



# Sustainable Profits and Growth via Customer Loyalty



# About Customer Experience Office

## Our Mission

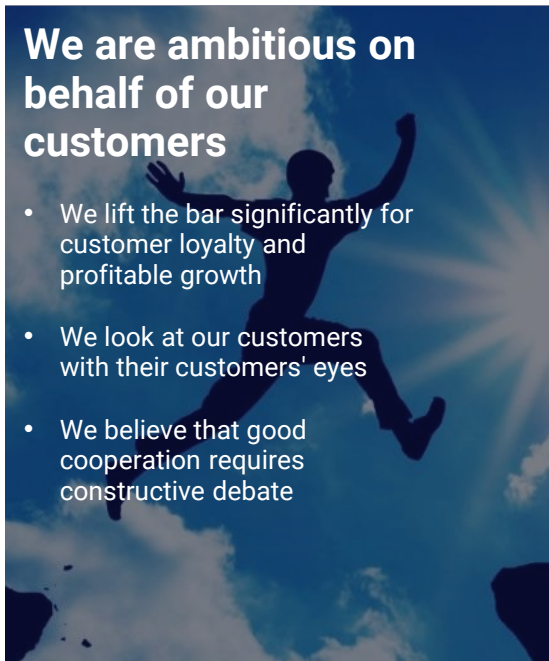
***Create Sustainable  
Profits and Growth via  
Customer Loyalty***



Customer Experience Office is a consulting company that contributes to create sustainable profits and growth for its clients by developing and measuring customer and employee loyalty. This is done by reducing customer defection, increasing sales to existing customers, and streamlining sales, service, and marketing by leveraging the ambassador effect. For the past 25 years, our team has contributed to lasting profits and growth for more than half of the 100 largest Danish companies.

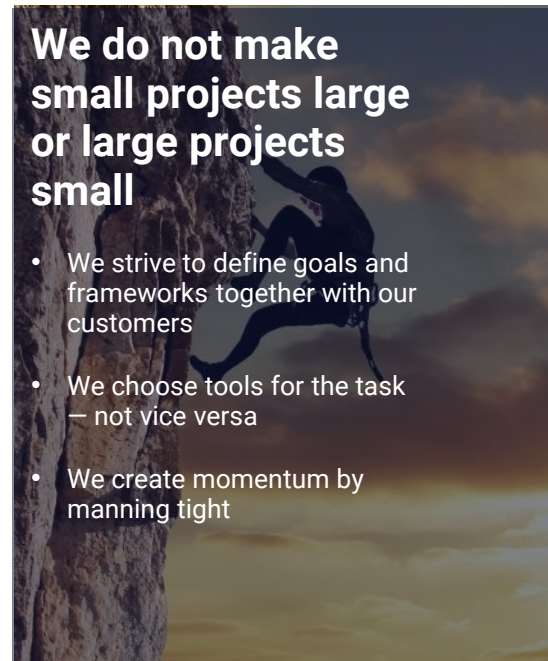
# About Customer Experience Office

## Your Guarantee of Value



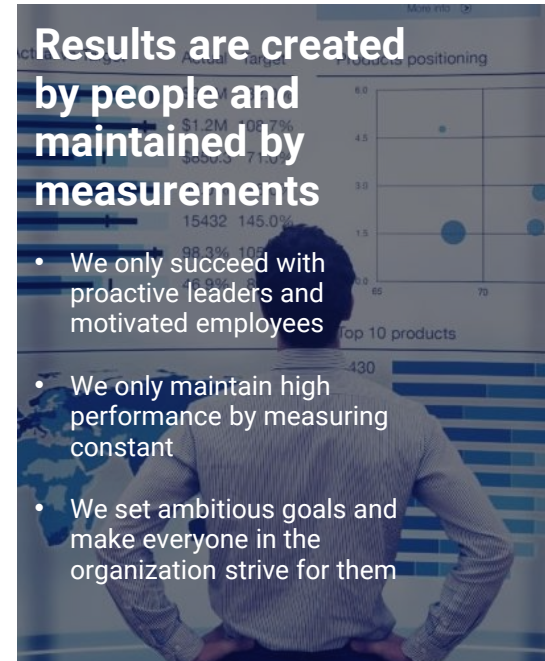
**We are ambitious on behalf of our customers**

- We lift the bar significantly for customer loyalty and profitable growth
- We look at our customers with their customers' eyes
- We believe that good cooperation requires constructive debate



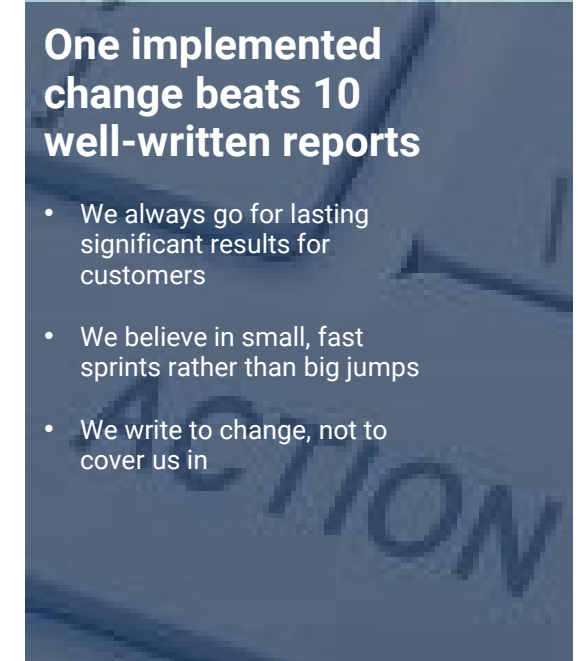
**We do not make small projects large or large projects small**

- We strive to define goals and frameworks together with our customers
- We choose tools for the task — not vice versa
- We create momentum by manning tight



**Results are created by people and maintained by measurements**


- We only succeed with proactive leaders and motivated employees
- We only maintain high performance by measuring constant
- We set ambitious goals and make everyone in the organization strive for them



**One implemented change beats 10 well-written reports**


- We always go for lasting significant results for customers
- We believe in small, fast sprints rather than big jumps
- We write to change, not to cover us in

# Typical Projects



**NPS & eNPS Solutions**

The Customer Experience Office can develop and implement a complete setup that corresponds to your ambitions and budget, as well as internal resources and competencies.



**Development of Customer Loyalty**

We can help your company analyze status and identify and develop activities that create business results.




**Customer-centric Culture & Leadership**

We can help create a more customer-centric culture based on a factual basis from NPS measures and on-line training of attitudes, competencies and behavior.




**Customer-centric Organization**

We can help you organize your business so that it becomes more customer centric and that this change is actually experienced by customers.



**Customer Strategy Development**

We can help your business adapt your business strategy to make it more customer-oriented or develop an outright customer strategy.



**Customer Journey & Service Design**

We can help create a customer journey that is both value-creating and seamless for customers and cost-effective for the company.



**Response Optimization & Artificial Intelligence**

We can together analyse and implement activities that can increase response or otherwise complement your knowledge.



**Software Selection & Process Design**

The customer experience becomes only as good as the processes and tools the business provides the employees. From sales and marketing to customer service and product development.



## Customer-centric Culture & Leadership



Customer-orientation is an endless process because the goal is constantly moved. So if you want to live up to the customers' expectations – or maybe even surpass them – customer-orientation must be deeply anchored in the business' culture. It has to be a part of the formalized as well as the informal culture in all functions and departments. We can help map your customer-orientation and establish a new customer-centric culture based on a factual foundation from e.g. NPS measurements and implemented through very cost-effective tools for gamification and on-line training.

### The process will typically contain these elements :

- Business case – describing the purpose and value of increased customer-orientation for all key interests.
- Competency upgrade and CX / NPS certification of managers, employees and CX specialists.
- Digitalization and gamification to secure a effective organizational involvement and implementation
- Proactive and customer-centric role modelling through symbolic managerial actions
- eNPS and I-NPS for measurement and development of employee engagement and a customer-centric management culture.



### **Does your business want to work in a structured way to increase customer loyalty and employee engagement based on facts?**

The Customer Experience Office can then develop and implement a complete setup that matches your ambitions and budget, as well as internal resources and competencies. A solution that is addressed to the company's existing organizational and technical architecture.

### **The process will typically contain these elements :**

- Ambition and Leadership anchoring
- Audience definition and scoping
- Selecting transaction or relationship-based customer metrics
- Overall analysis and survey design for NPS
- Overall analysis and survey design for eNPS (employee metrics)
- Process and IT Design
- Choice of software solution and Supplier
- CRM Integration
- Organizational mobilization (attitudes, competencies and tools)
- Training of managers and employees in service recovery and customer feedback loops
- Continuous data collection and response optimization
- Analyzing customer and employee data by using text analytics & artificial intelligence (AI)
- Ongoing reporting on role-specific dashboards
- Operation and management of the cross-cutting processes for customer feedback loops
- Customer-oriented and fact-based management, competence and organizational development



## Development of Customer Loyalty



**How do you get from measuring the customers' satisfaction to increasing their loyalty (from NPS to actual customer retention, increased sales and positive word-of-mouth).**

We can help your business analyze status as well as identify and develop activities that create business results. From possibly low-hanging fruit to more complex projects like implementing customer feedback in your innovation processes.

### **The process will typically contain these elements :**

- Strategic clarification and anchoring
- Reporting and KPI-setting
- Organizational mobilization
- Development of a customer-oriented culture
- Customer-driven innovation
- Development of customer value propositions
- On-site and on-line NPS training and certification
- Implementation of solutions for development and measurement of NPS and customer satisfaction



## Customer Strategy Development



**Which are your primary customer segments and what should your unique value proposition for these segments be? How do you attract, retain and develop the customers in these segments the best way? Are you prioritizing the customers based on the estimated customer life time value?**

We can help you make your business strategy more customer-centric or develop a separate customer strategy which concretizes your efforts and prioritizes a few, clear Must Win Battles.

### **The process will typically contain these elements :**

- Segmentation of the market based on traditional demographic and firmografiske methods
- Needs- and behavior-based customer segmentation to get a more precise picture of the customers
- Estimation of customer life time values for the identified micro-segments
- Prioritization of customer segments based on life time calculations
- Development of segment-specific customer value propositions
- Design of new services for improving the overall customer value proposition





## Customer Journeys & Service Design



### How do the customers meet your business?

Do they experience logic and continuous processes? Or do they feel that they start over every time? Can you analyze the customers to where they get the best experiences and where you increase both the customers' profitability and loyalty? And is it, at the end of the day, easy for customers to find what they're searching in relation to where they are on their customer journey? We can help your business create a customer journey which is both value creating and seamless for your customers and at the same time cost-effective for your business.

### The process will typically contain these elements :

- Mapping and prioritization of the current customer journeys
- Clarification of the customers' 'jobs to be done' to identify the 5-10 most important customer journeys
- Elaboration of a concrete future design for the future customer journeys
- Design and implementation of new services, customer experiences and customer value propositions
- Process-optimization to reduce silo mentality between Sales, Service, Marketing, R&D, Production, IT, HR and Finance



## Customer-centric Organization



### Do you wish to make your business more customer-centric?

Then you have to collect, understand, respond, learn and develop from customers' feedback in your most important customer contact points. It requires a customer-centric organization with seamless and efficient processes across all functions, so that the dialogue with the customers doesn't fall between different stools. We can help you organize the business to make it become more customer-centric and so that this change will be experienced by customers.

### The process will typically contain these elements :

- Governance model for customer-orientation, CX and NPS
- Governance model for coordination of the operational, tactical and strategic customer feedback loops
- Coordination of CX initiatives
- Consolidation of CX initiatives
- Appointment and training of local change agents
- Allocation of CX resources (e.g. people, budgets and IT-support)



## Response Optimization & Artificial Intelligence



### **Is the response to your NPs and customer satisfaction measurements not living up to your wishes?**

Then we together can analyze the reasons and carry through the activities that can increase the response or in another way supplement your knowledge on the individual customers, their opinions and satisfaction with your business (by using Artificial Intelligence, forexample).

### **The process will typically contain these elements :**

- AI-based Key-Driver analysis and churn predictions (based on both customer feedback and intern customer data)
- Customer-centric communication of new value propositions and service improvements
- Response rates maximization and quality assurance of CRM Data
- Testing of the relevance and effect of customer contact surveys and measurements
- “Mobile First” Survey Design



## Software Selection and Process Design



**The customer experience becomes only as good as the processes and tools the business provides the employees.**

From sales and marketing to customer service and product development. The better you get at collecting, processing, distributing and acting on knowledge on the customers, the more complete and unique customer experiences you can create.

### **The process will typically contain these elements :**

- Independent expert appraisal of current tools, processes and IT solutions.
- Design of process- and IT support of customer feedback loops and service design
- Business requirement specifications for the new IT solutions
- Software and supplier selection for IT solutions for NPS, VoC and Customer Journey mapping

# Digitalized Customer Orientation

We offer on-site and online education, training certification and mentoring designed for the individual managers, specialists and additional employees.

*Digitally supported customer orientation of the entire organization ensures a fast, cost-efficient and consistent development of a customer-oriented culture in the entire company.*

The courses can consist of on-site training workshops and online learning and can be supplemented with webinars, coaching and mentoring as well as conferences, seminars and the professional network Customer Experience Club.



# Digitalized Customer Orientation



## TOP MANAGEMENT

We appraise the company's special needs to ensure a relevant focus. The contents are custom-made for the top management and delivered by globally leading NPS experts from OwenCX and Customer Experience Office. The format is a 100% custom-made half day workshop for the top management.



## PROJECT MANAGERS, CX/NPS SPECIALISTS AND HR-PARTNERS

Get the necessary qualifications for starting or boosting your Net Promoter program with the official CX & NPS certification of the people who have the responsibility for running the process of measuring and developing customer loyalty. After an individual appraisal of needs, the course will typically consist of:

- Lessons with videos, handbooks, check questions and FAQ
- Access to ask experts for specific advice
- Training in and access to digital tools



## ALL MANAGERS AND EMPLOYEES

We create the foundation of your company's success with customer loyalty by explaining the benefits and clarify the roles of the employees regarding Net Promoter programs. A short and effective online training course in only 40 min. spread out in a series of short entertaining videos ensures that all managers and employees get:

- A general understanding of NPS, the systematics and success criteria
- Understanding of how NPS contributes to increasing of customer life time value
- Lessons in how the individual manager or employee will be able to contribute better customer experiences and thereby higher customer loyalty, earnings and growth.



The investment per employee is typically between 99 and 480 DKK + VAT.

Get a 15 days' free trial of the online training program for all employees:

<https://my.netpromoter-masterclass.com/offers/TD7doDRE/checkout>

# Selected Clients

### Finance

Logos for BEC, Danske Bank, skandia, nets, JYSKE BANK, Nordea, Tryg, VP SECURITIES, and Nykredit.

### Industry

Logos for Danfoss, novozymes, MANI, FLSMIDTH, CHR HANSEN, NKT, GRUNDFOS, PLUS PACK, and 3M.

### Telecom, Media and Technology

Logos for BONNIER, Jyllands-Posten, TDC Erhverv, BØRSEN., T-Systems, youSee, ORACLE, and Aller media.

### Consumer Goods

Logos for Volkswagen, Audi, BANG & OLUFSEN, Volvo, Porsche, ŠKODA, and KONICA MINOLTA.

### Service, Transport and Logistics

Logos for G4S, DSV, COWI, ISS, and MAERSK.

### Medical Devices

Logos for Sahva, SCA, Coloplast, ReSound GN, and Ambu.

# Client Testimonials



*"We used Jesper to get our NPS solution launched in four countries in only 90 days and operate the solution until we established the right internal team on our own."*

**Rene Falch Olesen**

**Chief Commercial Officer, DSV Group**



*"The loyalty analysis and the needs-based customer segmentation that Jesper and his colleagues put through have created the best ever customer and market insights for our company."*

**Troels Petersen**

**Senior Vice President, Danfoss**



*"We completed three pilot projects where we tested a transactional NPS survey on 750 customers. Afterwards, we trained the bank managers in the concept and a few months later, we had all 350 bank managers included. The collaboration with Jesper and his team has worked very well. They have been proactive and competent. And I have to highlight their speed. It is impressive to finish such a project in only 90 days. Our NPS score is very satisfactory. Our brand is strong, and the customers experience the concept positively."*

**Simon Sinding Jørgensen**

**Strategy and Business Development Director,  
Arbejdernes Landsbank**



# Client Testimonials



*"The customer loyalty project is the most professional project we've ever had."*

**Kent Kongsdal Rasmussen, Global Sales Director,  
Danfoss**



*"The process had helped prioritizing customer loyalty even higher in Danfoss and the fundamental philosophy for this mindset and method is now rolled out globally with great success. I find Jesper Krogh Jørgensen a professional partner who delivers good results and a solid understanding of our business."*

**Nis Storgaard,**

**Executive Vice President & Chief Development  
Officer (CDO), Danfoss A/S**



*"The pilot project that Jesper's team contributed to having done in four countries happened in only three months. An achievement most global companies would be happy to have succeeded within 12 months. The pilot also made a great foundation for the global roll out which we subsequently completed on our own in sprints of 3 months – inspired by the pilot and Jesper's methods."*

**Anders Norman**

**Director, Customer Experience and Sales Platforms, DSV  
Group**

# Client Testimonials



**Sahva**  
Et liv i bevægelse

*The strategy workshops which Jesper Krogh facilitated started our journey towards customer orientation of the entire company because we got a common understanding within our management group of 'why' and 'how' we can improve customer experiences."*

**René Engskov,**  
CEO, Sahva

**Danfoss**

*"The project with Jesper and his project team had a unique approach. Focus was just as much on process optimization, competency development and cultural change as it was the actual NPS analysis."*

**Hildegard Artlieb Geciova,**  
Global Channel Development  
Director, Danfoss



*"For a long time, we have focused on sales effectiveness toward our greatest international corporate clients. Still, with support from Jesper Krogh, we managed to establish an even more effective and customer-oriented sales process based on a completely new sales paradigm. The process gave us inspiration and implemented some simple, effective and proven sales methods and tools at the same time."*

**Henning Skaarup,**  
Vice President, Tryg

# Customer Cases



## Danfoss

Customer loyalty is on Danfoss' agenda in earnest. With help from management consultant Jesper Krogh Jørgensen and based on a successful pilot project, Danfoss has rolled out a group wide customer loyalty concept in all 111 countries.



## DSV

DSV has given all managers and employees in German, UK, Sweden and Denmark access to at least 200 fresh customer evaluations on their smartphones every day. The effect was dramatic.



## Arbejdernes Landsbank

Arbejdernes Landsbank didn't rest on their laurels although the bank by the beginning of 2015 had had the highest customer satisfaction among Danish banks for eight years in a row. Instead they took a new step and started a Customer Experience project with BEC and Jesper Krogh Jørgensen.

# Client Cases



DANFOSS

PROFITABLE GROWTH THROUGH GLOBAL NPS SOLUTION

## Customer loyalty has been put on the corporate agenda at Danfoss

With help from management consultant Jesper Krogh Jørgensen and based on a successful pilot project, Danfoss has rolled out a customer loyalty concept in 111 countries.

It began with Heating Divisionen completing a pilot project in Sweden in order to explore if the development of customer loyalty can contribute to boosting the market position and create higher profitable growth. As the result was very positive, the experiences from the pilot were used as foundation for the global roll-out in the entire group.

### Approach to the project

- A global Change Office will ensure strong support and document effect
- Clearly defined project goals and milestones as well as roles and responsibility
- Pragmatic and results-oriented marked focus on change management
- “Train-the-trainer” will create ownership and lift the competencies on all levels

### Striking results

- Yearly growth rate doubled
- Break-even after only seven months
- ROI was ~157% already after eight months

“The loyalty analysis and the needs-based customer segmentation that Jesper and his colleagues put through have created the best ever customer and market insights for our company.”

**Troels Petersen, Senior Vice President**

“The project with Jesper and his project team had a unique approach. Focus was just as much on process optimization, competency development and cultural change as it was the actual NPS analysis.”

**Hildegard Artlieb Geciova,, Global Channel Development Director**

# Client Cases



DSV

DSV MAKES THE CUSTOMER EXPERIENCE STRATEGIC

## Let's start the meeting by looking at what five customers have said about us today

DSV has given all managers and employees in German, England, Sweden and Denmark access to at least 200 fresh customer evaluations on their smartphones every day. The effect was dramatic/spectacular.

With 220 legal entities, 47.000 employees og almost 500.000 customers, DSV is the fourth largest transport company in the world. And in a company of that size, some would expect a certain distance between the customers and the top management.

### The whole organization speak the same language

- Besides the measurable and expected improvements the project has also shown to have a positive effect on the internal co-operation. Because even though DSV operate in 75 countries, you now speak the same language when it comes to customer experiences.

### Loyalty and turnover have gone up

The customers' personal opinion counts for DSV. The customers can feel that and it has created great results quite fast.

- Loyalty has gone up since the first quarter of 2015
- The turnover is growing almost twice as much for the loyal DSV customers as for the average

"The pilot project that Jesper's team contributed to having done in four countries happened in only three months. An achievement most global companies would be happy to have succeeded within 12 months. The pilot also made a great base for the global roll out which we subsequently completed on our own in sprints of 3 months – inspired by the pilot and Jesper's methods."

**Anders Norman, Director, Customer Experience and CRM**

# Client Cases



## ARBEJDERNES LANDSBANK EXTRA FOCUS ON LOYALTY

# If you have a high level of customer satisfaction, you naturally have to maintain it

Arbejdernes Landsbank didn't rest on their laurels although the bank by the beginning of 2015 had had the highest customer satisfaction among Danish banks for eight years in a row. Instead they took a new step and started a Customer Experience project with BEC and Jesper Krogh Jørgensen. From looking at statistics to serving the customers based on their individual experiences.

At a time when digitalization strikes through and industry after industry are disrupted, there is even the more reason for being near the customers. Particularly in banking, where the customers to a high degree serve themselves via online solutions.

### Personal consulting on a whole new level

- Arbejdernes Landsbank developed and introduced a new private customer concept with more benefits for the customers. Among other things, personal consulting meetings with the bank managers. And in relation to that, it was decided to collaborate with Jesper and his project team to develop a concept for – and a follow-up on – the customers' experiences.

### Solution developed and implemented in 90 days

- Together with Arbejdernes Landsbank we selected three branches for the pilot project after which we implemented the project from A-Z.

"We completed three pilot projects where we tested a transactional NPS measuring on 750 customers. Afterwards, we trained the banking managers in the concept and a few months later, we had all 350 banker managers included.

The collaboration with Jesper and his team has worked very well.

They have been proactive and competent. And I have to highlight their speed. It is impressive to finish such a project in only 90 days.

Our NPS score is very gratifying. Our brand is strong, and the customers experience the concept positively."

**Simon Sinding Jørgensen, Strategy and Business Development Director**

# About Jesper Krogh Jørgensen

*One of Denmark's most experienced experts in developing and measuring customer and employee loyalty*

Jesper Krogh Jørgensen is one of Denmark's most experienced experts in developing and measuring customer and employee loyalty– including NPS, Net Promoter Systemer, Customer Journeys, Service Design and Customer Experience (CX). He has more than 25 years of experience from a series of internationally leading management consultancies. He has – as an advisor and/or project manager – been a part of running more than 50 projects at especially B2B companies and B2C companies with direct customer relations (especially finance, service, telecom, media and technology companies) among the 100 largest Danish companies. .

## Career

- **Customer Experience Office** – Founder and CEO
- **PA Consulting Group** – Global Head of Customer Strategy and Loyalty
- **EY Strategy** – Director, Strategy & Business Innovation
- **Deloitte Consulting** – Senior Manager, Customer & Channels Solutions
- **Rambøll Management Consulting** – Senior Partner, CX and NPS
- **FranklinCovey Consulting** – Client Partner & Director of Commercial Excellence

## Courses & certifications

- Customer Value Proposition & Business Model Design at Strategyzer
- Certified Executive Coach at The Leadership Company
- Certified Customer Experience Professional at CXPA
- Net Promoter Masterclass Certification
- Voice of the Customer Certification at MaritzCX
- Strategic Selling at Miller Heiman Group
- NPS2 Certified Associate at Satmetrix
- Blue Ocean Strategy at EY Strategy
- The 4 Disciplines of Execution at FranklinCovey

## Education

- CBS – cand.merc. (IMM)
- Harvard Business School – Creating Breakthrough Service Strategies Wharton – Executive Programme
- Henley – Executive Certificate in Management Business institute – MBA<sup>2</sup> in Top Governance
- McKinsey & Co. – eBusiness Strategy



## News letter with inspiration

Jesper continuously writes about customer orientation, strategy, management and innovation for Børsen Ledelse and often speaks at Danish and international conferences. The news letter from Customer Experience Office therefor offer a lot of relevant inspiration.



## **Customer Experience Office**

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