






WHY, WHAT & HOW OF HAPPINESS DRIVEN GROWTH

A booklet by Rosaria Cirillo Louwman, Wow Now

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Booklet Content

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WHY

Happiness Driven Growth – Fundamentals

Before getting started... a little visualization exercise!

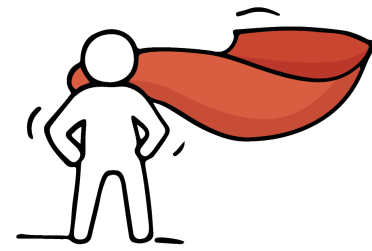


Read this slide, then take a moment to **close your eyes** and visualize these 2 different situations.

1. **Unhappy interaction:** Think of a time you had an interaction with a company and it wasn't successful or pleasant. **What** went wrong? **How did you feel?** **Which action** did you take as result of this experience? Did you **tell** someone or many people else about this experience? Did you **buy** less from this company or stopped your relationship all together as a result of this interaction? Which impact did this interaction have on the rest of your day?

2. **Happy interaction:** Now think of a time when you had a **remarkable interaction**, one that made you say **WOW**. **What** made you say WOW? How did you **feel**? How do you feel now even just remembering the experience? Did you **tell** someone or many people else about this experience? Did you **buy** more from this company as a result of this interaction? Which impact did this interaction have on the rest of your day?

MY WHY & THE WORLD I WISH TO LIVE IN



WHAT
IS
YOUR
WHY?

WHICH
WORLD
WOULD
YOU
RATHER
LIVE IN?

MY DREAM is to live in a world where we all strive to have **HAPPY INTERACTIONS** with each other, **life enriching** interactions.

This is **WHY my mission** is to **influence and help** as many companies as possible to **choose, design and deliver** the second type of interactions:

Happy, Life-enriching interactions, that guarantee **business growth** which everyone benefits from!

Isn't this what we all strive to do in our **personal life** with friends and family? Why wouldn't we want to do that also in our **business life**, which is just an extension of our personal life, a way to get **product, services and experiences** that we need to **live & enjoy life**?

We design & build the world we live in. Why wouldn't we make it the best it can be for us all?



Ages, Economies & Competitive Advantage

What's next?



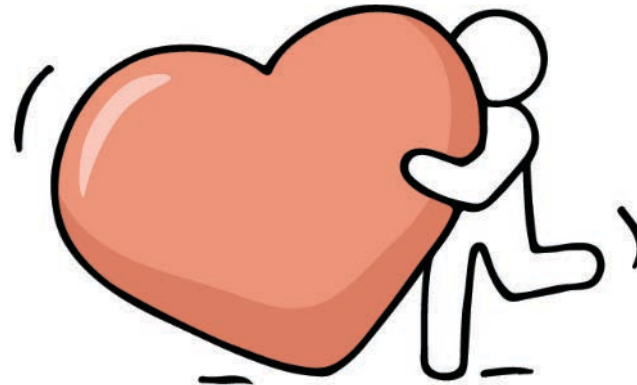
YEAR	<1800	1900	1960	1990	2005	2015
AGE OF...	AGRICULTURE	MANUFACTURING	DISTRIBUTION	INFORMATION	CUSTOMER	HAPPINESS
ECONOMY	AGRICULTURAL	INDUSTRIAL		INFORMATION	EXPERIENCE	PURPOSE
COMPETITIVE ADVANTAGE	FIELD PROPERTY	PRODUCTION	LEAN, SIX SIGMA	CRM Customer Relationship Management	CEM Customer Experience Management	HDG Happiness Driven Growth
WINNING COMPANIES		Ford Boing GE	Wal-Mart Toyota P&G UPS	Amazon Google Comcast	Amazon Salesforce.com USAA	Zappos Airbnb Coolblue CityBin
AGE duration	1000+ years	100 years	30 years	15 years	10 years	??

Elaboration Wow Now, 2016 © - www.wownow.eu



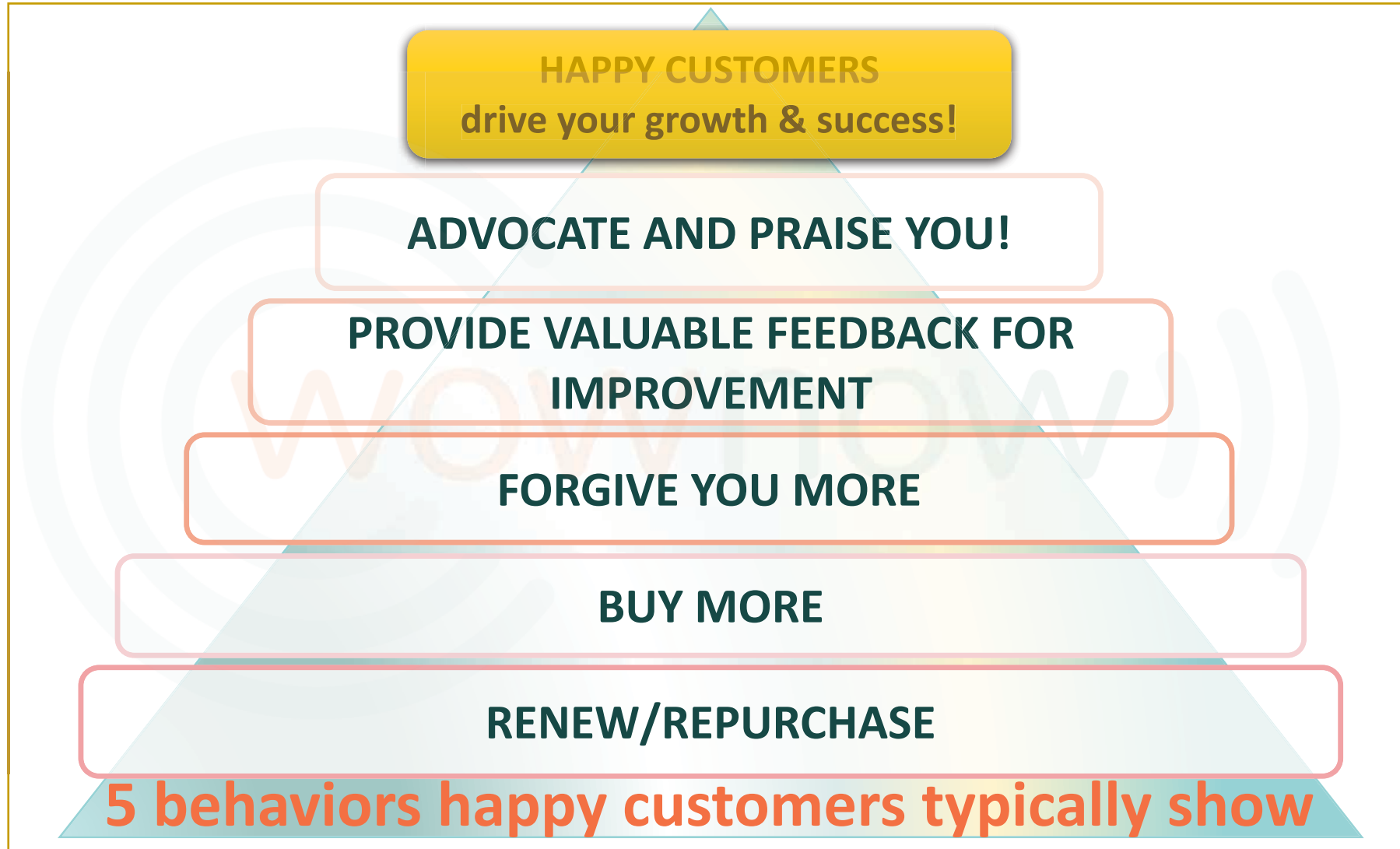
WHY WE BUY?

- We buy because of how it makes us FEEL. And we want to feel HAPPY!
- We buy from people we like & trust. And we trust people we CONNECT with



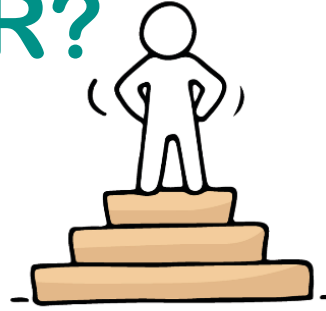
WHY DOES CUSTOMERS' HAPPINESS MATTER?

Happy customers are the most **profitable** one & they drive **healthy growth** (even in time of crisis) because of **5 behaviors area** they typically show.



WHY DOES EMPLOYEES' HAPPINESS MATTER?

Happy employees have the highest **return on investment** & they drive **healthy growth** (even in time of crisis) because of **5 behaviors area** they typically show.



HAPPY EMPLOYEES
drive your growth & success!

**ADVOCATE THE BRAND & DELIVER
BEST SERVICE TO CUSTOMERS**

**PROVIDE VALUABLE FEEDBACK FOR
IMPROVEMENT**

HAVE LOWER SICKNESS/ABSENTEISM RATES

BUY COMPANY'S PRODUCTS/SERVICES

ARE MORE PRODUCTIVE, CREATIVE & INNOVATIVE

5 behaviors happy employees typically show





WHAT

Happiness Driven Growth – Fundamentals

WHAT IS CUSTOMER EXPERIENCE?

Customer experience is... *how your customers perceive their interactions with your company*

- **Perception**: it's how your **customers think and feel** about what you do.
- **Interactions**: Customer experience encompasses **all of the interactions** with your organization
- CX experts, like Forrester & Temkin Group, believe customers perceive these interactions along 3 dimensions: "*success (meet needs)*", "*effort*" & "*emotion*"
- Wow Now analysis show that customers perceive these "interactions" **along 5 dimensions** (in green the 2 additional dimensions we observed):
 1. "*success (meet needs)*"
 2. "**realization & meaning (fulfill desires, values & purpose)**"
 3. "*effort*",
 4. "*emotion*"
 5. "**Timing**": *of experience (resolution) & of person living the experience (life events)*

Together these dimensions determine the perceived value for money & alignment to own life values, and therefore the likelihood to repurchase and/or recommend product/company to others. **Happiness** is what we feel when the maximum potential for the minimum effort/resources is obtained.



Basic human emotions we all feel

HAPPINESS

Amazed
Delighted
Blissful
Ecstatic
Amused
Joyful
Content
Glad
Pleased
Fulfilled
Satisfied
Relaxed

LOVE

Loved/Loving
Cared for/ Caring
Grateful
Thankful
Compassionate
Open hearted
Affection
Appreciative
Moved
Touched
Friendly
Sympathetic

SADNESS

Uncomfortable
Lonely
Discouraged
Irritated
Disappointed
Regretful
Hurt
Heartbroken
Depressed
Miserable
Grief
Devastated

FEAR

Concerned
Perplexed
Restless
Uncertain
Fragile
Insecure
Remorseful
Helpless
Overwhelmed
Afraid
Scared
Terrified

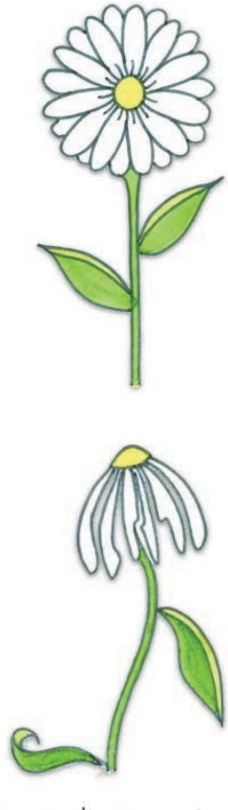
ANGER

Unquiet
Upset
Stressed
Impatient
Disconnected
Tensed
Withdrawn
Bitter
Hostile
Furious
Rage
Resentful

Framework: Wow Now 2016 ©, www.wownow.eu, Elaboration from various sources

Emotions customers FEEL

Human emotions we all feel: revised based on NVC



HAPPINESS

LOVE

When our NEEDS ARE MET

SADNESS

FEAR

When our NEEDS ARE NOT MET

ANGER

Escalated emotion when:

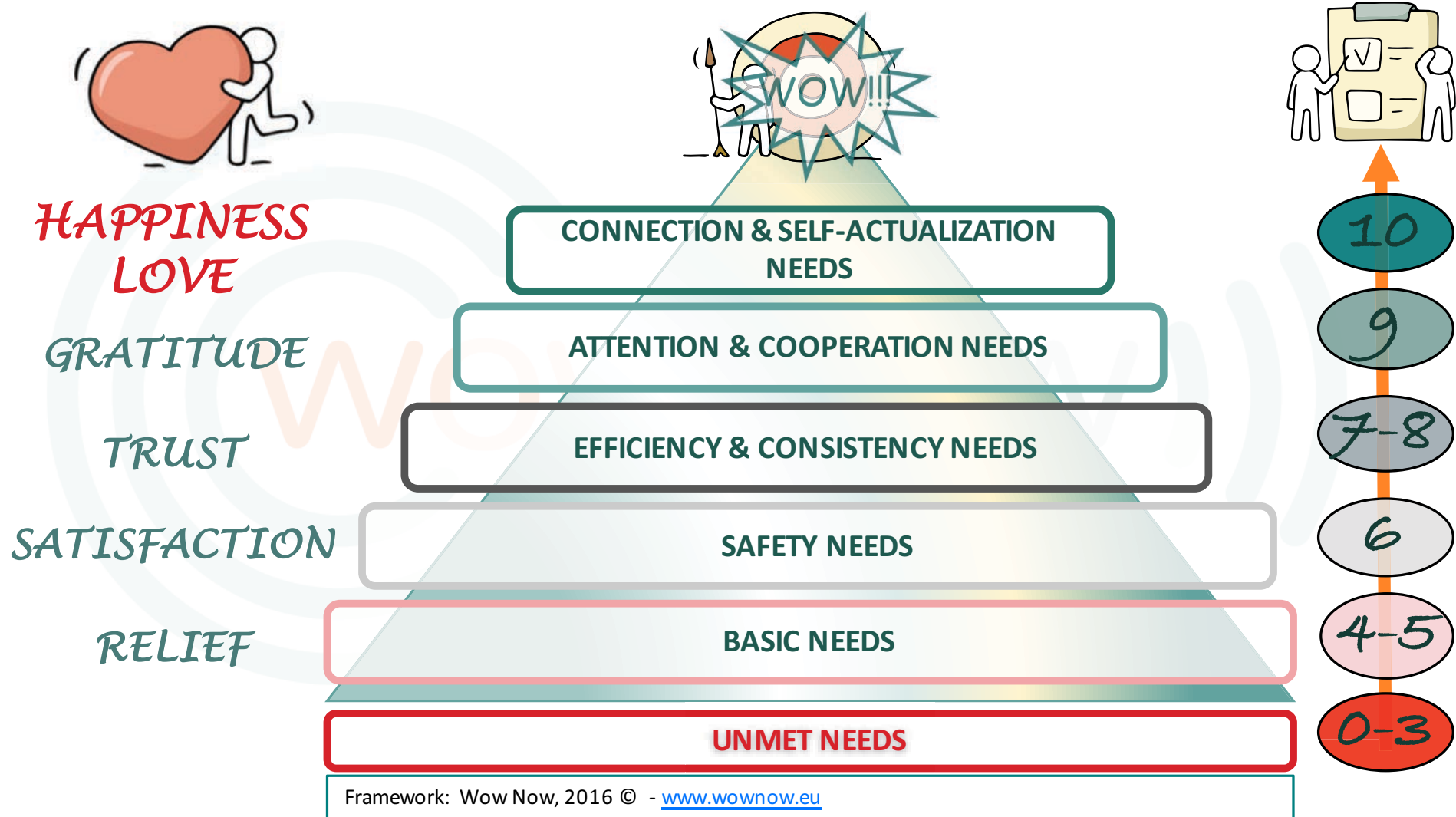
- we perceive our Values are not respected
- We don't understand
- We judge the circumstances

Framework: Wow Now 2016 ©, www.wownow.eu



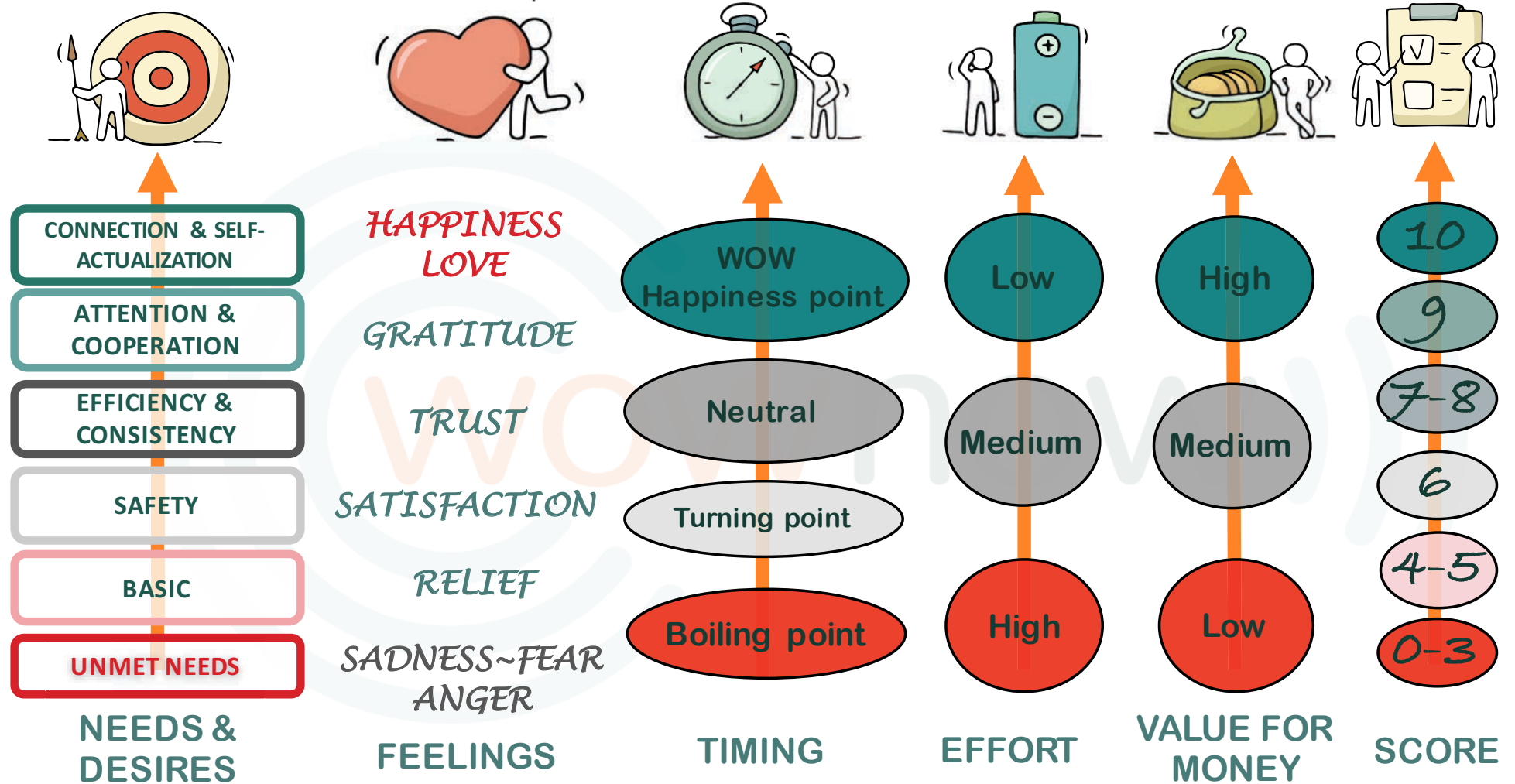
WOW NOW FEELINGS-NEEDS-SCORE FRAMEWORK©

The analysis of over 10.000 surveys responses per year – run since 2005 across multiple touchpoints and industry verticals – has showed a clear correlation between CSAT/NPS Score and the level on needs customer felt fulfilled by the interaction.



WOW NOW CEXP INSIGHTS FRAMEWORK©

The same analysis has also showed the correlation between CSAT/NPS Score and the other dimensions through which customers perceive the interactions. **Happiness** is what we feel when the maximum potential for the minimum effort/resources is obtained.



Framework: Wow Now, 2016 © - www.wownow.eu





HOW



Happiness Driven Growth – Extract

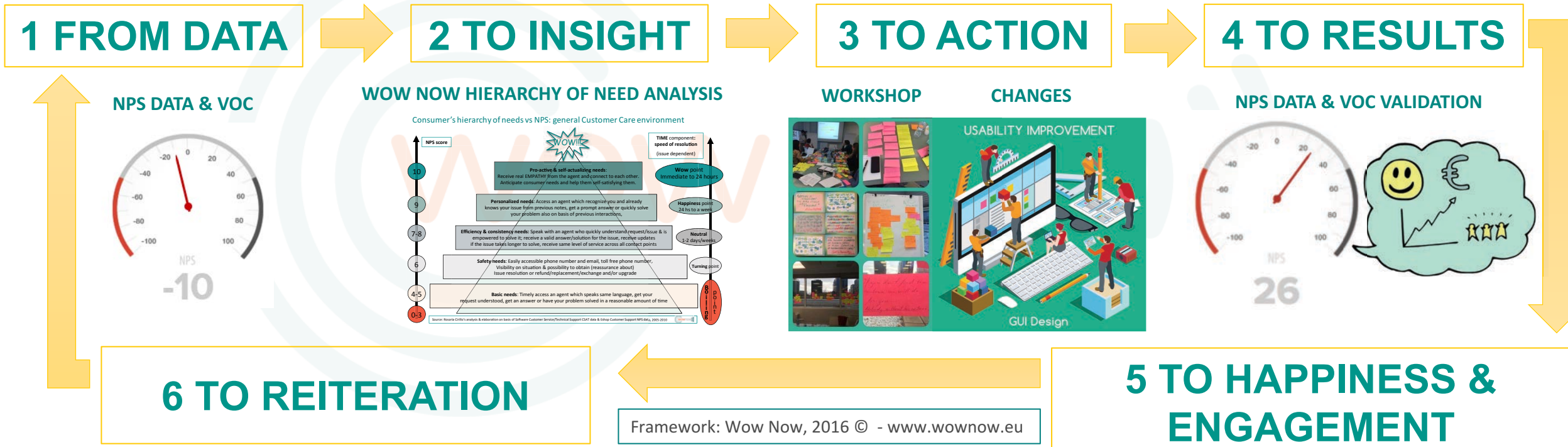
3 types of metrics matrix

Metrics type	WHAT	Example	Metrics used	Captured trough/Data sources
Descriptive	What really happened?	No info/solution on website Customer called to resolve issue with bill Waited 5 minutes Case open Two more calls needed Case closed	Website visits / Usage Average Pages x visit Call & email volume SL, AR, waiting time Average call length time FTR (First Time Resolution) # of client complaints	Analytics systems: Website Analytics Call logging systems CRM BI systems
Perception	What customer thinks and feels about what happened?	Customer opens bill & sees it's wrong-again C. searches for info & phone number online C. is frustrated that he has a problem, needs to give so much info and takes so long to solve	CSAT (Customer Satisfaction) CES (Customer Effort score) Engagement or Enjoyability Rate CEXPI (Customer Experience Index) UGC - GCR (User goal completion) HCF™ Agent registrations of customer perception	Surveys & text mining: Online feedback & survey tools Social media listening Website analytics Analytics systems: CRM
Outcome	What customers are going to do as a result of their experience?	Customer will tell is upsetting experience to friends and on social media He will cancel subscription	PREDICTIONS: - NPS (recommend) - Likelihood to repurchase/switch - Predictive alerts ACTUALS: - Churn (Renewal) rate/ Cancellations - Upsell/Upgrade on cust. - Referrals - Growth (Customer base or Revenue)	Surveys & text mining: Online feedback & survey tools Analytics systems: PREDICTIVE MODELS CRM Financial reports

Source: Wow Now 2015, www.wownow.eu, Elaboration of Forrester Table: Three types of Customer Experience Metrics, in Outside-in from H. Manning & K. Bodine



HOW WE USE VOC AS A DRIVER FOR CHANGE

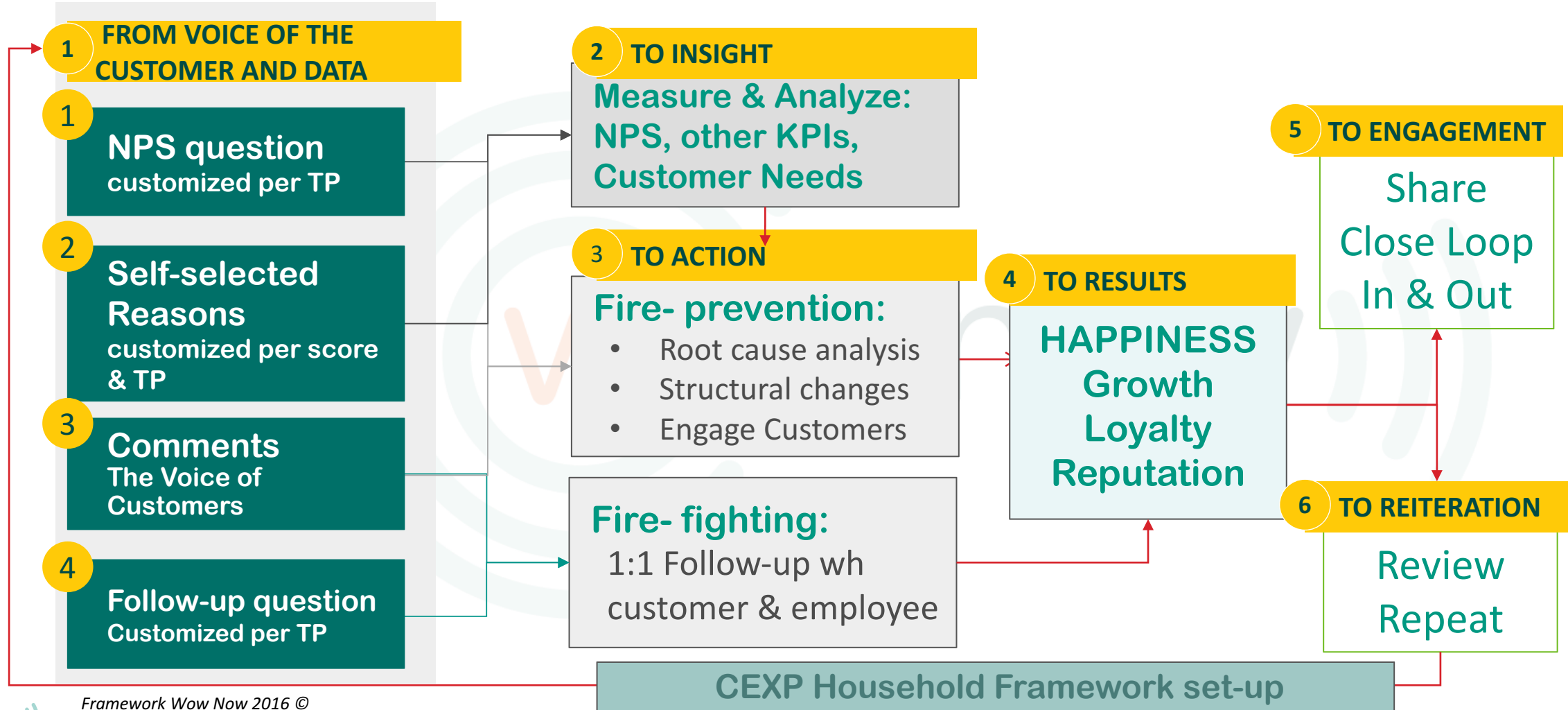


The real power of NPS & Voice of Customer Systems is in their capability to act as a CATALYST for change: by transforming **DATA** into **INSIGHT** to detect key **NEEDS & DRIVERS**, and by identifying & taking specific informed **ACTION** that generates **RESULTS**, delivers **HAPPINESS & gains persistent GROWTH**

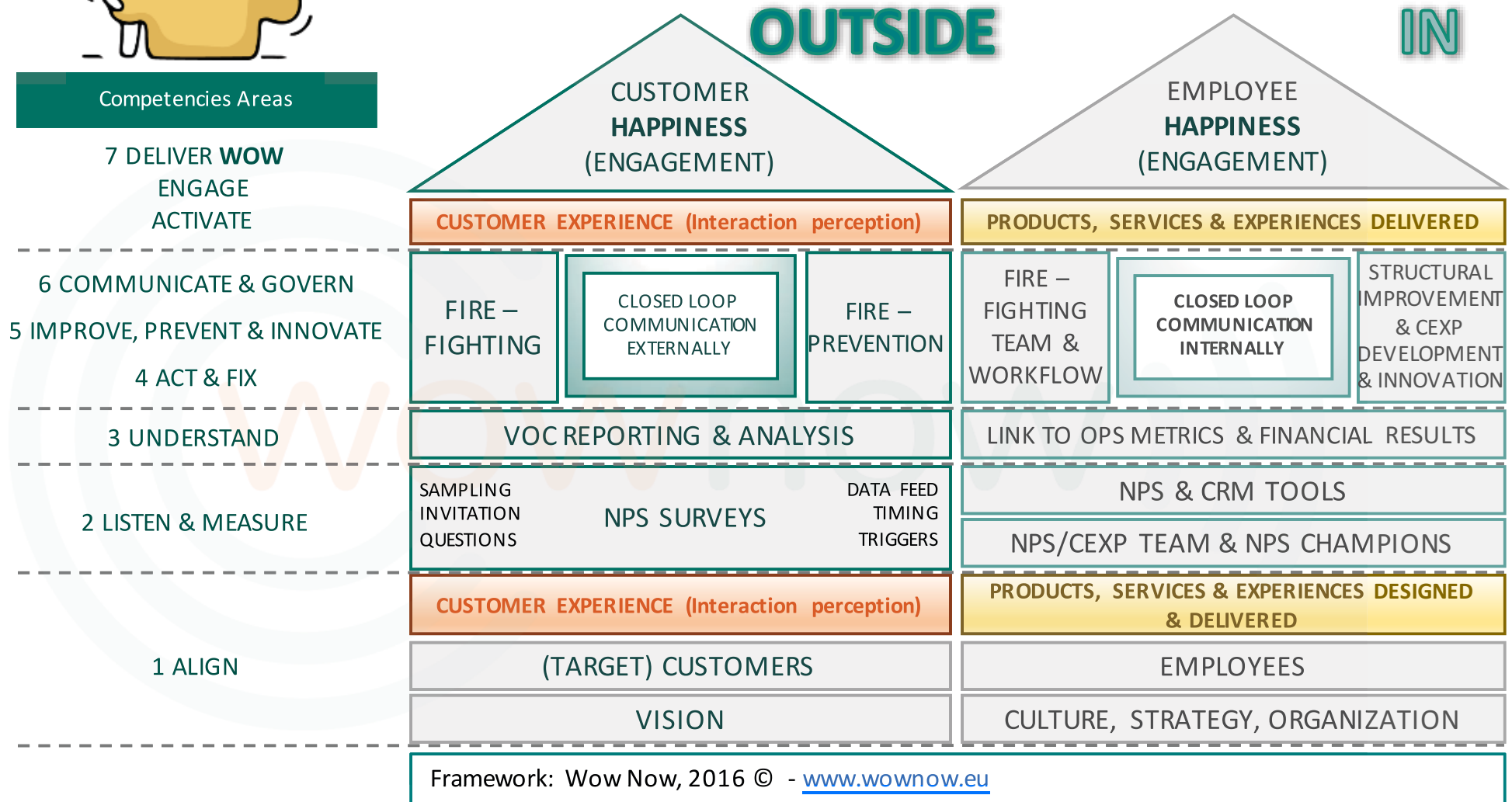


How does it work? A 6-steps path to drive change and growth

The survey gathers structured feedback and comments, that empowers us to measure, understand and take actions that drive results. This "customer driven growth" process is reiterative.



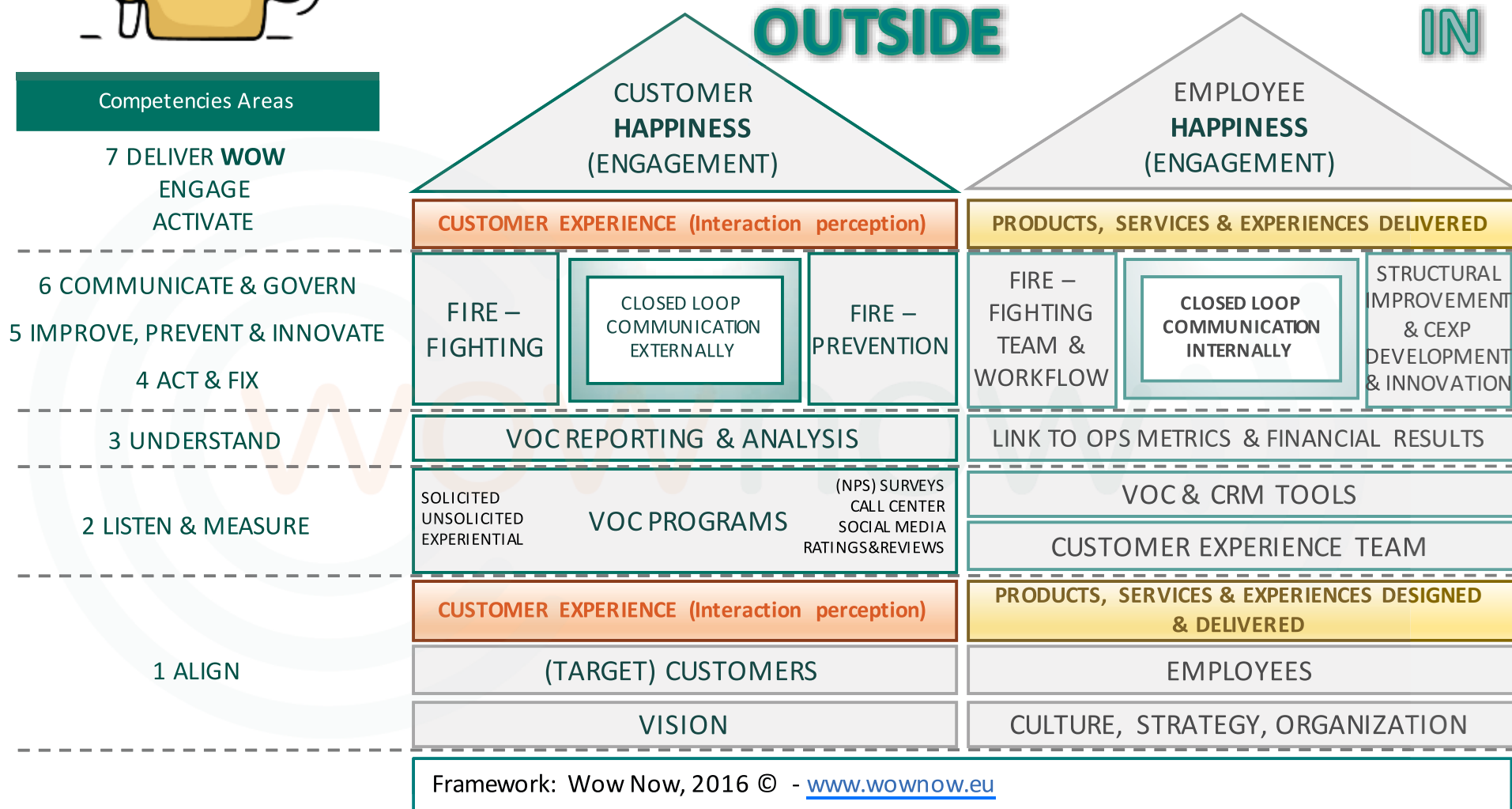
WOW NOW NPS HOUSEHOLD FRAMEWORK©



Read more on our model: <http://wownow.eu/enabling-customer-experience-excellence-using-nps-cexp-household/>



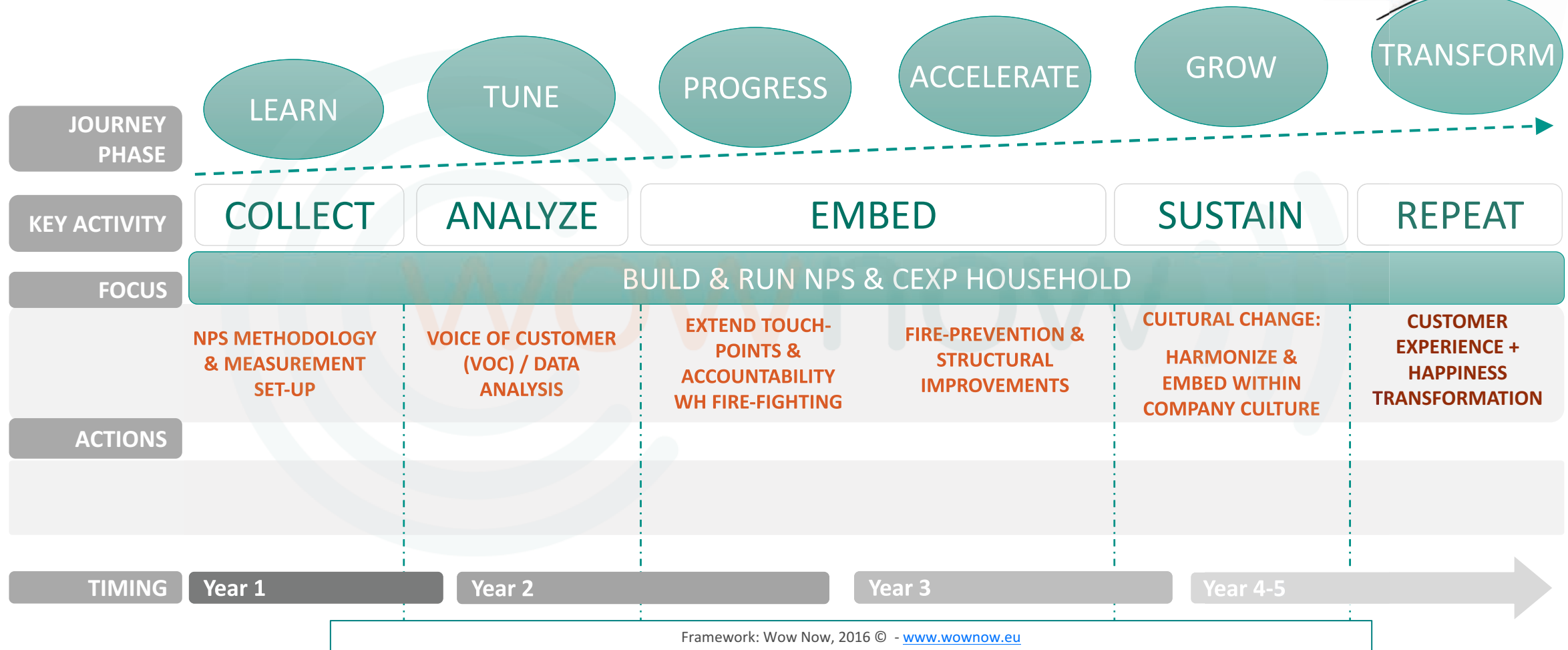
WOW NOW CEXP HOUSEHOLD FRAMEWORK©



Read more on our model: <http://wownow.eu/enabling-customer-experience-excellence-using-nps-cexp-household/>



NPS/VOC to CEXP Journey along the 6 phases!





THE NEED FOR A NEW MEASURE HAPPINESS CONTRIBUTION™ FACTOR

Happiness Driven Growth – Enablers

My Tedx talk about HAPPINESS DRIVEN GROWTH

On May 7th 2016, I was honored to present at TedxTorvergataU, with the theme “New Models of Life. Resist the Usual. Be Unexpected”. My talk “**Happiness-Driven-Growth: a new life-enriching business model**” summarizes why I believe that:

- Happiness is the next competitive advantage and it should be the goal of Customer Experience (instead of Loyalty),
- “Happiness Driven Growth” is the successor of “Customer Driven Growth” and should be our new life-enriching business model
- “Happiness Contribution™” is the new needed measure to complement of CSAT (Customer Satisfaction score), CES (Customer Effort Score) & NPS (Net Promoter Score).

See it on YouTube:

www.wownow.eu/tedxyoutube or

Read more here: www.wownow.eu/tedxtalk-happiness-driven-growth/





Additional reading

Happiness Driven Growth – Fundamentals

Selection of books that inspired our HDG vision

- “Start With Why: How Great Leaders Inspire Everyone to Take Action” by Simon Sinek
- “Measuring Happiness” by Joachim Weimann
- “Delivering Happiness” by Tony HSIEH
- “Happiness Advantage: The Seven Principles That Fuel Success and Performance at Work” by Shawn Achor
- “Daring Greatly” by Brene Brown
- “Rising Strong” by Brene Brown
- “Positive Intelligence” by Shirzad Chamine
- “Thinking, Fast and Slow” by Daniel Kahneman
- “Outside In: The Power of Putting Customers at the Center of Your Business” by Harley Manning and Kerry Bodine.
- “The Ultimate Question 2.0: How Net Promoter Companies Thrive in a Customer-Driven World” by Fred Reichheld and Rob Markey
- “Best service is no service”, Bill Price & David Jaffe

Wow Now relevant Blog posts

Wow Now Blog: <http://wownow.eu/blog/>

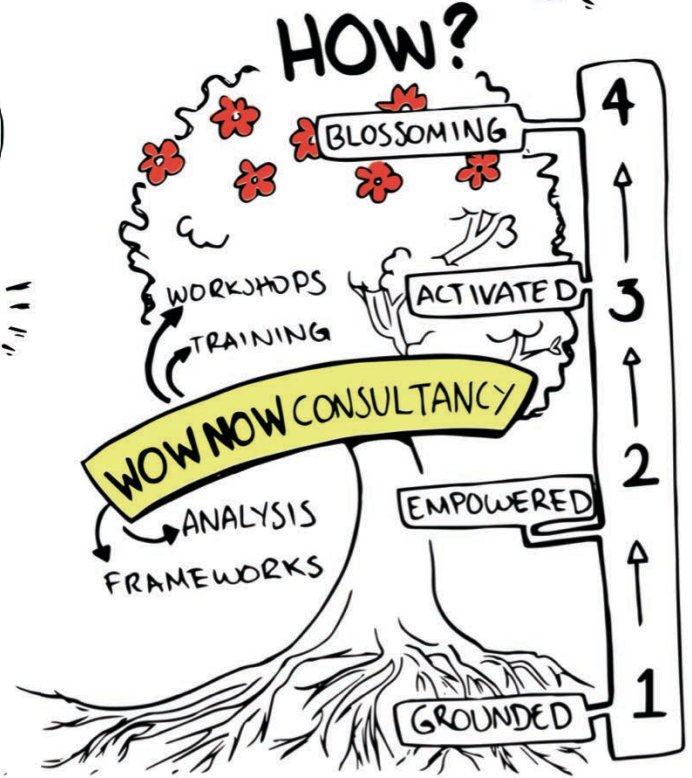
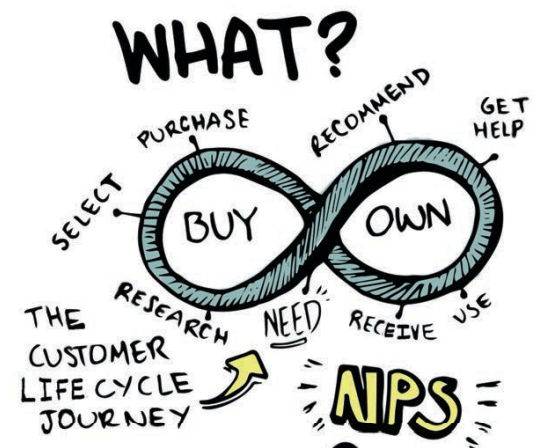
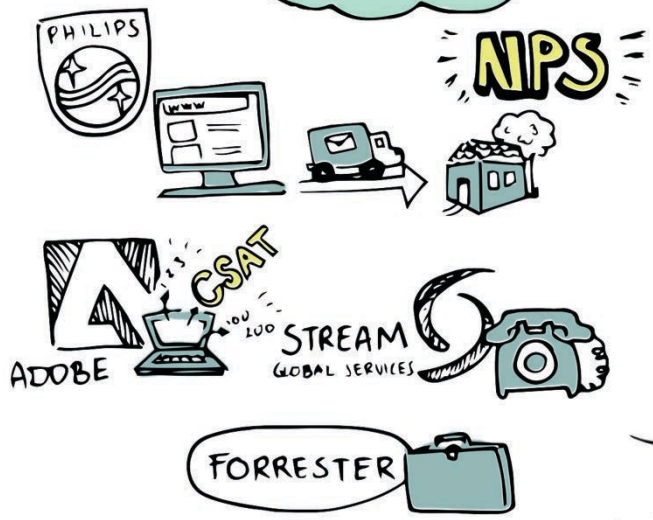
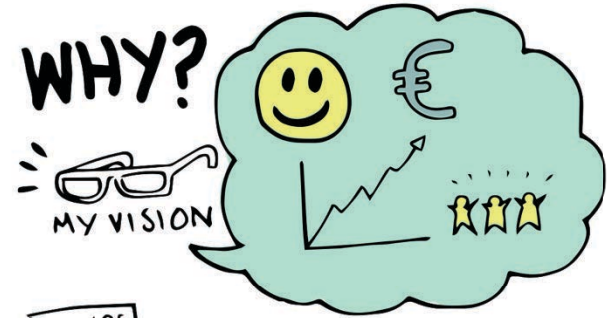
- Tedx Talk: the Why of Happiness Driven Growth: <http://wownow.eu/tedxtalk-happiness-driven-growth/>
- Enabling Customer Experience Excellence using Wow Now NPS & CEXP household: <http://wownow.eu/enabling-customer-experience-excellence-using-nps-cexp-household/>
- Net Promoter Score explained with Maslow's needs hierarchy: <http://wownow.eu/net-promoter-score-explained-with-maslow-needs-hierarchy/>
- 10 key things to know about NPS (Net Promoter Score): <http://wownow.eu/10-key-things-know-nps-net-promoter-score/>
- My take on Branded Customer Experience Management methodology by Sampson Lee: <http://wownow.eu/my-take-on-branded-customer-experience-management/>



ABOUT WOW NOW

Wow Now Why, What, Who & How

HERE IS
WOW NOW
IN A
VISUAL
STORY!



Visual Story by: curlysketches.nl

Get in touch: WOWNOW.eu



Wow Now Why – Vision, mission & expertise

Personal dream

To live in a world where we all strive to have **HAPPY INTERACTIONS** with each other, **life enriching** interactions.

Business Vision

Customers and employees **happiness & engagement** are the most **healthy, profitable & rewarding** path to **growth** for any business.

Mission

I want to bring more **happiness** in the world by **influencing & helping** companies:

- **choose, design and deliver Happy, Life-enriching interactions**, that guarantee **business growth** which everyone benefits from!
- truly engage with their customers to design & deliver **WOW customer experiences** with products and services molded to **customer needs**.

Key areas of Expertise & Experience

- **Analysis capabilities and generation of Actionable Insight**
- **Large multinational companies and fast growing start-up**
- **Functional:** research & analysis, e-commerce, marketing and sales execution, customer care.
- **Touchpoints:** sales, contact center, e-shop, customer service & support
- **Knowledge and practice** of non-violent communication, positive psychology, acting and intuitive painting
- **Track record** of increased Net Promoter score (NPS), increased customers and employees retention, reduced inefficiency and costs, and increased revenue

WOW
NOW
WHY



Certifications, clients and collaborations

Companies worked at



Key Clients



Key Collaborations



Member of



Founding member CXPA NL

Key Certifications



WOW NOW VALUE PROPOSITION

Wow Now takes you on a **unique journey** to transform your business from **seeding** to **harvesting**.

This journey is **seeded** in deep understanding of your business and of your customers, is **nurtured** with energy, enthusiasm and passion, to bring you through **4 steps**:

HOW

Grounded



Grounding: through better understanding of your customer needs' hierarchy and expectations and of how your internal processes meet these needs, each project starts with getting you "grounded" in solid performances data, in customer persona and journey mapping and in actionable VOC (Voice of the Customer)

Empowered



Empowering: through expert guidance, on site interviews and observations, workshops, training, consulting, frameworks, guidelines & continuous knowledge sharing, you will get empowered to drive major changes thanks to the new knowledge gained

Activated



Inspiring & Activating: through creative brainstorming workshops and innovation sessions we find ways to WOW to your customers and we write concrete action plans

Blossoming



Blossoming and ready to deliver WOW: after completing the previous 3 steps, you and your company will be blossoming by making the needed process improvements and/or developing and delivering new products, features and/or services that respond to your customers' needs, while using efficiently your company resources. In this phase, we support you through dedicated advisory and coaching time.



WOW NOW SERVICES



HOW

HOW CAN WE HELP YOU?

Grounded



Analysis

NPS Key Insight
NPS Deep Insight
Your Customer Needs Hierarchy

Reviews

Customer Experience & Service SCAN
NPS Survey & management system SCAN
NPS/CEXP Journey & Maturity review

Empowered



Frameworks

Feeling & Needs CEXP Insights
NPS-CEXP Maturity Assessment
NPS-CEXP Household
NPS-CEXP Measurements

Workshops

NPS from Insight to Action: NPS Detraction root causes
NPS WOW: Turning Passives into Promoters
CEXP Journey & Maturity alignment + actions setting
CJM: Customer Journey Mapping

Activated



Training

Customer Experience Masterclass
NPS Onboarding Masterclass
NPS & CEXP: why, what, how
Wow Customer Service

Speeches & Inspiration

Motivational & inspirational speeches
Customized workshops, kick-off meeting/ inspire days
Innovation through creativity & intuitive painting workshop

Blossoming



Expertise as a Service

Analyst & advisor on demand
based on your needs

Coaching

Coaching to NPS, Loyalty and Customer Experience Managers





Want to read our insights? Sign up here:

<http://wownow.eu/signup>

Questions? You can find us here:



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“

Happiness
is when
what you think,
what you say,
what you do **AND**
WHAT YOU
EXPERIENCE
are in harmony

Rosaria Cirillo
Louwman

”

