

# Waitrose



# Customer Emotion Audit

## Conversation emotion analysis

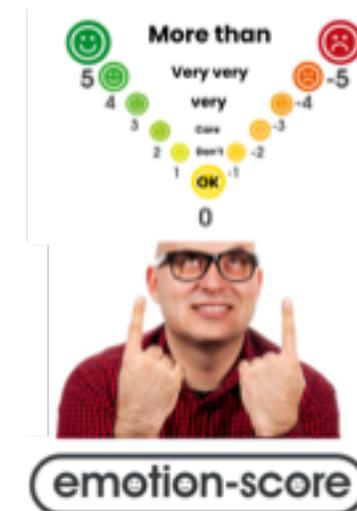
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## Emotional modelling

### Emotions Experts + AI tools making the difference

The next step in customer experience from CXFO.Org  
Customer Experience Foundation

*“.....this case study on customer emotion helped so we can create the in store experience over the phone”*



# Mission Impossible?

(We don't think so!)

## A challenge from SITEL and Waitrose?

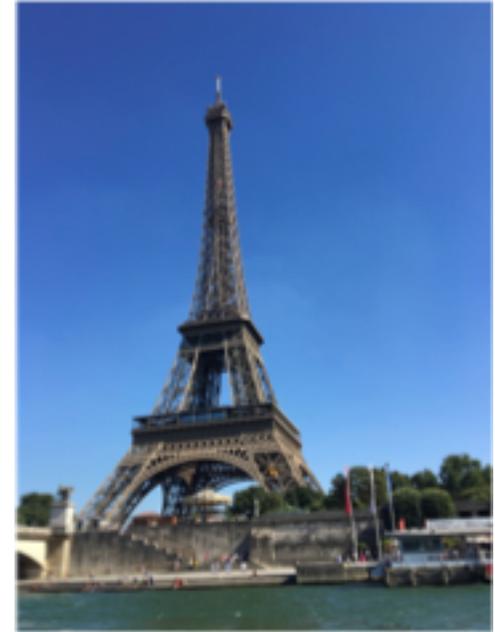
Could we measure emotion for a major client without interfering with the day to day operation *and* produce a speech and report in 5 weeks at the prestigious SITEL European Customer Day in Paris in front of a packed house of their largest clients?

The e-score team said **"yes!"**

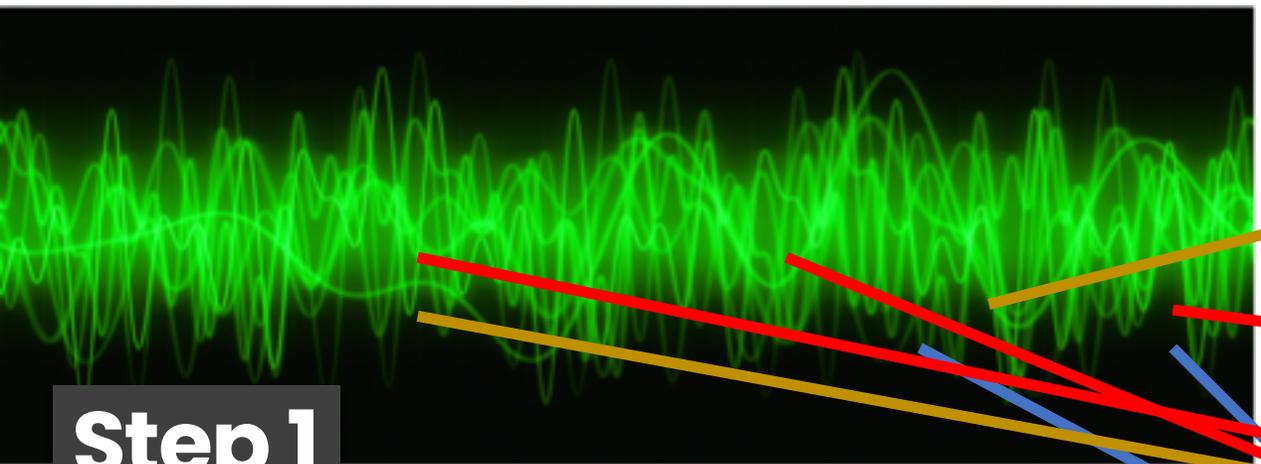
The SITEL Team said **"Let's go for it"**

.....and the E-Score Team set up a temporary E-Score post and started listening some calls

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# Listen to 20 phone calls



## Step 1

**Why calls?** We can use any data but calls are quick. To give an global brand like Waitrose something they can use would take a few days, and that meant we didn't want to waste any time messing about with data structures or security.

The quickest source for the test was agents in the voice channel although the process was the same. We set up a sensor\* but we only used conversation tools and some basic AI. We listened to 20 calls using Emotion Quality Assurance Conversation Analysis processes.

**In voice you can hear both sides of the experiences so you can score Customer and Agent experience together and compare them!**

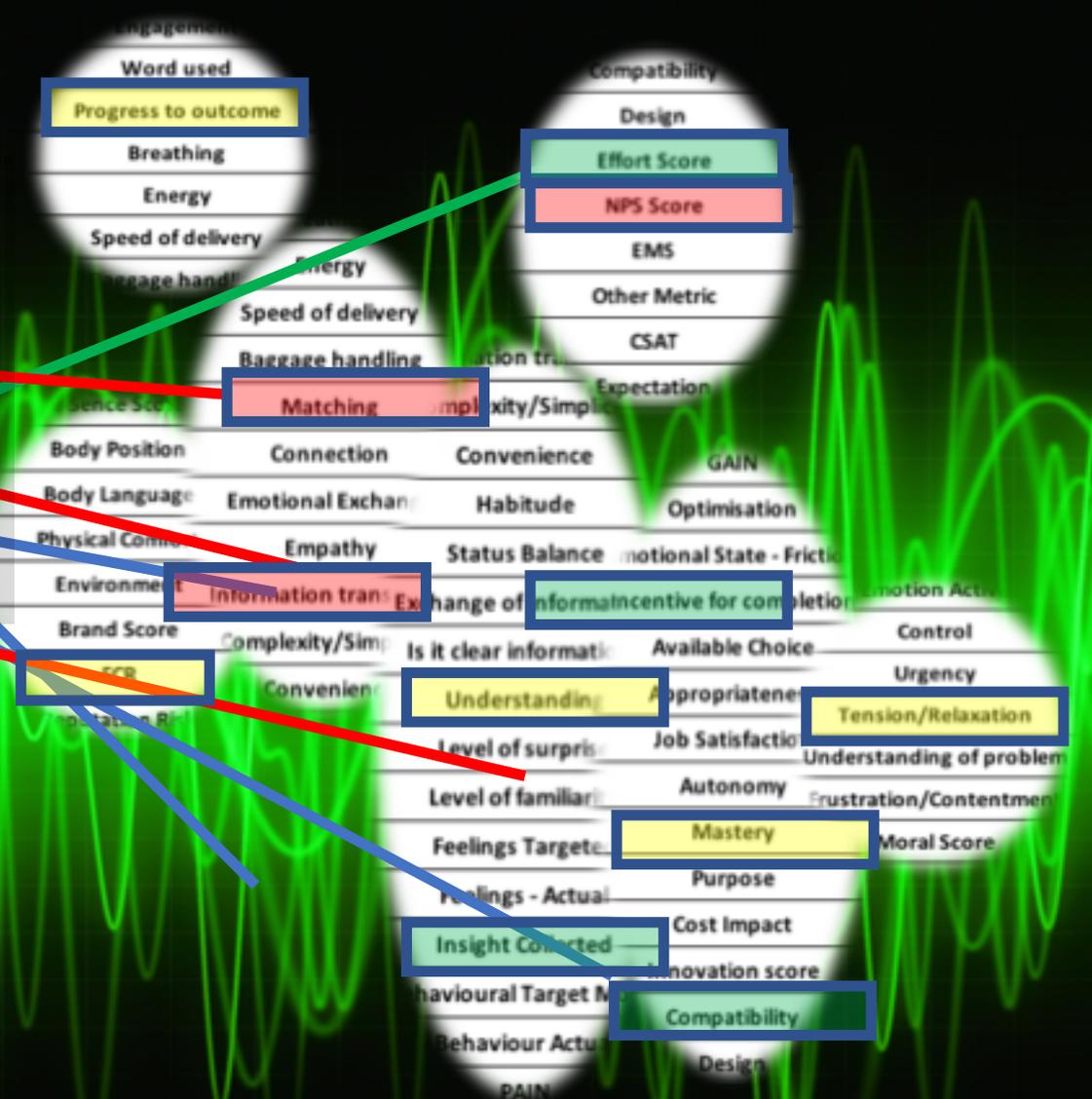
**\*A sensor post can be experts and AI but AI takes longer to get on stream and needs expert calibration and periodic calibration. You set one up and then just replicate the process as you build a network of emotion sensor across your experiences like a sort of sonar net.**

Resolution	Energy			
Initial connection	Speed of delivery			
Time taken	Baggage handling			
Timeliness	Complexity/Simplic			
Timing in experience	Matching			
Useful Score	Connection	Convenience	GAIN	
Body Position	Emotional Exchan	Habitude	Optimisation	
Body Language	Empathy	Status Balance	otional State - Fricti	
Physical Contact	Information tran	Exchange of informativ	for completio	ation Act
Environment	Complexity/Sim	Is it clear informatio	Available Choice	Control
Brand Score	Convenience	Understanding	Appropriateness	Urgency
FCR	Habitude	Level of surpris	Job Satisfactio	Understanding of proble
Reputation Risk	Status Balan	Level of familiar	Autonomy	Frustration/Contentment
Efficiency - Conversa	Exchange of infor	Feelings Target	Mastery	Moral Score
Efficiency - Relati	is it clear informat	Feelings - Actua	Purpose	Social Score
Efficiency - Transact	Understanding	Insight Collecte	Cost Impact	Satisfaction
Efficiency - Technology	Level of surpr	Insight Collecte	Innovation scor	Engagement
Data	behavioural Target	behavioural Target	Compatibility	Word used
Security	behaviour Act	behaviour Act	Design	Progress to outcome
Customer	PAIN	PAIN	Effort Score	Breathing
			NPS Score	Energy
			EMS	Speed of deliv
			Other Met	

# Step 2 Slow down

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

# Step 3

# Filter

# AI

The image shows a screenshot of a text analysis tool. On the left, there is a list of text segments with words and their positions (e.g., "and<sup>2</sup> are<sup>4</sup> you<sup>3</sup> free to |<sup>2</sup> changed<sup>5</sup> my name is<sup>2</sup> Jim<sup>10</sup> can<sup>5</sup> my<sup>3</sup> thank<sup>2</sup> you send<sup>6</sup> I'm<sup>3</sup> a ne..."). Some words are highlighted in yellow boxes, such as "much how can" and "yes". On the right, there is a table of metrics. Blue arrows point from the highlighted words in the text to specific metrics in the table. Red arrows point from specific metrics in the table back to the text. The metrics include:

- C-Sence Score
- Matching
- FCR
- Efficiency - Conversational
- Efficiency - Relationship
- Efficiency - Transaction
- Efficiency - Technology
- Effort Score
- NPS Score
- Information transfer
- Understanding
- Mastery
- Satisfaction
- Tension/Relaxation
- Compatibility

We apply some AI tools to help identify patterns in conversations

# Build a value matrix that contains experience

## Functional

its instrumental purpose (use value).  
A torch, for instance, lights; a knife cuts.

## Exchange

its economic value.  
One carving knife may be worth three fish knives; and one torch maybe worth 500 matches or one sheep etc. Both are different exchange values.

## Core

Values are ones that you share with customers or not!

## Sign

its value within a system of objects.

A particular pen may, while having no added functional benefit, signify prestige relative to another pen; a diamond ring may have no function at all, but may suggest particular social values, such as taste or class.

emotion-score

Any value proposition is always made up of *elements* in different %'s

This is how you create your own template

## Symbolic

a value that a subject assigns to an object in relation to another subject

(i.e., between a giver and receiver). A pen might symbolize a student's school graduation gift or a commencement speaker's gift; or a diamond may be a symbol of publicly declared marital love.

Core

Step

4

1

2

3

4

# 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

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

Core	Shares my values	2	-2
Core	Data Trust	4	-4
Core	CNR	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

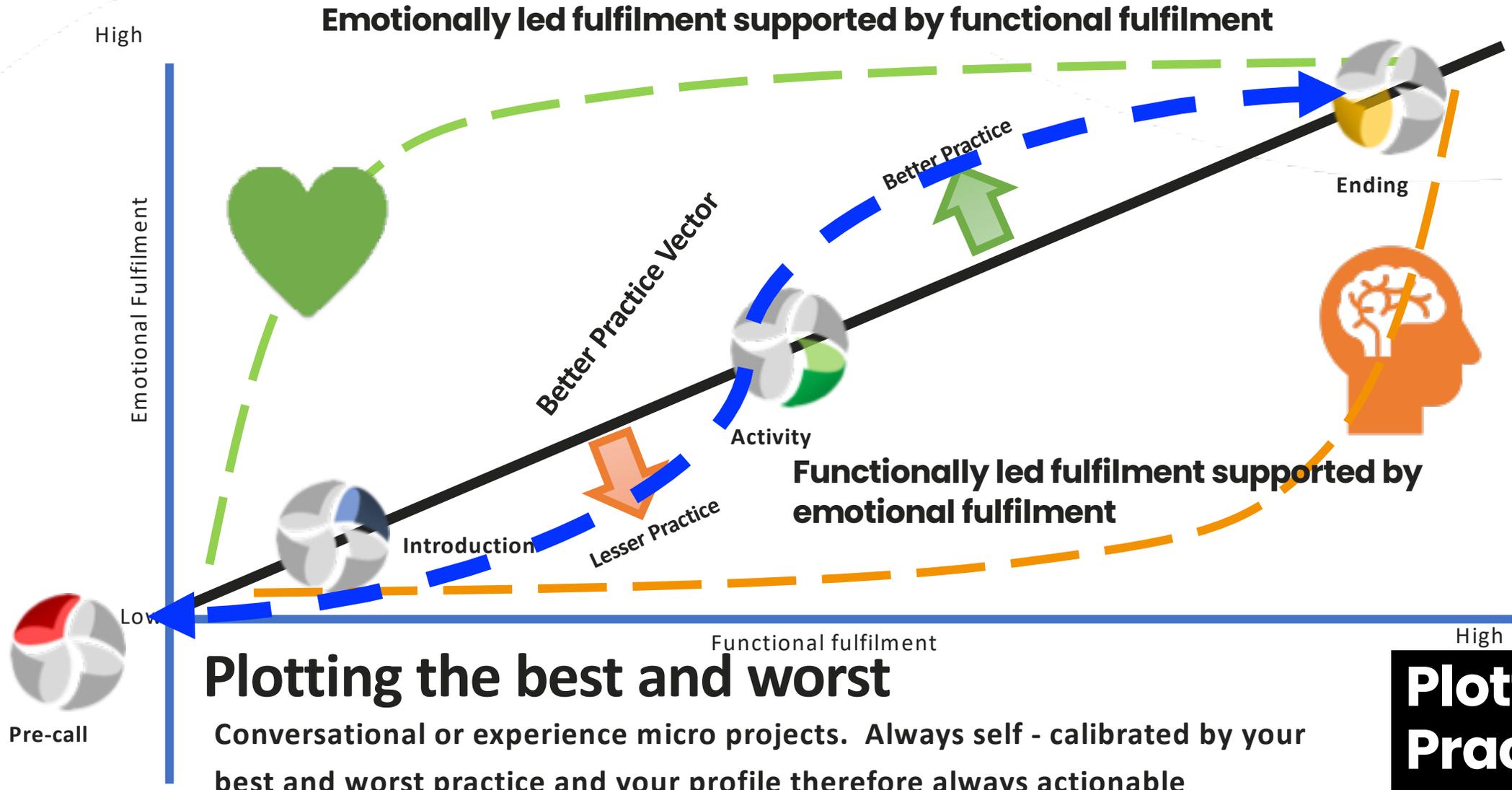
Exchange	Second hand	-3	-1
Exchange	Lifetime value of product	3	2

### Sign

Sign	Smelling	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



# Next a CJM Emotional Fulfilment Arc



# Step 6

## Plotting the best and worst

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

### Plotted Best Practice Vector

# Outcome

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

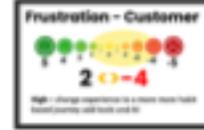
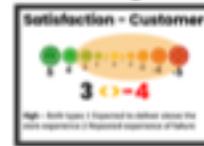
**Actionable Insights & Improvements** – Identified some emotional road block points in the conversation that could be improved emotionally and provided some tactics to test

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

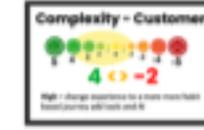
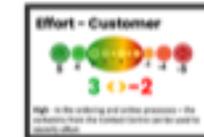
**Next steps** – Provided training briefing so the team could start a project

## 4 key focus areas to deliver quick high value improvements

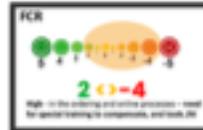
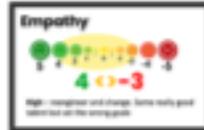
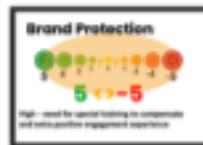
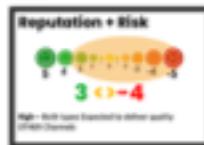
### Emotion - Feelings



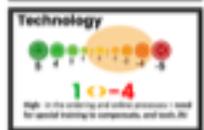
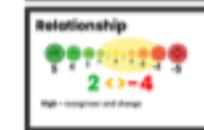
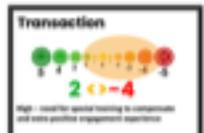
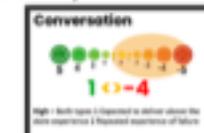
### Emotion - Mechanical



### Metrics



### Efficiency



# 7

## Delivered Report



# Feedback

Waitrose have worked in partnership for over 5 years with SITEL and has that relationship grown dramatically

Waitrose have focused on customer effort with CEB as part of their approach to maintaining their global reputation for service and

*this case study on customer emotion 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) were helpful and friendly and when we explained about the drive to reduce effort they quickly focused on emotions that we could action quickly**

**It was easy to understand for all the stakeholders. The audit gave us a lot of things we could use straight away and Waitrose also said it provided quick reliable actionable insight**

**we are so pleased we are already looking at expanding the programme into other clients”**

# One Night in Paris

*With thanks to everyone at Waitrose and Sítel for all their help  
Morris Pentel*



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**JOB DONE!**



**e-score** is the connection between the way we think and the way we process data

**D**igital / **D**ata



**M**odels



**W**ords



**C**onversations



**M**ethods



**V**ideos / **P**ictures



**N**umbers



**E-score™ Sensors** create a single view of any form of interaction data – any method to convert physical things, emotional states, conversations sentiments feelings, actions, objects, VOC Digital activity, words, numbers, pictures, financial etc. into actionable emotional scores and then connect those sensors together (e-scores for short)



## An Integrated Services Group at the Heart of the Client Experience

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Sitel  
Premium Tech Support

### Digital CX

TSC

### Training & Talent Management

Learning Tribes

### Technology & Innovation

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<http://www.waitrose.com/>

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The next step in Customer Experience

## Managing 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