



More than
Very very
very
care
Don't
OK
0

5 4 3 2 1 0 -1 -2 -3 -4 -5

emotion-score

We use behavioural science to change your conversations and improve your ROI

The diagram shows a vertical scale of emotion icons from 5 (happy) to -5 (sad). A man in a red shirt and glasses is pointing up with both hands, indicating a positive score. The text "emotion-score" is in a rounded box, and the tagline is below it.

Emotions – the new metrics
.....and how to use them

Poll

It's not rocket Science but it is science

IF

Unhappy Customers =

Unhappy staff = Unhappy Shareholders

OR

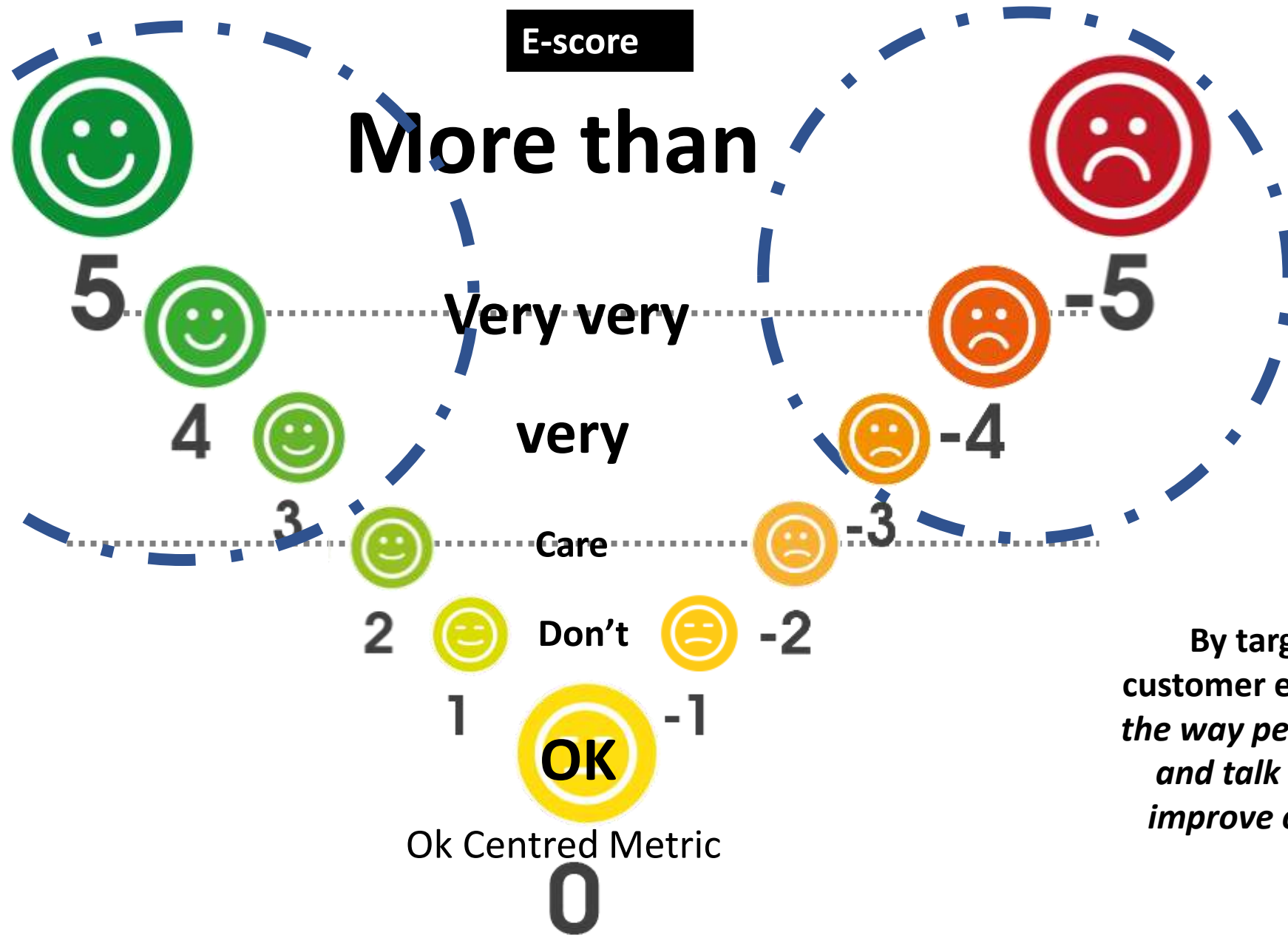
Unhappy staff =

Unhappy Customers = Unhappy Shareholders

...are both true

Therefore

Happy Customers + Happy staff = Happy Shareholders

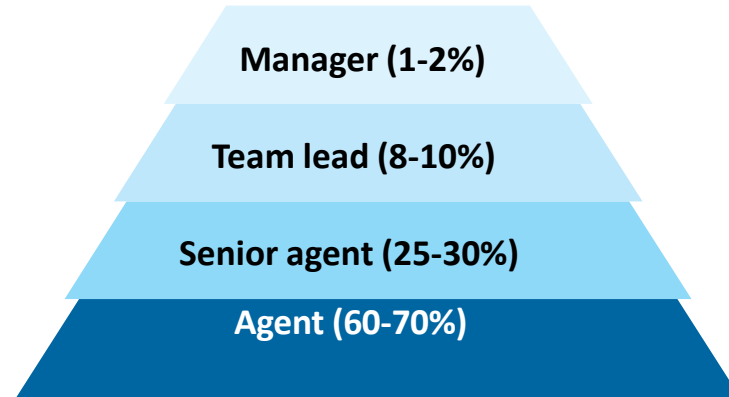


By targeting customer emotion *in the way people think and talk* you can improve outcome

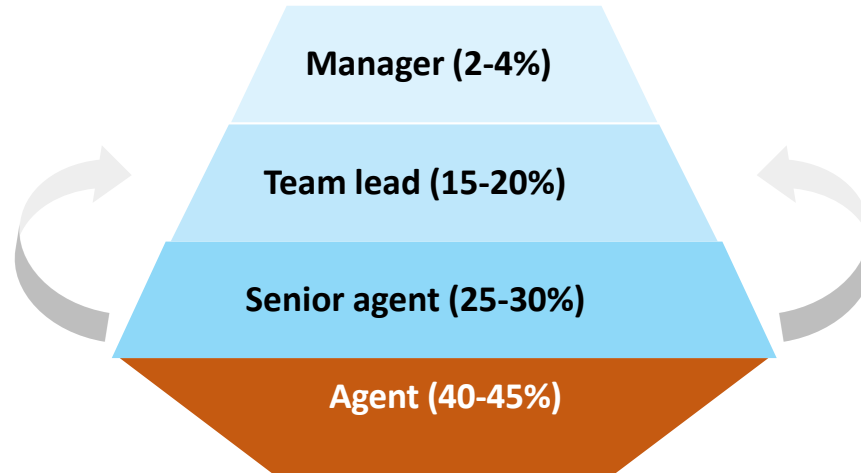
Changing Expectation – current 3 year contact centre trend

Evolving CXM delivery pyramid

Present



Long-term



- Demand for agents at the bottom of the pyramid is shrinking
- Shift from arbitrage-first to digital-first
- Agents will handle complex, judgment-intensive tasks

Source Everest Consulting

A rustic wooden suspension bridge spans across a dark river, set against a backdrop of dense green forest. The bridge is constructed from weathered wooden planks and beams, with thick ropes supporting its structure. The scene is captured from a low angle, looking down the length of the bridge towards the far bank.

Sometimes...the digital
experience is less than perfect

more like a broken road and then
the agent helps the customer across
the bridge across the pot holes at
the *phygital* interface

This requires a **different** skill set and
approach to conversation to help a
customer get through this
experience

What is the business challenge?

.....It is ***not*** in understanding emotions because all of us do this every day because we live in an emotional context.....**and we all just did it!**
it is talking about them

Think about organisations who talk like people

The real business challenge is learning to talk about customers emotions and feelings *more*

as part of business culture,
as part of CX and HR,
as part of metrics and scorecards
as a type of value



IF

Voice of Customer + Observation ≠ Outcome of Metric

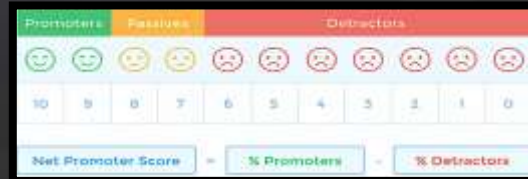
Trustpilot



Happy or not



Net Promoter Score



Therefore METRIC FAIL

Customer Effort Score

How to measure Customer Effort Score (CES)

Overall, how easy was it to get the help you wanted today?

Easy Neither Difficult

Customer Effort Score (CES) = % easy - % difficult

CSAT



Trustpilot



Happy or not



More Than



More Than



Net Promoter Score



Customer Effort Score

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CSAT



Therefore
METRIC
Improved



Trustpilot



More Than



5

Net Promoter Score

More Than



-5



How to measure Customer Effort Score (CES)

Overall, how easy was it to get the help you wanted today?

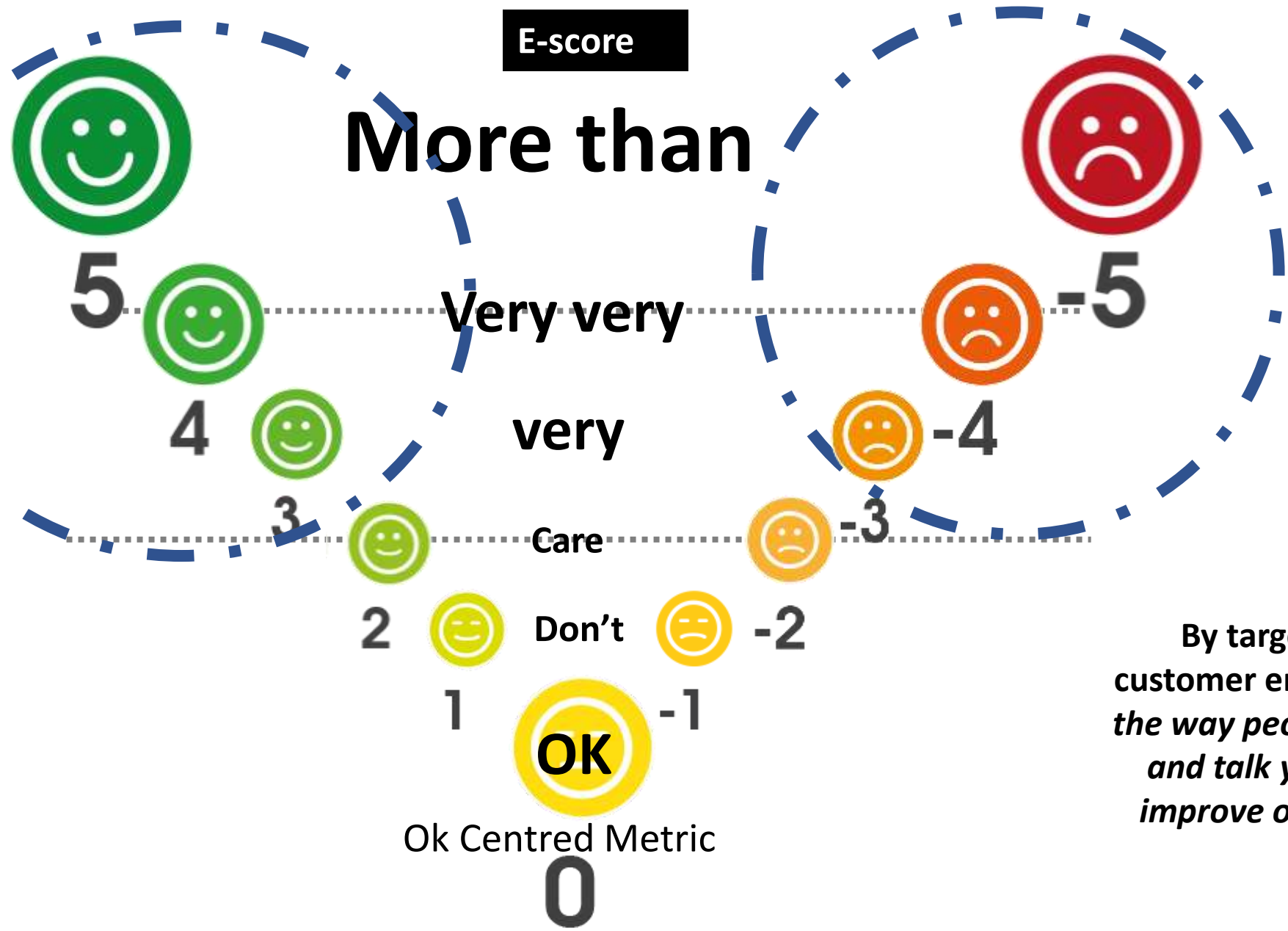
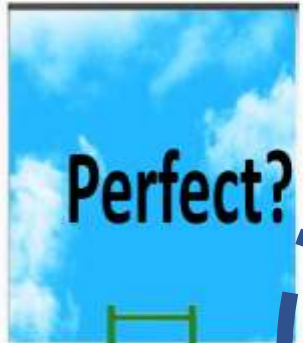
Easy Neither Difficult

Customer Effort Score (CES) = % easy - % difficult



CSAT

Therefore METRIC Improved again!!!!



By targeting customer emotion *in the way people think and talk* you can improve outcome

Emotion-Score Verbatim Calibration Wall

How do you feel about?



We instinctively understand this model of verbal answers

We can describe feelings with words on an emotional scale – its implied in behaviour

Any standard language



We instinctively understand this model of verbal answers

We can describe feelings with words on an emotional scale – its implied in behaviour

How does it work?

Case Study: Using Conversation based Emotion Analysis + Emotional Channel Modelling.

Rapidly setting up a EQA Test point and finding quick wins



“.....this helped so we can create the in store experience over the phone”

Step 1

Listen to phone calls

We listen for a large range of indicators

| | | | | | | | | | | | | | |
|----------------------------|-------------------------|-----------------------|-------------------------------|----------------------------|-------------------------|-------------------------|--------------------------|----------------------|-----------------------------|-------------------------|----------------------|---------------------|--------------------------|
| Resolution | Digital Connection | Time taken | Energy | Timeliness | Speed of delivery | Timing in experience | Baggage handling | Information transfer | | | | | |
| C-Sense Score | Matching | Complexity/Simplicity | Body Position | Connection | Convenience | GAIN | Body Language | Emotional Exchange | Habitude | Optimisation | | | |
| Physical Comfort | Empathy | Status Balance | Emotional State - Frustration | Environment | Information transfer | Exchange of information | Incentive for completion | Brand Score | Complexity/Simplicity | Is it clear information | Available Choice | Control | |
| FCR | Convenience | Understanding | Appropriateness | Reputation Risk | Habitude | Level of surprise | Job Satisfaction | Tension/Relaxation | Efficiency - Conversational | Status Balance | Level of familiarity | Autonomy | Understanding of problem |
| Efficiency - Relationships | Exchange of information | Feelings Targeted | Mastery | Efficiency - Transactional | Is it clear information | Feelings - Actual | Purpose | Moral Score | Efficiency - Technology | Understanding | Insight Collected | Cost Impact | Satisfaction |
| Data | Level of surprise | Behavioural Targeted | Innovation score | Engagement | Security | Behaviour Actual | Compatibility | Word used | Systems | PAIN | Design | Progress to outcome | Breathing |
| Process | Effort Score | NPS Score | Energy | Speed of delivery | EMS | Other Metrics | | | | | | | |

Why calls? We can use any data but calls are easier to start with as a first step. They are quick to fix cost effectively. Having better conversations = better outcomes and you can measure the ROI

We want to get a sense of the experience for both customers and agents - In voice you can hear both sides of the experiences so you can score Customer and Agent experience together and compare them!

The quickest source for the test was agents in the voice channel although the process is the same in all channels. We set up a sensor* but we only used conversation tools and some basic AI. We listened to calls using our e-score processes.

Both Sides of the conversation

➤ In every thought you can hear the emotions ⬅

How do I feel?

I can't see you

Can I trust you?

This is not the beginning of this story and you are not the story

My wait was not nice

Turn Customer into co-operator - meet emotional need first by meeting brand expectation

How well do my systems work and how do I protect the brand

Are you solving my problem

1

*LATE LATE
Time is passing*

Do you care

2

How do I feel

3

*I want to tell you my priority
Where is he*

I want to tell you my outcome

My Brand relationship is at stake

Customer

I want to say how I feel

I want to feel better

Agent

DPA containing 3 + bits of info = Effort and emotional change

How much effort

How much satisfaction

How can I help

Create new opening behaviour

Process related Info such as order numbers and reference numbers

Step 2

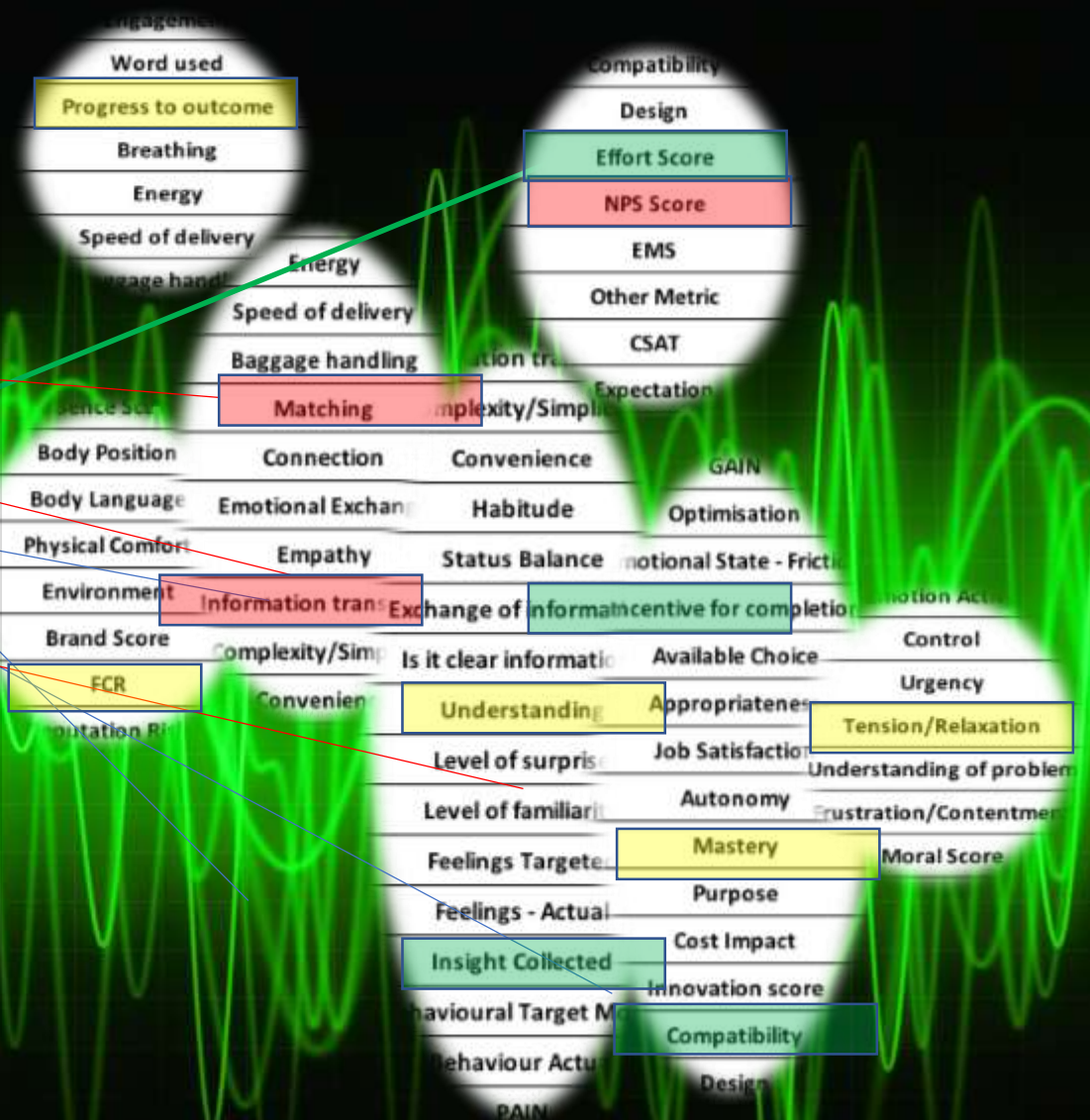
Slow down

We started by looking for large variations or big scores as we observe the experience and listen to a call, with about 100 different items on our observational agenda

Then we focus in more details until we are able to identify the actionable insights with the biggest impact at the micro level

We are identifying best and worst practice so you can start to drive improvement

We are looking at emotional exchanges like emotion affects such as micro-expressions hesitations, at this level of detail



Step 3

Filter

AI

Text Word Timings and Alternatives Keywords (0/1) JSON

Progress to outcome

Breathing solution

Energy al Connection

Speed of delivery Time taken Energy

Baggage handling Timeliness Speed of delivery

Timing in experience: Baggage handling ation trans

C-Sence Score Matching Complexity/Simple

Body Position Connection Convenience GAIN

Body Language Emotional Exchan Habitude Optimisation

Physical Comfort Empathy Status Balance motional State - Frictio

Environment Information trans Exchange of Informalncentive for completion tion Act

Brand Score Complexity/Simp Is it clear informat Available Choice Control

FCR Convenience Understanding Appropriateness Urgency

Reputation Risk Habitude Job Satisfactio Tension/Relaxation

Efficiency - Conversa Status Balan Level of surpris Job Satisfactio Understanding of problem

Efficiency - Relations exchange of infor Level of familiarit Autonomy Frustration/Contentment

Efficiency - Transaction Is it clear informa Feelings Targeted Mastery Moral Score

Efficiency - Technology Feelings - Actual Purpose Social Score

Data Understanding Insight Collected Cost Impact Satisfaction

Security level of surpr behavioural Target M Innovation score Engagement

Systems compatibility Behaviour Actua Compatibility Word used

Process Design Behaviour Actua PAIN Progress to outcome

Effort Score Breathing

NPS Score Energy

EMS Speed of deliv

Other Metric

CSAT

Expectation

and² are⁴ you³ free to l² changed⁵ my name is² Jim¹⁰ can⁵ my³ thank² you send⁶ I'm³ a ne

send² you fifty² two² and² key⁸

thank you very much how can ! help you today

%HESITATION³ <eps>² missing items my² <eps>² order⁴ again³

let's⁸ say⁶ you would⁴ remember³ please⁵

%HESITATION yes it's⁵ five to²

zero⁴

seven nine

yes²

three² five one four³

thank you and² just confirm² the⁵ us⁶ on³ if⁴ your address place²

thank⁵

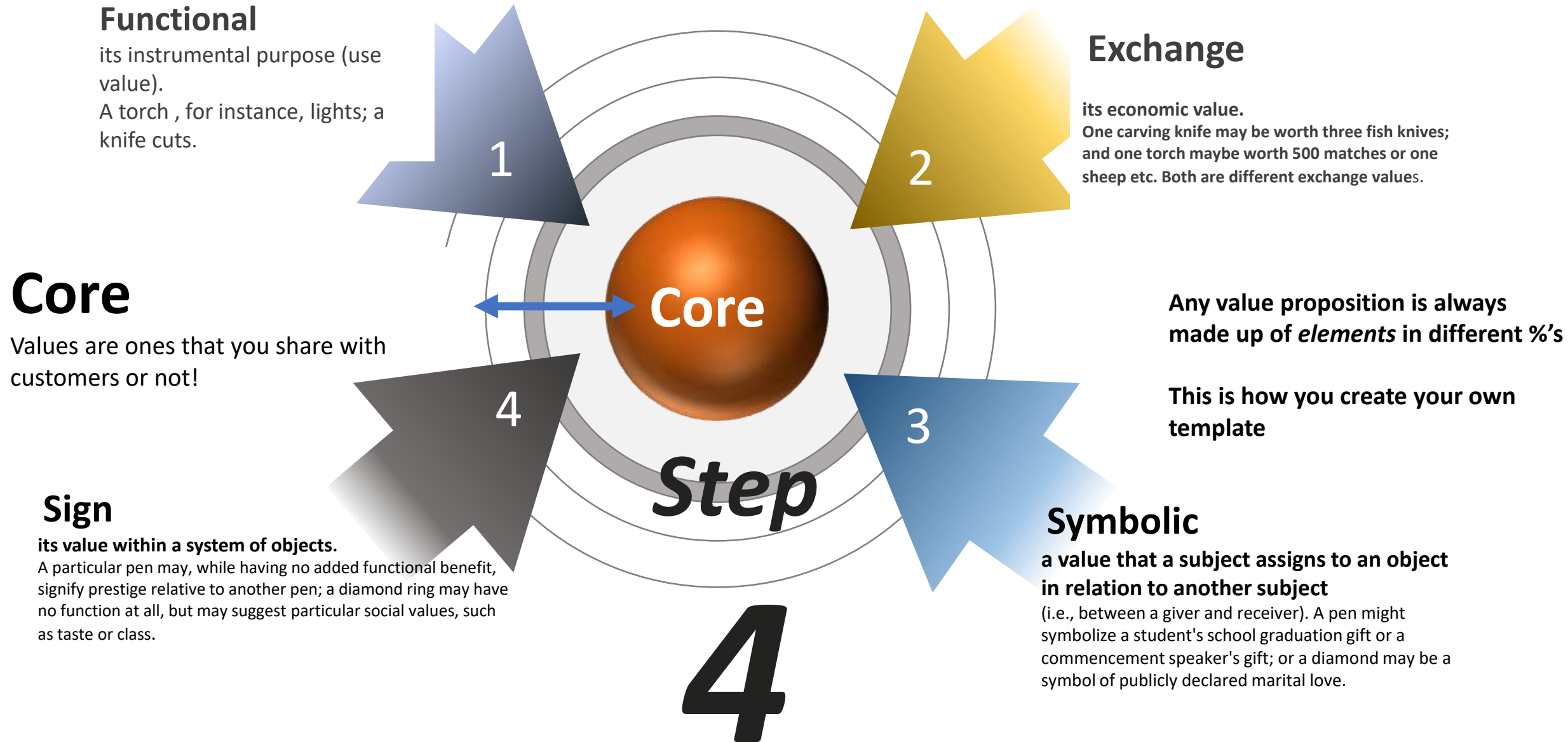
%HESITATION³ <eps> what³ the³ missing auditions⁶ for⁴

stable⁴ <eps>⁵ one⁵

so³ it's⁴ six² nine⁶ <eps>² <eps>³ three

We apply some AI tools to help identify patterns in conversations

Build a value matrix - this contains experience within an e-score model



Step

5

Created an Emotional DNA Profile Algorithm unique to the client

| Functional | | Score | Lead |
|------------|-----------------------|-------|------|
| Functional | Easy to use | 3 | 0 |
| Functional | Available everywhere | 0 | 0 |
| Functional | Better Features | -4 | 3 |
| Functional | Easy to get parts for | 2 | -2 |
| Functional | Security | 4 | -4 |
| Functional | Privacy | 4 | -4 |

| Symbolic | | Score | Lead |
|----------|--|-------|------|
| Symbolic | A purchase relating to a moment of truth | 3 | 3 |
| Symbolic | A life time relationship | 2 | 2 |
| Symbolic | Fellow Owners | 2 | 2 |
| Symbolic | A defining choice | 3 | 3 |

| Core | | Score | Lead |
|------|------------------|-------|------|
| Core | Shares my values | 2 | -2 |
| Core | Data Trust | 4 | -4 |
| Core | CSR | 2 | -4 |
| Core | Equality | 2 | -4 |
| Core | Social Policies | 2 | -4 |
| Core | Social Policies | 2 | -4 |
| Core | Exploitation | 2 | -4 |
| Core | Tax | 2 | -4 |
| Core | Supply Chain | 2 | -4 |

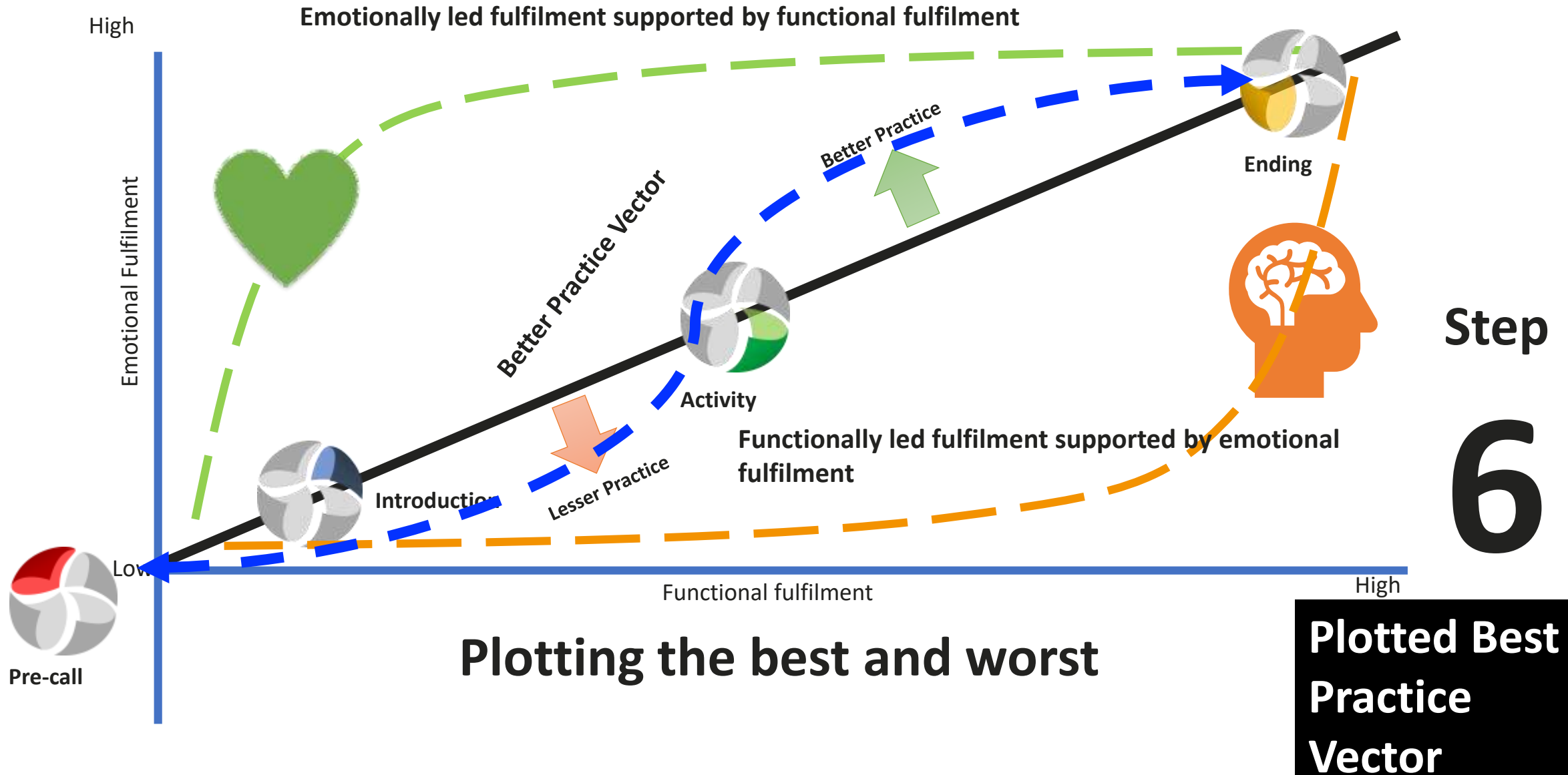
| Exchange | | Score | Lead |
|----------|---------------------------|-------|------|
| Exchange | Second hand | -3 | -1 |
| Exchange | Lifetime value of product | 3 | 2 |

| Sign | | Score | Lead |
|------|------------|-------|------|
| Sign | Stitching | 3 | 1 |
| Sign | colour | 3 | 2 |
| Sign | finish | 3 | 2 |
| Sign | aspiration | 3 | 3 |
| Sign | Noise | 0 | 0 |
| Sign | Smell | 0 | 0 |
| Sign | Texture | 3 | 2 |
| Sign | Taste | 0 | 0 |
| Sign | Experience | 3 | 3 |



Question

Emotional Fulfilment Arc

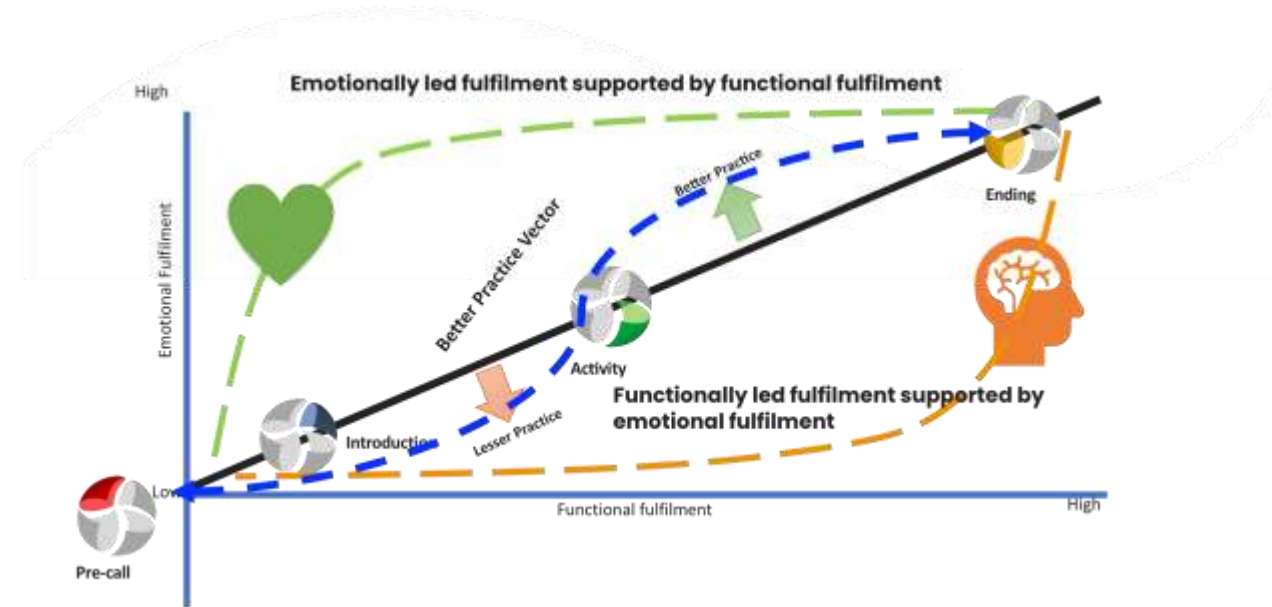


Best and Worst Training tools

Best and Worst focus is the core of most continuous improvement methodologies

We use it to create training tools so a continuously improving understanding becomes part of the daily habits of each member of staff

We help improve outcomes for both customers and agents by designing better conversations. Then we help you to integrate improvements into agents daily lives and measure the improvements.



**Conversational or experience micro projects.
Always self - calibrated by your best and worst practice and your profile therefore always actionable**

Outcome for Waitrose

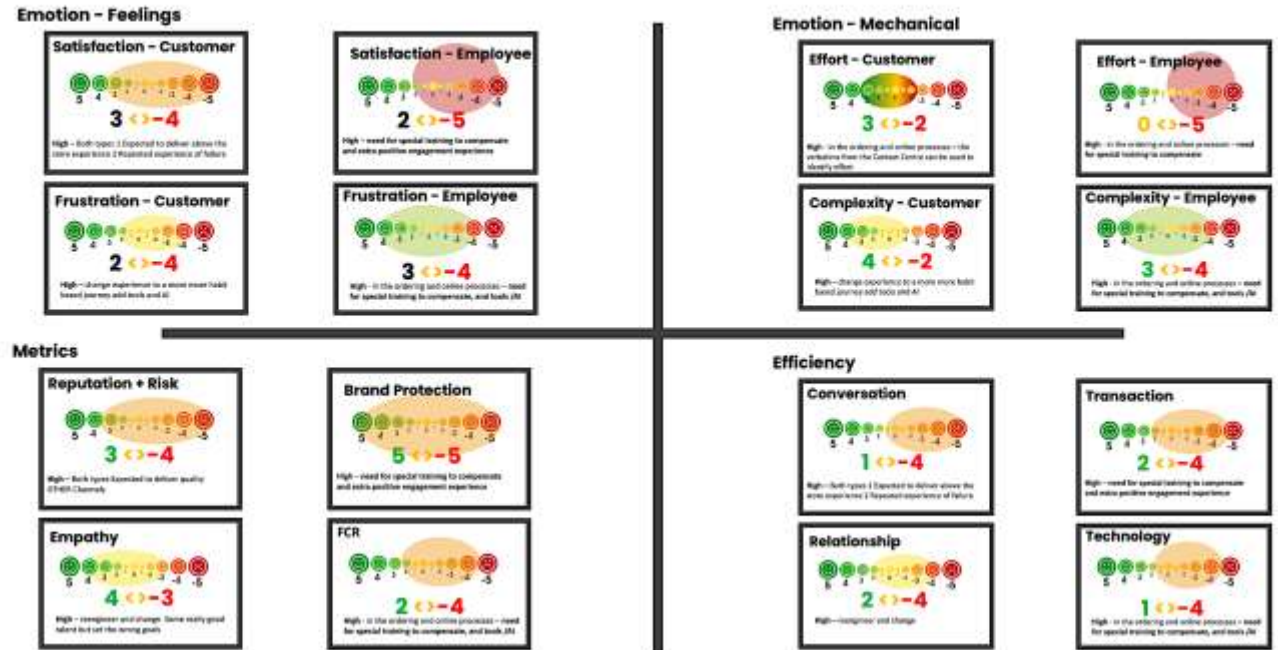
Best Practice - Identified what best and worst emotional experiences sounded like so they can be used to help calibrate and improve best practice

Actionable Insights & Improvements - Identified some emotional effort road block and other points in the conversation that could be improved emotionally and provided some tactics to test

Compared Channels - Measured emotion, complexity of journey and effort for agents and customers against in-store experience and social media

Next steps - Provided support so the team could start a project to behaviour change

4 key focus areas to deliver quick high value improvements



Delivered Report



Feedback

from both Clients

It started to have an impact in days of rollout!

this helped so we can create the in store experience over the phone

“We also found how we can help improve the way advisors interpret customer emotion and behaviour

....and how systems, knowledge and monotony of reoccurring issues can drive attrition, negative language in conversations and lack of motivation to surpass customer expectations on occasions.

.....the E-Score EST (Emotional Support Team) are helpful and friendly and when we explained about the drive to reduce effort they quickly focused on emotions that we could action quickly

Sitel also said: It was a great success. Easy to understand for all the stakeholders. The audit gave us a lot of things we could use straight away. We are so pleased we are already looking at expanding the programme into other clients”


Waitrose also said it provided quick reliable actionable insight.

What can we do tomorrow?

1. Find out how the customer is feeling before you manage the first step in your process
2. Listen for emotional baggage and carry it for the customer
3. Explain the processes as you go if appropriate (unless the customer has been through the process before)
4. Ask questions as you go through the call not using post call surveys
5. Ask yourself if the customer was more or less angry at the end of the call?

Read about e-score. It is free and much of it can be used without any additional input from us.

a CXFO.ORG CERTIFIED Partner



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Very very
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Care
Don't
OK
0

5 4 3 2 1 0 -1 -2 -3 -4 -5



emotion-score

The next step in Customer Experience

Helping you manage Emotion

The next generation of tools and services in business improvement and customer experience

E-score is from the [Customer Experience Foundation](#)
CXFO.Org Innovation Lab



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Visit <https://www.cxfo.org/e-score>

Are you willing to start changing the conversation today