

Do your CX and Data Science teams work together, and if not, why not?

While Customer Experience (CX) analysis/design and Data Science have been embraced by business over the last decade, it surprises me how few organisations have managed to bring these capabilities together to really understand how to drive customer loyalty.

Good CX analysis helps us to understand why our customers (or potential customers) behave the way they do. However good CX analysis is not easy to validate. Customer behaviour is notoriously illogical and driven by feelings, beliefs and concealed motivations. Often only a significant investment in ethnographic research and extensive observation gets a CX team past the customers rationalising their behaviour and reveals the true underlying drivers.

Data Science uncovers actual behaviour. Through correlation analysis on large data sets, Data Science can identify attributes that correspond to what customers actually do, revealing novel customer segments. However, understanding these correlations is only the first step. Usually, we can't fully leverage these learnings until we understand why the correlation exists, and without qualitative research this is at best a projection impacted by all of the cognitive biases of the Data Scientists interpreting the results.

By way of example, I once worked with an organisation who applied their data science capabilities to finding drivers of customer loyalty. Their model revealed a very strong correlation between loyalty (specifically the amount spent on the service in the first year) and the customer having a telephone interaction with the contact centre in the first month after signing up. The really surprising insight was that loyalty was just as strong amongst customers who had called the contact centre with a complaint as it was with those customers who had been actively contacted as part of an onboarding pilot! The data couldn't tell us why this was the case, so it was over to the CX team to run an observation exercise to pin point what it was about the interactions correlated to stronger loyalty that resonated with customers. The result was a revamped and very effective onboarding process.

The bottom line is that we have here the building blocks of a powerful symbiotic relationship. CX Analysts need Data Scientists to interrogate the data to validate hypotheses around drivers of

Do your CX and Data Science teams work together, and if not, why not?

customer behaviour that the organisation can tap into. Data Scientists need CX Analysts to uncover the 'why' behind the behavioural patterns exposed by their modelling.

Ideally your CX and Data Science teams have common priorities around the business opportunities / problems that they are focussing on. At the very least they need to be having frequent ad-hoc interaction as this may well be where your next big customer loyalty advance could germinate.

To find out more, please contact a Fujitsu Data & AI specialist now.

Contact

Fujitsu Data & AI
+61 3 9924 3000

© Fujitsu 2022. All rights reserved. Fujitsu and Fujitsu logo are trademarks of Fujitsu Limited registered in many jurisdictions worldwide. Other product, service and company names mentioned herein may be trademarks of Fujitsu or other companies. This document is current as of the initial date of publication and subject to be changed by Fujitsu without notice. This material is provided for information purposes only and Fujitsu assumes no liability related to its use.