b2sense

RESEARCH & MORE

EXIT

Make your potential switchers your #1 source for improvement and success

Brought to you by
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Positivos versus negativos

Every company counts satisfied and dissatisfied customers, customers that promote and demote you, customers that are committed to your brand and potential switchers.

There are many different ways to designate or define them but in most cases, it implies that:

Committed customers & promoters ...

Are more **delighted**

Can **memorize** good customer experiences

Feel **valued**, respected and experience a feeling of belonging and **partnership**

Will **not** actively **seek** lower cost alternatives

Want to **continue using** your brand ... even after experiencing issues

Are usually willing to **pay extra**

Consider that they receive **excellent** products and superior service

Are **curious** to learn more about your products and services

Do **not churn** when facing competitive offers

Will do your **marketing** for you ... communicating voluntarily, frequently and positively about your brand

Potential switchers & detractors …

Are **unhappy,** uninvolved and frustrated

Feel their **concerns are left unheard**

Are actively **seeking better deals** in the market

Are **not open for up- or cross selling**

Are **ready to churn** to another supplier when barriers are not too high

Experienced **issues with your company which remained unresolved** (in their eyes anyway)

Complain more often to customer service and others about your service

Spend **more money with competition** than with you

Actively spread negative word-of-mouth about your brand to customers and prospects

It is clear that potential switchers or detractors are a **menace** to your company. Not only do you risk losing revenue from these **customers** but replacing them will cost you more than keeping them and they also have a major impact on **new client acquisitions**, sabotaging your marketing and chasing away potential customers.

Problem experience kills the relationship

Resolution can strengthen the relationship

Every product or service creation, process or touchpoint contact could go wrong. This has a dramatic impact on loyalty (with drops of 20% to 30%), share of wallet, word of mouth, price perception and - acceptance and ultimately your company's profitability.

Problem experience usually has a perilous impact on …

Shorter term relationship metrics such as
- Customer satisfaction
- Potential and actual negative word of mouth or
- Customer ease

which tend to result from yesterday's experiences and on

Longer term metrics such as
- Customer commitment
- Potential switching behaviour

for which customers think more long term … it is not because of one incident that you will necessarily throw away a long-term relationship

Adequate problem **resolution** can also have a **positive impact** on customer relations and could even lead to higher satisfaction degrees than had the problem not occurred, because you offered customer-centric solutions and thereby exceeded customers' expectations.

The following example shows how potential switching will skyrocket because of problem experience …

Out of 250K customers, 90K experienced a problem and 15K remained with an unresolved issue

	Satisfaction	NPS	Commitment	Potential switching
If no problem	75%	+26	47%	16%
If problem	52%	-11	29%	30%
Impact of experiencing a problem	-23%	-37	-19%	+13%
If problem resolved	63%	+2	37%	22%
Impact of resolving a problem to satisfaction	-12%	-24	-11%	+6%
If not resolved to satisfaction	13%	-60	16%	61%
Impact of non-satisfactory solution	-63%	-86	-31%	+45%

Problem experience boosts potential switching and sinks satisfaction, promoter-ship and commitment.

Resolving the issue helps to regain confidence but – in this case – not to a level as for customers without problems.

*When the problem is **not** resolved satisfactorily, then the consequences turn to dramatic proportions. The number of potential switchers overtake the number of committed customers and NPS drops to -31*

Avoiding issues is the key message but if you were not able to, then speedy **close-the-loop action** is required to resolve the issue to the customer's satisfaction. Every **reported** issue provides an **opportunity** for you to delight and commit your customer and turn this customer into a promoter of your brand.

Potential switchers/detractors can therefore be a **good thing**. When they are listened to and their feedback acted upon properly, then they can become your most valuable source of customer experience improvement and be turned into future promoters.

Turning potential switchers and detractors into loyal promoters

So what do we recommend you do?

(in random order and not pretending to be exhaustive)

Boost your response rates[1] ... the more feedback you have, the more you can improve the relationship with these customers and focus improvement actions around your most critical problem areas and highest value customers. There is evidence that customers that are not willing to participate in surveys are more likely to be potential switchers or detractors ... many suggest that an absence of signal should be interpreted as a high-risk signal in itself.

01

Conduct driver analysis to identify the root cause of potential churn or detraction. Most customer experience surveys that b²sense conducts, comprise legion information on products, touch points, processes, pricing or image to predict with precision which improvements will boost the strength of the relationship with the customer for the customer base as a whole or for specific customer segments. Next to driver analysis, you can motivate staff to open their ears for criticism from customers and colleagues, you can look at competition to detect what they do better, you can examine why other countries in your group perform better in specific aspects than you and leverage their experiences or you can analyse your customers' verbatim feedback in detail to detect individual or collective problem areas. All present valid input for improving service delivery.
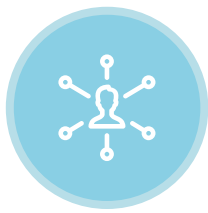
02

[1] Also consult our position paper "How to make sure customer experience feedback is reliable"

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03 **Incite your customers to report their issues to you**[2] – whether it is a serious or minor problem – giving you the opportunity to amend. Typically, 80%+ of BtoB customers report their problems to their vendor; others may simply take their business elsewhere next time they make a purchase decision. Beware that minor issues, which are signalled by many, can also become a major issue for the company.

Get on the phone with dissatisfied customers to discuss their issues and find adequate solutions. When it concerns key-accounts, get C-suite to contact them and repair the relationship. **04**

05 **Get multiple teams involved** when necessary to resolve the issue. Make the teams work together to find the best solution for the customers and delight them. This will strengthen the relationship with the customer and among the teams.

Empower front line **teams** and account managers to meet sabotaging messages and train them to detecting, preventing and mitigating risks. **06**

[1] Also consult our position paper "How to make sure customer experience feedback is reliable"

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07 **Identify whether your staff includes "saboteurs"** who are willing to destroy the brand's reputation rather than safeguard it[3]. There is nothing worse than a staff member confirming to a customer that many customers face the same problems and that there is no solution for it.

Make sure that staff feels supported by the organization to tackle problem experience properly and swiftly. Too often, there is plenty of goodwill among most customer service people, but they are short staffed and internal procedures are not adapted to the array of problems which customers face. **08**

09 **Set up a close-the-loop system** where every case is reported to a responsible and his/her hierarchy (ideally in real time) so that they are alerted and kept alert and cases can be closed to the customer's satisfaction asap. b²sense cooperates with Customer Gauge, a leading provider of BtoB Account Experience software and solutions for setting up a customized platform, allowing you to proactively retain and grow accounts faster. Their analyses of client data shows that the number of detractors turning into promoters can be multiplied by 3 when you close the loop adequately. On the other hand, analyses show that companies that do not close the loop increase their churn by a minimum of 2.1% every year!

[3] Also consult our position paper "Enhancing customer experience with staff"

Our Mission

We foster a caring spirit and a result-driven objective: to **deliver impactful insights via a tailored research approach aimed at easing our clients' business challenges beyond the operational level**. Via inventive solutions, vast multi-sector experience and a drive for efficiency we continue to meet the evolving expectations of local and global business communities of tomorrow. **Because when people thrive, so do their businesses.**

Our Vision for the future

To become the go-to-reference for resolving **challenging queries across the customer chain**, for both local & global businesses through inventive research and impactful insights.

B2B2C

With end-consumers playing an increasingly important part, the need for integrated **b2b** and b2c research is on the rise. Our roots in b2b research combined with our capabilities in end-user and consumer research means we can help our clients with any b2b2c requirements.

solutions

Our research team brings a wealth of methodological- and sector **expertise** in **Brand**, **Customer experience**, **Innovation** as well as **market opportunities**. Combined with an inventive and forward-thinking approach, it is important to us to think with our clients and find **solutions** that work for them.

full circle

Via our in-house call center and our extensive **eco-system** of local and global research partners, we can cover **any** type of research in just about any market that our clients require.

We work as part of a larger community where like-minded partners like **Minds&More** and links with academic communities provide additional tools and opportunities to stay up to date with, teach and **make sense** of our business and social environments.

Our enthusiastic team built legion experience in numerous industrial and services sectors. We know how to reach the relevant target groups and retrieve relevant insights, using our own data-collection capabilities and trusted fieldwork partners and applying research methods and models, aligned to target groups in each country.

- Building & construction
- Business services
- Energy
- Food
- Finance & insurance
- Health Wellbeing
- Industry & Technology
- Telecom & ICT
- Transport & Logistics

Our DNA leads to satisfied advocates

Connect
Understand your challenges business issues and needs for insights

Customize
Blank page approach, identifying the best solution to your problem. Sharing our experience and expertise

Commit
Senior project management team with pro-active, can-do and "team" attitude, committing to full customer satisfaction

90%
Satisfied clients

90%
Of our clients is (very) likely to **recommend** us

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Based in Belgium, Dominique is a founding member of b²sense after a management buy out from Kynetec. With more than 35 years' experience in BtoC- and BtoB-market research, Dominique is widely experienced in domestic and international market research working for many reputable companies across a wide range of sectors.

Dominique is a marketer and researcher with a wide spectrum of interests. Research has drawn his attention since the very beginning of his career, being very eager to learn, understand, grasp, collide ideas, develop, trigger, listening and advising. He had the opportunity to work for a whole series of great international clients and government bodies, gaining knowledge about a wide pallet of sectors and solutions. For Dominique, research should translate into actions and that is what he promises to deliver at the end of each piece of research … data- and marketing driven action points.

His mission is to help businesses achieve their business goals and protect their long-term assets: their customers, their employees and their brands. To accomplish this, he subscribes to a set of core values: maintain the integrity of the data, protect the confidentiality of client information, aspire to the highest standards of intellectual honesty, remain flexible to new ideas, achieve the epitome of client service and fulfil our promises with exemplary research.

With a thirst for innovation, Dominique has developed numerous programs in the area of customer and employee engagement surveys for blue-chip companies and international bodies such as the European Commission.