CX Analysis
Syllabus

Version 1.0

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Revision History

Version	Dates	Remarks
Version 1.0	June 2022	Release Version

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Introduction

This syllabus presents the learning objectives to be assessed for the A4Q Certificate in Customer Experience Analysis. This Certificate assesses a candidate's ability to demonstrate an understanding of Customer Experience principles, approaches and techniques.

Assessment Examination

The examination leading to the Certificate in Customer Experience Analysis is based upon this syllabus and the A4Q Customer Experience Analysis course materials. Candidates' knowledge and understanding of Customer Experience Analysis is assessed in line with the learning objectives specified in this syllabus.

The examination leading to the Foundation Certificate in Customer Experience Analysis:

- consists of 40 multiple choice questions, each of which has a value of one mark. Candidates must gain 26 marks out of the available 40 marks (65%) in order to pass the examination and be awarded the certification.
- has a duration of 60 minutes. If a candidate's first language is not the examination language, the candidate is allowed an additional 25% (15 minutes) of examination time.
- is a closed book examination and no reference materials may be used while sitting the examination.
- assesses competence at levels 1,2 and 3 of Bloom's Taxonomy of Cognitive Domains. These levels assess competence as follows:
- K1: remember
- K2: understand
- K3: apply

Question weighting for each syllabus section

Syllabus area	Percentage weighting	Target number of questions
1. Introduction to Customer Experience	10%	4
2. A Framework for CX Analysis and Design	5%	2
3. Understand the business values and strategy	10%	4
4. Understand the Value Propositions	20%	8
5. Research the Voice of the Customer	25%	10
6. Enhance Customer Experience	20%	8
7. Measure Customer Experience Quality	10%	4
Totals	**100%**	**40**

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Syllabus

1. Introduction to Customer Experience (CX) (10%)

Learning objectives for Introduction to Customer Experience

1.1. Define the terminology and concepts relevant to Customer Experience:
- 1.1.1. The relationship between the business strategy and Customer Experience
- 1.1.2. The term 'Customer Experience'
- 1.1.3. The term 'User Experience'
- 1.1.4. The relationship between User Experience and Customer Experience

1.2. Define the following core CX principles:
- 1.2.1. Value proposition
- 1.2.2. Value co-creation
- 1.2.3. Holistic approach
- 1.2.4. Empathy
- 1.2.5. Touchpoints and Moments of Truth

2. A Framework for CX Analysis and Design (5%)

Learning objectives for A Framework for CX Analysis and Design

2.1. Identify and explain the following stages of the Customer Experience Framework:
- 2.1.1. Understand why the organisation exists: core purpose, values and strategy
- 2.1.2. Understand the value propositions
- 2.1.3. Research the Voice of the Customer
- 2.1.4. Enhance Customer Experience
- 2.1.5. Measure and embed Customer Experience quality

3. Understand the organisations values and strategy (10%)

Learning objectives for understand the organisations values and strategy

3.1. Define the following terms:
- 3.1.1. Core values
- 3.1.2. Core purpose
- 3.1.3. Envisioned future

3.2. Describe the elements of the Balanced Scorecard

3.3. Explain the use of Strategy Maps to improve Customer Experience

3.4. Core CX competencies:
- 3.4.1. CX Values
- 3.4.2. CX Leadership
- 3.4.3. CX Engagement
- 3.4.4. CX Mindset

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4. Understand the Value Propositions (20%)

Learning objectives for Understand the Value Propositions

4.1. Define the term 'Value'
4.2. Distinguish between Value Delivery and Value Co-creation
4.3. Distinguish between Value Alignment and Value Misalignment
4.4. Describe the elements of a Value Proposition:
  4.4.1. The Value Proposition Elements
  4.4.2. The three dimensions: Convenience; Suitability; Affinity
4.5. Describe the elements of the Value Proposition Canvas
  4.5.1. Value Map: Products and Services; Gain Creators and Pain Relievers
  4.5.2. Customer Profile: Customer Jobs; Gains and Pains

5. Research the Voice of the Customer (25%) (K3)

Learning objectives for Research the Voice of the Customer

5.1. Define the term 'Voice of the Customer'
5.2. Define quantitative and qualitative data; define triangulation
5.3. Explain the Customer Experience Research Context
5.4. Describe techniques to research the Voice of the Customer
  5.4.1. Survey
  5.4.2. Interview
  5.4.3. Storytelling
  5.4.4. Focus Group
  5.4.5. Observation
  5.4.6. Ethnographic Study
5.5. Apply techniques to represent the Voice of the Customer
  5.5.1. User roles
  5.5.2. Personas
  5.5.3. Customer Journey Maps
  5.5.4. Empathy Maps
  5.5.5. Zone of Tolerance
5.6. UX requirements definition
  5.6.1. Usability requirements
  5.6.2. Learnability
  5.6.3. Satisfaction
  5.6.4. Efficiency
  5.6.5. Memorability
  5.6.6. Errors or error protection
  5.6.7. Accessibility requirements
    5.6.7.1. The key principles of the Web Content Accessibility Guidelines
  5.6.8. Branding requirements

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6. Enhance Customer Experience (20%)

Learning objectives for Enhance Customer Experience

6.1. Describe and apply the following processes and techniques that enable Customer Experience enhancement

6.1.1. Analyse root causes

6.1.1.1. Affinity diagrams
6.1.1.2. Fishbone diagrams

6.1.2. Assess stakeholder priorities

6.1.2.1. Kano
6.1.2.2. MoSCoW

6.1.3. Generate CX/UX improvement options

6.1.3.1. 8Ps
6.1.3.2. Wireframes

6.1.4. Evaluate CX/UX improvement options

6.1.4.1. Feasibility analysis (business, technical, financial)
6.1.4.2. Prototyping

6.1.5. Decide and define CX/UX improvement actions

6.1.5.1. Service blueprint

7. Measure and Embed Customer Experience Quality (10%)

Learning objectives for Measure Customer Experience Quality

7.1. Explain and apply the following techniques for CX Quality Measurement:
7.1.1. Johari Window
7.1.2. Net Promoter Score
7.1.3. Customer Effort Score

7.2. Explain and apply the Four Organisational Barriers to Customer Centricity (Shah et al):
7.2.1. Culture
7.2.2. Processes
7.2.3. Financial Metrics
7.2.4. Structure

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Customer Experience Analysis Concepts, Approaches and Techniques

This section of the syllabus defines the key concepts, approaches and techniques within the learning objectives in this syllabus.

Syllabus section 1: Introduction to Customer Experience (CX)

LO 1.1 Define the terminology and concepts relevant to Customer Experience

The relationship between the business strategy and Customer Experience	Organisations define their Vision, Mission, Objectives, Strategy and Tactics (VMOST) in order to clarify their intent and focus. The organisation's VMOST provides the context for the level of Customer Experience offered and helps establish customer expectations regarding the experience they will encounter.
Customer Experience	A multidimensional construct focusing on a customer's cognitive, emotional, behavioural, sensorial and social responses to a firm's offerings during the entire customer journey. *Adapted from: Katherine Lemon & Peter Verhoef, "Understanding Customer Experience Throughout the Customer Journey"*
User Experience	User Experience (UX) is the customer or user's experience with a specific product or service touchpoint (this is often supported by technology). UX typically focuses on the design of the technology interface including its usability, information architecture, navigation. Aspects such as learnability, memorability and visual aesthetics are for example considered and combine to create the UX.
The relationship between User Experience and Customer Experience	Customer Experience is a holistic discipline which looks beyond specific product or service touchpoints which are the focus of the User experience discipline. CX encompasses all elements of POPIT™ (**P**eople, **O**rganisation, **P**rocess, **I**nformation and **T**echnology) whereas UX is typically focused on only the **I**nformation and **T**echnology elements.

LO 1.2 Define the following CX principles

Value proposition	**Principle**: Positive CX requires a clear value proposition. A Value Proposition is a definition of the service offered to an organisation's customers through the delivery of products and services. Where communicated, it can help customers to clarify the service they require and select between supplier organisations.

Value co-creation	**Principle**: Positive CX is based on value co-creation. Value co-creation is the application and integration of resources to propose and realise value. The value co-creation model sets out three activities: collaborate to identify where value may be achieved; collaborate to develop a solution that offers value; collaborate to realise value.
Holistic approach	**Principle**: Positive CX is holistic. CX takes a holistic approach which encompasses all of the elements of the business system. This includes all aspects of POPIT™ (**P**eople, **O**rganisation, **P**rocess, **I**nformation and **T**echnology).
Empathy	**Principle**: Positive CX requires empathy. Empathy involves engaging with customers to understand their beliefs, values, priorities and feelings.
Touchpoints and moments of truth	**Principle**: Positive CX encompasses all touchpoints and moments of truth. Touchpoints are across the entire customer journey. This includes touchpoints prior to, during and after the engagement of a product or service. Moments of Truth create a long lasting positive (or negative) impression on the customer with regard to the quality of the product or service.

Syllabus section 2: A Framework for CX Analysis and Design

LO 2.1 Identify and explain the following stages of the Customer Experience Framework

Understand why the organisation exists: core purpose, values and strategy	The organisation's defined core purpose and values (see LO.3.1) are investigated and analysed as these have a foundational influence on its approach to CX. A CX focused organisation: • Has a clearly defined core purpose and set of values. • Has a clearly defined VMOST that establishes the organisation's customer centric values. • Focuses on viewing each service offered from the outside-in, rather than the inside-out perspective. This means that customer service and experience are seen from the customers' perspective and not that of the organisation.

Understand the value propositions	The organisation's value propositions are investigated and analysed as these set expectations for products and services that it offers. A CX focused organisation: • Is aware of the nature of a value proposition as an offering to customers. • Communicates its overall value proposition and those related to individual products and services. • Aligns and executes activities to achieve the value propositions for all products and services. • Designs products and services in a way that aligns with the value propositions. • Is open to feedback and continuous improvement for instances where a value proposition has not been realised.
Research the Voice of the Customer	The Voice of the Customer is researched and analysed to understand customer perceptions of the experience attained when engaging with the organisation. A CX focused organisation: • Engages with customers to understand their beliefs, values, priorities and feelings. • 'Listens' to customers by researching their experiences. • Analyses and understands different customer groups and personas. • Identifies and analyses touchpoints across the entire customer journey.
Enhance Customer Experience	Opportunities to enhance the Customer Experience attained when engaging with the organisation are identified, evaluated and executed. A CX focused organisation: • Assesses and improves the standard of CX offered to customers. • Minimises gaps between its value propositions and customer expectations. • Focuses on continuous delivery and improvement of the CX provided.
Measure and embed Customer Experience quality	Measures to assess the quality of the Customer Experience and determine where improvements may be needed are embedded within the organisation. Relevant actions are identified and executed where needed. A CX focused organisation: • Routinely measures and analyses CX performance • Reviews and prioritises actions to act on CX feedback. • Identifies and overcomes barriers that may inhibit CX improvement.

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Syllabus section 3: Understand the Organisations Values and Strategy

LO 3.1 Define the following terms:

Core purpose	The organisations fundamental reason for being. Cynics may suggest that any commercial organisation is in it to make money for its owners. Such companies tend to be shorter lived than those with a true purpose. *Adapted from: "Built to Last", James Collins and Jerry Porras*
Core values	Core values are the handful of guiding principles which guide how a company acts and operates. Core values may or may not be written down. *Adapted from: "Built to Last", James Collins and Jerry Porras*
Envisioned future	An expression of a future desired state for the organisation. Includes two component parts: Goals & Vivid descriptions **Goals**: These are set to challenge the organisation and are expressions of the ideal future state. **Vivid descriptions**: Clear descriptions of the desired future state. Can include text or visual models. *Adapted from: "Built to Last", James Collins and Jerry Porras*

LO 3.2 Describe the elements of the Balanced Scorecard:

Balanced Scorecard element	**Description**
Financial	Measures that concern financial performance (for example, profitability, liquidity, return on capital employed)
Internal Business Process	Measures that concern management and operational processes (for example, volume of errors, level of inefficiency, performance against service level agreements)
Learning & Growth **(Innovation)**	Measures that concern organisational investment in new innovations or support for learning and growth (for example, employee skill development, new product/service development, application of new technologies)
Customer	Measures that concern the customer (for example, level of complaints, frequency of recommendations, customer feedback ratings, volume of positive or negative reviews)

Vision & Strategy	The central component of the balanced scorecard with which the other elements should be aligned. Vison: Defines the target state for the organisation. Strategy: The long-term approach or plan for success.

(Adapted from Kaplan and Norton)

LO 3.3 Explain the use of Strategy Maps to improve Customer Experience

A strategy map demonstrates the link and the cause-and-effect relationship between the measures in the balanced scorecard categories. For example, profit achieved in the financial category can be invested in initiatives to improve the internal and learning and growth categories. These improvements can contribute to a better experience for customers and encourage them to purchase more of the organisation's products or service. This leads back to improved financial performance. This may be represented on a strategy map and is an example of a 'virtuous circle'.

The opposite effect where a vicious circle occurs is also possible and may also be represented on a strategy map. For example, cost reductions result in less effective processes that impact negatively on Customer Experience. This leads to reduced revenue that in turn requires further cost-cutting to maintain profitability.

LO 3.4 Core CX Competencies

CX Values	These express the organisation's view of CX and must be: • Clearly defined so that they may be understood by everyone • Communicated so that they drive the behaviour of the organisation and its employees • Customer-centric so that they put the customer at the heart of the organisation's culture and practice
CX Leadership	The organisation's leaders must: • Be committed to the CX values • Align their leadership style to the CX values and demonstrate consistent behaviour • Inspire the organisation's employees to apply the CX values
CX Engagement	The organisation's employees must be: • Informed about the CX values • Engaged by and committed to delivering the CX values • Empowered to deliver the CX values
CX Mindset	The organisational mindset must be: • Customer-centric • Growth and service-oriented • Value co-creating

Syllabus section 4: Understand the Value Propositions

LO 4.1 Define the term 'Value'

Value concerns the utility, experience and beneficial outcomes offered by a product or service and determined by the customer.

LO 4.2 Distinguish between Value Delivery and Value Co-creation

Value Delivery	The creation of value through the delivery of goods (products) or services in exchange for money.
Value Co-creation	The application and integration of resources to propose and realise value. The value co-creation model sets out three activities: collaborate to identify where value may be achieved; collaborate to develop a solution that offers value; collaborate to realise value.

LO 4.3 Distinguish between Value Alignment and Value Misalignment

Value Alignment	Value alignment occurs when the value proposition for a product or service matches that expected or required by customers.
Value Misalignment	Value misalignment occurs when the value proposition for a product or service does not match that expected or required by customers.

LO 4.4 Describe the elements of a Value Proposition

A value proposition is a key concept for organisations and has three areas of focus:

- Clarifying the outcomes offered by an organisation from the delivery of its products or services that the organisation believes will be perceived by customers to be beneficial.
- Demonstrating to customers that what is delivered will achieve what they desire or need.
- Differentiating organisations from their competitors. A value proposition can be a powerful mechanism where an organisation understands what customers require and value, and aligns this understanding with their values.

A Value Proposition is a definition of the service offered to an organisation's customers through the delivery of products and services. It is developed through the analysis of customers' perspectives regarding a product or service. A value proposition states the level of service offered to customers and, if communicated, can help customers to clarify the service they require and select between supplier organisations.

Kaplan and Norton (1996), the architects of the Balanced Scorecard, identified the key attributes that make up successful value propositions. These attributes are the drivers that lead to increased customer satisfaction, acquisition and retention.

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The elements of a value proposition are:

- **Functionality**: the features offered by the product or service.
- **Price**: the amount charged for the product or service.
- **Quality**: the level of performance offered by the product or service. The level of quality depends upon the product or service but typical quality aspects include robustness, accuracy and speed.
- **Choice**: the potential selection, customisation and personalisation of the product or service.
- **Availability**: the level of responsiveness when dealing with customer requests for products or services.
- The **image or brand** of the organisation and its perception by customers. Such perception may enhance the key features offered by a product or service and increase the customers' desire to engage with an organisation and purchase its products or services.
- The **relationships** between the organisation and its customers. This relates directly to the experience offered by an organisation (and encountered by customers) throughout the entire customer journey.

These attributes are categorised as follows:

Suitability attributes: Functionality; Price; Quality.

Convenience attributes: Choice; Availability.

Personal affinity: Image/Brand; Relationships.

4.5 Describe the elements of the Value Proposition Canvas

Value Map	Products and Services; Gain Creators and Pain Relievers
Customer Profile	Customer Jobs; Gains and Pains

(Adapted from Osterwalder, Pigneur et al)

Syllabus section 5: Research the Voice of the Customer

LO 5.1 Define the term 'Voice of the Customer'

Definition: The view of a situation, service or product from the customer perspective.

LO 5.2 Define quantitative and qualitative data; define triangulation

Quantitative data and research	**Quantitative Data** represents data in raw form that requires processing and analysis, typically using statistical analysis techniques, to gain insights and uncover patterns and trends. Quantitative research tends to use research methods that can provide numerical data, such as surveys, sampling or experiments, or may rely on the analysis of secondary data sources such as official statistics (e.g., census data).

Qualitative data and research	**Qualitative Data** is non-numeric and is primarily concerned with people's accounts and observations about situations they have encountered. Qualitative research tends to focus on how people feel about or have responded to situations. Qualitative data can be obtained using a range of different methods and techniques including interviews, workshops, focus group discussions and storytelling. The results are often presented as themes that have emerged from analysing the data.
Triangulation	Triangulation uses multiple sources of data and provides a means of extending the insights into a situation under investigation and uncovering evidence in support of or in conflict with the findings from the original research. Data used in triangulation may be obtained from different groups as this helps to confirm the original findings and prevent against bias.

LO 5.3 Define the Customer Experience Research Context

The Customer Experience Research Context is a framework that establishes the four dimensions needed for effective CX analysis.

Dimension	Explanation
Rationale for CX research	Research into the voice of the customer needs to be conducted with due consideration of the context for the research. This requires researchers to understand the objectives for conducting the research and aspects such as the environment and the stakeholders. Two reasons for researching the voice of the customer are: • To predict or understand patterns of customer behaviour. • To identify opportunities for continuous improvement.
CX data collection	There are many techniques used to collect data about the experience encountered by customers when engaging with an organisation. See LO5.4.
CX data analysis	Affinity diagrams are used to analyse the data collected and identify issues, themes and patterns. The technique involves grouping together any related statements or observations made by customers. Once the groups have been formed, they are reviewed to identify the issues, patterns or themes they represent. Naming a group helps to clarify the core concern it encompasses.
CX insights	The groups within the affinity diagram are used to identify core concerns and gain insights about the Customer Experiences. The frequency of a comment or the size of a group may indicate an issue of particular concern to customers.

LO 5.4 Describe techniques to research the Voice of the Customer

Surveys	Surveys (or questionnaires) use a set of questions to collect data. They offer a means of collecting information from a broad spectrum and volume of people. A survey consists of three sections: 1. Heading section: this section sets out the purpose of the survey and any instructions or information about its completion. 2. Classification section: this section is used to capture data about the survey respondent such as demographic or role data. 3. Data section: this section contains the questions to be answered that are specific to the topic or situation under investigation. These questions may be used to elicit factual data or that relating to opinions and perspectives.
Interview	Interviews involve discussions with customers or other stakeholders. They typically involve one interviewer with one interviewee. On occasion, there may be more than one interviewer and more than one interviewee.
Storytelling	Storytelling used to elicit information and gain insight by enabling an interviewee to share 'stories' of experiences when engaging with an organisation, in particular the pains and gains.
Focus Group	A focus group is a means of gathering ideas and feedback about a specific product, service or issue, in an interactive group environment. It enables sharing of perspectives from a range of participants. A typical focus group structure will include: 1) Introduction and background 2) Description of specific product, service or issue to be discussed 3) Idea generation, perspective sharing 4) Summary and close
Observation	Observation involves watching work being carried out. There are various forms of observation, some more time-consuming or formal than others. Variants include: general observation, shadowing and protocol analysis.
Ethnographic Studies	Ethnographic studies require researchersto spend an extended period of time within a situation or community in order to understand the culture and behaviours, the basis for power and any structures or means of organisation.

LO 5.5 Apply techniques to represent the Voice of the Customer

User roles	A user role is a collection of job holders or actors that share common tasks or functions. The technique aids with building common understanding of specific users or actors in relation to a business or technology solution.

	Areas to analyse are as follows: • Frequency of use • Level of experience in the domain • Technology proficiency • Goal in using the solution
Personas	A persona is a representation of a user role, aggregating users with common characteristics, behaviour, attitudes and needs. If it is based on real user data (i.e. the result of user research) it is a (validated) persona. However, if the persona is the result of a brainstorming session (i.e. invented by the team), it is called a proto-persona (or ad hoc persona) to distinguish it from the validated persona. Areas to analyse are as follows: • Name • Occupation • Age • Character description • Motivation and goals • Content preference(s)
Customer Journey Maps	A technique that takes the perspective of a user role/persona and is used to identify which interactions (or touchpoints) for a service work for the customer (magic moments) and which are opportunities for improvement (pain points). A visual or diagrammatic representation of a customer's journey through the delivery of a service. The representation should show the user role/persona, the interactions encountered during delivery of the service, the emotions experienced by the customer at each touchpoint.
Empathy Maps	A technique used to explore and document customers perspectives, responses and feelings. The technique helps to better understand the customers and identify where their problems lie and potential benefits may be achieved. A matrix that sets out four areas: 1) What the customer sees 2) What the customer hears 3) What the customer says 4) What the customer does The analyst observes and listens to customers. The analyst then reflects on what has been observed or heard and interprets what the customer thinks and feels
Zone of Tolerance	Customers have a desired level of customer service but also define an adequate level. The 'zone of tolerance' is the difference between the adequate and desired customer service levels.

LO 5.6 UX Requirements Definition

Usability requirements	Description
Learnability	The ease with which users or customers can accomplish basic tasks the first time they encounter the product, system or service.
Satisfaction	The extent to which users or customers are satisfied when they use the product, system or service.
Efficiency	The speed at which user or customer can perform tasks once they have learned how to engage with the product, system or service.
Memorability	The extent to which users or customers can remember how to use the product, system or service after a period of not using it.
Errors or error protection	The degree to which the user or customer encounters errors and are protected from these when they engage with the product, system or service.

Accessibility requirements	
The key principles of the Web Content Accessibility Guidelines	1. **Perceivable** – Information and-user interface components must be presentable to users in ways they can perceive. 2. **Operable** – User interface components and navigation must be operable. 3. **Understandable** – Information and the operation of user interface must be understandable. 4. **Robust** – Content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies.

Branding requirements
The extent to which the user interface is consistent with the image and style guides and standards for the organisation. Includes elements such as logos, key words, fonts, language and colour.

Syllabus section 6: Enhance Customer Experience

LO 6.1 Describe the following processes and techniques that enable Customer Experience enhancement

Analyse root causes	Affinity diagrams	An affinity diagram is used to analysis results from brainstorming sessions or data that has been collected for a given purpose. The results or data is categorised such that groups are identified, each of which relates to a particular issue, pattern or theme. The diagram is used to highlight key concerns that require further investigation and improvement. See LO5.3.

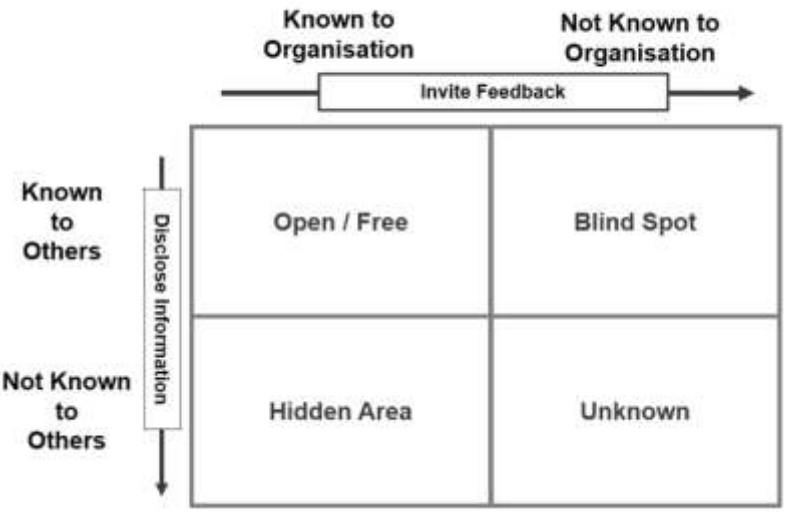
	Fishbone diagrams	A fishbone diagram is a visual model that has a fish skeleton structure. The problem being analysed is noted at the 'head' of the fish; the categories that relate to the problem, so are analysed, are shown on the 'skeleton' leading into the fish's backbone. Specific issues are represented by small 'bones'. Also known as an 'Ishikawa diagram'.
Assess stakeholder priorities	Kano model	The Kano model reflects that products and services offer both a functional deliverable and an emotional impact for a customer. Both aspects are considered when using Kano to analyse priorities. This helps ensure understanding of which features should be provided and when. It can also pre-empt the introduction of additional features by highlighting those that customers value. Each product, service or feature is assigned to one of three different attribute groups: **Threshold Attributes – (Basics)**. The features the developed solution must offer as it would not work if they were not present. **Performance Attributes – (Satisfiers).** The features that enhance the customer's experience of a product but are not mandatory. **Excitement Attributes – (Delighters).** The features that make a positive impact even though the customer did not expect or realise they were needed.
	MoSCoW	The MoSCoW acronym is used to prioritise requirements, requests, proposals and ideas. The acronym stands for the following priority levels (each 'o' does not have any meaning): • **M**ust have. Mandatory in the first increment. It is absolutely essential that these improvement proposals are included as, without them, a product, service or solution is not acceptable. • **S**hould have. Mandatory but may be deferred to the second increment. It is essential that these improvement proposals are delivered but their inclusion may be deferred in the short term. • **C**ould have. Desirable but a product, service or solution is acceptable without these improvement proposals as timescale and budget may prevent their inclusion. • **W**ant to have but won't have this time. These are improvement proposals that are deferred until a later point. This may be because they are not needed until later or there may be constraints, such as legal regulations, that do not have to be met until a later date.

Generate CX/UX improvement options	8Ps	A framework used to generate ideas for improvement. The 8 elements are: • **Product**: The products or services offered by the organisation. • **People**: The characteristics and skills of the people within the organisation. • **Place**: The physical and virtual locations that the organisation uses to conduct its work. • **Physical evidence**: Tangible elements of the organisations service or product offering. • **Partners**: The partners that the organisation engages with. • **Processes**: The processes of the organisation. • **Promotion**: The marketing and advertising activities of the organisation. • **Price**: The cost of the products or services offered by the organisation.
	Wireframes	A visual model representing the user interface requirements in outline. It is a two-dimensional illustration of a screen layout or web page. Standard elements that may be included in a Wireframe are: • Boxes for primary content • Headers • Footers • Logos • Search fields • Global and local navigation buttons Wireframes typically exclude additional aspects of the interface such as style, colour, textual content and detailed graphics.
Evaluate CX/UX improvement options	Feasibility analysis (business, technical, financial)	All suggestions for improvement should be evaluated to see if they are feasible. There are three aspects to be considered: technical, business and financial feasibility. • **Technical feasibility** concerns the availability of technology to fulfil an improvement. • **Business feasibility** concerns the likely level of acceptance of the improvement by the business. Alignment with aspects such as the business objectives and strategy, and the organisational culture. • **Financial feasibility** concerns the expenditure required to achieve an improvement, the benefits that would accrue from doing so and whether a financial case exists.
	Prototyping	Building mock-ups, models, visual designs, interface simulations and physical prototypes (at relevant levels of functionality and fidelity) and using them to experiment with

		and illustrate ideas, obtain feedback, check expectations, generate options and test if objectives are achievable. A Prototype serves to illustrate the qualities and characteristics of an entire or partial solution. It may be a disposable prototype that is discarded once the objective of using the prototype has been achieved, or it be an evolutionary that is used to develop the eventual solution.
Decide and define CX/UX improvement actions	Service blueprint	A technique used to define the stages and resources used in the delivery of a service. It enables those involved in delivering a service to understand their role and the resources they need to use. A detailed visual representation of a complete service, showing the entire customer journey, including the stages, touchpoints and 'back office' elements required to deliver a service. The customer-facing service elements are known as the 'front stage'. A service blueprint models the touchpoints and the corresponding 'backstage' processes, showing the interactions and connections between the front and backstage activities and resources.

Syllabus section 7: Measure and Embed Customer Experience Quality

LO 7.1 Explain Techniques for CX Quality Measurement:

Johari Window	The Johari window is a framework used to increase self-awareness and enable personal development. The framework maps what is known/unknown to an individual and what is known/unknown to others. When used to assess the Customer Experience offered by an organisation, the framework is adapted to consider what is known or not known by the organisation. This results in four quadrants. 

Net Promoter Score	The Net Promoter Score (NPS) measures the volume of net-promoters across an organisation's customer base. A high NPS indicates that the organisation's customers are likely to promote the organisation to others. A low or negative score indicates that the customers are likely to complain to others about the organisation. A survey is used to collect data from customers about their views on the organisation. For example, the customers may be asked to rate the likelihood of them recommending the organisation on a scale of 1-10, where 1 is very unlikely and 10 is extremely likely. The responses are then categorised into 'Detractors' (responses 1-6, 'Neutrals' (responses 7-8) and 'Promoters' (responses 9-10). The NPS is then calculated as follows: • Calculate the percentage of customers who are promoters. • Calculate the percentage of customers who are detractors. • Subtract the percentage of detractors from the percentage of promoters to determine the NPS. The NPS can be calculated for different locations, branches, customer segments and services or products. This provides a basis for comparison and may also identify where there are problems that need to be investigated.
Customer Effort Score	Customer Effort Score (CES) is an alternative measure of customer satisfaction that can be used on its own or alongside NPS. It asks customers to rate how much effort they needed to search for, purchase, use or seek assistance with an organisation's products or services. CES relates to specific transactions rather than the customers' view of an organisation. Questions are posed with a defined response scale. For example: How much effort did you need to use to order the product? 1 Very low 2 Low 3 Neutral 4 High 5 Very high Response scales are used to categorise the responses. Once the responses are collated, the percentage of respondents with a 1-2 response may be deemed potentially loyal customers. The percentage of respondents with a 4-5 response may be deemed most likely to pass on negative opinions about the organisation. These results may be used as a basis for further analysis such as to uncover the root causes of any issues and to consider how they may be addressed. The example shows a five-point response scale but other scales may be used if they are more relevant to the organisation and the research being conducted.

LO 7.2 Define the Four Organisational Barriers to Customer Centricity (Shah et al):

Culture	The values, norms and beliefs that guide the working practices and behaviour of an organisation. Customer-centric organisations are guided by a world view that places the customer at the forefront of every decision. There is a lack of focus on the customer where this is not the case.
Processes	The sets of activities that are applied collectively to conduct the work of the organisation. Customer-centric organisations have processes that aim to develop and maintain effective customer relationships and are able to adapt to customer needs. Customer engagement and personalisation of products and services are core requirements for customer-centricity. Where organisational processes are concerned with efficient customer transactions, offer automated interactions with customers and do not attempt to tailor products and services to meet customer needs, there is a lack of customer-centricity.
Financial Metrics	The financial measures used to track and audit the results of investment in customer-centricity. These measures are used to identify where the investment in resources that aid customer-centricity is at the required level. Without such metrics, an organisation may not invest sufficiently to ensure the desired level of Customer Experience is achieved and customer loyalty is retained.
Structure	The arrangement of an organisation's functions, resources and activities. In customer-centric organisations, the structure is aligned with the delivery of service. Where the structure is product-based, the organisation is likely to work in silos that focus on delivering products and are not focused on the customer.

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