

The Challenge: Delivering on the Brand Promise

Measuring Customer Experience can range from very complex to simple depending on the service or product. The essential first step is understanding what the client's brand is designed to promise its customers — and whether that promise is meaningful, measurable, and competitive.

Key diagnostic questions to answer at the outset include: Is the brand promise tangible and felt by customers at every interaction? What quantitative and qualitative characteristics do customers want, and how do these compare to the client's own goals? Can the experience be measured directly or indirectly? How does the client's management want to position their product or service relative to the competition?

Brand Promise Clarity

If the client's brand promise is vague — or cannot be measured in customer terms at the points of experience — the foundation for any CX program will be unstable. Strengthening the brand promise is often the most important first investment.

To be competitive — or to dominate competition — a firm must differentiate itself in terms of customer value: price, quality, ease of doing business, after-sales service, or the customer experience itself. Superior customer experience that motivates customers to buy more and actively recommend a firm's products or services to others is essential for sustainable, profitable growth.

CE3 Solutions Approach: Customer Experience Improvement

Practical, Integrated Customer Experience Measurement

A foundational requirement is determining whether a Customer Experience Measurement Process exists. If one does not exist, one should be built — in phases, at varying degrees of comprehensiveness and maturity. CE3 Solutions is fluent in all leading methodologies, including Net Promoter Score, Lean Six Sigma, Total Quality Management, and hybrid approaches. The right recommendation depends on industry norms, existing data, organizational history, and corporate culture. The key is to have a process and to make it a central input to the corporate management system.

The best programs take a broad view of the Customer Experience and incorporate three integrated voices:

- **Direct Voice of the Customer (VOC)** — Surveys combining quarterly brand-level views with real-time interaction feedback, capturing what customers actually feel at each moment of truth.
- **Voice of the Employees (VOE)** — The frontline insights of what employees see, hear, and feel at customer touch points. VOE is a powerful complement to VOC — especially for capturing

emotional intensity and suspected root causes. Crucially: are employees satisfied, trained, equipped, and empowered to deliver a great experience?

- **Voice of the Process (VOP)** — The internal Key Performance Indicators that serve as proxies for the Customer Experience. These must be validated to confirm they actually correlate with the desired customer outcome. Where gaps exist, adjustments are required.

CE3 Solutions Uniqueness

CE3 Solutions excels in situations involving crisis, a burning platform, or a compelling external need for revolutionary change in capability and execution. Our advisors are seasoned veterans of large-scale organizational transformation — steeped in best practices, effective innovation, and continuous improvement disciplines. They are also exceptional teachers and mentors who transfer capability directly to client teams.

Our approach to Customer Experience is comprehensive and integrative. We believe the most durable transformations simultaneously address four goals — often assumed to be in conflict but, when solved together, deeply reinforcing:

- **Customer Experience** — Great relative experience drives loyalty: higher share of wallet, lower attrition, and active advocacy. In today’s social media environment, a single poor experience can rapidly reach far beyond the individual customer.
- **Cost of Operations and Service Delivery** — Costs must be competitive — potentially approaching low-cost producer levels — while still enabling value-priced offerings. The Cost of Poor Quality (rework, error correction, related service costs) is a major and often underestimated expense that overlaps significantly with what customers experience as poor service.
- **Employee Engagement** — Engaged employees generate insights, convey genuine empathy, stay longer, and are more productive. Their engagement drives improved operating margins, greater customer loyalty, and lower cost per transaction.
- **Operational Risk** — Consistency of delivery is a defining characteristic of differentiated service. Unreliability erodes trust, creates costly hidden workarounds, and in regulated industries invites scrutiny that further raises costs and lowers customer confidence. A single planning or execution failure erases the goodwill earned by 7–10 excellent experiences.

“And” Thinking, Not “Or” Thinking

Solving for all four dimensions simultaneously — rather than sequentially or in isolation — produces more sustainable results. Consciously applying “and” thinking instead of “or” thinking creates constructive tension that consistently drives innovation and generates genuine enthusiasm across all stakeholders.

Four Integrated Dimensions of Value

These four goals, addressed together, create a compounding cycle of value that is very difficult for competitors to replicate.

| Dimension | Strategic Importance |
|----------------------------|---|
| Customer Experience | Loyalty, advocacy, and share of wallet grow when customers consistently receive great experiences. Poor experiences spread rapidly through social media and erode future acquisition. |
| Cost of Operations | Competitive cost structures enable attractive pricing and protect margin. Eliminating Cost of Poor Quality simultaneously reduces expense and customer dissatisfaction. |
| Employee Engagement | Engaged employees deliver better experiences, stay longer, and drive continuous improvement — reducing cost per transaction and strengthening customer loyalty. |
| Operational Risk | Consistent, reliable execution protects the brand and avoids regulatory exposure. A single failure can erase the goodwill built across 7–10 positive interactions. |

CE3 Solutions Customer Experience Methodology

CE3 Solutions begins every engagement by listening carefully to the client’s description of the presenting problem. We then conduct a rapid, comprehensive assessment of the situation and surrounding ecosystem — to ensure we are solving the right problem, not just the presenting one. We examine the VOC, VOE, and VOP for knowledge gaps and to validate consistency in problem perspective across all levels of the organization.

Three Lenses of Assessment

Our diagnostic methodology applies three lenses simultaneously, then synthesizes findings into a unified transformation roadmap:

- **The Customer’s Voice (VOC — First Lens)** — What does the customer tell us? Are issues concentrated in specific hotspots or moments of truth? We examine two dimensions: specific failures in the performance of known processes, and subtler human feelings at every Moment of Truth. At each MOT, we evaluate three macro categories: Acknowledgement (does the firm demonstrate it knows and values this customer?), Respect (does the firm respect the customer’s time and make services easy to navigate?), and Trust (are terms fair, and is the firm proactively looking out for the customer’s interests?).
- **The Employee’s Voice (VOE — Second Lens)** — What do frontline employees tell us? Can they validate, contextualize, and add intensity to what the VOC reveals? Do they have grounded theories about root causes? Where additional data is needed, focused surveys and structured focus groups are deployed.
- **The Process Voice (VOP — Third Lens)** — What do internal process metrics tell us? Are we measuring the same problems customers are experiencing? Are internal goals creating unintended consequences — optimizing for metrics that are misaligned with actual customer needs?

Synthesis and the Transformation Roadmap

The three lenses are synthesized into a priority-based transformation roadmap, developed collaboratively with client staff. It focuses on the right priorities, in the right sequence, within the context of the organization's existing and emerging capabilities. Paradigm shifts are routinely uncovered, and new metric alignments are established — accelerating the earliest transformation gains and unlocking second-generation improvement ideas.

What CE3 Delivers

CE3 Solutions' recommendations in Customer Experience transformations are specific, evidence-based, and sequenced for practical implementation. Every engagement is designed to produce actionable outcomes — not just analytical artifacts.

- **Eliminate the Cost of Poor Quality at Customer Hotspots** — Identify intersections between VOC hotspots at Moments of Truth and internal COPQ rework. Apply automation, lean engineering, and Six Sigma disciplines at these intersections. Ensure workforce planning is accurate — the right talent, available when customers need it.
- **Prevent Early Lifecycle Defects** — Ensure customers are aligned to the right services and products from the start, through a short, error-free, easy-to-use process. Get customers comfortable quickly so they self-serve confidently.
- **Fix Specification Gaps** — Identify service or product specifications that are inappropriate, confusing, or incomplete. Ensure offerings meet customers' actual needs and are easy to understand.
- **Improve Ease of Use and Channel Consistency** — Identify friction points and redesign touch-point criteria to deliver consistency in look, feel, and navigation. Make low-cost channels genuinely attractive so customers choose them willingly.
- **Reduce Problems at the Source** — Drive down problem rates across all dimensions — as reflected by customer-point-of-view metrics and customer-aligned internal KPIs. Lean engineering and execution excellence are the core disciplines.
- **Resolve Problems Definitively at First Contact** — One-and-done is the rule. First-point-of-contact employees must be trained, equipped, and authorized to resolve issues without costly handoffs or the potential for errors to compound.
- **Proactively Advocate for Customers** — For problems that cannot be fixed before customers feel the impact, reach out proactively — correct the issue without requiring the customer to initiate contact. Anticipate, advocate, and communicate.
- **Turn Problem Resolution into Genuine Opportunity** — Where problems are solved and real customer needs are discovered, opportunities may exist to offer relevant solutions at that moment. This must be executed authentically — reinforcing the brand promise, not undermining it with irrelevant push offers.
- **Build a Culture-Embedded VOC Process** — Create a robust feedback loop that sensitizes all employees to how their roles affect the customer, delivers actionable signals to product and service owners, and drives a customer-centric, zero-defect culture.
- **Set the Bar Through External Benchmarking** — Regularly measure against both direct competitors and relevant non-competitors. Use benchmarking to create constructive tension internally — shifting organizational energy toward emerging challenges without losing the gains of previous improvements.

Conclusion

Customer Experience transformation is not a single initiative — it is an ongoing organizational discipline. Firms that build it systematically, measure it rigorously, and lead it with authentic commitment create compounding competitive advantages that are extremely difficult for others to replicate.

CE3 Solutions brings the experience, methodology, and practical leadership to move clients from wherever they are today to wherever they need to be. Our comprehensive, integrated approach ensures that customer experience, cost efficiency, employee engagement, and operational risk are addressed together — creating solutions that are both immediately impactful and durably sustainable.

Contact CE3 Solutions to discuss how we can help.

About CE3 Solutions

CE3 Solutions, LLC is a boutique management consulting firm whose partners have collectively over 100 years of experience directly managing operational risk, customer experience, employee engagement, and operational excellence across numerous Fortune 500 organizations and institutions of all sizes. Learn more at www.ce3solutions.net.

www.ce3solutions.net | CE3 Solutions, LLC | 2025