

# THE CX LEADERS INTELLIGENT GUIDE TO GROWTH

How customer-centric leaders can make  
Unified Customer Intelligence their  
growth engine





# TABLE OF CONTENTS

- 03** Introduction
- 05** Chapter 1: Unifying your customer data
- 08** Chapter 2: Investing in understanding your customers
- 11** Chapter 3: Using customer intelligence to drive growth
- 14** Chapter 4: How tech can help you achieve your goals
- 17** Conclusion



# Introduction



# Introduction

If the last two and a bit years have been about rapidly shifting our businesses' customer experiences to try to meet a new, ever-changing customer reality, 2022 is all about building up our knowledge of our customers' wants, needs, and expectations to drive growth.

For customer-centric leaders, it's raising challenges and opportunities across the board.

- **How do I fully understand what my customers want?**
- **How do I reshape our offerings to meet customer expectations?**
- **How do I better empower my teams to make better decisions?**
- **How do I continue to reshape my business to become more customer-centric?**

Our team at Chattermill draws on a wealth of data and experience to find solutions for businesses like yours. But though we recognise our product can answer some of these questions, we didn't want to give you a sales pitch. That's not what this guide is for.

That's why over the past few months, we've gathered a stellar cast of CCOs, marketing leaders, CROs, product owners, and CEOs from the world's most customer-centric companies to talk about what's working for them in a series of webinars and roundtable discussions.

And now we're letting you in on these discussions.

From Uber to H&M, Bravissimo to Qonto, you'll learn from some of the best customer-centric leaders.

The executives that joined our chats touched on several interesting topics. But the questions just addressed were what was top of mind for most.

Read on to learn from their insight and experience, and discover how to make Unified Customer Intelligence your growth engine in 2022 and beyond.



**Arron Westbrook**

Content Marketing  
Lead, Chattermill



# Chapter 1

Unifying your customer data





**‘Customers no longer compare you to a direct competitor. You are now compared to the best service and experience they have ever had with anyone they did business with.’**

**– Shep Hyken**, Customer Service and Experience Expert and New York Times and Wall Street Journal bestselling author



As customer leaders, we know that customer experience is critical to our success. As Shep Hyken says, we’re no longer competing with each other, but with the best ever experience our customers have ever had. And we all know this.

But as we also know, understanding our customers in a real-time, multi-dimensional way is exceptionally difficult. Because though it can

be hard to admit, most of us have a disjointed view of our customers. And there’s a good reason for this.

We collect customer data at every point of the customer journey, but we don’t have a unified view of our customers.

We send out customer surveys to collect feedback. We accrue thousands of unsolicited reviews across app stores, Trustpilot, and social media. We have hundreds of thousands (often millions) of customer support interactions that happen across the year – through emails, social media, chatbots, and over the phone. Some of us even collect customer data in-store or through our apps. We could go on. It’s a hell of a lot of data.

Collecting this is the right thing to do, of course. And some of us can analyse all of these channels individually – that is, if we have the required resources and headcount, which continues to be a challenge.

But how many of us can honestly say we have a unified, intelligent view of our customers across all channels?

If your answer is no, don’t worry. You’re not alone. This is the situation 99% of businesses find themselves in.



**‘Businesses may be collecting more customer data, utilising more technologies, and offering more communication channels to customers, but few understand the data they collect on any intelligent level. Even fewer have a unified view of their customers. Fewer still know what to do to improve their customer experience in a meaningful way.’**

**– Mikhail Dubov**, CEO, Chattermill





Thankfully, there are solutions to this problem.

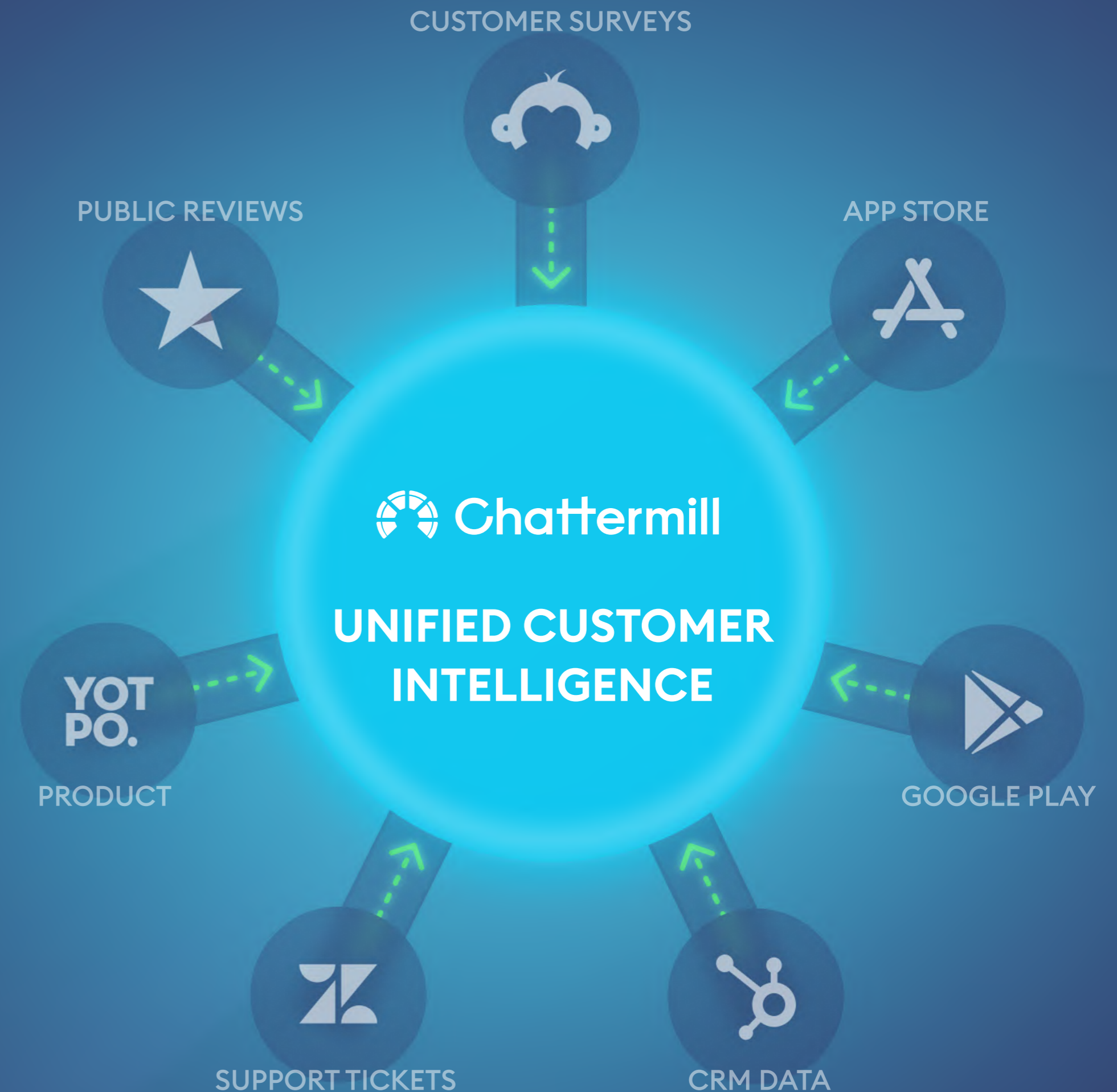
Chattermill happens to be one of these. Indeed, it might just be the only one without hacking together something in-house.

Our Unified Customer Intelligence technology ingests millions of data points from all customer touchpoints discussed above (and more if you have it!) and analyses them using AI to deliver intelligence and insights that show you what's working and what isn't – in one unified, centralised platform.

The result is that you can then prioritise what you need to improve to attract and retain customers and ultimately deliver growth – whether

that's to your product, services, communication, or even the physical, in-person experience.

Whatever industry you happen to find yourself in, and whatever way you go about it, finding a way to unify your customer data to create a single source of customer truth will be essential to find out what your entire customer base truly wants. And it's only by achieving this that you can deliver growth in this exceptionally competitive age of ever-increasing customer experiences.





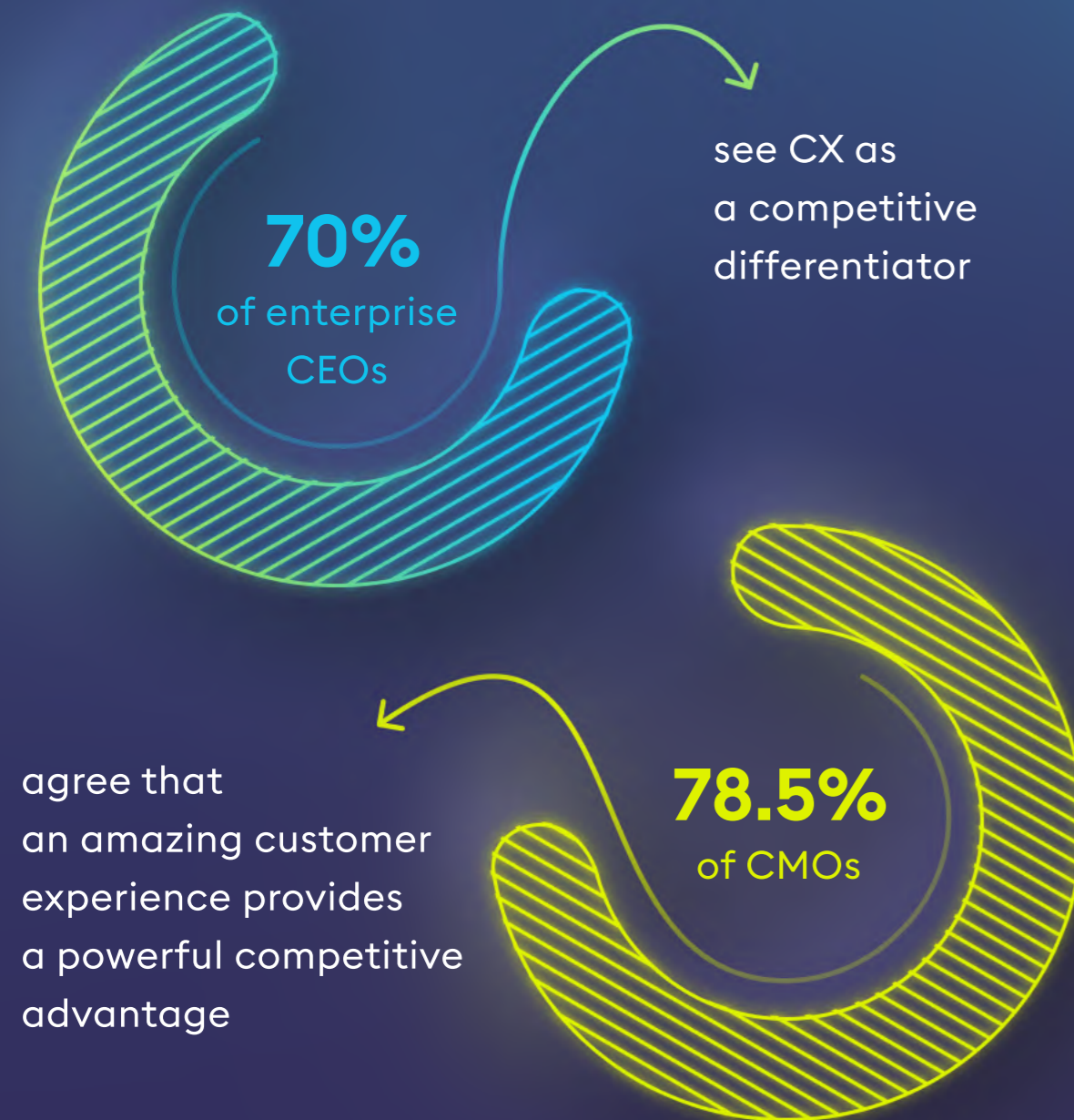
# Chapter 2

**Investing in understanding  
your customers**



You have to invest in the right areas now.

The good news is that while some of us may have experienced budget cuts during the pandemic, today, there's more budget to play within most organisations. And as we hope you're experiencing, the C-suite now know how necessary improving customer experience is.



So while most budgets used to be primarily allocated to sales and marketing, that's no longer the case. In customer-centric organisations, at least.



GAME OVER

'You can invest as much as you want in sales and marketing, but if you're providing a negative experience to your customers, it's game over.'

- Richard James, Head of Digital at Rat & Boa



But how do you decide what to invest in from a CX perspective? And how do you know whether those investments are working?

Do you focus on increasing headcount? Changing customer service processes? Creating new products?

It can often be tough to measure the effect of one decision or one tool in isolation. Fortunately, technology can give you the insights you need to make those decisions. How? By showing you the impact of individual investments and decisions based on what your customers tell you.



'We talk a lot about creating an experience where our customers want to tell their friends about it. And that means that being really purpose-driven, being really unique to what they need, and this all stems from listening. Brands need to truly listen to their customers and adapt and pivot to what customers are telling them'

- Julie Austin, Marketing & Digital Director, Bravissimo





There are several ways of going about this. You can speak to your customers directly, of course. But this is exceptionally difficult to do at scale, especially if you're a business with thousands or millions of customers.

A more sustainable, scalable solution is to monitor and analyse your customer feedback (whether through one-off surveys or public reviews) and support conversations using Unified Customer Intelligence software underpinned by AI.

**Chattermill Has Created The Unified Customer Intelligence Category To Enable CX Teams To Get The Unfiltered Truth About Their Customers And Transform Their Brands' Customer Experience.**

With Unified Customer Intelligence, you can see what customers are saying without the bias of prompts. So, for example, you could analyse the sentiment behind what your customers say about a new product rollout through their feedback and conversations and assess – with pinpoint accuracy – how they feel about your decision.

Likewise, you can watch how your NPS or CSAT responds to what you do. And you can understand how your decisions land and whether they're impacting your customers in the way you'd like/expect. Do your choices improve customer experience or hinder it?

Remember to share the insights you're getting with other departments, too – especially product, operations, and marketing. After all, without a unified approach, customer experience suffers.



**'To me, customer experience is strategic, and it cuts across the business. You cannot have a customer experience strategy without considering operations, pricing, product, marketing and branding. If you don't consider this, you won't have a strategy fully equipped to do its job.'**

**– Adi Tobias,** Head of Customer Experience Strategy & Operations SSA, Uber



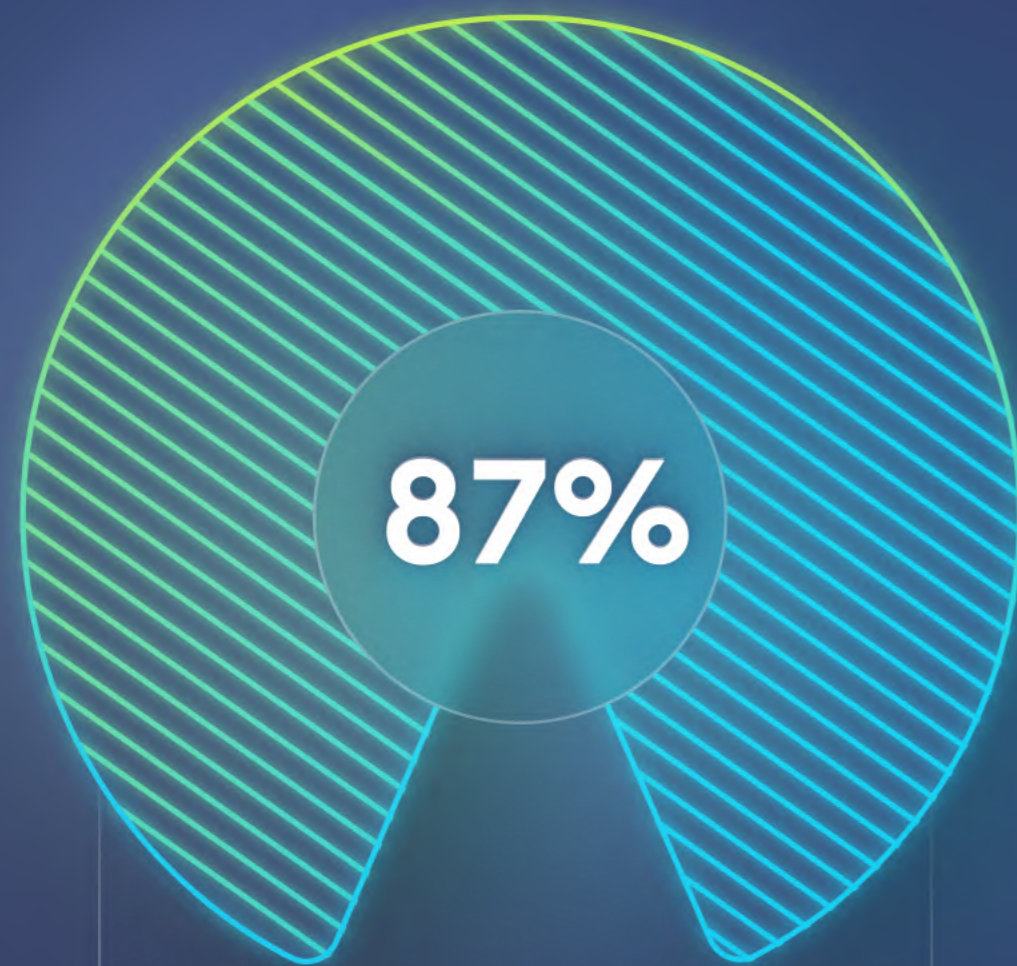


# Chapter 3

Using customer intelligence  
to drive growth



What's the key driver of growth in businesses today? Marketing? Sales? Product?



87% of business leaders in their survey label CX as their top growth engine – the highest of any other growth area.

Not according to North Highland research. 87% of business leaders in their survey label CX as their top growth engine – the highest of any other growth area.

But to make CX your business' long-term growth engine, you need more than a research report – positive though these results are to see. Indeed, you need to look far beyond research reports and slow, inflexible CX tools. You need unified customer intelligence.



'We have always been keen to listen to our customers, and so gathering feedback through CX surveys is a long-established practice for us. However, without the right tools to turn this feedback into customer intelligence and actionable insights, it was often viewed as simply a 'nice to have' and rarely used in practice.'

– **Ross MacFarlane**, Project Manager, Customer Engagement at H&M



Intelligence that unifies and turns all of your customer feedback, conversation, and support data into actionable insights.

Intelligence that allows you to understand the critical drivers of CX across the customer journey.

Having this intelligence on hand will enable you to deliver customer experiences that attract new customers, retain those you already have, and create long-term advocates for your products and services. All of these factors are what will ultimately help you deliver growth.





‘Wise (formerly TransferWise) is an excellent example of an organisation using Chattermill’s Unified Customer Intelligence to drive radical improvements to its customer experience. Understanding the drivers of CX across the customer journey allows Wise to allocate resources more effectively and focus on the projects that matter – this is how Wise is optimising for growth. Using Chattermill, Wise has been able to see what customers truly want. It’s enabled them to build new features and prioritise CX improvements based on what was improving their NPS. And it allows Wise’s teams to take customer insights deeper than ever before and focus on the key factors that make a difference to their users and drive growth. This deep understanding of their customers at every touchpoint on the customer journey has enabled Wise to put customers at the heart of their decision-making. In many ways, this is why Wise is one of the most successful, fastest-growing organisations in their industry.’

– **Luke Moore**, Chief Revenue Officer, Chattermill





# Chapter 4

**How tech can help you achieve  
your CX and growth goals**



In recent years, companies of all stripes have invested in technologies to increase customer interactions, better understand their customers, and gain strategic advantages over competitors.

But as leaders strive to embrace technology to get a complete picture of their customers, there's often a disconnect between the quantity of data collected by said technologies and the quality of intelligence needed to drive real, impactful growth in customer experience.

The reason for this is there's often too much data for any typical CX team to analyse in an efficient, unbiased, and intelligent way. Businesses build entire teams to analyse customer survey, support, and feedback data and still can't see the wood from the trees.

Though the answer to an overload of data from new technologies is rarely "more", in this case, it is. Technology is your friend. Because there's a solution to the customer data paralysis many CX leaders find themselves in – Chattermill's Unified Customer Intelligence platform.



'In 2022, putting in processes and building trust across teams that we are the experts that can help make those decisions, that's critical.'

– **Sara Fogel**, Director of Customer Engagement at gopuff



'The big challenge for us is that all this customer feedback data is scattered. That's where Chattermill really helped us out, by helping us unlock some of that unstructured feedback and identify drivers of customer experience, both positive and negative.'

– **Ross MacFarlane**, Project Manager, Customer Engagement at H&M



'Chattermill is a key partner in helping us listen to our customer feedback and support conversations at scale. Every employee now has access to actionable intelligence with just a few clicks, and our decisions are more customer-obsessed than ever. This allows us to create the finance solution all businesses love!'

– **Mathieu Le Roux**, Voice of the Customer Expert at Qonto





As both Ross and Mathieu state, Unified Customer Intelligence is a radical new solution to your business' critical CX problems.

It unifies all your customer data from across all technologies and sources in one platform – providing a unified source of customer truth – with a beautiful, intuitive UI that is easy to use, no matter which part of the business you are in. It then analyses your customer data – across feedback, conversation, and support – using artificial intelligence to help you unlock actionable intelligence and insights about your customers.

Ultimately, with Chattermill, you will get precise, actionable customer intelligence based on the sentiment behind what your customers say in their daily interactions with your brand. And honestly, this is intelligence you don't want to miss if you're going to deliver exceptional CX and growth in 2022 and beyond.





# Conclusion



## Chattermill Has Created Unified Customer Intelligence To Enable CX Teams To Get The Unfiltered Truth About Their Customers And Transform Their Brands' Customer Experience.

With Unified Customer Intelligence, CX leaders can unify their customer experience data across the entire customer journey – from app store reviews to post-purchase survey feedback – to gain deep insight into how their customers really feel, and build a CX strategy that's built on the customer reality.

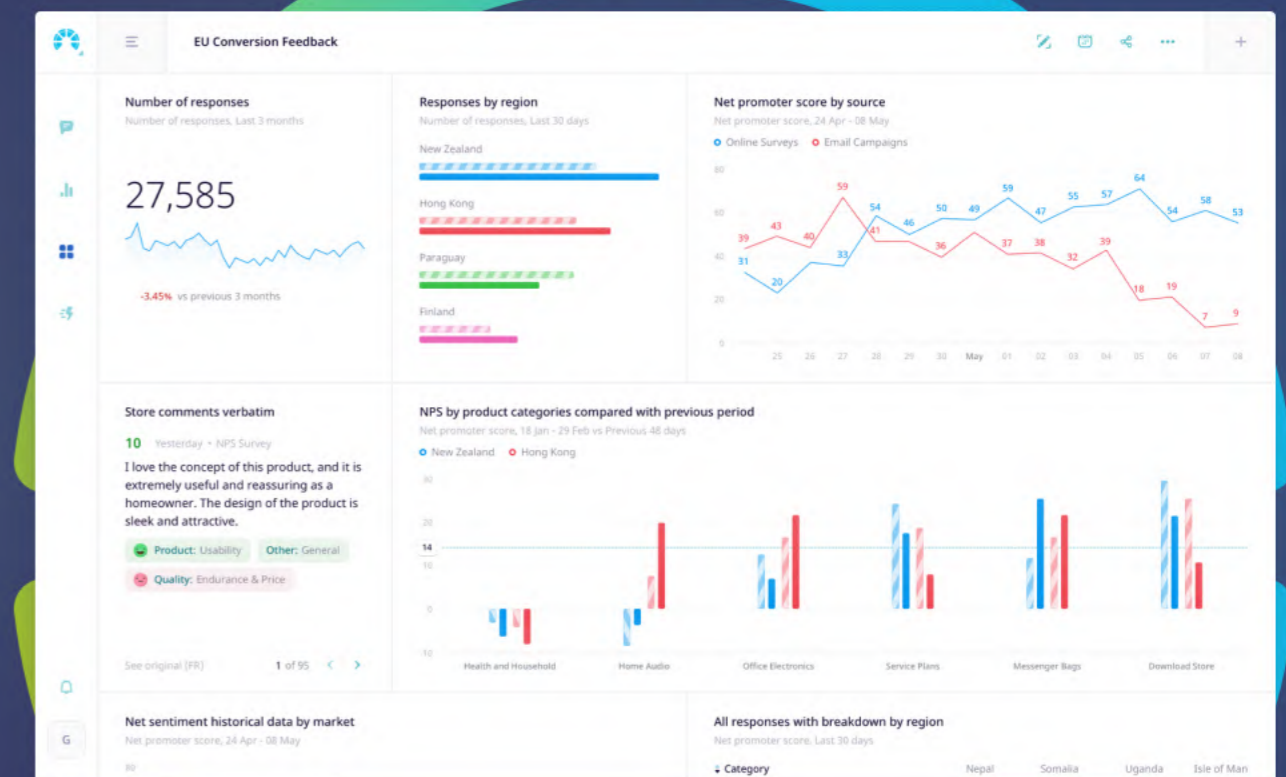
This vision of Unified Customer Intelligence has never been so crucial for CX leaders today. In the past few years, things have radically changed. We've all become more customer-centric, customers demand more from us than ever before, and competition has never been fiercer.

Hopefully, this guide will go some way to helping you understand how to tackle this situation and deliver growth through CX.

But the critical takeaway from this report: to achieve success in the months and years to come, you need a more unified, intelligent view of your customers.

To better understand your customers. To create better customer experiences. To drive growth.

The tide is high. And it's time for a more unified, intelligent approach to customer experience.



[See Unified Customer Intelligence For Yourself](#)



The CX Leaders Intelligent Guide To Growth

# About Chattermill

Chattermill uses cutting edge artificial intelligence to analyse customer feedback and customer support interactions across customer touchpoints for organisations to harness customer insights at scale, boost customer loyalty and brand advocacy.

We combine machine learning with a deep understanding of a company and its customers, seamlessly integrating with any system used to collect feedback and customer support interactions. We then deliver precise, actionable analytics and insights that enable our partners to have a complete, objective understanding of their customers every day.

We work with Customer Experience pioneers from a wide range of industries including HelloFresh, Just Eat Takeaway.com, Wise, Spotify and Uber.

Want to learn more about Chattermill? Book a personalised 30-minute demo with a CX expert in just a few seconds

[Book a demo](#)





# Contributors



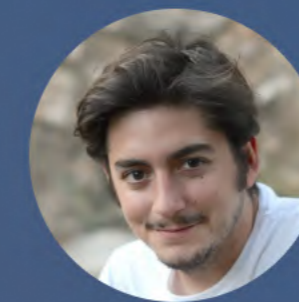
**Arron Westbrook**  
Content Marketing Lead,  
Chattermill



**Luke Moore**  
Chief Revenue Officer,  
Chattermill



**Mikhail Dubov**  
CEO, Chattermill



**Mathieu Le Roux**  
Voice of the Customer  
Expert, Qonto



**Ross MacFarlane**  
Project Manager, Customer  
Engagement at H&M



**Sara Fogel**  
Director of Customer  
Engagement, gopuff



**Shep Hyken**  
Customer Service and  
Experience Expert and New  
York Times and Wall Street  
Journal bestselling author



**Richard James**  
Head of Digital,  
Rat & Boa



**Adi Tobias**  
Head of Customer  
Experience Strategy &  
Operations SSA, Uber



**Julie Austin**  
Marketing & Digital  
Director, Bravissimo