

We Navigate Complex Problems with Intuition.

Managers often rely on their gut feeling to process vast amounts of incomplete information in a short amount of time. It's a natural and necessary tool for avoiding “analysis paralysis.”

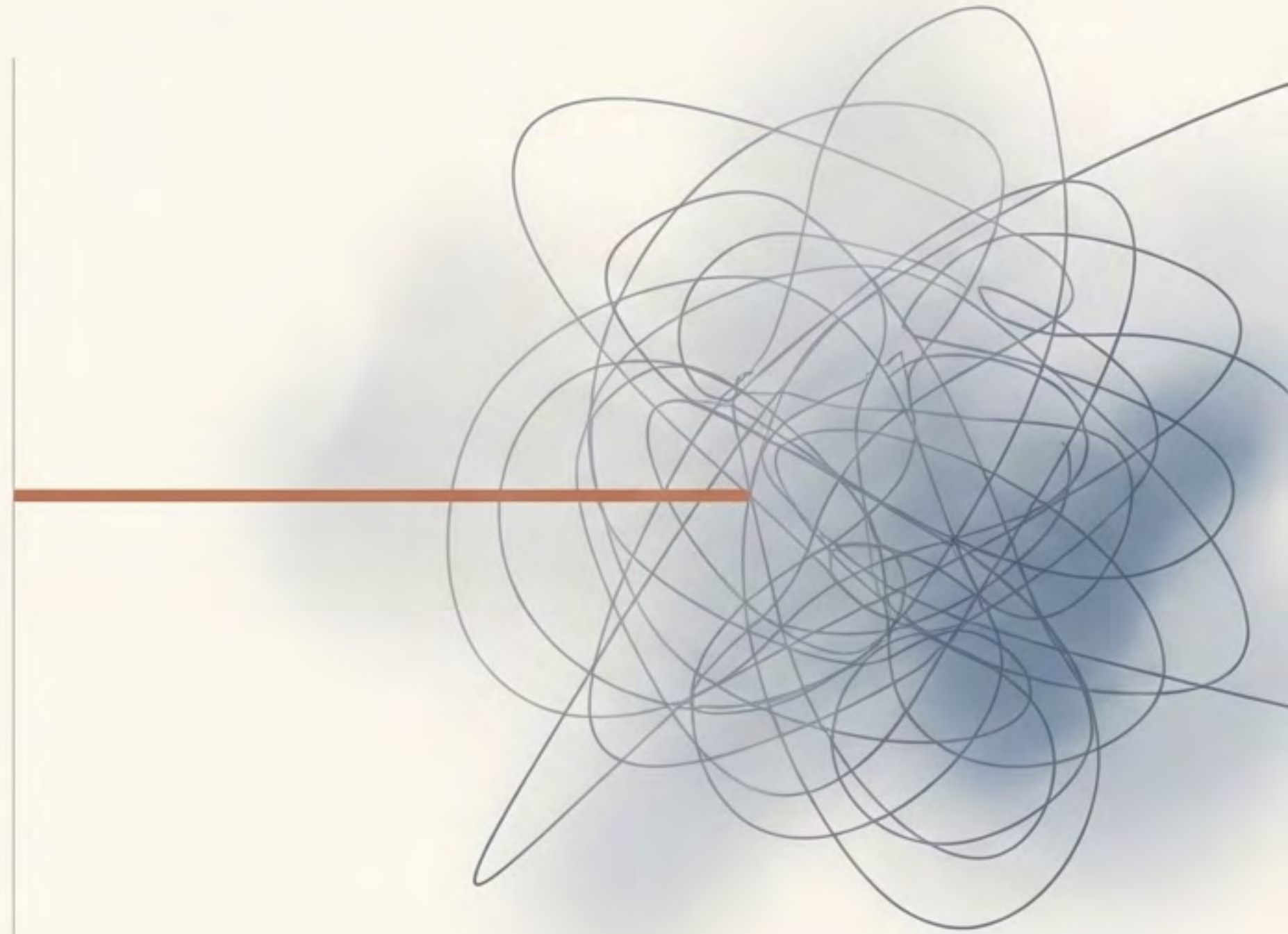
“Often there is absolutely no way that you could have the time to thoroughly analyze every one of the options... So you have to rely on your business judgment.”

— Ralph Larsen, former Chairman & CEO, Johnson & Johnson

But Intuition Has Critical Blind Spots.

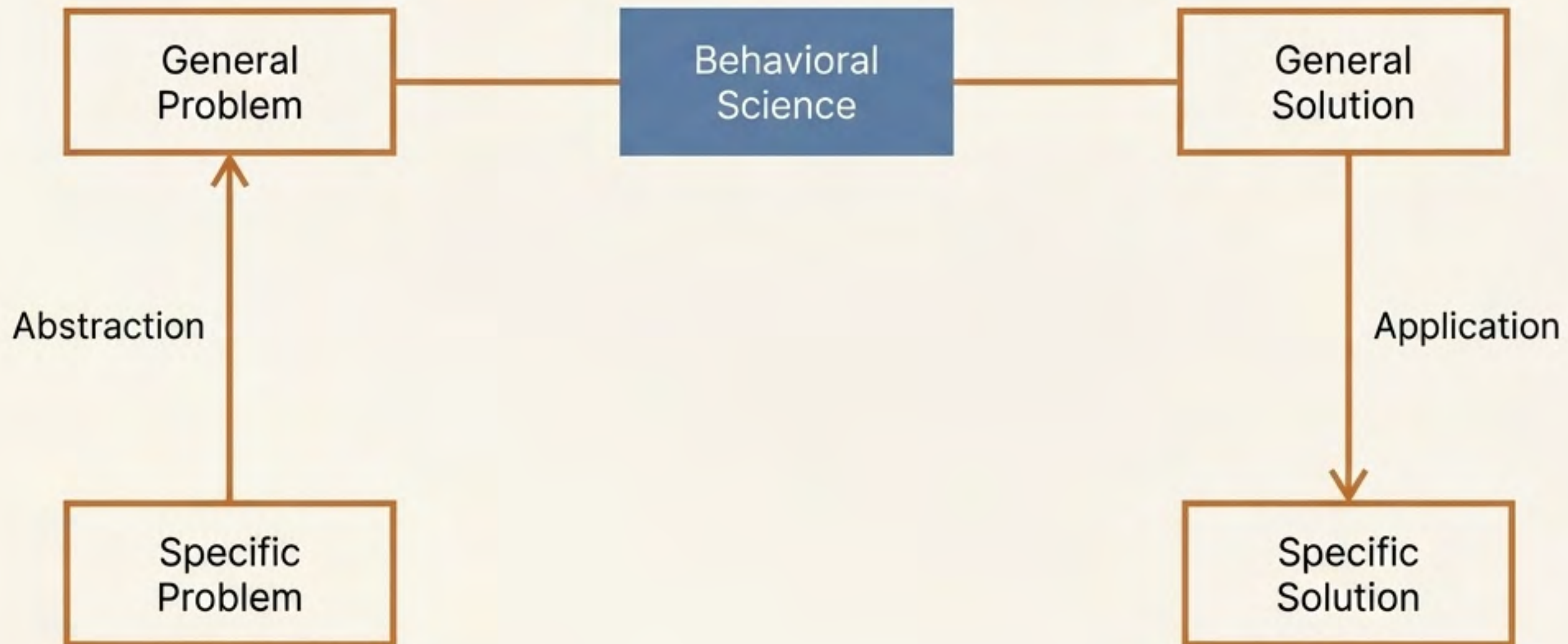
Relying solely on intuition is risky. Our minds draw on patterns we can't articulate, but this process is shaped by significant limitations.

- **Limited Experience:** Intuition is typically confined to a single industry, missing trends from other fields.
- **Novelty Blindness:** It can be irrelevant or wrong when facing problems not previously encountered.
- **"Personal Truths":** It's often based on strongly held beliefs that haven't been scientifically tested and may be flawed.



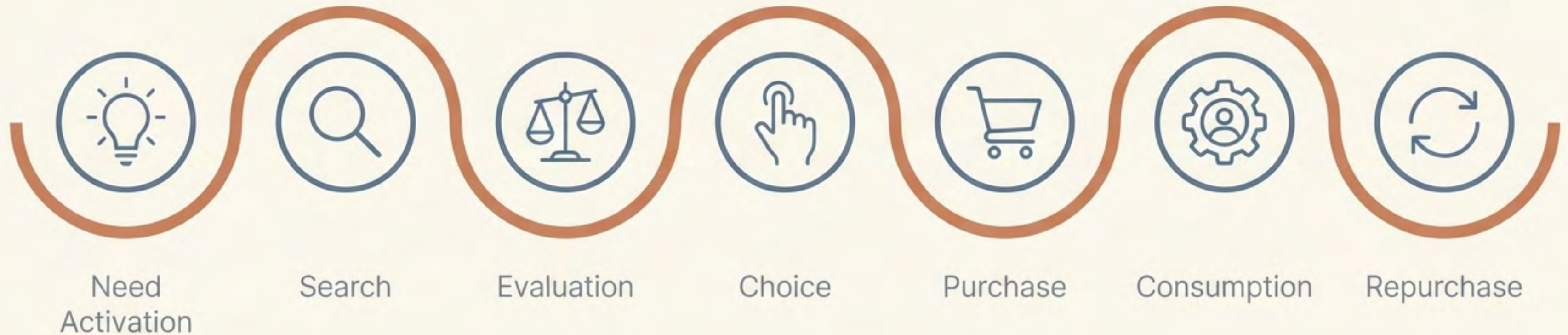
A More Reliable Path Forward Augments Intuition with Science.

Instead of relying on gut feel or project-specific research for a novel challenge, we can use a more robust decision framework. This approach elevates our understanding from personal truths to verified truths.



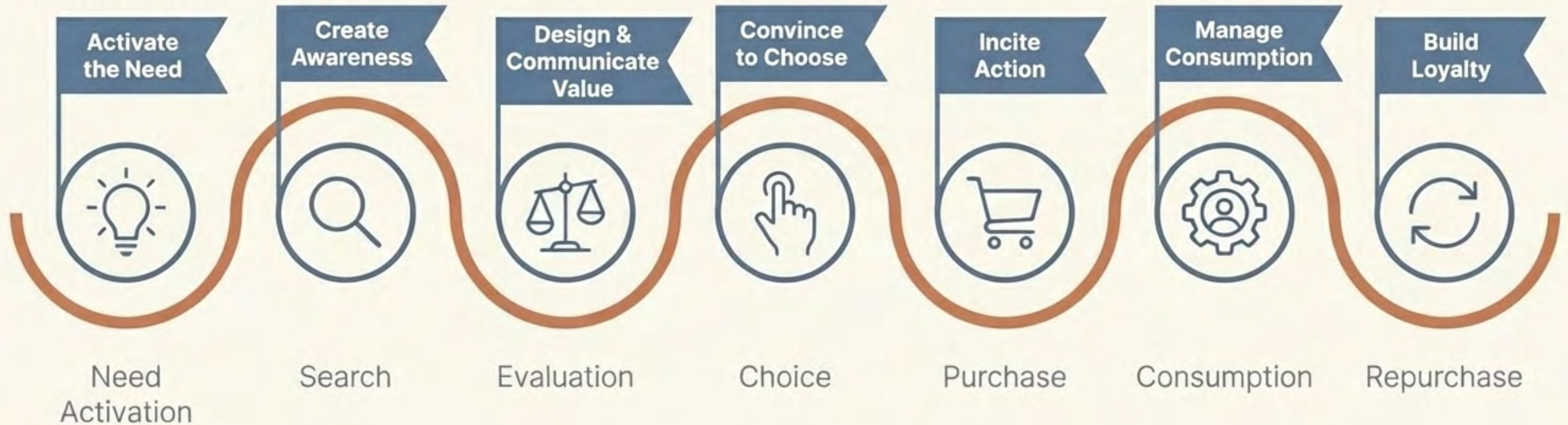
The Journey Begins with a Holistic View of the Customer Experience

A common mistake is focusing only on moments the company controls (touchpoints). A strategic view requires understanding the entire customer process, from the emergence of a need to its fulfillment and recurrence.



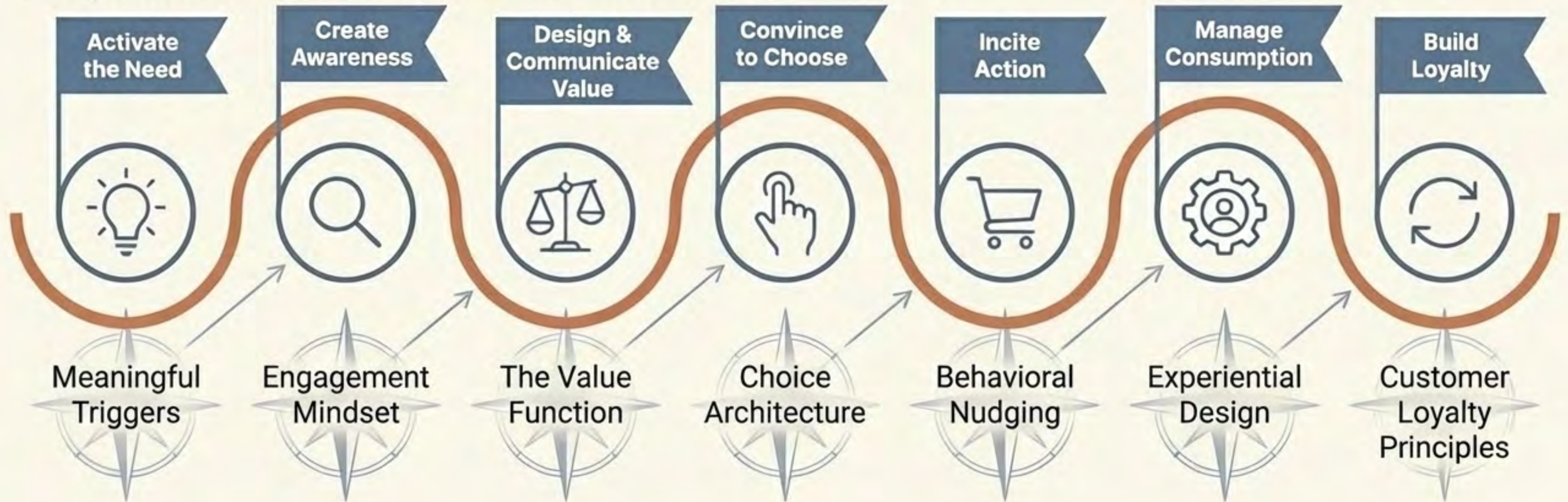
We Can Define Strategic Goals for Each Stage of the Journey.

A strategic approach defines the company's goals at different stages of the customer journey. This moves beyond tactical programs and articulates the specific value the company aims to create.



Behavioral Science Provides the Compass to Guide Our Actions.

To create impactful experiences, we must understand the psychological factors—beliefs, emotions, motivations—that drive behavior. Behavioral science provides the insights to shape customer beliefs, choices, and actions.



The Compass: Understanding Pre-Purchase Psychology

Before a choice is ever made, we must understand the psychological drivers that shape consideration and perception.



Meaningful Triggers

- Activating a need by understanding its type (functional, affective, identity) and hierarchy. The goal is to close the gap between what customers desire and what they have.



Engagement Mindset

- Making an offering stand out by understanding how people search for and process information. This involves managing attention and recognizing that what becomes a focus is perceived as more important.



The Value Function

- Designing and communicating value based on its three key properties: reference dependence, loss aversion, and diminishing marginal value. This ensures customers readily see an offering's benefits.

The Compass: Shaping the Moment of Choice and Action

Guiding customers toward a choice and inspiring them to act requires a deliberate and ethical design of the decision environment.



Choice Architecture

Crafting the context in which people make decisions. This leverages an understanding of decision heuristics, the impact of categorization, and the powerful role of default options to streamline the choice process.



Behavioral Nudging

Closing the gap between intention and behavior. This involves identifying and removing cognitive, emotional, and implementational barriers to action, such as uncertainty, anticipated regret, and perceived effort.

The Compass: Designing for Memorable Consumption and Lasting Loyalty.

The experience doesn't end at purchase. Long-term success depends on managing the consumption journey and understanding the psychological foundations of loyalty.

Experiential Design



Orchestrating all aspects of consumption, from anticipation to usage and retrospective evaluation. This involves engaging customers on an emotional level to create truly memorable experiences.

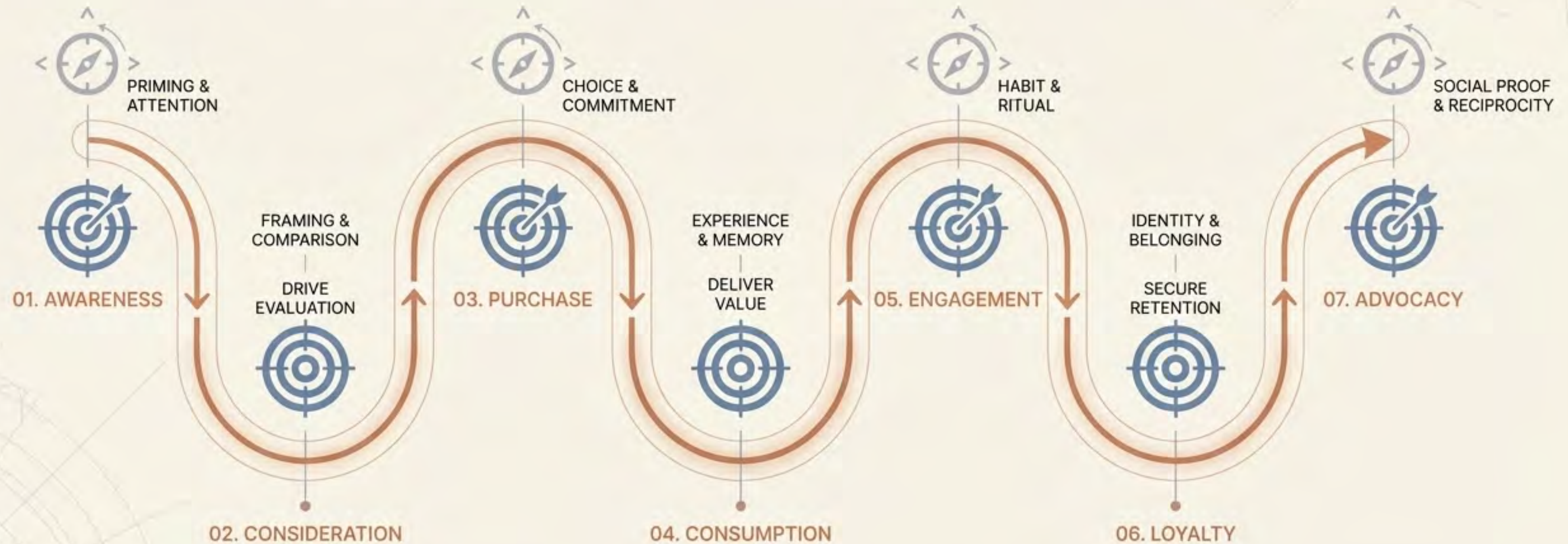
Customer Loyalty Principles



Fostering repurchase by understanding its drivers: functional satisfaction, emotional connection, identity expression, and habit formation. Loyalty is a consequence of psychological commitment, not just repeat behavior.

The Complete Strategic Map for Managing the Customer Experience.

By layering company goals and behavioral principles onto the customer's journey, we create a comprehensive and actionable framework. This systematic approach allows us to design and manage the end-to-end customer experience with precision.



The Customer Experience Canvas: Your Strategic Action Plan.

The CX Canvas is a practical tool that synthesizes this entire approach. It is structured around the seven elements of the customer experience to help managers develop meaningful action plans.

For each of the seven stages, the canvas provides a structure to:

1. Analyze the underlying customer need.
2. Assess the extent to which the company's offering meets this need.
3. Outline a proposed course of action guided by behavioral science.

 NEED ACTIVATION	 SEARCH	 EVALUATION	 CHOICE	 CONSUMPTION	 LOYALTY	 ADVOCACY
1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]	1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]	1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]	1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]	1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]	1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]	1. Customer Need Analysis [Enter key customer needs, motivations, and pain points here...]
2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]	2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]	2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]	2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]	2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]	2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]	2. Offering Assessment [Evaluate how well the current product, service, and interactions address needs... node ...]
3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]	3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]	3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]	3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]	3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]	3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]	3. Proposed Action Plan [Define specific actions, initiatives, and behavioral nudges to improve experience ...]

A Fundamental Shift in Perspective.

Managing by Gut Feel

- Focus on company-controlled “touchpoints.”
- Reactive and tactical in nature.
- Observes *what* customers do.



Leading with a Strategic Framework

- Orchestrates the end-to-end customer experience.
- Guided by a strategic vision.
- Understands *why* they do it through behavioral science.



The Goal is Not to Replace Intuition, But to **Inform** It.

Behavioral science is not a substitute for intuition but a powerful tool that guides and enhances it. By integrating verified truths about human behavior into our decision-making, we strengthen the accuracy and efficiency of our strategic judgment. The ultimate purpose is to achieve **Informed Intuition**.





Managing the Customer Experience

From Intuition to a Strategic Science

Based on the frameworks and principles of behavioral science in customer experience management.