRIDGING THE TWO STAGES

# Systems are more than the sum of their parts

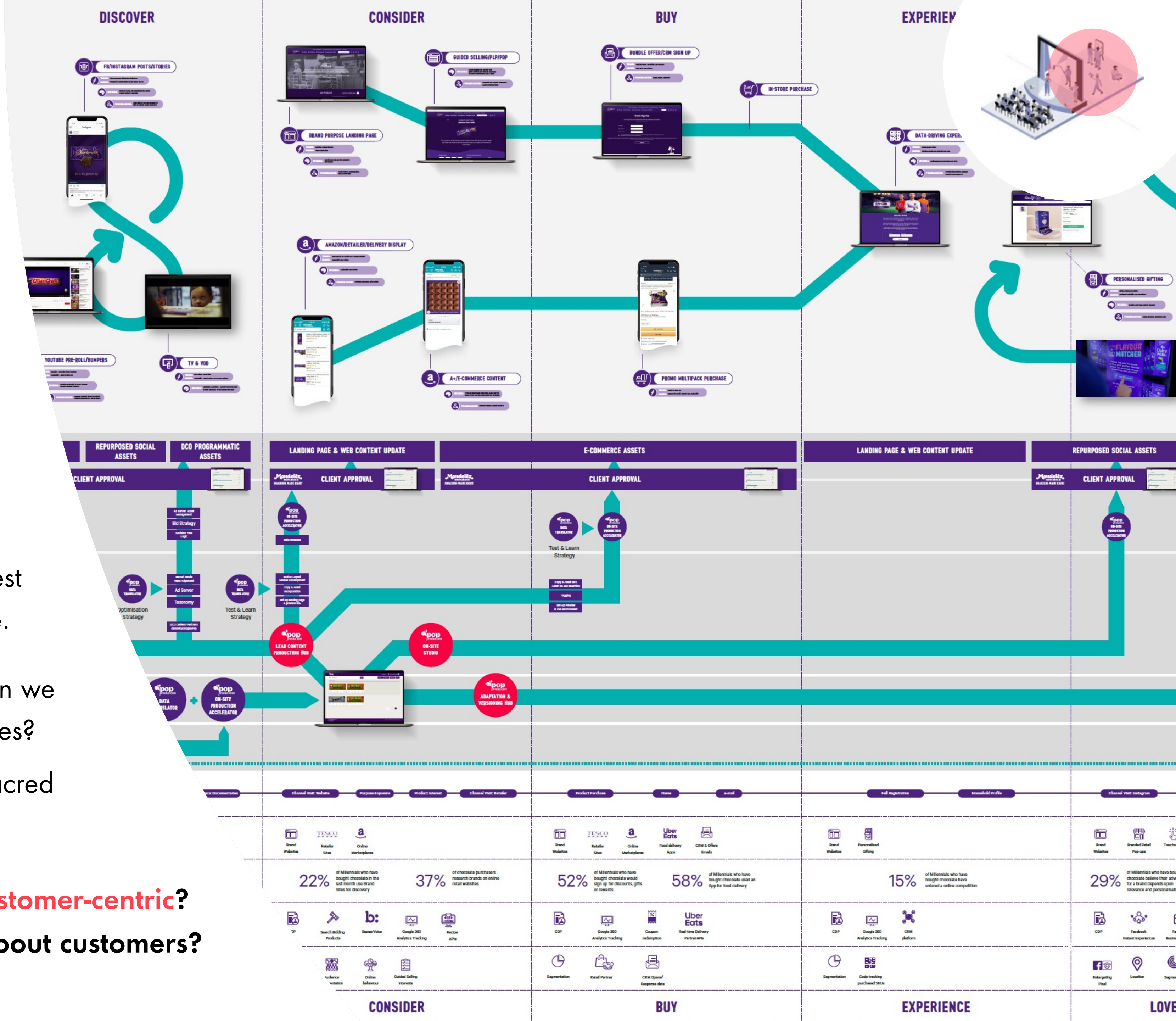
Product & Reputation is under pressure to show up consistently in more touchpoints, more channels and more technologies.

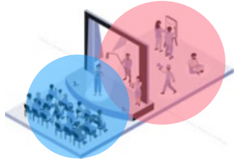
In the face of complexity businesses are looking to AI & Automation but while these tools can accelerate efficiency they are also "mean-seeking" devices that copy generic "best practice" and what has been designed before.

But is the manual approach any different? Can we take a fresh look at how we design experiences?

Distinctive Experience reframes one of CX's sacred cows...customer journey mapping.

**Is customer journey mapping actually customer-centric?**
**Or is it based on how businesses think about customers?**





"Every quantum transition taking place on every star, in every galaxy, in every remote corner of the Universe is splitting our local world on earth into myriads of copies."

Physicist Bryce DeWitt on the Many Worlds Hypothesis, 1970

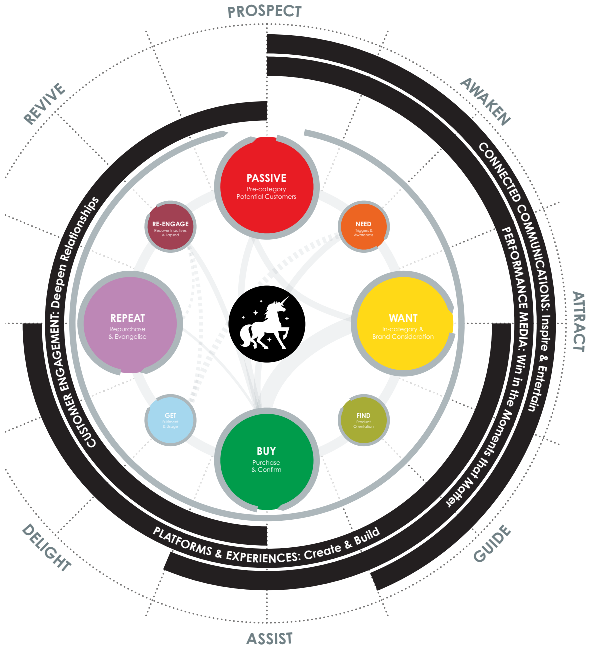
In not one of these copies has a fully designed customer journey ever actually happened in real life...

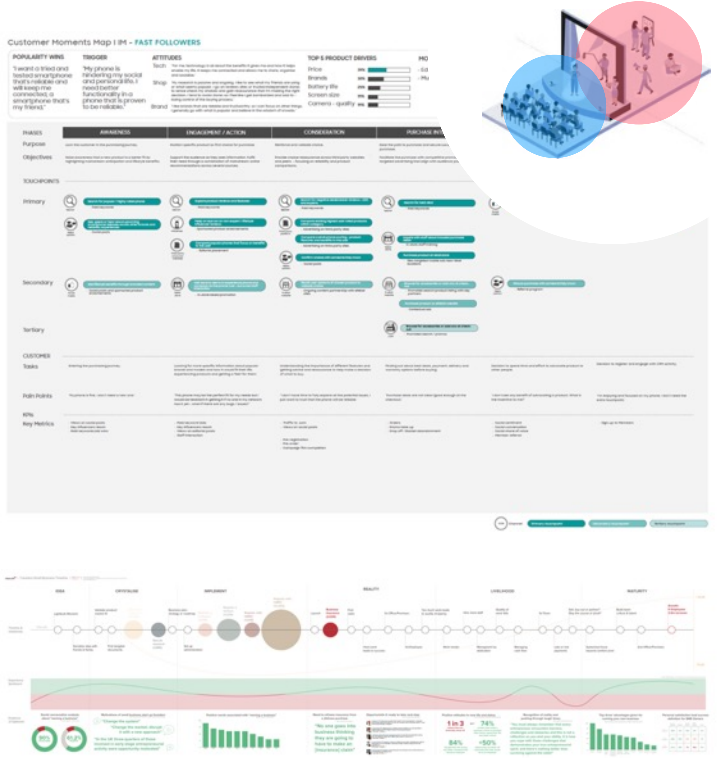
## HOW: BRIDGING THE TWO STAGES

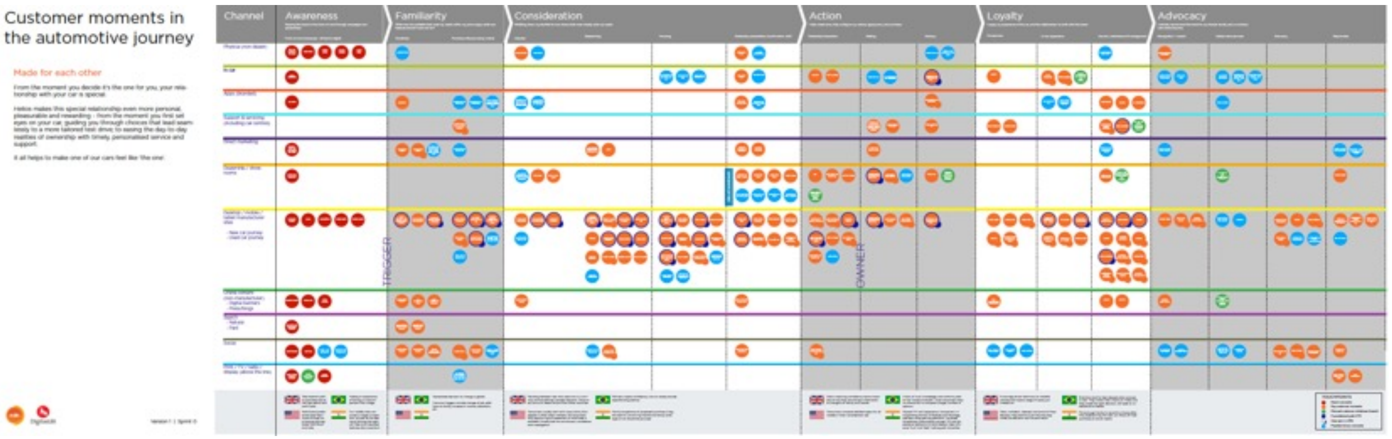
### Funnels, networks, hexagons, steps...

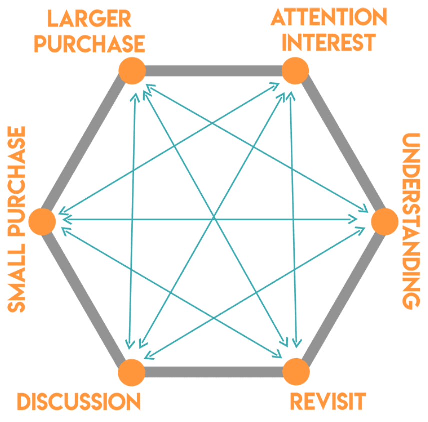
"As ever, self-appointed experts have many more complex models. But more layers of complexity doesn't make it more accurate – they just make it unusable. Consumers increasingly do not behave in this linear sort of way – and Consumer Digital Journeys don't look very much like this...They can join the funnel at any stage, and leave it at any stage. They can move upwards in the funnel if they discover something which leads them to refine or alter their mission. The funnel presupposes that the only valid end destination/goal is a sale, this is because the original funnel was indeed a sales funnel. Indeed many "experts" will be scornful of funnels altogether and insist that their, incomprehensibly complex, jargon-ridden framework is much better."

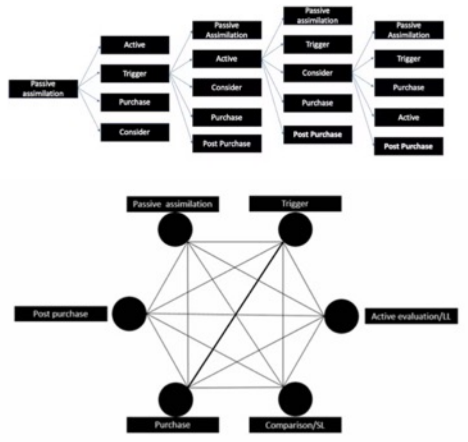
Senior [client] Digital Transformation Lead



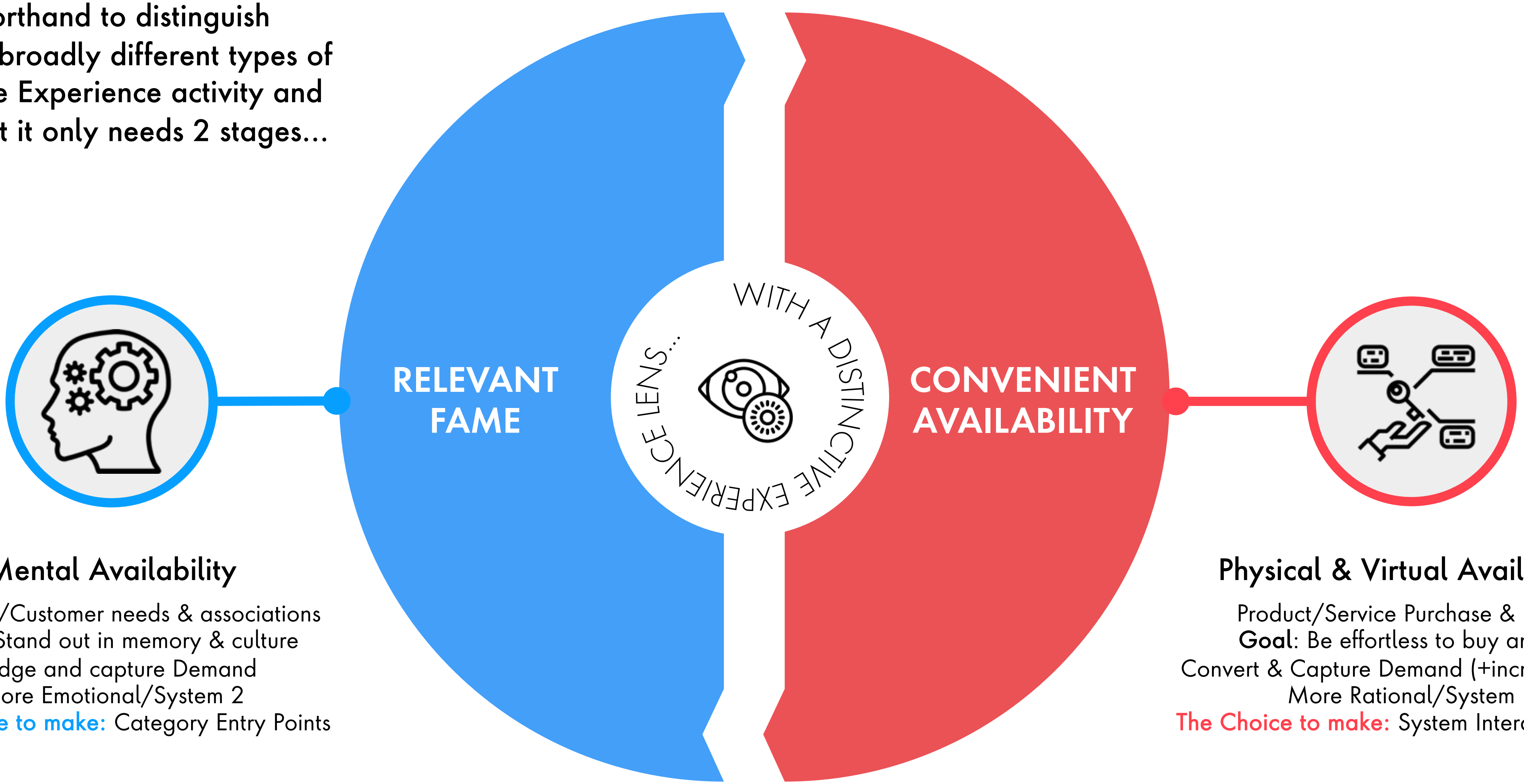



And yes, I am about to suggest that my "incomprehensibly complex, jargon-ridden framework is much better" Or at least simpler. Or at least involves fewer stages. **Just two**.

The concept of a funnel CAN be a useful shorthand to distinguish between broadly different types of Distinctive Experience activity and goals. But it only needs 2 stages...




### Mental Availability

Category/Customer needs & associations
**Goal:** Stand out in memory & culture
Nudge and capture Demand
More Emotional/System 2
The Choice to make: Category Entry Points

### Physical & Virtual Availability

Product/Service Purchase & Usage
**Goal**: Be effortless to buy and use
Convert & Capture Demand (+increase value)
More Rational/System 1
The Choice to make: System Interaction Points



# RELEVANT FAME:
# The choices to make when designing a Distinctive Experience (Dx)

## For which "Category Entry Points" (CEPs) should we build Mental Availability?

CEPs are the thoughts people have as they enter the category which a brand needs to attach to in order to be mentally available. There are 5 types:

- Why are you buying a product ("I want a refreshing drink")
- When are you buying the product ("I need a morning beverage")
- Where are you buying the product ("I need a drink when I am on the beach")
- With whom are you with when buying the product ("I'm hanging out with my kids")
- With what are you buying the product with ("I need a drink that goes with French fries")

The direction matters: CEP to Brand, not Brand to CEP.

The RELEVANT FAME stage of a Distinctive Experience should reach as many people as possible by owning CEPs. How many CEPs should your brand attempt to dominate? Big brands with high market share link to more CEPs than smaller brands. There is no such thing as a large brand that has niche CEP penetration. But resources & budget will be the determining factor: not spreading too thin.

### Use data to drive CEP decisions based on:

**Mental Market Share:** The % of CEP associations your brand has as a share of the total CEPS for the category
**Mental penetration:** % of category buyers that link your brand to at least one CEP
**Network size:** Average number of CEPs tied to your brand for customers who are aware of your brand



Source: Ehrenberg-Bass Institute, How Brands Grow 2

HOW: BRIDGING THE TWO STAGES

# RELEVANT FAME:
## Example Category Entry Points and drivers for analysis

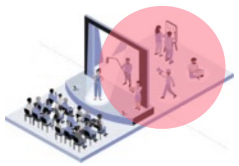
**CEPs are associations linked to a specific moment or situation. The more your brand relates to entry points and is actively present in consumers' minds, the bigger your mental share and products/services purchased or used**

| e.g. | WHY | WHEN | WHERE | WITH WHOM | WITH WHAT |
|---|---|---|---|---|---|
| [Client] CPG NPD launch 2020 | "Cooking is a shared escape during lockdown, we need a fun meal I can put together quickly" | "I'm bored adding the same things to my weekly shopping list on Tesco" | "I need an ingredient bundle to add to basket so I don't have to click around anymore" | "I'm escaping screens with my kids at tea time after zoom schooling" | "I want to use up all the stockpiled tinned veg I have left over" |
| Drivers to explore | *Jobs to be Done*<br>• Functional<br>• Emotional<br>• Social | *Moments that matter*<br>• Specific<br>• Continuous<br>• Invented | *Spatial Context*<br>• Physical/virtual<br>• Using/Buying<br>• Near/Far | *Social Context*<br>• In lieu<br>• Together<br>• Gift | *Combine to enhance*<br>• Complementary<br>• System<br>• Collection |

On what occasions in peoples' lives do we want our Distinctive Experience to come to mind? What chances are we currently missing? Where are our competitors beating us in the battle for mental availability? Do we have competitors in those moments from products/services in other market categories that we hadn't realised we were in direct competition with?



Source: Ehrenberg-Bass Institute, How Brands Grow 2



HOW: BRIDGING THE TWO STAGES

# CONVENIENT AVAILABILITY:
# The choices to make when designing a Distinctive Experience (Dx)

## For which "System Interaction Points" must we build Physical and Virtual Availability?

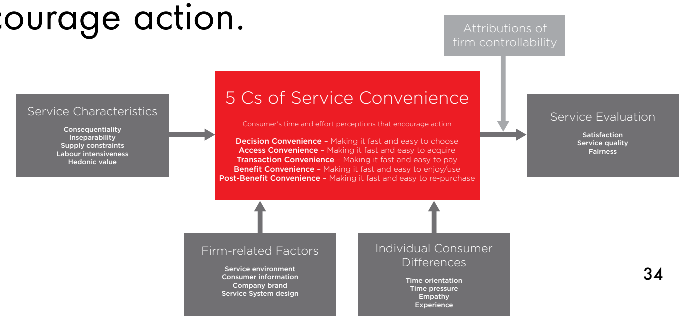
System Interaction Points are the traditional "mid/lower funnel" phases of Customer Journey. The goal is to make the experience with a product or service effortless: easy to access, buy, convert or use. There are 5 types:

- **Orientate** – how someone discovers a product or service for their CEP, finding in-store or on-line, evaluating or configuring
- **Purchase** – the transaction moment of truth with associated payment, billing, confirmation user flows
- **Acquire** – product delivery, service contact, unboxing, onboarding or even returning goods
- **Use** – helping people to get the most out of a product or service, exploring, troubleshooting or/sharing the results
- **Repeat** – longer-term value subscription/loyalty or additional purchases

System Interaction Points in a Distinctive Experience ensure all contacts between a customer and organisation are distinctive and lead to the best mutual outcome.

System Interaction Points are where mapping UX or Process Flows through retail, platforms, websites, apps, or loyalty programmes comes into its own.

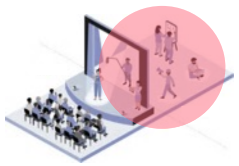
Ultimately CONVENIENT AVAILABILITY is driven by the research into the notion of Service Convenience – Customers' time and effort perceptions that encourage action.




Source: Understanding Service Convenience, Leonard L. Berry, Kathleen Seiders, & Dhruv Grewal



Source: Understanding Service Convenience, Leonard L. Berry, Kathleen Seiders, & Dhruv Grewal





# CONVENIENT AVAILABILITY:

## Example System Interaction Points and drivers for analysis

**SIPs are intrinsic to peoples' perceptions of the time and effort required to acquire, buy or use. Time and effort are non-monetary costs consumers must bear to receive the product or service and are linked to convenience.**

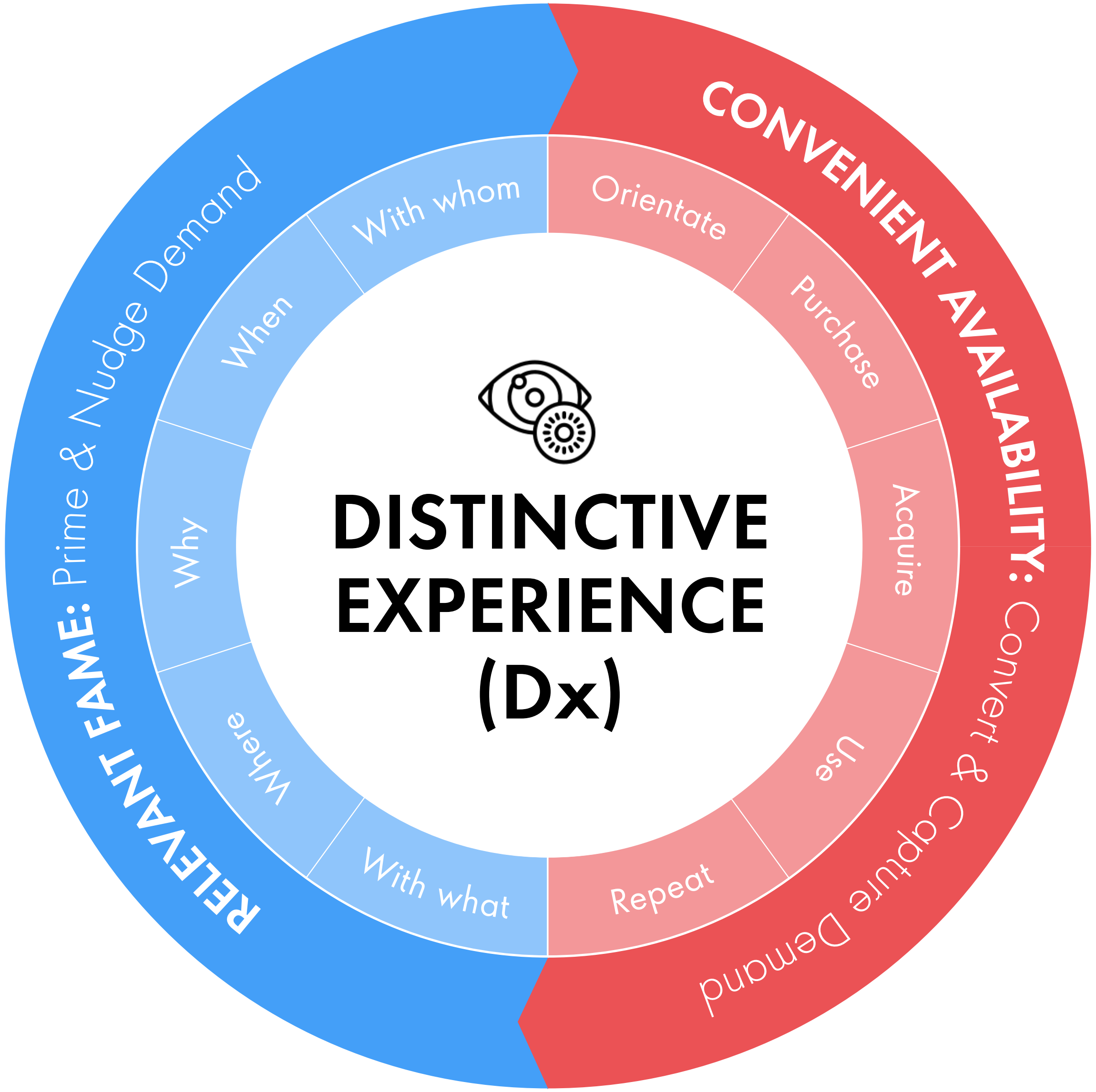
| e.g. | ORIENTATE | PURCHASE | ACQUIRE | USE | REPEAT |
|---|---|---|---|---|---|
| [Client] Retail & DTC Transformation | Decision Convenience: Making it fast and easy to choose | Transaction Convenience: Making it fast and easy to pay | Access Convenience: Making it fast and easy to acquire | Benefit Convenience: Making it fast and easy to enjoy/use | Post-Benefit Convenience: Making it fast and easy to re-purchase |
| Interactions to explore | *Familiarisation*<br>• Discover<br>• Find<br>• Evaluate | *Value exchange*<br>• Payment<br>• Billing<br>• Confirmation | *Logistics*<br>• Fulfil<br>• Onboard/unbox<br>• Return | *Operation*<br>• Trial<br>• Troubleshoot<br>• Mastery | *Relationship building*<br>• Subscribe<br>• Loyalty<br>• Reorder |

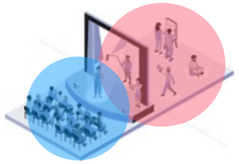
Service convenience can be thought of as a means of adding value to consumers by decreasing the amount of time and effort a consumer must expend. It drives satisfaction and so can be linked to NPS/CSAT and other benchmarks but is also linked to the likelihood for someone to re-purchase or re-use a product or service.

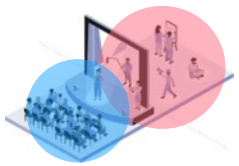


Source: Understanding Service Convenience, Leonard L. Berry, Kathleen Seiders, & Dhruv Grewal

HOW: BRIDGING THE TWO STAGES



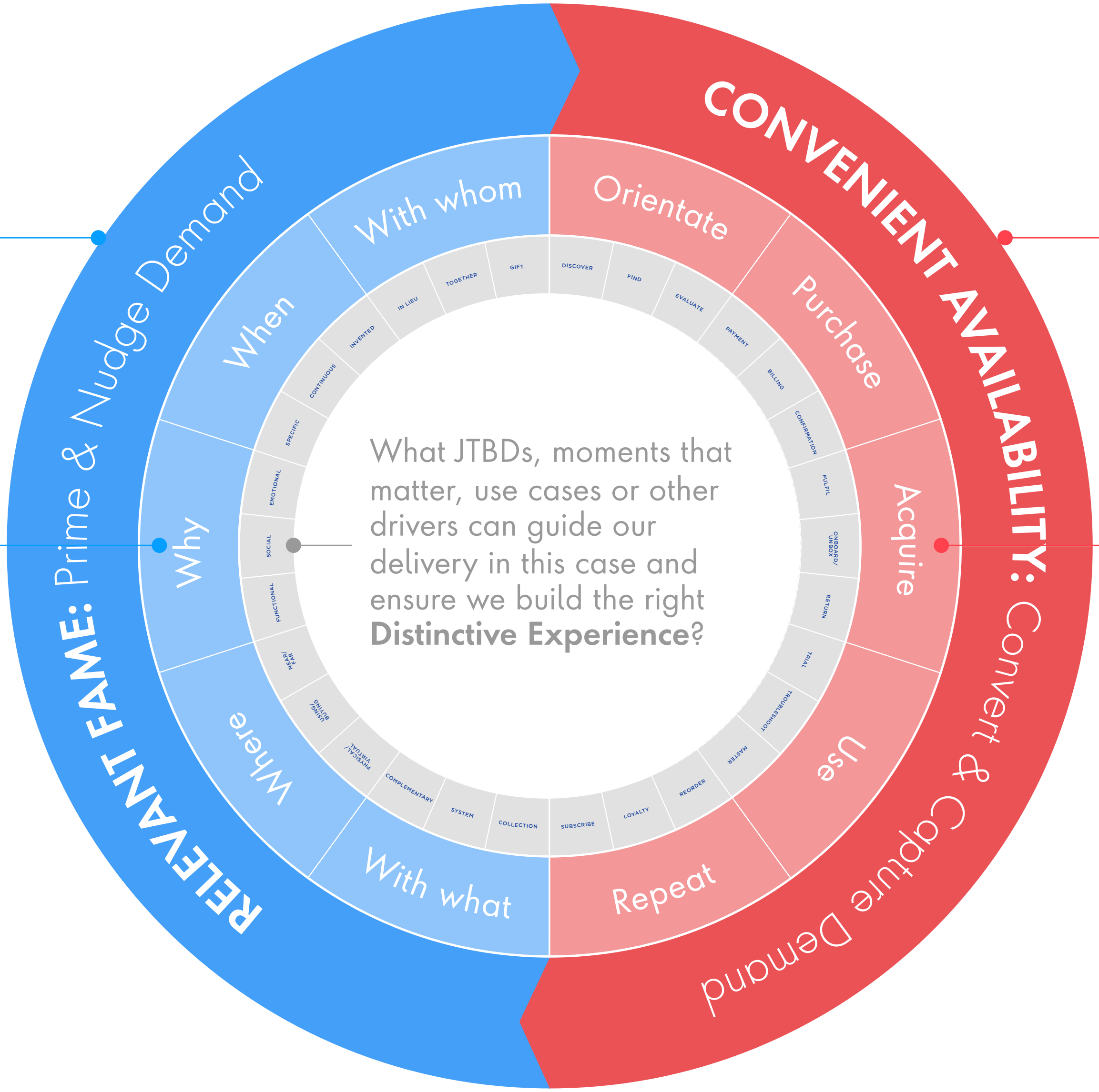


## HOW: BRIDGING THE TWO STAGES

What fame and salience are we creating?

Are we increasing penetration & recruiting light buyers?

For which "Category Entry Points"(CEPs) should we build Mental Availability*?




How we reducing effort, making customers successful and increasing positive emotion?

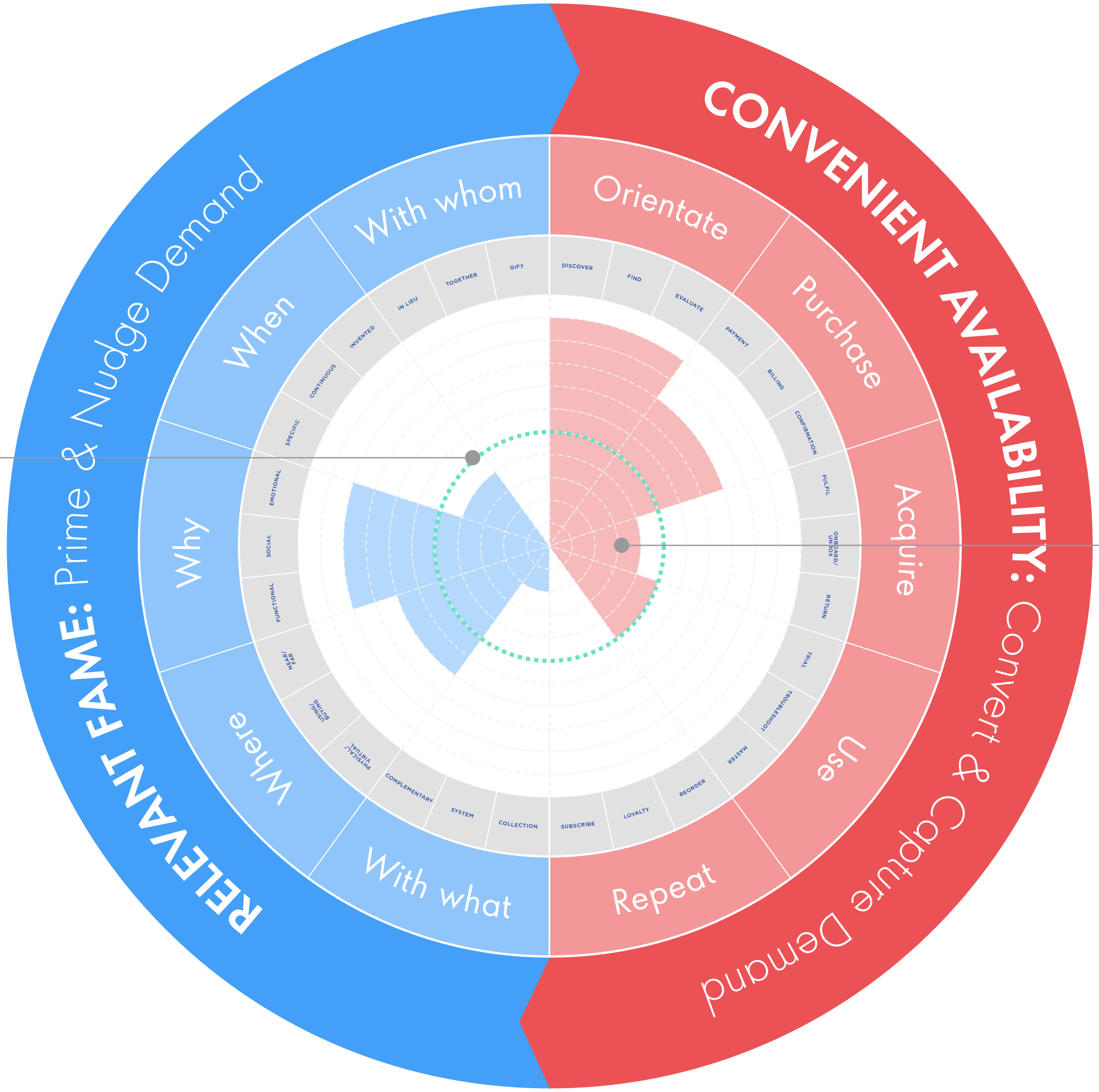
For which "System Interaction Points" (SIPs) must we build Physical and Virtual Availability?

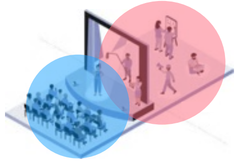
*If your client or org uses **Demand Spaces** then use them - it'll be quicker than selling in CEPs and honestly our industry has too many navel gazing bald men fighting over a comb in a bag of mixed metaphor frameworks

## HOW: BRIDGING THE TWO STAGES

Use research and data to decide '**Where to Play**' before we start designing '**How to Win**'

Build an over/under index relative to category and competition to focus activity on the most important Category Entry Points or System Interaction Points



***"...whenever you see a successful business, someone once made a courageous decision..."***
Peter Drucker*

If the evidence gathered scores a CEP/SIP over index then we should consider addressing it with a winning **Distinctive Experience**

BUT it's the points we delete that are more important than the ones we fill in: **the choice to simplify and focus, to do less**, not just to fill in stages for the sake of completing the framework.

*Thank you to Dani Montano who directed me to this quote and thus stopped me beginning presentations with "strategy means sacrifice so let's kill some babies"

HOW: BRIDGING THE TWO STAGES

# RELEVANT FAME:

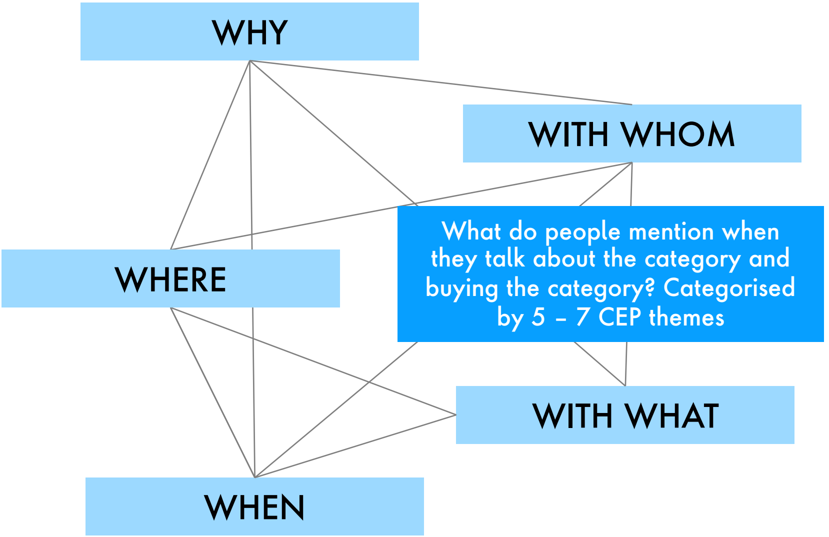
## Deciding where to play (and how to do fewer things)

### A focus on driving mental availability in the most important situations with Category Entry Points

Identify 〉 Develop 〉 Prioritise 〉 Execute 〉

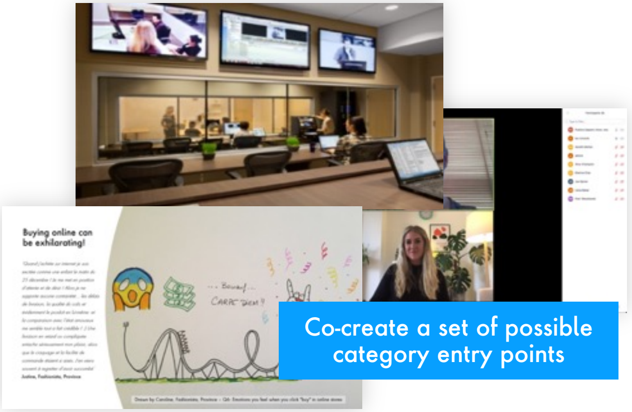
CEPs are contextually dependent so to identify them we use research to establish a long list the category associations

### Desk Research



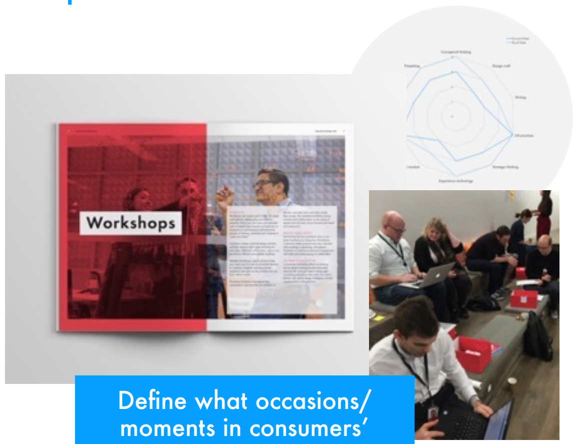

What do people mention when they talk about the category and buying the category? Categorised by 5 – 7 CEP themes

### Qualitative Research




Co-create a set of possible category entry points

### Workshop




Define what occasions/ moments in consumers' lives could the category be thought of / be relevant?

People who can help with this process (apart from us): REDC SmilingCFO

Sources: Ehrenberg-Bass Institute; The Commercial Works, Wiemer Snijders; Red C



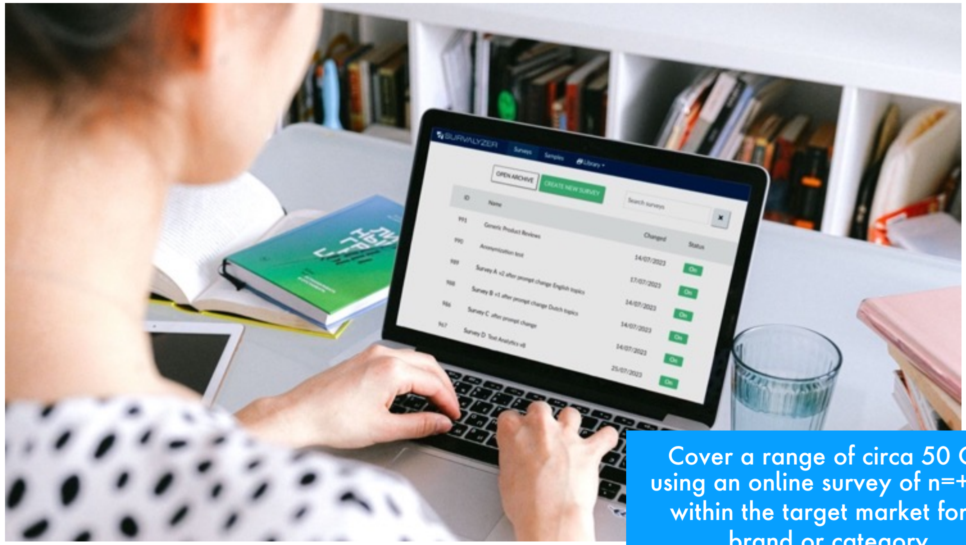
# RELEVANT FAME:
# Deciding where to play (and how to do fewer things)

## A focus on driving mental availability in the most important situations with Category Entry Points

Identify 〉 **Develop 〉** Prioritise 〉 Execute 〉

Develop the core list of CEPs that should be considered as key targets to maintain and grow the brand

### Online survey



Cover a range of circa 50 CEPs using an online survey of n=+1000 within the target market for the brand or category.

### Analysis

Measure for the number and depth of associations the brand has with each CEP.

Assess the brand & competitors' relative performance with 3 key measures: **Mental Penetration, Mental Market Share,** and **Network size.**

Identify any additional Category Entry Points – the retrieval cues or mental pathways the memory uses to link brands to buying situations.



Sources: Ehrenberg-Bass Institute; The Commercial Works, Wiemer Snijders; Red C

HOW: BRIDGING THE TWO STAGES

# RELEVANT FAME:

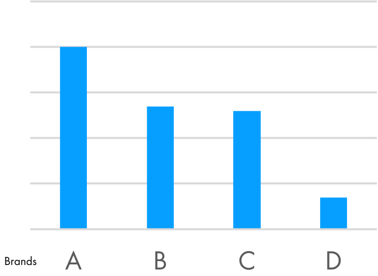
# Deciding where to play (and how to do fewer things)

## A focus on driving mental availability in the most important situations with Category Entry Points

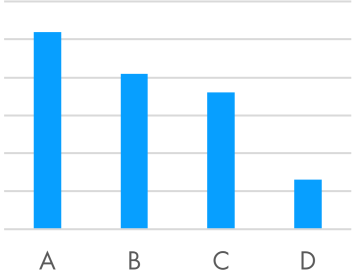
Identify 〉 Develop 〉 **Prioritise 〉** Execute 〉

### Prioritise a target list of ~20 Category Entry Points to understand and use in the Distinctive Experience

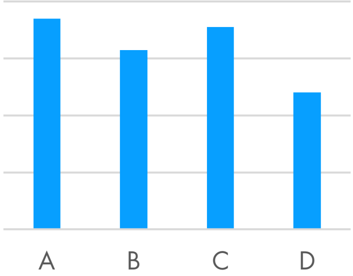
**Mental Penetration**
% category buyers linking the brand to at least 1 CEP



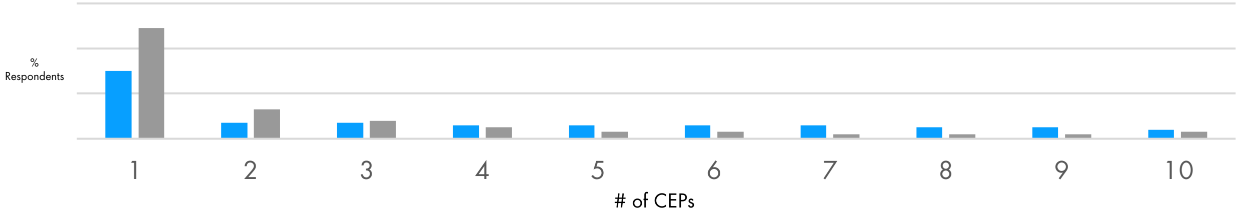

**Mental Market Share**
% CEP associations for the brand as a share of all associations for all brands




**Mental Market Share**
Average CEP associations among those with 1 or more association

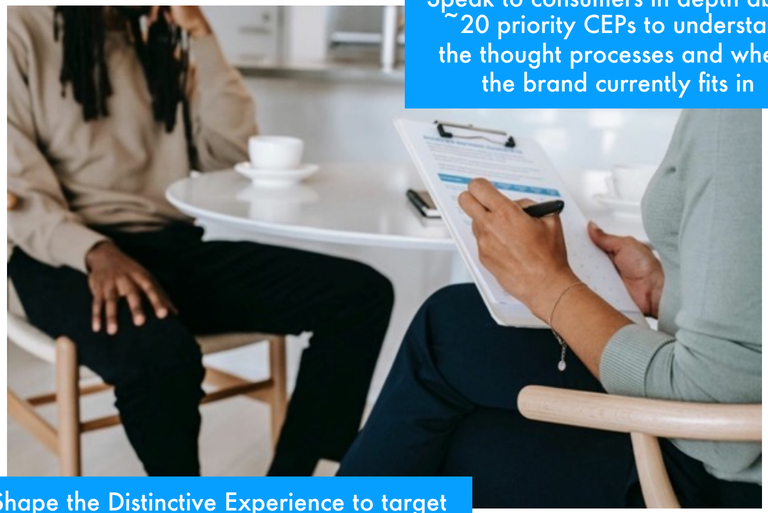



**Competition on CEPs**
Do more more people link more CEPs to it thus increasing its chances of coming to mind in a buying situation?




**Depth Interviews**

Speak to consumers in depth about ~20 priority CEPs to understand the thought processes and where the brand currently fits in



Shape the Distinctive Experience to target to drive saliency at moments that matter.



Sources: Ehrenberg-Bass Institute; The Commercial Works, Wiemer Snijders; Red C

HOW: BRIDGING THE TWO STAGES

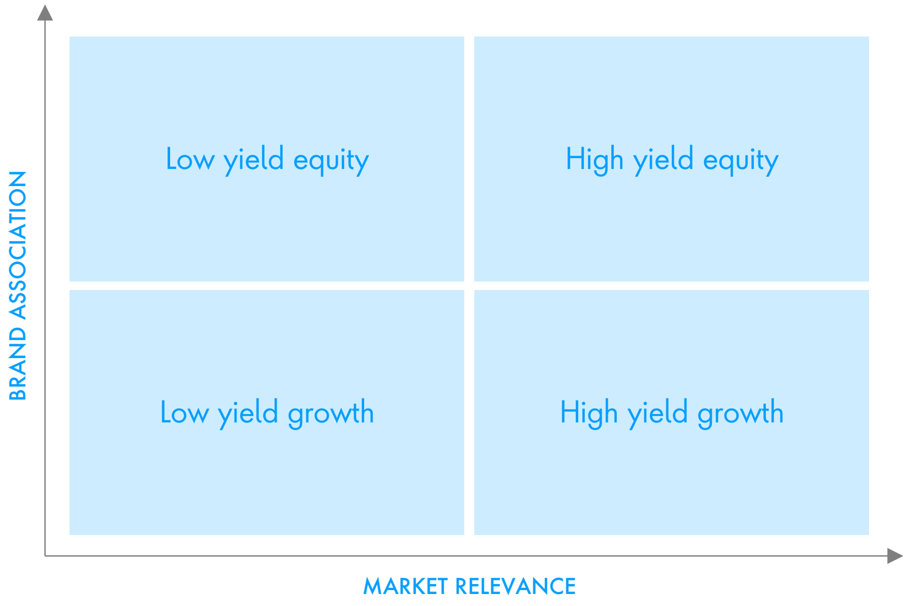
# RELEVANT FAME:

## Deciding where to play (and how to do fewer things)

### A focus on driving mental availability in the most important situations with Category Entry Points

Identify 〉 Develop 〉 Prioritise 〉 **Execute 〉**

Create the Distinctive Experience that serves the CEPs that are most relevant to the category and available for you to own




| Diagnosis | Strategy | Execution |
|---|---|---|
| Mental Advantage | **Get & Grow**<br>Increase number of buyers able to link 1 CEP to the brand | **Build Distinctive Experience Share** |
| | **Keep & Maintain**<br>Protect areas of advantage, most likely where the brand gets its mental availability | **Refresh CEPs and Distinctive Experience** |
| White Spaces | **Create & Grow**<br>Target new CEPs to widen network share | **New Distinctive Experience Opportunities** |



Sources: Ehrenberg-Bass Institute; The Commercial Works, Wiemer Snijders; Red C, Smiling CFO

HOW: BRIDGING THE TWO STAGES

# CONVENIENT AVAILABILITY:

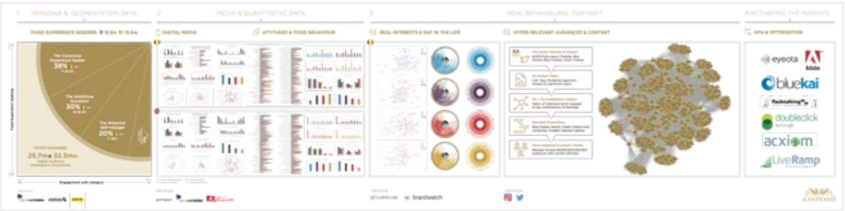
## Deciding where to play (and how to do fewer things)

A focus on value creation to prioritise System Interaction Points and keep the customer moving forward

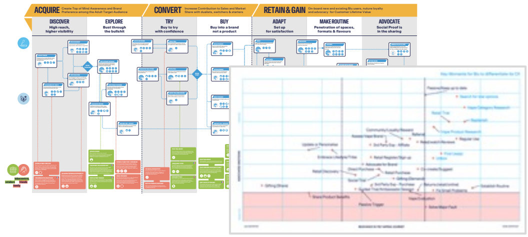
Identify 〉 Develop 〉 Prioritise 〉 Execute 〉

Identifying unmet needs & potential System Interaction Points using primary and secondary insights

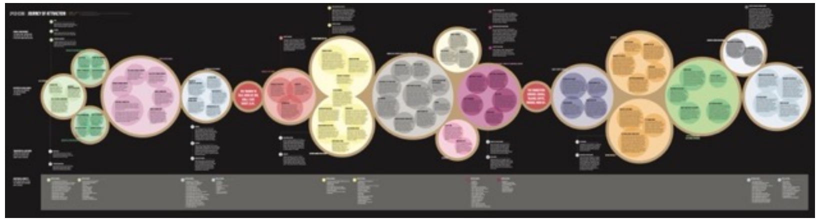
### Data & AI Analysis



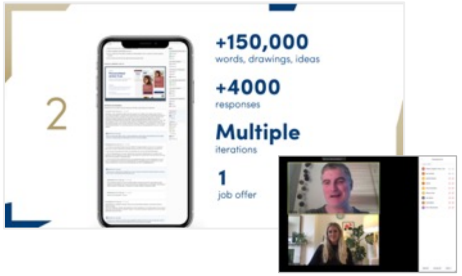

### Moment & JTBD Analysis

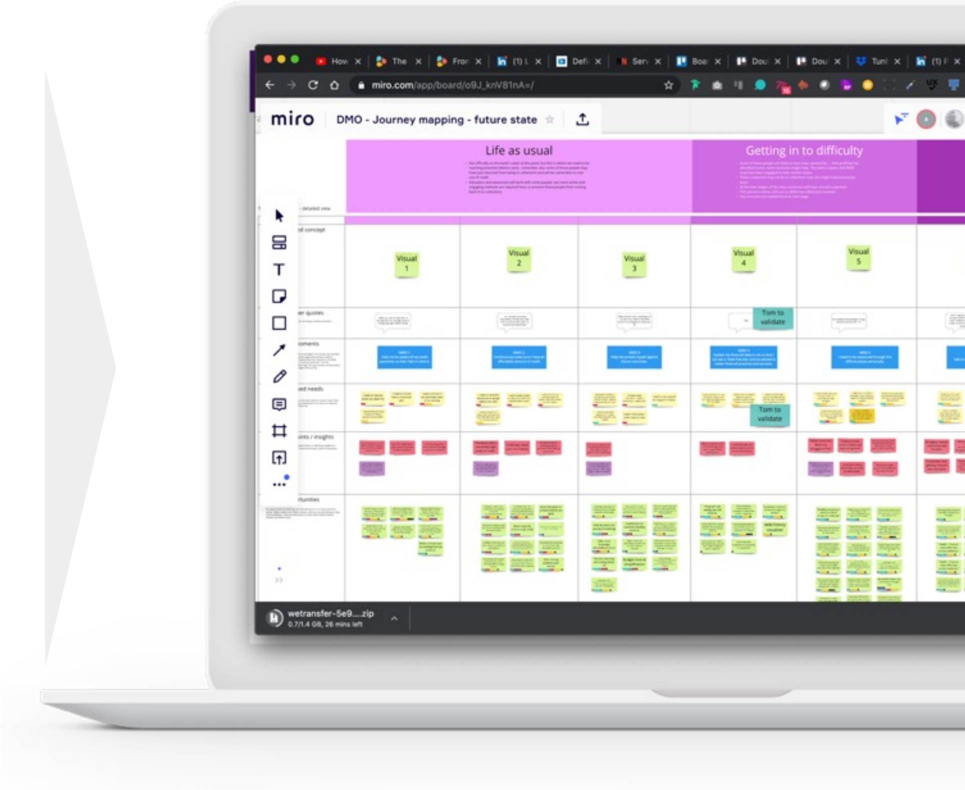


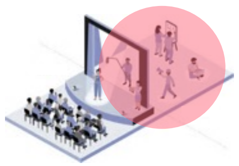

### Ethnography & Landscape Mapping



### Co-creation & Asynch Qual





# CONVENIENT AVAILABILITY:

# Deciding where to play (and how to do fewer things)

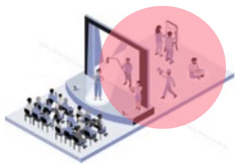
## A focus on value creation to prioritise System Interaction Points and keep the customer moving forward

Identify 〉 Develop 〉 Prioritise 〉 Execute 〉

Develop the propositions and experiences for hypothesis System Interaction Points to assess their value and potential

### 1. Identified Long List of Hypothesis System Interaction Points

| 2. Customer Understanding | | 3. The Experience Gap | | 4. Distinctive Outcome | 5. System Interaction Points | |
|---|---|---|---|---|---|---|
| Consumer Insight / Tasks 〉 | Brand Offering 〉 | Current Experience 〉 | Desired Experience 〉 | Outcome 〉 | Touchpoints 〉 | KPI / Measures 〉 |
| Data and research into consumer behaviours and pain-points related to this SIP | What are the relevant brand moments for the SIP?<br>What products and services are there? | What is our current experience?<br>What are the touchpoints and expectations?<br>What are competitors doing? | What Brands, content, product, services and signature moments can we deliver to meet needs? | What will be the Distinctive Experience outcome that we will deliver to meet customer needs? | How will we activate?<br>What are the touchpoints and interactions across the journey? | How will we measure the impact of the proposed solution? |



HOW: BRIDGING THE TWO STAGES

# CONVENIENT AVAILABILITY:

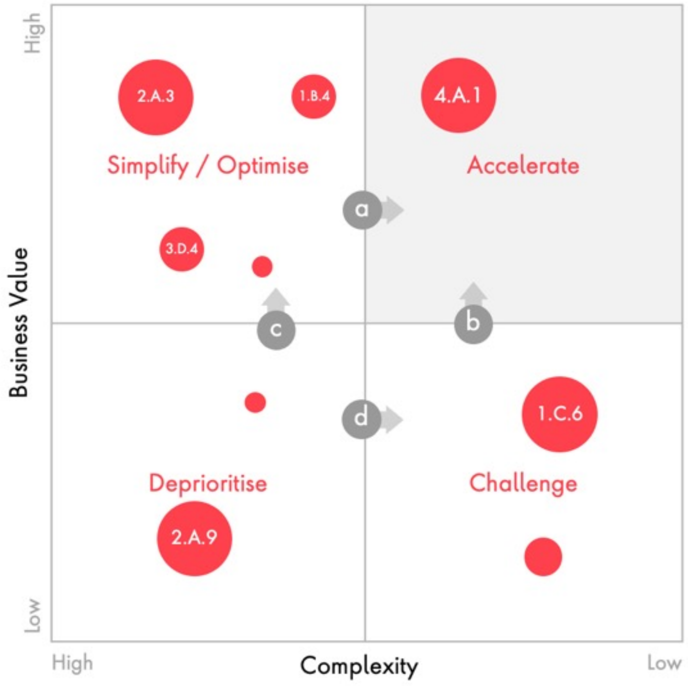
## Deciding where to play (and how to do fewer things)

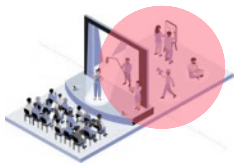
### A focus on value creation to prioritise System Interaction Points and keep the customer moving forward

Identify 〉 Develop 〉 **Prioritise 〉** Execute 〉

If the evidence gathered scores a SIP as over index then we should consider addressing it as part of the Distinctive Experience

| | Category | Evaluation criteria | Key Question |
|---|---|---|---|
| 1 | Business value | Size of audience | How large is the audience expressing a need? |
| 2 | | Proposition Value | How does our proposition have revenue potential? |
| 3 | | Growth potential | How large is the opportunity to acquire new customers and increase penetration? |
| 4 | Consumer value | Consumer reach | What is the potential number of in-life moments, segments etc we will impact? |
| 5 | | Consumer need | How well does this SIP address multiple unmet consumer needs? |
| 6 | Complexity | Content creation requirements | What additional content is required? |
| 7 | | Market implementation | What resource required by markets for localisation? |
| 8 | | Technical complexity | What platform touchpoints, development and data requirements? |





HOW: BRIDGING THE TWO STAGES

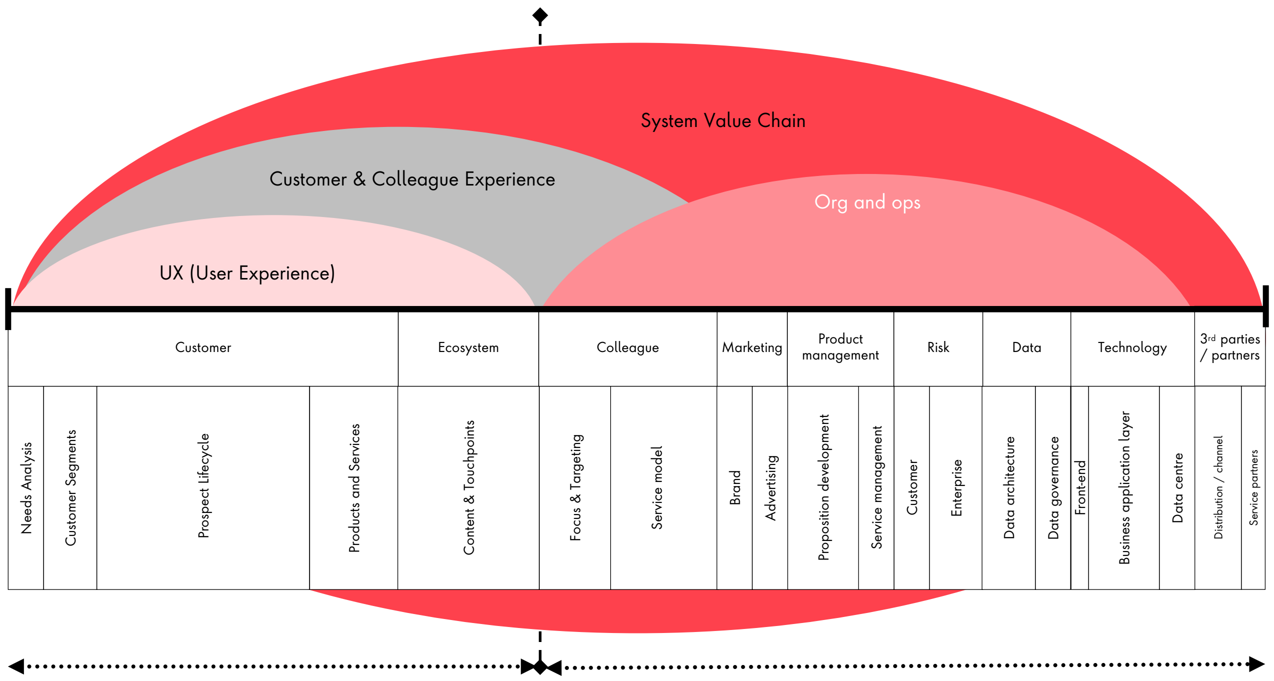
# CONVENIENT AVAILABILITY:

# Deciding where to play (and how to do fewer things)

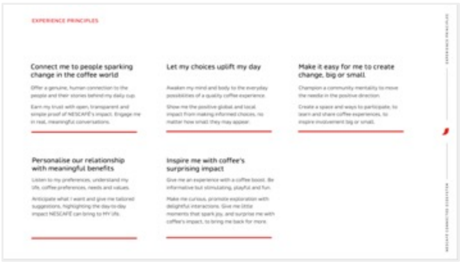
## A focus on value creation to prioritise System Interaction Points and keep the customer moving forward

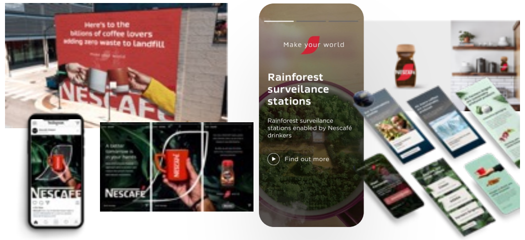
Identify 〉 Develop 〉 Prioritise 〉 **Execute 〉**

### Execute the Distinctive Experience along the system value chain with SPEED*




### Distinctive Experience Principles to govern signature moments





### Bringing ideas to life in a rapid & iterative process that realises value quickly

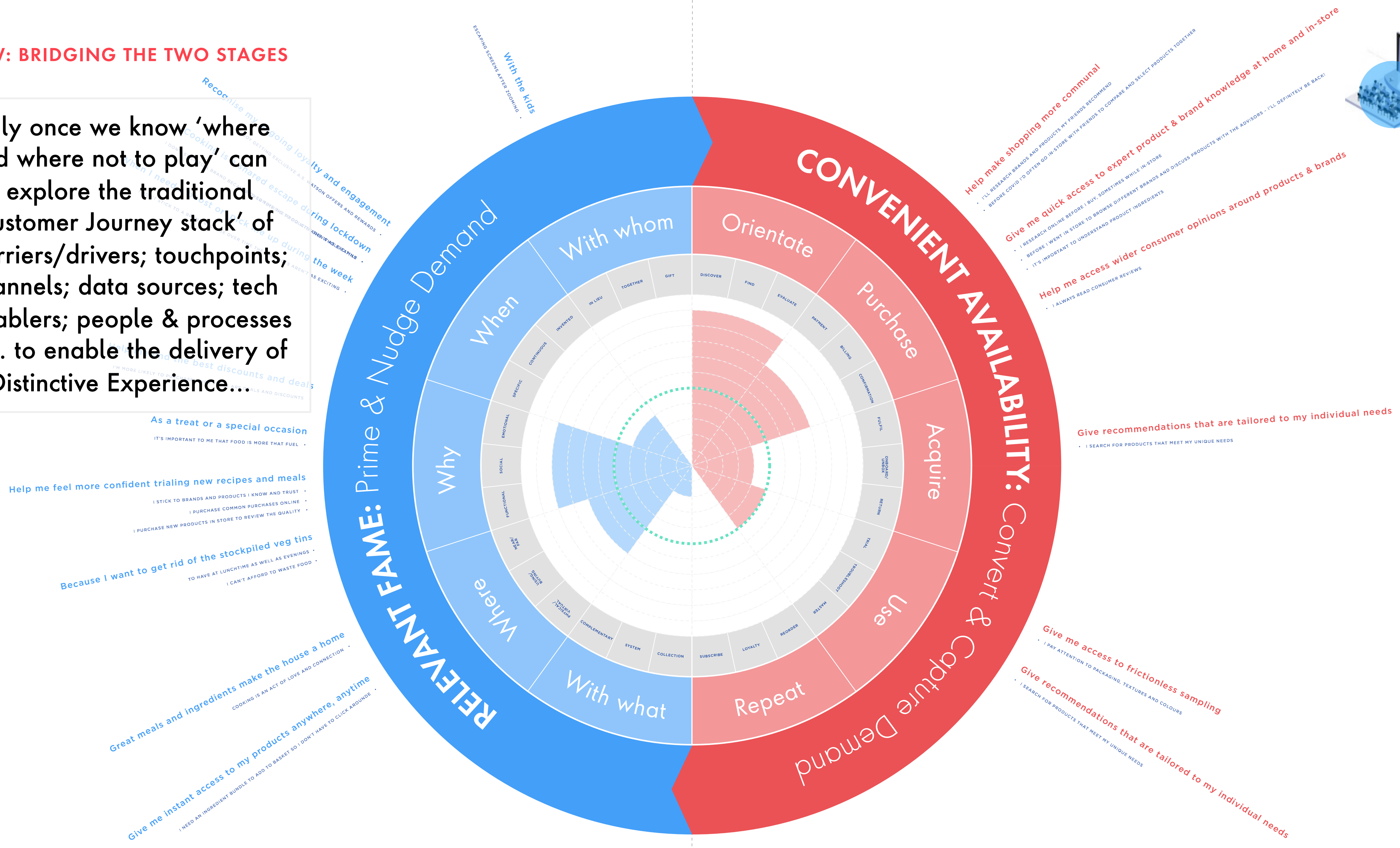
SIP mapping | Ideation | Low to high fidelity prototypes | Polish design & craft | Documentation & supply

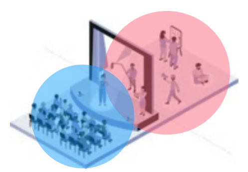


*Strategy, product, engineering, experience and data

## HOW: BRIDGING THE TWO STAGES

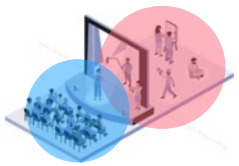
Only once we know 'where and where not to play' can we explore the traditional 'Customer Journey stack' of barriers/drivers; touchpoints; channels; data sources; tech enablers; people & processes etc. to enable the delivery of a Distinctive Experience...



HOW: BRIDGING THE TWO STAGES

# …then measure Distinctive Experience impact on Brand Growth…



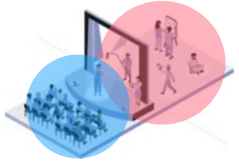
## WHY
Our vision, business objectives & OKRs

## HOW
Objectives & Metrics to reach as many buyers as possible, be remembered, available and meet needs

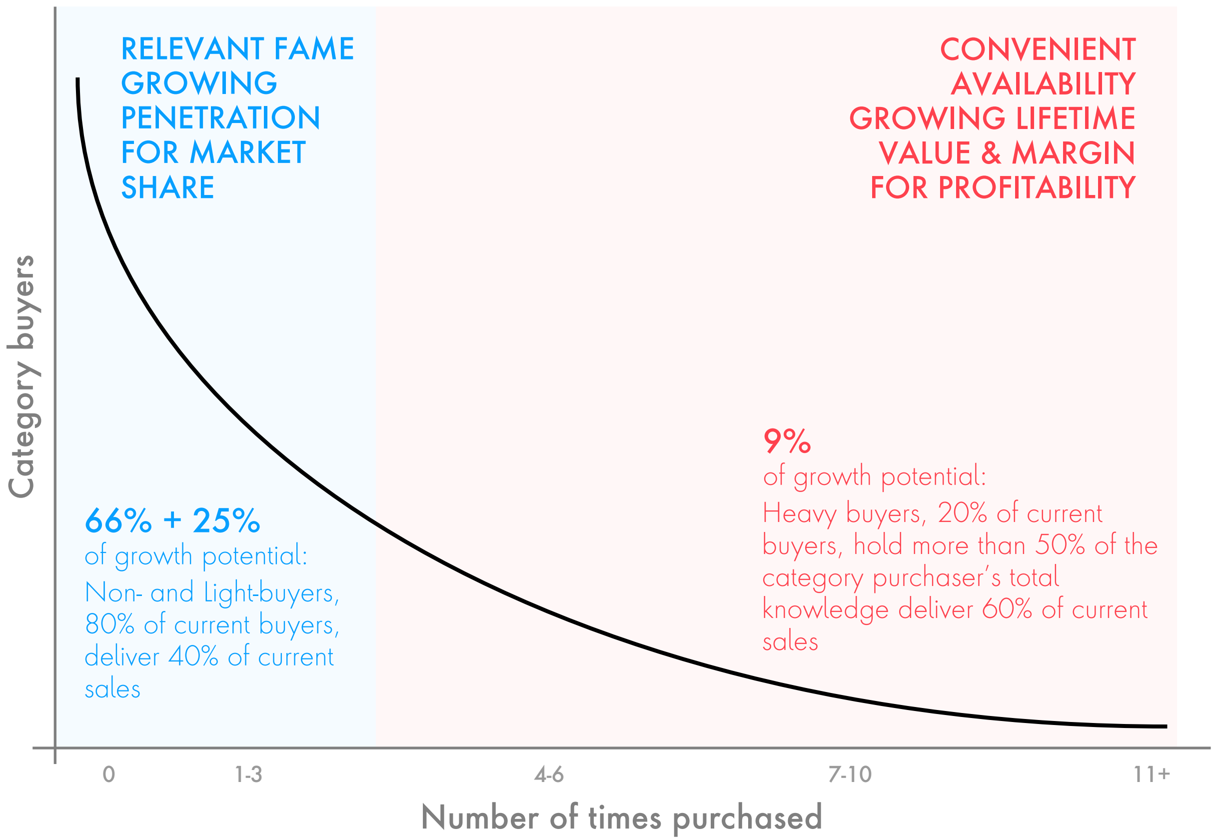
**EFFECTIVE BRAND GROWTH FROM DISTINCTIVE EXPERIENCE**

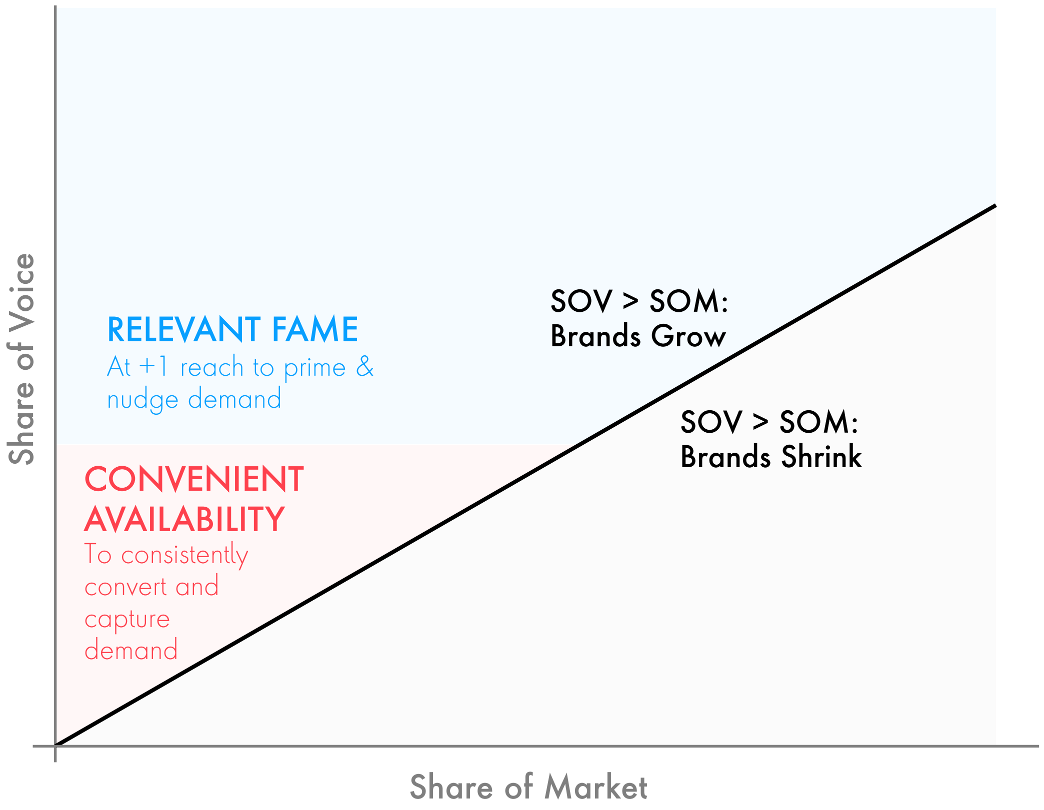
- **Brand Experience Share**
  - Influence per exposure of touchpoints
  - Brand Associations of brand v competitors
    - Aided / Unaided awareness
    - Distinctive Assets (Fame v Uniqueness)
  - Brand Experience points of brand, competitors per touchpoint
- **Mental Availability (CEPs)**
  - Mental Market Share
    - % of CEP Association / Total CEPs
  - Mental Penetration
    - % of buyers who link brand to a CEP
  - Network Size
    - Total CEPs linked to a brand
- **Penetration**
  - eSOV (SOV-SOM)
    - S.O.S Branded Searches in Category vs. SOM
  - Consistency of reach
    - Avg # of Exposure (total impression over year)
  - Channel Mix
    - # of Unique Reach / impressions
- **Platform & Product Performance**
  - Platform
    - Performance OKRs (e.g. Revenue, Pricing Power, LTV, Margin) Touchpoint KPIs (e.g. Sessions, views etc)
  - Product
    - Business KPIs (e.g. AOV etc.) Satisfaction KPIs (CSAT, NPS etc.)

## WHAT
Must Win Battles and initiatives



# ...and drive effectiveness by balancing Relevant Fame with Convenient Availability to grow and support the right volume of customers willing to pay for a good or service in a way that will ensure the long-term profitability of the business.

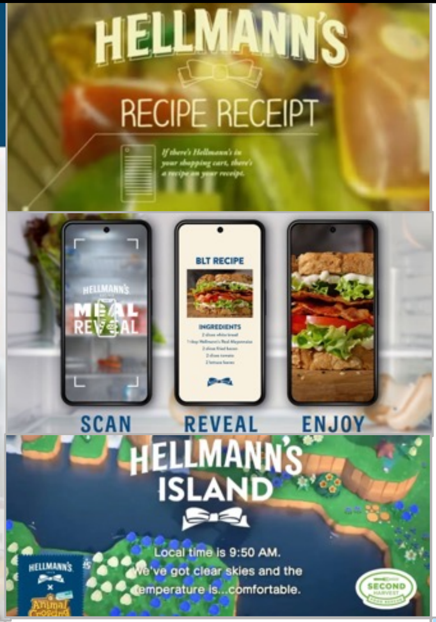




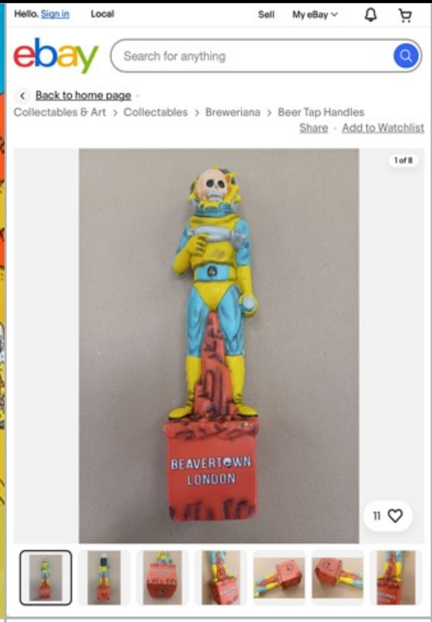

Sources: How Brands Grow; IPA Databank 1998-2008, "Where is the brand growth potential? An examination of buyers groups" Trinh, Dawes and Sharp

# HOW TO WIN WITH DISTINCTIVE EXPERIENCE (Dx)

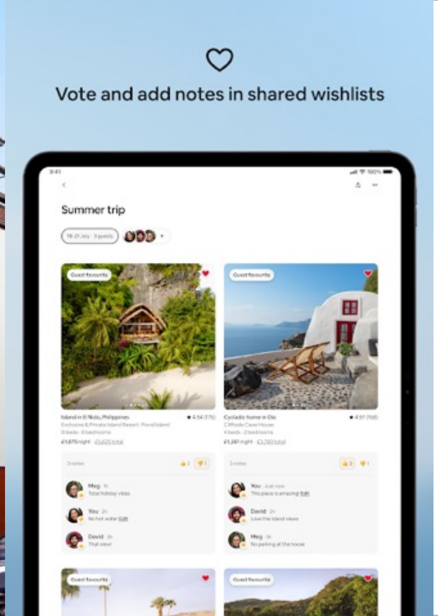

**RELEVANT FAME**
Airbnb pivoted from pure search and performance advertising, strengthening its brand and moving into new categories in a bid to become a hub for more types of experiences, not just overnight stays, and to embody a mission to 'Belong Anywhere'

**CONVENIENT AVAILABILITY**
Airbnb's customer experience strategy is centred around building a community of hosts and guests with a platform that not only facilitates accommodation sharing but also fosters trust through thoughtful design and journeys


**RELEVANT FAME**
Since adopting the Make Taste, Not Waste brand platform, Hellmann's has increased year-on-year sales by 10% in 2020 and 11% in 2021 – while also inspiring 200 million people to be more resourceful with their food across more occasions

**CONVENIENT AVAILABILITY**
Hellmann's focus on taste and quality via smart experiences positioned it as a cooking ingredient, not just a sandwich filler. The brand has developed clever ways to inspire cooks in the different retail, home and even gaming environments


**RELEVANT FAME**
Beavertown is "visually led", with unique and emotional branding. The brewery prides itself on being a brand that stands out with a visual identity that frequently inspires a fandom that gets Beavertown-themed tattoos

**CONVENIENT AVAILABILITY**
Beavertown Brewery has a goal of 'great beer on every street corner', with social, events and out-of-home it's most effective media channels. But it's distinctive on-trade pump handles that are famous and resold on ebay

# HOW TO WIN WITH DISTINCTIVE EXPERIENCE (Dx)

**RELEVANT FAME**
The unique and compact square-shape of the Lost Mary BM6000 was instrumental in shooting the brand to worldwide success, despite only making their initial debut back in 2022

**CONVENIENT AVAILABILITY**
Lost Mary's success comes down "the four Ps of marketing – product, price, place and promotion", with the physical availability and distinctive visibility in adjacent categories



**RELEVANT FAME**
The iPod silhouette campaign was a massive success, both in terms of sales and cultural impact. It recognized that music was an emotional form of self-expression with a distinctive style that countered the 'tech & specs' of competitors

**CONVENIENT AVAILABILITY**
The launch of iTunes and then iPod changed music and (re)invented 'digital goods'. But the iPod was technically inferior to most of the competition. Instead the ecosystem, ease of use, retailing and marketing made this totally irrelevant



**RELEVANT FAME**
McDonald's positioned itself as a brand for everyone, day or night, home or in-store, through 15 years of consistent work. The engine of growth has remained the core range of 'Icon' products that are true distinctive assets

**CONVENIENT AVAILABILITY**
McDonald's shifted its strategy from growing through new store openings toward getting people to spend more by enhancing its Mobile App with Order & Pay, indoor and outdoor digital menu boards, and self-order kiosks



# Dx > CX

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sapient