

# Emotional Signature® (ES) - The role of emotions in Customer Experience

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**A model to understand and quantify the effects of emotion on the Customer Experience, Brand, Loyalty and other behavioural (e.g., Spend, Tenure) and attitudinal indicators (e.g. Customer Satisfaction)**

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## Introduction

Emotions play a huge role in our personal lives, yet as business managers we often turn a blind eye to the importance emotions have in customer behaviour, attitude and ultimately business KPIs.

However, several key forces have forced customer emotional engagement as a means to competitive differentiation onto B2B, B2G and B2C organisations:

1. In commoditized markets, price and product features alone are insufficient as a means of differentiation. Where previously a rational cost-benefit analysis was enough to ensure differentiation now this is easy to imitate.
2. The rise of Social Media and the ease with which consumers can express negative feelings to a broad audience has exposed the emotional response customers would not disclose in traditional feedback surveys or at certain points only (e.g. after a call).
3. Empirical evidence from FMRI and economics studies has shown how emotions influence consumer behaviour while behavioural economics has grown in popularity.

With this in mind, the question then arises why is it so difficult for business to “manage customer emotions” at a strategic level?

The reasons can be summarized in two clusters:

- 1) many firms lack the theoretical and practical understanding of emotions and
- 2) unlike, behaviour and revenues, emotions are difficult to measure and quantify

Hence, emotions have become subject to *folklore*; the unfortunate use of proxy measures of attitude to represent them (such as CSAT and NPS) and the replacement of hard quantitative metrics with soft qualitative feedback (such as sentiment analysis).

*While these are useful measures, they all fail to quantify the effects on business value (KPIs) of emotion.*

This paper is a response to the two key issues outlined earlier and aims to:

- 1) introduce business managers to the key theoretical principals about emotions in the business context, accompanied by real life examples from clients we have worked with and

- 2) outline a well-recognised and thought-leading emotional measurement system (Emotional Signature®) that is used to quantify the impact emotions have on KPIs and guide business action

Emotional Signature® is used as this has a track record of helping firms in the design of their Customer Experience Metrics, in Benchmarking themselves against other company's emotional engagement levels (using our world leading benchmark database of n=40,000), and in identifying the subconscious elements of a customer journey. For the purposes of this paper, we focus on its role in relating customers' emotions to business value.

### Reference Articles and Blogs

We highlight two sources of **independent** verification on Emotional Signature®:

#### **Forrester Predictions for Customer Experience Management 2013**

*"As firms start to emphasize customer emotion in 2013, we expect to see more vendors developing offerings like **Beyond Philosophy's Emotional Signature**, which examines the rational, subconscious, and emotional elements of an experience."*

#### **International Journal of Market Research Vol. 53 Issue 1, Peter Mouncey, Editor**

On the book 'The DNA of Customer Experience: how emotions drive value' (the book on Emotional Signature®): *"The case for focusing on emotion as a philosophy for building a better experience for customers as presented in the book is a compelling one. The methodology for undertaking the necessary emotional analysis is practical, simple, potentially very effective, and enables organizations to benchmark themselves by sector and 'best practice'.*

We highlight the blog:

#### **[What's your companies Emotion Score? Introducing Net Emotional Value \(NEV\) and its relationship to NPS and CSAT](#)**

*"Over the past 7 years of analysing emotions, Beyond Philosophy has built up a wealth of experience on how to measure emotions and how to understand what drives emotion. However, there is no point in looking at emotion unless it drives value to your business. So with this in mind we have recently gone beyond individual client engagements to see if more generally there is a relationship between emotion and key KPIs Net Promoter® and CSAT. To do this we have developed a single emotion number called Net Emotional Value."*  
(Source: [www.beyondphilosophy.com/blog/whats-your-companies-emotion-score](http://www.beyondphilosophy.com/blog/whats-your-companies-emotion-score))

And, Forrester [‘Predictions for Customer Experience 2013’](#):

*"Emotional insights will take center stage. The idea that happy customers are more likely to remain loyal, try new products and services, and spread good news about their experiences has started to catch on. Over the past several months, we've seen a rise in the number of companies pondering the connection between enjoyment and metrics like satisfaction and Net Promoter Score (NPS). In fact, one global company statistically demonstrated that several emotional factors trump NPS in predicting customer loyalty, effectively dethroning "would you recommend?" as the ultimate question."*

*(Source: [blogs.forrester.com/kerry\\_bodine/13-01-04-forresters\\_2013\\_customer\\_experience\\_predictions](http://blogs.forrester.com/kerry_bodine/13-01-04-forresters_2013_customer_experience_predictions))*

We also highlight the ES® article on Research Magazine:

### **Why We Must Measure Emotion**

*"Without emotion, all predictions of value were substantially less accurate. Of total predicted levels of trust and likelihood to recommend earned from customer experiences, about three quarters was (either directly or indirectly) derived from emotional, not rational, factors. Without emotion, the total value predicted to be derived from the whole experience was underestimated by 41%; likewise the value predicted to be derived from recommendation was underestimated by 25%."*

*(Source: [www.research-live.com/magazine/why-we-must-measure-emotion/4003434.article](http://www.research-live.com/magazine/why-we-must-measure-emotion/4003434.article))*

Finally we reference the blogs:

### **What Really Drives Value in Customer Experience: Quantifying Emotional Value and Emotional Touchpoint Drivers**

*"Beyond Philosophy has used a subset (n=10,000 over 18 experiences) of our world leading database of emotion interviews (n=30.000) to quantify both the effects of emotion on value and which touchpoints are emotional drivers"*

*(Source: [www.beyondphilosophy.com/blog/what-really-drives-value-in-customer-experience-quantifying-emotional-value-and-emotional-touchpoint-driver](http://www.beyondphilosophy.com/blog/what-really-drives-value-in-customer-experience-quantifying-emotional-value-and-emotional-touchpoint-driver))*

### **The Predictive Power of Emotions**

*"We decided to test the 'predictive power of emotions' over a sample of 2,503 interviews using customer data grouped into three categories. These categories reflect perceived emotional value, from falling into a traditional hedonic value of service category to a more functional and hence, seemingly, less emotional category."*

*(Source: [www.beyondphilosophy.com/blog/the-predictive-power-of-emotions](http://www.beyondphilosophy.com/blog/the-predictive-power-of-emotions))*



## The Problem of Understanding Emotions

Our human brains are wired to experience emotions as a way of informing our decisions. The limbic system in the brain supports a variety of functions, including emotion behaviour, motivation and long-term memory.

Emotion research suggests that emotions, with the right intensity, are drivers of action:

“The essential difference between emotion and reason is that emotion leads to action while reason leads to conclusions.” (Calne, D. (2000). *Within Reason: Rationality and Human Behavior*. Vintage Books.)

Businesses unfortunately, have vague understanding of emotions in general and the principles outlined below attempt to better inform and explain the importance of emotions, particularly in business.

## Principle 1: Emotions feed decisions

While the mechanisms of the phenomena are debated, there is a consensus between authorities (e.g. Goleman, Bechara, Damasio etc.) that emotions help us learn and make decisions. This is because in a complex world it is simply not possible to undertake a rational only cost-benefit analysis; it would consume too much time and prove exhausting as most decisions are so complex that grasping all their relevant aspects is unachievable for the human mind.

Uncertainty is a part of life and emotional responses serve the purpose of swaying decisions one way or the other when the “right” choice is not very obvious. Famous neuroscientist Antonio Damasio states:

*In a complex world, emotions can be considered as short-cuts that enable us to make decisions; as Dr Marcel Zeelenberg says ‘feeling is for doing’.*

Think of emotions then as very compact packs of information that can only be “read” by experiencing the physiological reaction that occurs in your body. When a sudden thud wakes you up in the middle of the night, it is your emotional brain that “informs you” of a possible threat. It would be rational to explore and calmly assess the situation before jumping into conclusions, but your emotional brain warns you to be cautious. It does that by eliciting fear, fast heart beats, sweaty palms etc.

Emotions are key ingredients to motivation. They are what drive people to action. Here are some more comments that evidence the importance of emotions:

Lesions in part of the brain responsible for processing emotional signals result in impaired decision-making, which seriously compromise the quality of decisions in daily life. (Bechara A, The role of emotion in decision-making: evidence from neurological patients with orbitofrontal damage, 2004, *Brain Cogn.* Jun;55(1):30-40)

“Although beliefs may guide our actions, they are not sufficient to initiate action...Emotions are prime candidates for turning a thinking being into an actor.” (Frijda, N.H., Manstead, S.R., & Bem, S. (2000). *The Influence of Emotions on Beliefs*. In N.H. Frijda, A.S.R. Manstead, and S. Bem (Ed.), *Emotions and Beliefs: How Feelings Influence Thoughts* (pp. 1-9), Mouton des Sciences de l’Homme and Cambridge University Press.)



“Customers are always emotional. .... One thing is certain: no one is entirely neutral about consuming.” (Barlow, J. & Maul, D. (2000). *Emotional Value: Creating Strong Bonds with Your Customers*. Berrett-Koehler Publishers, Inc.)

**Management implications:**

Emotions influence your customers’ decisions and just as you manage and design the rational aspects of the experience, so should you do so with the emotional aspects of the experience. It is a serious flaw to make a business decision without considering the emotional effect it has on your customers.

You are potentially leaving value on the table or misallocating resources by neglecting these aspects.



## Principle 2: Emotions have root causes in the customer experience

As a short-cut to decisions emotions are still 'fed with information' on how we appraise our environment. They are not stand-alones, rather a response to an outside stimulus and our (conscious or subconscious) assessment of that stimulus.

As Lazarus, a famous psychologist studying emotions, put it: *'before emotion occurs, people make an automatic, often unconscious, assessment of what is happening and what it may mean for them or those they care about. From that perspective, emotion becomes not just rational but a necessary component of survival.'*

In his book "Emotions and Adaptation" he explains that cognition (thinking), emotions (feeling) and motivation (acting) are a system and emotions serve as go-between for thinking and acting. An event occurs, e.g. a customer calls the call centre, and the experience is cognitively assessed (*Customer*: Does the agent know how to help me? Did I wait long? Etc.) And consequently, an emotional reaction is evoked, e.g. *Customer*: I was anxious while I waited, but feel comforted when talking to the agent.

Lazarus also explains that emotions have a "core relational theme" meaning a standard context in which they occur. A certain emotion will appear when a certain cognitive assessment occurs and consequently certain actions will follow. For instance, happiness occurs when progress towards a goal is being made, while fear occurs when a threat is presented. This may seem simple enough, but many businesses are far too often focused on assessing their performance (how good or bad the experience was executed), neglecting to assess the emotional response the experience evokes.

For us, a customer rates their experience of you in a certain way (the rational measure or appraisal) which then causes an emotional or non-emotional reaction that leads to an effect on firm value and KPIs.

Furthermore, businesses can easily point out to their lowest "score", or worst performing attribute in the experience (e.g. waiting time, call centre agent competence, speed of resolving a complaint etc.) but they struggle to pin point which attributes in the experience evoke which emotions. Even businesses that measure some emotional responses like: Level of trust in the company, Level of care experienced, Level of safety, have a high level definition of the words, without being able to relate them to specific attributes in the experience. What specifically causes trust? Is it the competence of the

call centre agent? The comfort of the waiting room? The speed of response to an inquiry?  
All of the above or just some?

**Management implications:**

To know which emotions are related to what experiences, you must understand and quantify these experiences. As this could potentially be hundreds of things (just think about the many things that could lead to happiness) you must have a quantifiable means to drill down to what will give the best 'return on emotion.' Sentiment analysis and other qualitative feedback while useful do not answer this question.

In addition, you should be able to know which parts of your experience do not drive emotion!

Finally, when customers have something to be happy, or sad about, it is no good saying 'increase happiness', as happiness must relate to a specific attribute of the customer experience. A bank we worked for decided to focus on feelings of 'caring' in their call centre. Unfortunately, just saying to employees 'now bring a feeling of care' to their work did not help because without some answer to 'care how?' (E.g. care by being knowledgeable? care by having short waiting times? care by sending gifts? Etc.) The initiative was doomed to fail and left to personal interpretation.

### **Principle 3: Not ALL emotions are relevant to business**

In the original research for Emotional Signature®, Beyond Philosophy asked weekend shoppers in a store which emotion they most wanted to feel. Perhaps unsurprisingly in such a pressurised environment it was 'to feel relaxed.' However, it was found, following statistical analysis that even though customers stated this emotion, 'relaxed' did not drive their statements of Customer Satisfaction or Likelihood to Recommend the store. In other words, there was a disconnect between what they stated as important and what actually drove business value. The reason being of course that it was cognitively too challenging for a customer to answer the question, '*and which emotion drives your levels of satisfaction and recommendation to this store,*' with any degree of certainty.

Hence, what is important is not understanding and measuring every possible emotion, but understanding and measuring those emotions that are important to driving value to a business. Hence, not all emotions are relevant.

The critical point for a company therefore becomes, can we get a valid and reliable scale that encompasses those emotions of business value! Such a scale also has to be robust enough to be able to pick up any specific emotions that are relevant to a specific business even if the specific emotion word is not included. For instance, if in a luxury car showroom, 'delight' is important, the scale should have an 'emotion sense' that picks this up – i.e., delight can load onto – even if that emotion word is not in the scale. Delight is covered because it loads on to the *Happy-Pleased* group of emotions.

## Principle 4: Perception and memory drive emotions, not reality

Customers do not operate in silos even if the business does. This means that for them each interaction is part of an overall journey and they will pull out of their memory emotional experiences from anywhere in that journey. Hence, it is essential to understand the experience in its entirety, measure its performance end-to-end and understand which points are more relevant than others.

This begs the question: what is “the entirety” of the experience?

*The full experience is comprised of all perceived elements, whether the business controls them or not. For instance, weather conditions are part of my holiday experience and even though a travel company can obviously not control this, my impression of the travel company will be affected by it. This is not something to be feared, rather embraced as an opportunity. Travel companies leverage on the fact that they can advise customers what to wear and what to do if it does happen to rain on the 3 days I decided to travel. Thus ensuring to leave the impression of caring which accounts for a lot in consumer-business interactions.*

To give two examples from our work:

1. Excessive water leakage years ago impacted how customers felt towards a water utilities experience today. Even though the issue was old and long gone, moderating these fears became important to the company's ROI (return on investment) and became part of their marketing and communication content.
2. For a mobile operator, the look and feel of the bill (its simplicity and cleanliness), was shown to have a huge impact on customers' trust towards the company. Recognizing this, the business redesigned their bill and saw an increase in trust scores almost immediately.

In both these and other cases, emotions are being pulled out of memory from anyplace and anytime. This means that such remembered experiences are not necessarily time-barred (as in the water utility) and can be consciously or subconsciously felt, such as in the look and feel of the bill for the mobile operator.

It is a falsehood then to assume that consumers notice everything about your experience as there are often large emotional halo effects in your experience that influence how they perceive you. For instance, an excellent customer service experience can moderate

the effects of a poor retail shop ambience and a brand associated with warmth and trust can mean that consumers will be more forgiving if things go wrong.

In our work, we found one of the key destroyers of a healthcare insurers' experience was the lack of trust in overseas call centres. The fact is, the company did not have any overseas call centres! This perceptual effect was simply overcome by communicating that fact.

So how do you measure perceptual effects? One way is to not assume that just because a customer has not had an experience of something they will not be able to rate it. The emotional halo of an experience will work over touchpoints that customers may not have even touched. Of course you do not know this before you measure, but if there is a relationship, it will be found through the statistical modelling. That is so long as we are open enough to not create too many 'don't know' options which encourage the respondent to hide these perceptual effects even when they have them.

#### **Management implications:**

Understand what the full end-to-end customer experience is. Include the perceptions and little details that at first seem irrelevant.

Two classic errors we have found businesses do are:

1. They fail to consider subconscious influences – such as how the feel of a carpet in a department store influences buying behaviour (a well described instance in Paco Underhill's book "Why We Buy").
2. They only focus on one aspect of the customer experience, or the most obvious ones and fail to think through how other touchpoints in the experience affect customer attitudes and decisions i.e., they fail to consider the emotional halo.

## Principle 5: Emotions are subject to regulation and their effect alters in time

You don't feel as good on the 10<sup>th</sup> time you visit your favourite store as your first. Emotions don't keep on increasing with frequency of interaction, they are subject to homeostatic regulation. This doesn't mean customers are less likely to visit a store, rather that returns on emotion are curvilinear: after a tipping point returns on emotion decline or even decrease.

Baumeister gives credence to the homeostatic approach to emotion:

*'There is evidence that people spontaneously regulate their emotions (Forgas & Ciarrochi, 2002). Immediately after an emotional event, people in both happy and sad moods experience more mood-congruent than mood-incongruent thoughts. With time, however, the content of people's thoughts moves toward the opposite valence. That is, after a few minutes, participants induced to feel sad were having happy thoughts, whereas those put into a happy mood had relatively more sad thoughts. This homeostatic emotion regulation fits nicely with the current analysis: mood-congruent thoughts help people learn the lessons of their previous behavior, but adaptive future behavior requires that emotion regulation take place.'*

### Management implications:

Businesses, particularly researchers, need to identify the non-linear relationship between emotions and customer attitudes and behaviour.. This may sound like a technical argument, but many firms allocate resources in the belief that returns will be constant – the more a touchpoint improves the more positive the effect on the KPI's such as Customer Satisfaction (C-Sat) and Net Promoter.

In fact, if a tipping point has been reached and you cannot get anymore rise in spend, C-SAT or NPS predicted on an investment in call centre quality, then it is advisable to maintain the level of performance and re-invest in other areas.



## The Problem of Measuring Emotions

As stated earlier, recent business trends have put emotional engagement as a core focus. This includes, loyalty based movements (Net Promoter®) and Customer Experience Management where “managing the total customer experience” requires recognising clues of experience related to functionality and clues of experience related to emotions.” (MIT Sloan Management Review, Berry, Carbone and Haeckel, Spring 2002).

However, unlike previous shifts in business ideology such as Customer Satisfaction which have been relatively easy to measure, and hence manage, how do you measure emotion?

For the most part this has been undertaken through qualitative approaches such as Sentiment Analysis or by the use of proxy measures such as NPS or C-SAT. However, without an effective, robust, quantitative and direct (not proxy) measure of emotion, emotional engagement will remain an elusive concept as firms struggle to demonstrate how they can actually make money from emotion and what they should do about it.

## Emotional Signature® - An Overview

Emotional Signature® is a well-established and leading-edge commercial tool for measuring emotional engagement in the customer experience. The approach came out of 2 years research conducted by Steven Walden (VP of Thought Leadership, Beyond Philosophy) with Professor Voss, London Business School; Professor Jane Raymond, Chair of Consumer Psychology at the University of Wales and Dr Jeremy Milles of RAND corporation. The research objective was to identify the emotions that play a role in business and affect customer decisions, attitudes and behaviour.

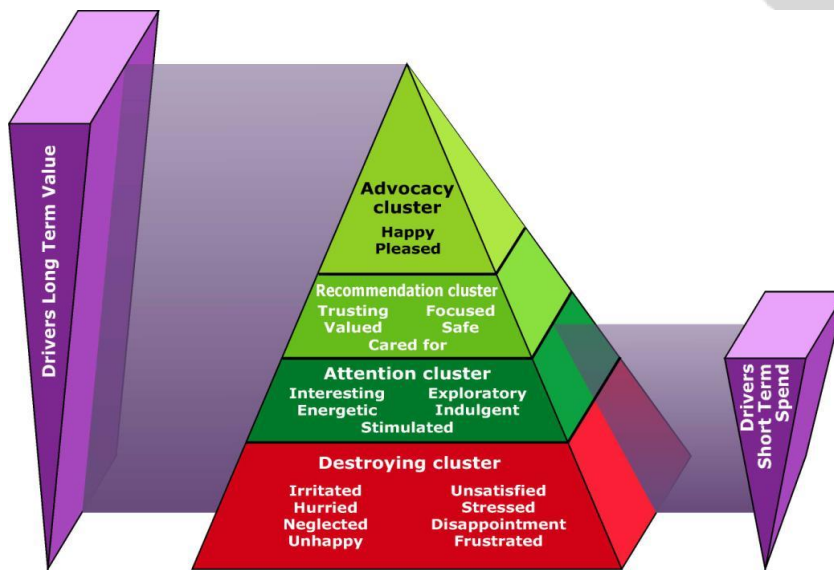
Findings were published in Beyond Philosophy's 3rd book, "The DNA of Customer Experience: how emotions drive value", and has been referenced in [Research Magazine](#) and peer-reviewed in the international Journal of Market Research (IJMR), the leading Journal of the Market Research Industry:

"The case for focusing on emotion as a philosophy for building a better experience for customers as presented in the book is a compelling one. The methodology for undertaking the necessary emotional analysis is practical, simple, potentially very effective, and enables organizations to benchmark themselves by sector and 'best practice'." International Journal of Market Research Vol. 53 Issue 1, Peter Mouncey, Editor

In brief the research uncovered 20 emotions that drive or destroy business value. They are grouped into 4 clusters: *advocacy*, *recommendation*, *attention* and *destroying*. The 20 emotions comprise the first commercially adapted scale that has proven reliability and validity being tested on over 40,000 customer data points.



Figure 1: The Emotion Scale



Another relevant output from the research was the database of emotions (n=40,000) customers experience across industries. The database serves as a benchmark for companies that want to compare their emotional experience against best performers or industry averages.

Emotional Signature® is a model which uses the emotional scale to quantify the impact experience attributes have on business value by working through emotions. It enables businesses to measure their customer experience and calculate the effect different attributes have on business value such as NPS, spend, C-Sat etc.. As a result, businesses are able to prioritize their investment and focus on the customer experience touchpoints that bring the greatest return.

## The Emotional Signature® Model – In Detail

The model is structured around what we call the 3-stroke model. The model describes how a customer will experience the stimuli or attributes of your experience, respond to those attributes with an emotion (or not), which in turn leads to an effect on your company e.g., a certain rating on satisfaction, recommendation or a rate of spending.

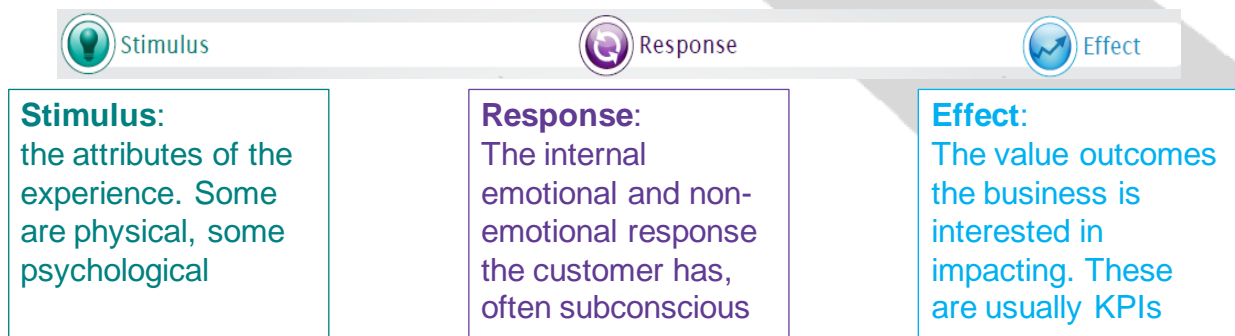
Think about an everyday shopping trip to a grocery store:

**Stimuli:** are the component parts of the experience that the business delivers and a customer interacts with. They could be 'psychological' as in, 'I am making a list of the things I need to buy in my head' through to physical: 'it's easy to get a shopping basket.' Psychological effects can be about past experiences or aspects not apparently directly related to the activity, 'I remember that really bad advert on TV.' We call these attributes as they represent the qualitative descriptions of the experience the customer has. In our grocery shop example those would be: the weight of the basket, the length of the waiting lines, the availability of parking space, the price of the products etc.

**Response:** is how customers react to the stimuli by experiencing emotions or not; as some stimuli will evoke emotions, others won't. As customers are generally not aware of it and to determine the relationship between stimuli and emotions Emotional Signature® uses a statistical tool that looks beyond the face value of answers and uncovers hidden relationships between stimuli and response.

**Effect:** is the outcome the business gets from the reaction customers have. In other words, as a result of the stimuli-emotion interaction, customers behave in ways that are beneficial or harmful for the business. 'I' buy products, revisit the grocery store, or I don't. The business value is usually expressed in KPIs such as NPS, Likelihood to shop again, spend etc.

Figure 2: The Three-Stroke Emotional Signature® Model



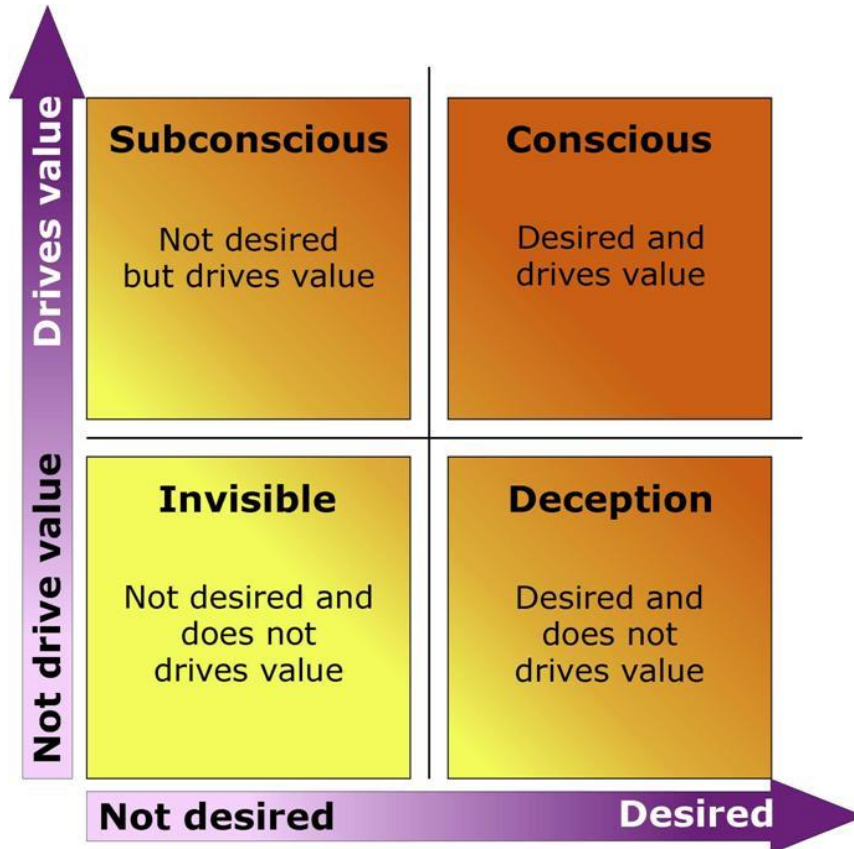
When applying Emotional Signature® up to 40 stimuli attributes, 20 emotions and 8 value indicators are used to conduct complex modelling that in the end will show us the relationship between the stimuli, emotions and business value.

To execute all these parameters and drive out the model, Emotional Signature® uses advanced statistics called Structural Equation Modelling to derive a root-cause analysis. The importance of this lies in the fact that, results are not correlations but cause-and-effect relationships and indication of the actual returns on the experience to be expected from each touch point. This means the understanding of the experience is grounded empirically and businesses can make the best judgments on where to allocate their resources to best effect.

Furthermore, from Figure 3, the complex analysis enables identification of the hidden and subconscious drivers and destroyers of business value. We do this by first understanding what drives value for the business (through the identification of the stimuli-response-effect relationships); this unveils the leavers that can be pulled to maximise return. At the same time, the method uncovers what customers find desirable in the experience, regardless of its effect on business value.

Crossing these dimensions over uncovers hidden insight for many businesses.

Figure 3: Dimensions of Customer Value



This is a unique take on Customer Value. We are essentially saying, don't just depend on a stimuli-response view only, also look at customers 'future expectations' which are critical to understand and often mismatched to your current state value drivers.

The best way to understand this approach to value is by a short analogy:

*"Imagine a Ford car showroom in the 1920s. All cars would have been available in one colour only – black – and in one product type – the Model T. Any decision to buy would have been made on price. If you ask customers directly what they would like, they would say alternative colours and product types. There is a difference between what is offered and what could drive value."*

The Natural Science logic of much of statistics needs to be amended to account for the psychological world of the consumer. Indeed this approach of looking at future expectations is even close to emotion theory and the 'If Then' rules of Baumeister i.e., emotions drive behaviour as 'if I go there, then I will feel X'.

So, the model accounts for the 5 principles mentioned earlier in the following way:

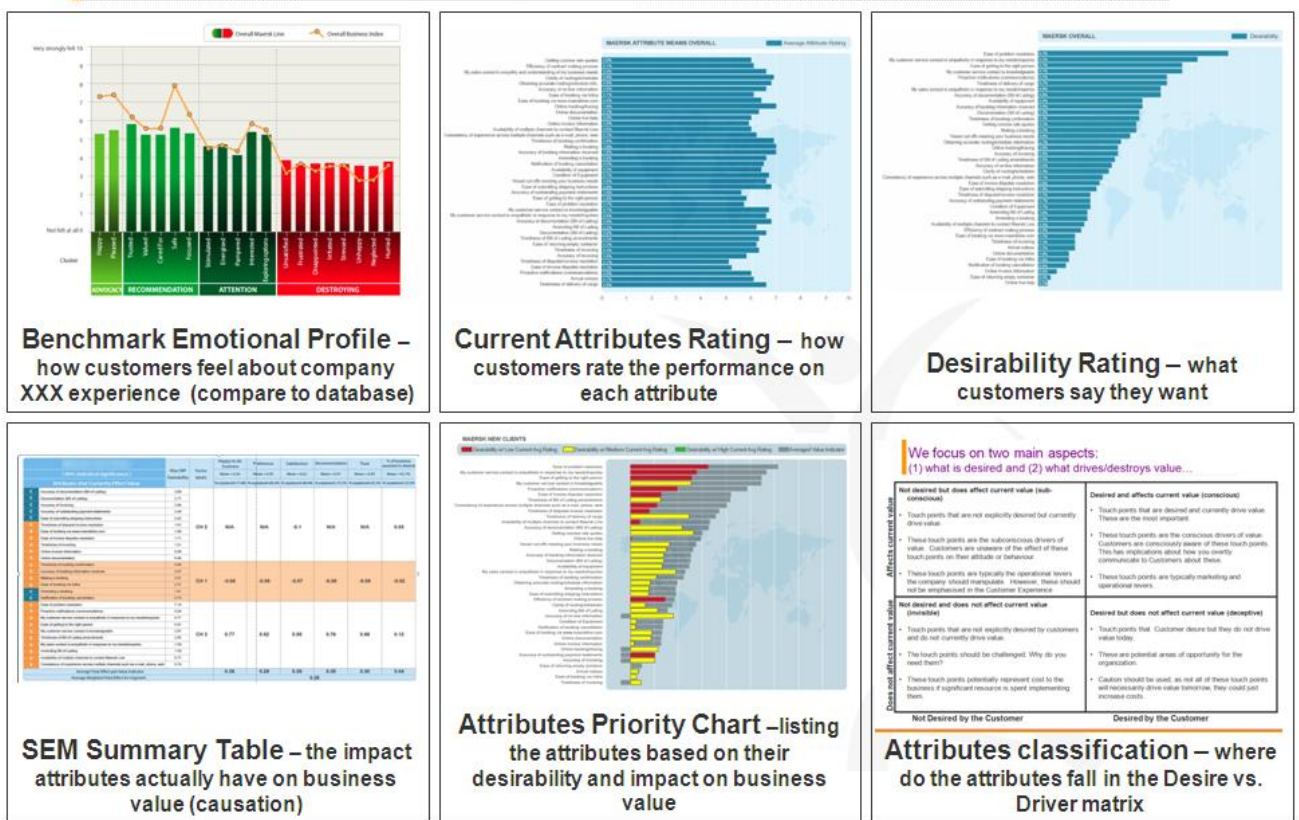
Figure 4: How Emotional Signature® accounts for the principles

Principle	Emotional Signature ® feature in response
Principle 1: Emotions feed decisions	The model quantifies the extent to which emotions affect customer attitudes and behavior, pinpointing which specific emotions affect which specific attitudes or behaviors (or business KPIs)
Principle 2: Emotions have root causes in the customer experience	The model identifies the attributes that drive or destroy emotions and in return affect business KPIs. As a result findings are actionable and can be translated into operational initiatives
Principle 3: Not ALL emotions are relevant to business	The emotional scale uses the key 20 emotions that affect business value and is able to identify the specific emotions relevant to each individual business and customer experience
Principle 4: Perception and memory drive emotions, not reality	Qualitative pre work allows for a range of attributes that cover the full journey to be tested. The analysis identifies which have effect on business value and which don't
Principle 5: Emotions are subject to regulation and their effect alters in time	Complex statistical analysis is employed to understand thresholds and curvilinear relationships

## Complex Modelling, Easy Reading

The Emotional Signature® methodology is complex and scientific; but results and reports are easy to understand, pointed and speak directly of what the business needs to focus on to create more value. Here are some of the core outputs from undertaking an Emotional Signature® approach.

Figure 5: Easy to read charts:





## Differences from Traditional Research:

Emotional Signature® differs from traditional research over the following ways:

1. *It models the whole experience a consumer receives:* this means measuring emotional, rational, and sub-conscious effects over touchpoints across the whole experience. It is only from such a complex analysis that an accurate ROI be determined and a proper CE metric designed. Results from a less complex analysis that does not take account of the full experience will misallocate resources and deliver sub-optimal results i.e., how can you allocate resources without considering emotion?
2. *The model is driven by emotion theory first!:* traditional research is simply not set-up to measure emotion or to realise the impact emotion has on modelling approaches
3. *The model combines data from current drivers and destroyers of value and from how customers think about the future:* the definition of value combines both a reactive response to the current environment + perceptions of future value. This concurs with emotion theory and how consumers evaluate future desired emotional rewards.
4. *The focus of analysis is not on correlations but a table of regressions:* the model has a theory (stimulus-response-effect) so can apply this to undertake root-cause analysis. The regressions applied are based on modelling the complex consumer world i.e., many to many regressions all at once not an artificially separated linear regressions.
5. *Perception is modelled:* in determining what an experience is, the model considers what can be pulled out of memory as emotionally important. Hence, perceptions are important aspects of an experience that must be taken account of as they are often emotionally charged.
6. *Modelling takes account of curvilinear relationships:* traditional modelling assumes that relationships are linear. We have seen that emotions are subject to homeostasis so curvilinear relationships must be modelled.
7. *The datasets are compared to a benchmark emotion database:* one of the largest commercial databases on emotions in the world.

## Last words, things to consider

If in your current measures and ROI calculations are not measuring emotion, the subconscious as well as the rational, across the whole Customer Experience, then you are NOT measuring Customer Experience. And if you are not measuring Customer Experience, you have only a half-impression of how customers relate to your brand.

Customers do not think in silos. Hence, any ROI measure that does not consider a wide range of influences as possible on the consumer, will come up with results that misallocate resources. Results will be false positive results i.e., results that conform to statistical rules but are invalid because they fail to model the full experience, an allocation of resource in a model without emotion will not be the same as one with emotion.

It is only through complex modelling that you can start to model the 360 degree view of the customer as they relate to your experience. Once you have that view, then you can start to allocate resources more effectively and design your CE metric.

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**About Beyond Philosophy**

Founded in 2002, Beyond Philosophy is a leader in helping organizations to create deliberate, emotionally engaging Customer Experiences that drive value, reduce costs and build competitive advantage. Specializing in strategic consultancy services, custom research, training and education, the company's thought leaders have also pioneered new methods of analyzing both the rational and emotional sides of the Customer Experience. Beyond Philosophy's four internationally bestselling books – *Building Great Customer Experiences*; *The DNA of Customer Experience*; *Revolutionize Your Customer Experience*; and *Customer Experience: Future Trends and Insights* – are available through the company's website or through any bookseller.

Beyond Philosophy maintains offices in Atlanta, Georgia and London, England. Additional information can be found at [www.beyondphilosophy.com](http://www.beyondphilosophy.com).