

# Establish Competitive Advantage: Transform for the Age of the Customer



Establishing Competitive Advantage

## How we've planned this time

- About Highland
- Establishing Competitive Advantage
- Two Fundamental Practices
- CX Strategy
- Journey Mapping
- Q&A



# About Highland



## Who we are

At Highland, we research, design, and build digital products and experiences for mission-driven organizations, with a special focus on the finance, healthcare, and nonprofit sectors.

Over 20 years, our team of designers, developers, and strategists have helped organizations launch over 260 digital products, and turn their biggest uncertainties into opportunities for growth.



ABOUT US

## Some of our clients

**thrivent**



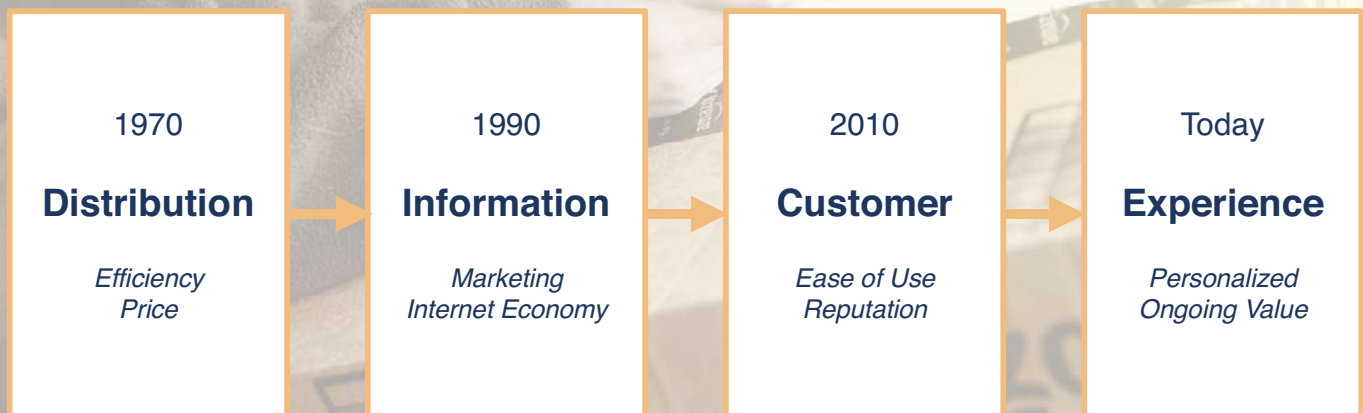
Establishing Competitive Advantage

“As competition and buyer empowerment compounds, customer experience itself is proving to be the only truly durable competitive advantage.”

- Jake Sorofman, Research VP, Gartner

Establishing Competitive Advantage

## Competitive Advantage Changes Over Time



## Consumers have been formed to expect Customer Experiences that:

- Are personalized
- Anticipate their needs
- Create effortless flow between their Digital and Physical lives
- Contain discrete systems that work together seamlessly

**66%**

B2B customers stopped buying after a bad customer experience.

**62%**

B2B customers purchased more after a good customer experience.

*Zendesk*

**#1**

pain point for B2B is lack of speed in interactions with their suppliers - mentioned 2X more than price.

*Temkin Group*

After building a relationship, customer spend grows alongside trust.

Eventually, loyal customers spend 67% more than new ones.

*CMO by Adobe*

# Two Fundamental CX Practices

# Practice One: Clarifying a CX Strategy



**Declare your intentions.**

What experience do you **intend** for  
your customers?



*Delight the customer.*  
**Is not a strategy!**

“Great customer experiences don’t happen by accident. They’re the result of countless deliberate decisions made by every single person in your customer experience ecosystem on a daily basis.

To align those decisions, employees and partners need a **shared vision**... Without that beacon, employees are forced to set out on a random walk, and their decisions will inevitably be at odds with one another, despite all best intentions.”

- *Outside In*, Manning and Bodine

“The last thing I told her is that I will never bring my kids back there and I will never recommend this office to anyone I know!  
An amazing doctor can be ruined by their front end staff.”

- *Yelp Review*



“If you asked me about 6 months ago if I would recommend this doctor, I totally would have... but now, NO WAY!

Stay away from here!”

- *Yelp Review*



# CX Strategy

“I expect all of our interactions to create trust in your care for me and in your expertise.”

“I expect them to be efficient and professional but not rushed.”

“I expect you to listen to me... don't be distracted.”

“I expect you to solve the problem I came in with.”

“I expect them to have my best interest in mind.”

“I expect you to not make me feel ashamed of my condition.”

# CX Strategy

**CARING**  
We get how busy our patients are and what they go through to get here.

**TRUSTWORTHY**  
Our patients trust us because of our world- class training, honesty and compassion.

**EMPATHETIC**  
We understand people bring their hopes and fears to us.

**PERSONABLE**  
We remember that our patients are people and we enjoy being together.

**FLEXIBLE AND RESPONSIVE**  
We love to say, “We can make that happen!”

# Practice Two: Customer Journey Mapping



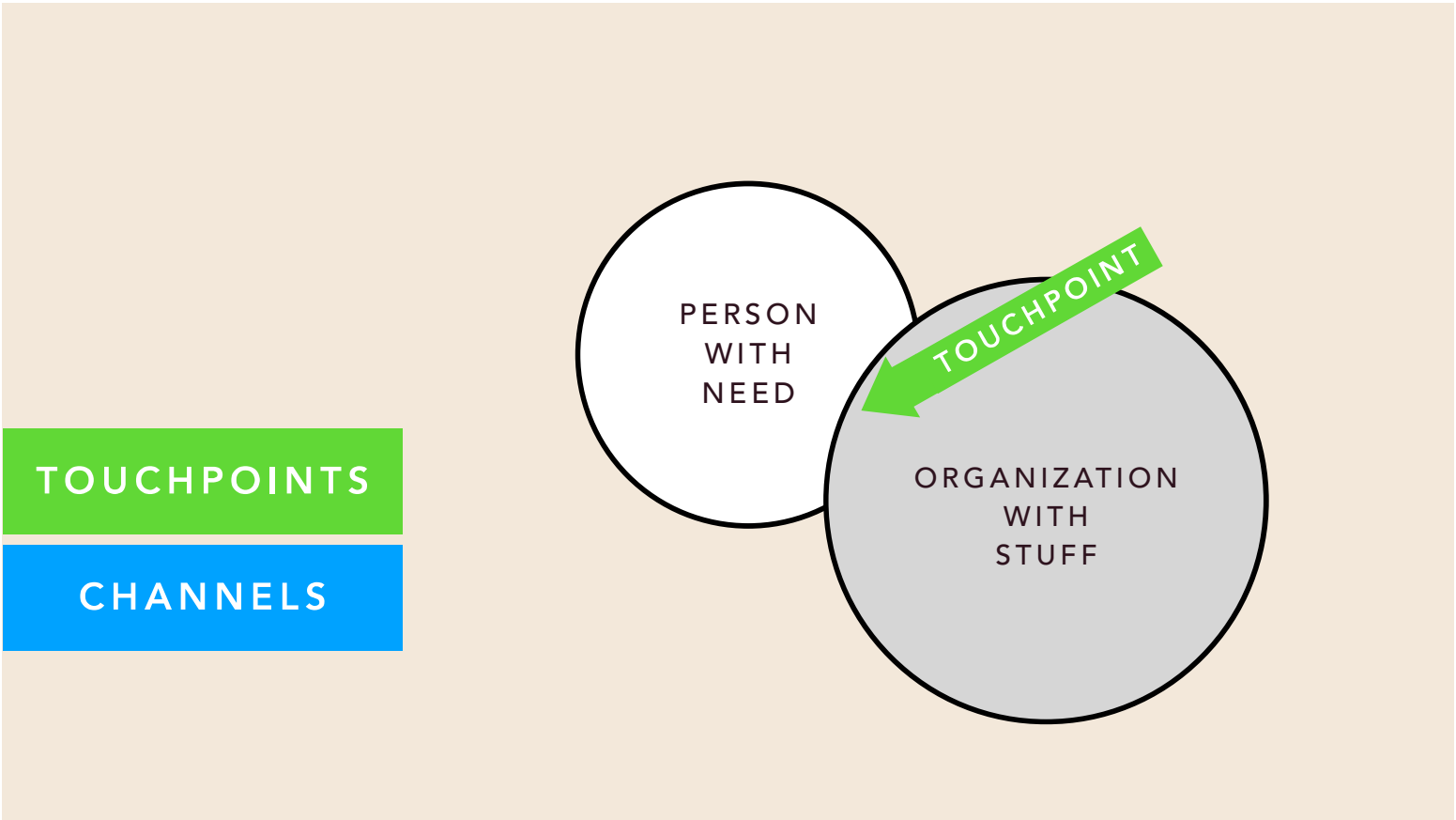
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## What do companies gain through Journey Mapping?

1. Shifting from an *Outside In* to *Inside Out* view of your customers
2. Breaking down silos
3. Wrangling complexity
4. Identifying issues
5. Identifying opportunities



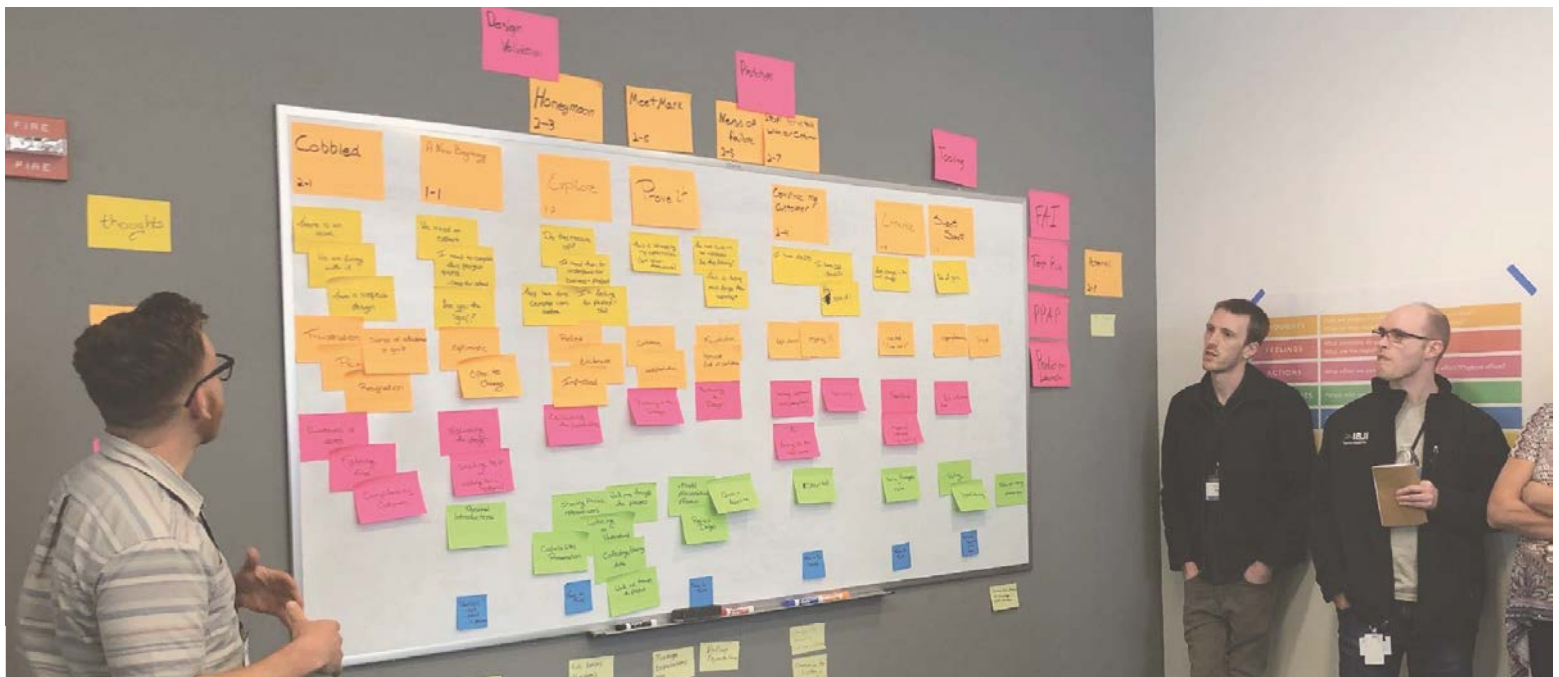
<b>THOUGHTS</b>	How are people framing or evaluating their experience? What do they expect?
<b>FEELINGS</b>	What emotions do people have along the way? What are the highs? What are the lows?
<b>ACTIONS</b>	What effort are people expending?
<b>TOUCHPOINTS</b>	
<b>CHANNELS</b>	
<b>OPPORTUNITIES</b>	



<b>THOUGHTS</b>	How are people framing or evaluating their experience? What do they expect? What are they thinking about?
<b>FEELINGS</b>	What emotions do people have along the way? What are the highs? What are the lows?
<b>ACTIONS</b>	What effort are people expending? Mental effort? Physical effort?
<b>TOUCHPOINTS</b>	Person with need - Organization with stuff.
<b>CHANNELS</b>	The medium through which the Touchpoint is conveyed.
<b>OPPORTUNITIES</b>	Digital Transformation - Process Improvement - Training - Research - Service Design - Product Development

## Journey Mapping: Two Examples

# Journey Mapping: Identifying Issues



# Journey Mapping: Identifying Opportunities

Questions?



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ABOUT US

## Awards



WORDS FROM OUR CLIENTS

*They knocked it out of the park every step of the way. They're always thinking ahead to help us succeed. That foresight is invaluable.*

**Guy Steibing**  
Senior Vice President,  
GardaWorld

*They're genuine. I've worked with many IT consultants where that isn't the case. They're experts in their field, and the entire team is professional.*

**Bipin Jayaraj**  
CIO, Make-A-Wish  
Foundation of America

*It is hard to feel that a service provider cares as much about your business as you do. Without question - Highland did. When we said, "It's just not right yet," they said, "we know - let's get it there!" What set them apart for our project was that they absolutely worked to create the deliverable that exceeded our expectations.*

**Pam Schilling**  
Co-Founder & CEO,  
Archer Career Partners

*The product Highland Solutions built is a critical part of our growth strategy. Working with their team has elevated the creative process of our own internal teams, pushing us in a more strategic direction.*

**Janet Traphagen**  
President, Creative Group

*Highland listened to our challenges and talked with us about how to meet our customers' needs as an organization. They were empathetic to our challenges which made it feel like their team was a part of our company.*

**Jeremy Bass**  
Program Manager, Zoro

*They challenged us in new ways. They helped us better and shape the product, instead of just doing the design and development that they were hired to do.*

**Todd Sipe**  
CEO, Thrivent Financial  
Credit Union

The Highland logo is centered on a dark blue background with a pattern of lighter blue circles. The word "Highland" is written in a white, sans-serif font. A red horizontal line with a small circle at its center is positioned above the letter "i", extending from the left edge of the letter to the right edge of the letter.