Big Idea

/bɪg arˈdɪə/

noun

1. A Big Idea combines an insight supported by data with an inventive touch to create a truly sophisticated customer experience

2. It could be a handheld guide through your product range or a process running behind the scenes to enable next day shipping

3. A Big Idea is what will make your customers pick you over your rivals
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The expectation economy

For decades, companies looking for a Big Idea to drive customer engagement and increase revenues have looked to advertising agencies. In turn, those agencies grew fat and famous enough to ensure that their glamorous reputations solidified the Big Idea as the agency’s sole domain.

Now things have changed. Managing the customer experience takes up an increasing proportion of marketers’ time and budget. They realize that seamless experiences which put customers first require Big Ideas that are underpinned by customer data and driven by innovative technology. They take their lead from successful clients that have achieved differentiation and growth almost exclusively through a disruptive approach to customer experience. They look at Airbnb, ASOS, Starbucks, Uber, Zappos, Amazon, and Apple.

37% of CEOs rate Customer Experience Management as their highest investment intention towards a range of modern technology-enabled capabilities ¹
Importantly, marketers are understanding that reliance on lavish TV ads, sexy billboards, and digital banners to sell product simply won’t be enough from here on in. Getting customers to your store is one thing. How you treat them when they arrive and how you build an experience that inspires a lifetime of loyalty is quite another.

A Big Idea for the 21st century requires analytics powering insights that drive action in real time — technology and creativity working continuously to improve your engagement with each of your customers every time they interact with your brand.

This is where Qubit comes in — taking businesses on a journey from AB testing to delivery of hyper-relevant digital interactions. We can think bigger than discounts. Instead let’s leverage smart heuristics that capture people’s true interests. We can personalize with more than just product recommendations and create experiences that will spark real uplifts.

Our technology is here to help you deliver your Big Ideas.

“In this new world, the bottom line of business isn’t profits, but rather customer delight.”

Clayton Christensen, Harvard Business School

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1 Gartner, 2015 CEO Survey: Committing to Digital, 10 April 2015
2 Clayton Christensen: How Pursuit of Profits Kills Innovation and the U.S. Economy, Forbes 2011
Make an instant connection

Big Ideas to engage customers
Interactive content gives your customer a way to engage deeply with the spirit of your brand online. A strong narrative can create a lasting emotional connection with customers, and a fun game can tell you more about your customers than they might tell you otherwise. These Big Ideas will turn your visitors into believers.
Put your hottest trending products to work

Showing recommendations or editor’s picks are a great way of drawing attention to your choicest items. But what if you could let your shoppers do the work and show the items they found most appealing?

Stuart Weitzman, a high-end brand catering to fashion forward shoe lovers, did exactly this. On their homepage, they used Qubit to keep track of the most popular products on at hourly intervals. The top eight products were then presented with the headline, “On the hot list”. With the most popular products changing all the time, visitors to the site had the social re-assurance of staying on trend combined with the wisdom of their fellow shoppers.

Stuart Weitzman achieved a 2.7% site wide ‘uplift’ adds to bag and 1.25% uplift in conversions.
The hottest shoes on rotation, by the hour
Use customer preferences to curate a selection of products

Buying on behalf of someone else is difficult and the distance between customer and product only makes that harder. If you ask customers to share what they're looking for before they start, you can curate a selection of products based on those preferences and streamline the process for them.

By creating a holiday gift quiz, b-glowing learned customer preferences and guided them to a relevant selection of products based on the information shared. The easy navigation suited both beauty experts and novices. b-glowing saw such high interaction with the quiz and increased conversions that they've begun development on a quiz to help advise customers all-year-round.

The smoother you can make the experience, the higher the likelihood is of you converting the customer.
b-glowing’s gift quiz made buying presents easier for customers
Bring your products to life with personal visuals

Buying online can be high risk because you can’t see the product in the flesh before you make the purchase, but it’s even riskier when you’re buying something custom. That posed a challenge for Links of London since their custom charm bracelets have long been a popular choice for women in search of classic jewelry with a personal touch.

Creating a custom bracelet hasn’t always been an elegant process. In the past, a shopper could browse the full gallery of charms but couldn’t see how they might look together on the final bracelet.

Links of London was missing a huge opportunity to create the instant emotional connection that forms when a customer looks at something she has designed herself. They used Qubit to create an entirely new bracelet shopping experience, enabling shoppers to rearrange and refine the bracelet to make it perfect before purchasing. Now, shoppers can instantly see their custom piece and ensure they are getting exactly what they want.

Offering custom products introduces so many different variables that it can be a huge challenge — but with Qubit it’s not an insurmountable one.
Works like a charm! Qubit’s technology delivered Links of London’s bracelet builder
Turn traffic surge into sales frenzy

Black Friday is the biggest shopping day of the year, when visitors are looking for the best deals and discounts on the market. The surge in traffic can pose a headache.

Harnessing social proof, TeeTurtle saw an opportunity to capitalize on surge traffic by launching a t-shirt battle. They showed two shirts on their homepage, along with their popularity, measured in real-time by visitors to the respective product pages. At the end of every hour the winning shirt was discounted for the following hour.

It allowed shoppers some influence over which products went on sale and encouraged repeat visits to the site to check the progress of the battle, in order for customers to make sure their Search Results favorites won.

This promotion relied on the real-time processing of Qubit’s Visitor Cloud both to ensure the discount lasted precisely for an hour and to display accurate statistics.

Intelligent merchandising will engage your customers and set you apart from your competition in sales season.
TeeTurtle purchasers tip the balance towards their favorite designs.
Let personality traits shape how you curate your stock

Whether it’s a gift for a wedding, family vacation of a lifetime or insurance for a first car, emotions play a key role in the purchasing process. Adding a touch of personality online can help bridge the emotional gap normally fulfilled offline.

Calypso St. Barth knew their customers often shopped based on an emotional connection linked to their passion for exploration. Qubit turned that knowledge into a digital experience, which smoothed navigation and added personality. Working with The AstroTwins, Calypso St. Barth created a quiz which matched a visitor’s personality type to a particular fabric: their spirit print. Qubit then provided the logic behind the quiz and directed each visitor to the right print for their style.

An emotive online experience can drive online engagement in the same way that an assistant would in person.

Calypso St. Barth matched each shopper with the right style for their personality.
The AstroTwins tempt Calypso St. Barth customers to segment themselves based on personality traits.
Put personality traits to work in Travel

Travel businesses can tap into user emotions by creating tailored holiday packages based on visitor preferences such as animal-watching or sea-view accommodation. You might let shoppers choose their holiday using visual cues, such as photos of massages, a golf course, or walking along a beach.
I choose family packages

I like swimming
Find the customer pulse
Big Ideas to stay relevant
Understanding your customers isn’t as simple as knowing their preferences, and getting more sophisticated means recognising that their needs change as often as the weather. Whether you’re using the weather to push your customer into action or their location to nudge them from online to offline, these ideas will help you take advantage of what you know about them, what’s going on where they are, and what time they’re browsing.
Customize merchandise for the ultimate personalization

Customers love to buy things designed just for them, but offering custom merchandise is easier said than done. For a large brand, customization only makes sense if it’s possible at scale, but the technical and logistical challenges can quickly become too expensive.

Australian fashion retailer Sportscraft saw the value of adding a personal touch. They already made a popular leather bag with luxury materials and top quality construction. By using Qubit technology, Sportscraft found a way to make their leather bag even more popular by adding a custom monogram. Qubit served the functionality to ask shoppers for their initials, showing them what their monogram would look like on the bag, and sending the designs back to the warehouse for production. They even collected email addresses to send reminders to anyone who created a design but left the site without making a purchase.

The monogrammed bags were an immediate hit — within one day of debuting the new feature, customers bought more bags than they would in a typical month. Because they used Qubit to serve the interface to customers and process the data internally, Sportscraft was able to launch an entirely new customer experience without embarking on a complex and costly new development project.
Find the customer pulse: Big Ideas to stay relevant

Sportcraft let users customize their bags and preview how it looks.
Existing Bellroy customers offer some social reassurance in a curated Instagram feed.
Let your customers do the photography for you

About to splurge on a new fashion accessory but having some last minute doubts? You’re not alone! This is why many people browse online but won’t make a final purchase until they can hold the product in their hands.

With this in mind, Bellroy used Qubit to develop a widget for their product pages to showcase their wallets in curated Instagram feeds. Through an app developed at Qubit, Bellroy is able to manage and select the photos they want their users to see for as many product pages as they want. This reassures people that Bellroy wallets live up to the hype and look just as great in the real world as they do in the studio.

Bellroy curated Instagram posts so that people could see their wallets in the wild
Add reassurance every step of the way

Visitors are all too often speculative when browsing. Highlighting your company’s unique values is important to keeping customers engaged and ensuring that their finite attention span is dedicated to you.

Indochino rose to fame offering luxury custom-made suits with the convenience of online ordering and home delivery – an offer that needed to be clearly communicated to their customers.

To that end, Indochino used Qubit to create a persistent footer at the bottom of the site that played a dual role of highlighting two of their unique selling points: why custom clothing helps men look their best, and how Indochino’s specific process ensures a perfect fit. They also offered visitors the opportunity to leave feedback throughout their experience, to improve their overall experience.

Intelligent footers are a simple way of keeping your customers engaged. Staying relevant isn’t only about understanding your customers, but also understanding how best to connect and engage them during their journey.

Indochino use a persistent footer that combines their unique values and the ability to leave feedback.
Indochino’s sticky footer ensures that the chance to leave feedback is ever present throughout the user journey.
Add a festive touch to your site during the holidays

Seasonal traffic peaks have always been a clear window of opportunity for any business. Now, capitalizing on holiday periods means not just having excellent products but also being able to capture customers’ attention based on the strength of your experience.

Designer lingerie retailer Journelle normally sees higher AOV during the holidays, but this year they wanted to utilize the sense of urgency of a daily deal to drive stronger conversions and create better return visits to their website.

Working with Qubit, they powered a digital one-window-a-day advent calendar to display a different featured product everyday. The items were specially chosen by the Journelle team with an emphasis on easily “giftable” products.

Urgency was added by only opening the current and previous day’s windows and suspense was created by only revealing what the product of the day was when the window opened.

Journelle supercharged their advent calendar with additional urgency to triple conversion rates.
Journelle’s advent calendar delivered an 8% uplift in conversions and a 37% higher than average order value during the holidays.
Use weather to make your merchandise relevant

Customers’ emotions are directly shaped by the weather. In winter they are more likely to book a vacation to a warm destination, and during a heat wave they are more likely to purchase a pair of flip-flops than snow boots.

Burton recognized the advantage of marketing their clothing based on the weather conditions. Taking into account the current weather at a user’s location, they matched the customer to one of six outfits optimized for the weather in question. This helped customers quickly find the right outfit for their conditions.

Bellroy used real-time weather conditions to recommend wallets based on the user’s current location. By simply matching up waterproof wallets to wet weather conditions, for example, they scored an easy win for customer engagement and conversions.

Weather merchandising delivered an 11.6% uplift in conversions for Burton.
Tap into holiday emotions with curated selections

Understanding the passion for broadening horizons, Calypso St. Barth saw an opportunity to enhance the excitement around a travel destination by building weather into the shopping experience.

They used Qubit to take a customer’s holiday destination, rather than current location, and curated a selection of products based around the temperature and climate there. This meant they could cover all bases and extremes, ranging from clothing and accessories for skiing in the Alps to everything needed for surfing in Hawaii.

Calypso St. Barth matched each shopper with the right outfit for their vacation.
Put the weather to work in Attraction Ticketing

Use the weather to suggest the perfect activities for any given day. On a hot day, invite visitors to cool down at a waterpark, or show them an indoor paintball adventure when it’s raining. Businesses can get specific about what to show based on whether a particular customer tends to buy single tickets or make larger group bookings.

I saved 25% on my group booking
I didn’t
Preferential treatment
Big Ideas to develop customer loyalty
These Big Ideas demonstrate how to use customer data to improve future visits to your site. Learning what your customers like will enable you to develop loyalty by creating experiences that keep them coming back for more. Create a homepage that reflects a shopper’s individual needs, reminds them of the products that interested them in the past, and gives them that extra nudge when you can tell they’re close to purchase.
Give star categories their time in the spotlight

If customers are looking for a particular product category more than any other, you can dress your website for success by giving popular categories their time to shine.

Farfetch travels the globe to bring the world’s most luxurious boutique items into one highly experiential store, enabling its customers to browse clothes and accessories from over a thousand different labels.

Browsing such a large range of brands could be overwhelming, so Farfetch looked for patterns in shopping behavior, such as a propensity to purchase certain labels or types of products. This helped them guide customers to the area of the site most likely to interest them.

Using data science run by Qubit, one standout group emerged — shoe fanatics. Now they can spot signals that indicate a love for shoes, and direct those customers to a special content area highlighting Farfetch’s fabulous footwear.

Farfetch improved their experience for shoe lovers
Sweeten the deal for persistent non-purchasers

When window shopping, sometimes customers need a little something extra to sweeten the deal. Discounts on items in their basket, price reductions on added extras or even free samples can all help nudge the customer towards the finishing line.

L.K. Bennett recognized the advantages of sweetening the deal but had to walk a tight-rope as discounts on luxury brands can set a risky expectation for lower price points. L.K. Bennett decided the risk would be worthwhile if they could pinpoint a group of visitors likely to make a purchase and target a specific offer to them.

L.K. Bennett used Qubit to serve a free shipping offer on the cart page only for visitors with items in the basket who had come back to browse the site several times. Without advertising a sale to everyone on the site, L.K. Bennett was able to give an extra incentive to the shoppers who needed one most and introduce a potentially high value new audience to the brand.

L.K. Bennett increase conversions by 11% with targeted free delivery.
Win in cosmetics by celebrating free samples

The free sample is one of the greatest marketing tools that cosmetics retailers have in their arsenal. In store, a cashier can just add a few select samples at the register, but online, it’s harder to know what a customer would really appreciate.

Using Qubit’s technology, b-glowing were able to create a beautiful gallery of samples that appeared during the checkout process. As customers often qualify for three or more samples, this approach ensured that the joyfulness of choosing a sample wasn’t outweighed by the process of having to do so.

b-glowing turned choosing free samples into a richer online experience
Choosing free samples is experiential at b-glowing
Use your personality to have some fun

Most brands have a specific tone of voice they’re aiming for, sometimes strict, or sometimes with a little wiggle room. But, one thing that’s sometimes forgotten is that we’re all human and there’s nothing wrong with raising a smile from time to time.

Chubbies’ tone is the vocal equivalent of fist pumping. They could say they sell swimming trunks, but rather, they go for, “The quad liberation depot.”

Their vision was to allow users to self segment by film, but with no indication of what was to come. After selecting from Office Space, Braveheart, Step Brothers, Old School or Happy Gilmore, the site would be infused with quotes from that film: “FREEEDOOOOMMMM” if Braveheart was your favorite film, or “Oh, and remember: Next Friday...is Hawaiian shirt day”, if Office Space was more your flex.

Bonus points if you can name the film behind this one: “You like THAT old man? You want a piece of ME?”

Film selector was shown at the first page view, then hidden for 60 days

Old School lovers are surprised with quotes from that movie
Let customers pick up where they left off

In the expectation economy, customers have short attention spans, and letting them pick up where they left off is a key preferential treatment. This stimulates their memory, nudges them along the process and expedites their journey to purchase.

Bellroy has a beautiful experiential website, built to showcase their wallets in all manner of situations. They also recognized that even the most dedicated wallet shoppers can get distracted and might leave without making a purchase.

To combat this, Bellroy used Qubit’s technology to test whether showing someone’s first or last viewed wallet from the previous viewing session, on a return visit, would have a bigger impact. As you might expect, enabling customers to pick up where they left off, by showing them their last viewed wallet delivered the best results.
This user’s last viewed product replaces the hero image at the beginning of their next session.
Make your homepage feel more like home

When customers know what they want, navigating through a wide variety of brands and products just slows them down. If you’re gathering data about your customers’ behavior, use it to tailor your site to your users’ preferences and streamline their journey.

Dr. Jays did just this on their homepage. By analyzing on-site behavior and previous purchases, Qubit built a statistical model to predict the brand affinity of visitors to the site. Where affinity to a particular brand was high, Dr. Jays replaced the homepage image with creative that led shoppers to all of the products available from certain brands, including The North Face, Timberland, Adidas and Rocawear.

Dr. Jays changed their homepage for Adidas lovers or Timberland troopers.
Help shoppers find their favorites

A shopper’s return visit doesn’t have to feel just like the first time — remember what they’re looking for and show them a familiar face. This becomes especially useful if you have a broad product portfolio and want to save them time and energy.

Cosmetics retailer b-glowing offers beauty products from thousands of different manufacturers. First-time visitors may love to browse through the many different options, but frequent shoppers don’t want to get lost navigating through a complicated set of menus to reorder their favorites. b-glowing used behavioral data to create easy links to a shopper’s most recently viewed brands, sending her to her favorite products, faster.

b-glowing made sure that frequent purchasers could immediately buy their favorite shade.
Delight your most demanding demographic with free delivery

An easy way to keep your VIPs happy is by adding benefits to their lofty status. However, additional services come at a cost, so deciding where you draw the line between “nearly important” and “very important” is critical to maintaining profits in the long term.

Belstaff faced exactly this challenge when they wanted to offer their VIPs free next day shipping. In order to preserve margins, they used Qubit’s technology to identify a group of long time customers who made frequent purchases over $2000.

With the segment defined, Belstaff presented their VIPs with the shipping offer as soon as they returned to the site, telling them about their reward and automatically entering the promo code during checkout to create a seamless experience.
Free delivery keeps VIPs happy at Belstaff
Give returning Airlines customers a warmer welcome

If a customer got part way through booking a getaway and then left, show them their last viewed holiday when they return. Or take it a step further, and offer free ancillary add-ons like extra legroom seat or a free checked bag to nudge them over the finish line. If your customer has made purchase, you can use your homepage to continue the journey – do they need to rent a car or purchase insurance for their chosen location?

JamesRc
@JamesRc
Free luggage check-in and 2x air miles #bookingonline #winning
Sue Walsh
@SueWalsh
Stretching out my legs while I enjoy a glass of champagne, loving all the extras I got for booking online.
Boost behind the scenes
Big ideas to optimize operations
Not every Big Idea has to be customer-facing in order to make a big impact. A change in the warehouse can generate huge returns. Finding a new way to analyze an old data point can lead to transformative innovation. The Big Ideas in this section might not make an obvious impression with a slick new feature or complex interface, but they make a dramatic difference to the experience.
Step up your supply chain by expediting important orders

Behind every good online store is a well-run warehouse. You can make a real difference to the customer experience by ensuring online needs shape offline processes.

Compliance Signs recognized that urgency is common among its customers, especially those purchasing life-saving warning signs for dangerous environments or to fulfill legal obligations. Compliance signs thought they might increase conversions by offering same-day shipping as an option for customers, so they ran an AB test to see if the offer was worth the cost to change processes in the warehouse.

After launching the test, Compliance Signs used Qubit to provide the warehouse with a report that detailed which orders had been promised same-day shipping, and therefore required priority. They moved those orders to the front of the line and got them out the door faster.

Compliance Signs ensure their orders arrive when needed
Beat the clock — urgent orders move to the front of the line
Flag issues earlier to cut customer frustration

Buying online is in many ways buying blind and the end result can frustrate customers, especially if the product they purchased isn’t exactly what they expected. Providing customers with helpful information early in the process reduces later frustration and shows that you have their best interests at heart.

TeeTurtle’s women’s tees are on the smaller side than customers might normally expect. After confronting a wave of unsatisfied customers and costly returns, TeeTurtle needed to take action or risk losing customers.

The first time a shopper selects a women’s t-shirt, TeeTurtle uses Qubit to serve a clear message about sizing and a link to a comprehensive sizing guide. For each size, customers can see photos of real models in the shirts as well as exact measurements. It turns out that the best way to limit the cost of returns is to solve customer problems before they make a purchase.

Teeturtle nipped customer frustrations in bud with informative sizing tips
Teeturtle reduce returns by 20% by serving the size guide to people buying womens tees.
Cut customer frustrations in Event Ticketing

If seats for a concert or event have an obstructed view, serve a popup to warn customers before they make a purchase. Being clear about this kind of information, and giving them the choice to decide if the area is for them, will make customers more content and lighten the load on call centers and your live chat teams.
Give contact centers the edge with browsing data

Engagement in one channel needs to be reflected in others. Recognizing a customer’s affinity toward you can be advantageous for both company and customer.

First time gold-buyers need to be experts to make confident online purchases. U.S. Gold Bureau understands this barrier and uses their website to collect contact information from shoppers. Then, they reach out by phone to educate first-time buyers. This approach left a data gap between online research and information available to call center teams about the people they were contacting.

With Qubit, U.S. Gold Bureau is able to capture all the products viewed by each user and those abandoned in the cart. This data is then sent directly to the call center teams, enabling them to have a personalized conversation with each customer.

Online engagement is a treasure trove for offline sales teams and syncing it up with the data about their targeted customers can make pushing customers to purchase much easier.
Gold shoppers’ browsing data is sent to call centres to fuel the sale.
Give contact centers the edge in Car Insurance

Give contact centers the edge in Car Insurance
Help your outbound calling teams follow up with customers who have browsed plans online but have yet to make a purchase. Give them the tools to be of real assistance by having a conversation about the customer’s specific needs.
Adam, 25
Toyota
Not Converted
Call
Getting under the hood of Big Ideas
On the surface, these ideas straddle the line between addressing direct business needs and creating delight in the minds of consumers. Underneath, there’s a wealth of data that bring life to the ideas, rapid databases that serve up the right content in the blink of an eye and a supporting infrastructure which often enhances a business’s back office initiatives. Qubit fulfills all these needs — here’s how.
Creating an elastic customer record

The basis of all effective improvements to the customer experience lies in an understanding of your customer and their needs as they interact with you and progress through the purchase lifecycle. As your customer’s interactions shift and change, you need to be able to accommodate the wealth of information available and to understand when a customer falls into one segment or the next.

Qubit’s elastic approach brings together the most sophisticated behavioral data collected from a user’s web and mobile activities and pairs it with contextual data like weather or location and other business event data such as stock levels, shipping times, and production runs. This information is stored in the Visitor Cloud — Qubit’s customer data platform. Data stored in Visitor Cloud is available for real-time querying, analytics, and content serving cross-channel via Qubit’s portfolio of experience management solutions.
The Qubit Visitor Cloud connects all the digital touchpoints in a business to create an elastic record of the customer. This information is then made available in real-time for data and experience management solutions that can action change across an organization.
The Visitor Cloud in action

Here are a few ways in which the Visitor Cloud delivers improvements to the customer experience, tied back to the examples in this book.

Predictive metrics

True personalization plays to the preferences of different people, something that can only really be determined as a person’s browsing and purchase history evolves. As in the case of Farfetch and Dr. Jays, the Visitor Cloud allows businesses to apply data science to determine in which brands or products someone’s interest really lies. Once recognized, the website or app becomes truly personalized as the appropriate changes to customer experience are delivered.

Real-time counts

As we have seen in the TeeTurtle battle example, Visitor Cloud can collect events such as purchases in real time. This data point can then be accessed during user sessions to show popularity in the form of socially-driven recommendations or trending products.
Cross-channel personalization

A common use case for the Visitor Cloud is combining data sets from different parts of the business to unite cross channel experiences. For example, U.S. Gold Bureau needed to connect its call centers to visitor history data collected from the website. Linking their call centers with data on products viewed and items abandoned in cart, empowered the sales team to make informed calls.

Historical targeting

Many personalization engines are limited by the amount of data that can be captured against a user and the time for which it can be stored. This is due to the limitations of using a cookie-based approach vs. a cloud-based look up technique. In the Visitor Cloud, Qubit uses the latter, allowing businesses like L.K. Bennett to identify interesting historical segments such as chronic non-purchasers.

Business-wide reporting

Often a business’ internal infrastructure isn’t able to deliver on the different customer interactions recorded during the purchase cycle. In the case of Compliance Signs and U.S. Gold Bureau, data collected on the path to purchase was immediately sent to other areas of the business (manufacturing, contact centers) so that those operations were able to take effective action.

With its platform, Qubit has essentially productized what Amazon built from scratch, allowing commerce sites like Topshop to compete with state of the art weaponry.

Dan Woods, Forbes
About Qubit

Qubit is the world’s leading provider of data-driven digital customer experience.

Qubit offers a blank canvas for businesses to deliver their big ideas. Whether it’s acting on data science or creating highly targeted personalizations, we fuel innovation and ensure marketers are never held back by digital roadblocks.

Our digital experience hub integrates analytics, segmentation, AB testing, and web personalization with the Visitor Cloud, a real-time data supply chain connecting all your brand touchpoints through a single view of the customer. From website optimization to in-store merchandizing, we put the data in your hands to make informed decisions and bring your most creative strategies to life.

Qubit is trusted to deliver real impact to the bottom line for the biggest brands in ecommerce including Topshop, Uniqlo, John Lewis, Jimmy Choo, bebe, and Staples. To date, we have received over $36 million in funding from Accel Partners, Balderton Capital, and Salesforce Ventures.

Qubit
Deliver your big ideas.
www.qubit.com
How to deliver your Big Ideas
Welcome

This is your go to guide for coming up with Big Ideas. The structure outlined in the following pages has been designed in a workshop environment – so get moving, you’ll need both headspace and physical space.

You’ll also need a moderator

And about two hours of uninterrupted freedom. Best to factor in a coffee break now. The moderator will be guiding this Big Idea session. Like the banker in Monopoly and the dealer in Poker, the moderator will take the lead without becoming involved in the processes. Their role is to enable the innovation. If that’s not you, why not nominate someone within your team and then handover the metaphorical reigns.
As the moderator, you should come prepared with some insights about what’s working and what’s not throughout the digital aspects of your business. Spend some time looking at the following:

- Your analytics data
- Any feedback and online survey data
- Focus group data
- Business performance reports

Having some hard data to work from will ensure that the process gets off on the right foot and results in a solution that will actually address a real customer pain.
There are four steps to delivering a big idea.

1. Insight
2. Interpretation
3. Ideation
4. Implementation

The following guide will take you through each of these steps, focusing on how to collaborate with your colleagues and stimulate your creative thinking.
You will need:

- Two hours of uninterrupted creative headspace
- Two packs of post-it notes, preferably in different colors
- Lots of empty wall space
- A large flip chart
- Large pieces of paper to ‘ideate’ on
- Sharpies! More sharpies!
- A white board
- Your immediate team and a group of cross-functional people you work with regularly, ideally you want at least six to nine people in the room
- The moderator
Part 1
Insight

Aim of the game
To come up with as many insights as possible about your site and your site visitors

Timings

5 minutes
To think and write on your post-its

15 minutes
To discuss

Moderator’s note:

Why are we doing this?

Today companies need to start thinking bigger if they want to remain competitive. Customer expectations are rising across the board and constant innovation is only pushing them higher.

This framework is about identifying areas that can be refined to push your own experience envelope higher.

Moderator tips

If your team is finding it hard to get the ball rolling, why not put these example insights to the group and see their responses – maybe some of these will be applicable to your business! If so, get them on the wall and begin the conversation.

► Buying fashion from a website lacks the experience of buying something in a shop

► High return rates are costing us tonnes of money

► Customers are really frustrated by out of date emails

► No business in our space has cracked 24hr shipping yet
Activity

► Begin by splitting everyone into groups of three to four people

► Instruct the groups to write down what they think their customer pains are and what business opportunities are out there

► While they’re brainstorming, split the room into two sections. One side of the room will be for ‘your customers largest pains’ and the other for ‘your biggest opportunities as a business’

► After five minutes, get the groups to take it in turns, sticking their notes to each side of the room. If your team’s thoughts are closely aligned, you might start to notice similar notes in similar spaces – more and more of these clusters of insights should begin to appear

Need inspiration?

Customer Pains

► Buying Fashion from a website lack the experience of buying online

► Customers are really frustrated by out of date emails

Business opportunities

► High returns are costing us tonnes of money

► No business in our space has cracked 24hr shipping
Part 2
Interpretation

Aim of the game
To develop the most favored insights into clearly articulated actions

Timings
10 minutes
To work out a framework

Moderator’s note:

Why are we doing this?
Now that each group has an insight, you can crystalize it using the following framework. This framework is to identify the problem and stop people jumping immediately to ideas that perhaps don’t address a specific pain.

Moderator tips
It might help the wider team if you explain why you’re spending time on this step. Explain that this framework will ensure that:

► You’re all are clear about the thing that you want to do
► You all know which audience you want to do it for
► You all have an idea of what metrics you need to measure in order to prove success

As the moderator you need to make sure that each group stays close to this structure so that the brief is clearly defined for the next step.
Activity

► Ask each group to choose their favourite insight. Each group should have their own insight, no duplicates should be chosen.

► Each group must then structure their insight into the following framework:
  
  ▶ How can I... (verb) (insight)
  ▶ for... (audience)
  ▶ so that... (effect) (metric)

► Use these examples to inspire thinking:
  
  ▶ How can I reduce returns, for first time customers, so that shoppers are better satisfied and returns rates are decreased
  
  ▶ How can I send up to date emails for all existing customers so that repeat purchases are encouraged

Need inspiration?

“How can I reduce returns, for first time customers, so that repeat purchases are encouraged”
When you specifically set out to empathize with your end user, you get your own ego out of the way. We’ve found that figuring out what other people actually need is what leads to the most significant innovations. In other words, empathy is a gateway to the better and sometimes surprising insights that can help distinguish your idea or approach.

David Kelley and Tom Kelley
Creative Confidence: Unleashing the Creative Potential Within us All, October 2013
Part 3
Ideation

Aim of the game
Sketch out ideas to provide solutions to the previous Interpretation statements

Timings
15 minutes
To draw, scribble, scratch out ideas onto paper

15 minutes
To share ideas with the team and feedback

Moderator’s note:
Why are we doing this?
Your groups have begun tackling the big questions surrounding your customer pains and have now discovered the what and why behind some of your business’s biggest opportunities. The main aim of this next section is to now get people to think outside of the box and consider trying things that haven’t been done before.

Moderator tips
We’re not trying to discover the new Picasso but push your team to the bounds of their creativity. If the idea can’t be sketched then it’s not an idea. If there’s an idea on paper then give it a name, this adds color to the idea and makes it feel more real.
Activity

- Ensure that every group has lots of paper and pens. Remember all those sharpies we mentioned at the beginning?

- In order to get the creative juices flowing, present your groups with the following statements:
  
  - The best possible version of this experience would be...
  
  - The fastest way for customers to achieve this would be...
  
  - Your customers would be most delighted if...
  
  - People would share this with their friends if...

- After 15 minutes, stop the team and give each group an opportunity to present their ideas, taking on board wider team feedback where appropriate.
Most companies decay slowly over time. They tend to do approximately what they did before, with a few minor changes. It's natural for people to want to work on things that they know aren't going to fail. But incremental improvement is guaranteed to be obsolete over time.

Larry Page
Wired, March 2013
Part 4
Implementation

Aim of the game
To establish in which order the ideas need to be approached

Timings
20 minutes
To prioritize the ideas

Moderator’s note:
Why are we doing this?
Once you’re done thinking it is time to start doing.

Drawing up a plan of action, figuring out your priorities and how to execute them is key to developing a winning customer experience.

Moderator tips:
This is no ordinary axis. This is Qubit’s axis. Try walking through the axis with your team first, explaining that while high wow and high return is the best you can hope to achieve, that you shouldn’t discount high return with wow – these ideas are still useful to the business.
Activity

- We’re about to hit the big time. Perhaps let the team go for a quick break. While they’re refueling on coffee and cookies, draw the axis on your whiteboard as shown:

![Axis Diagram](image)

- When everyone is ready, expand your axis with the following labels. Explaining the definitions as you go:
  - Wow factor is centered around creative innovation
  - Return is about the revenue that will be brought into the business

- In turns, get your groups to stick their ideas on the axis while discussing exactly where you, as a team, think the idea should go.

- Once everyone is done, take a photo and drop everyone a high five. Throw in a group chant, hands in the middle and cheer.
Make your big idea a reality

After two hours, this is the final exercise. Gather your team together.

The final outcome of all these activities is to judge which ideas you should work on in the next quarter, based on your wider business objectives. High return is always important, but you need some wow factor in your life as well, especially if you want people to get talking about what you do.

Once you have the ideas that you favour the most, it’s time to scope them more seriously. For that, you will need a detailed project plan that looks at the scope of the build, the data required to power it, as well as the cost and resources that are required.

If you have a cross functional team in the room, business buy in will be easy, especially from developers. Either way, your first milestone is a clear brief to your dev team to estimate how long this Big Idea will take to build. If it requires a substantial investment in resource, anchor your Big Idea in the pain or opportunity you’re addressing and the metric you’re looking shift.

Remember, to succeed in the Expectation Economy you need to innovate. If you believe in your idea, make delivering your Big Idea your goal.