A white paper to understand how businesses are focusing, measuring and gaining investment into their CX programmes.

nimble tank

RISK NO LONGER a 4 LETTER WORD

SURVEY CONDUCTED - APRIL 2021

RESEARCH PRESENTED - JUNE 2021

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We're engineered to accelerate business and get you to the future faster

Hello!

We're Nimbletank.

An independent agency, comprising of lean teams of experts. We work collaboratively with our clients, using proven methodologies, to drive rapid innovation, product design and experience excellence.

We focus on 3 streams aligned to our clients' business goals

Optimise for TODAY

We triage under-performing customer interactions, focusing on immediate changes that deliver big returns

MAXIMISE BUSINESS PERFORMANCE

Transform for TOMORROW

We establish next-in-class category experiences, creating market leading services to drive increased sales

MAXIMISE CUSTOMER VALUE

Innovate for THE FUTURE

We create new propositions, products & services, both complimentary and tangential, to open new revenue streams

MAXIMISE SHAREHOLDER RETURNS

But going fast doesn't mean we can't be robust.

In fact, we've developed two proven methodologies to de-risk the future, removing wasted effort and resources and helping clients to focus on the digital strategies, propositions and products that will drive the biggest impact.

BALANCED APPROACH
This unique approach, that perfectly balances the need to accelerate change, with the need for the rigour that will help onboard even the most sceptical stakeholder, has paid dividends, paving the way for us to work with global leaders and create award winning experiences.

AUDIENCE DRIVEN PRIORITISATION FRAMEWORK

Insight gathering, proposition creation and CX innovation, validation and impact modelling to prioritise spend by the greatest drivers of ROI. All completed before commencing design/development

PREDICT THE IMPACT ON BUSINESS SUCCESS METRICS

RAPID PROTOTYPE DEVELOPMENT PROGRAMME

Alpha approach to rapidly design, develop and user test new propositions, product and service offerings, to create the business case and validate decision to continue into Beta or retire

VALIDATE SOLUTIONS AND MINIMISE WASTAGE

CONTEXT and METHODOLOGY for the study

Working predominantly in the retail and finance sectors, we've observed numerous changes in customer behaviour over the past 15 months, and we've seen various clients taking different approaches to try to keep pace with these changing needs.

This made us curious to discover whether our observations with our clients were being replicated on a more macro scale. We wanted to understand the broader outlook for digital strategies and CX programmes, what impact the pandemic had had and whether attitudes, priorities, methodologies and ambitions had changed during this period.

In order to explore the bigger picture we commissioned our own research study.

RESEARCH METHODOLOGY

We surveyed over 500 CX leaders and decision makers within Retail and Finance sectors in the UK. We had 5 clear research themes: Change, Investment, KPIs, CX Programme and Business Attitude. Each had a subset of questions created to find drivers for the larger overarching question.

The research will be represented in 2 formats:

1. The combined view
The total of Retail and FS (Financial services) responses

2. Split view
Looking for particular differences and trends within Retail and FS

A special THANK YOU

We'd like to thank ***everyone*** who took part in the creation of this survey, with a special shout out to:

HILDA TINGLE
Global Head of Digital Marketing
BNP Paribas Asset Management

PRIYESH RANMAL
Head of Digital Experience
NatWest

LYNZI ASHWORTH
Head of Digital Marketing EMEA
AON

MARC MCNEILL
Customer Experience Director
Auto Trader

LIAM PRICE
Head of Ecommerce
FatFace

Top 5 findings

After an unprecedented period of forced change, it's no wonder we are still trying to piece the last 15 months together. What actually happened within Retail and Financial brands? And where does that leave them now? Below is what our survey revealed:

1. APPETITE FOR RISK HAS GROWN

A substantial 70% of brands said they had seen a shift towards risk taking within their business. With time being a critical factor it seems that many had to react and forgo the research stage, for some this would of been difficult, for others, it has ignited a belief and new way of working, which seems here to stay.

2. RETAIL CX MATURITY HAS INCREASED EXPONENTIALLY

When Covid pushed retail out of the physical space, it's fair to say they had a lot more to think about than most. Apart from the increased strain on logistics of stock management, delivery, service, returns and everything that comes with it, they also had to learn where their customer were, and what they were looking for. This drove a new customer centric approach, and many have excelled.

3. ONLY A SMALL NUMBER OF BUSINESSES MODEL - YET LACK OF ROI IS THE BIGGEST BARRIER TO INVESTMENT

What seems like an obvious fix is actually an opportunity waiting to happen for those savvy CX leaders. With investment stalling due to the apparent lack of modelling of CX performance against ROI metrics, it would seem that with a little more upfront planning and research this could be a problem of the past.

4. CUSTOMER AND SALES SEEN AS EQUAL

It seems a massive mindset shift has already taken place, particularly in retail, as brands concentrate on learning more about how customers want to interact and purchase from them after such a monumental event as Covid. No longer steered by sales alone, the new north star seems to give equal footing to customer needs.

5. COPY THE LEADER HAS DRIVEN INVESTMENT

The top CX investment focus has been on matching competitors offering and it has served many well for getting over the initial impact of Covid, but it does beg the question, what's next?

SURVEY RESULTS: 1

COVID, an unwanted accelerator for CHANGE

Taking RISKS is the new norm

70% of retail brands reported an increase in risk taking over the last 15 months. It's understandable that during Covid, the countless unknowns it presented, required a greater degree of risk taking and courage to even attempt to solve the problems it presented, but is that learned attitude to risk still as important to success?

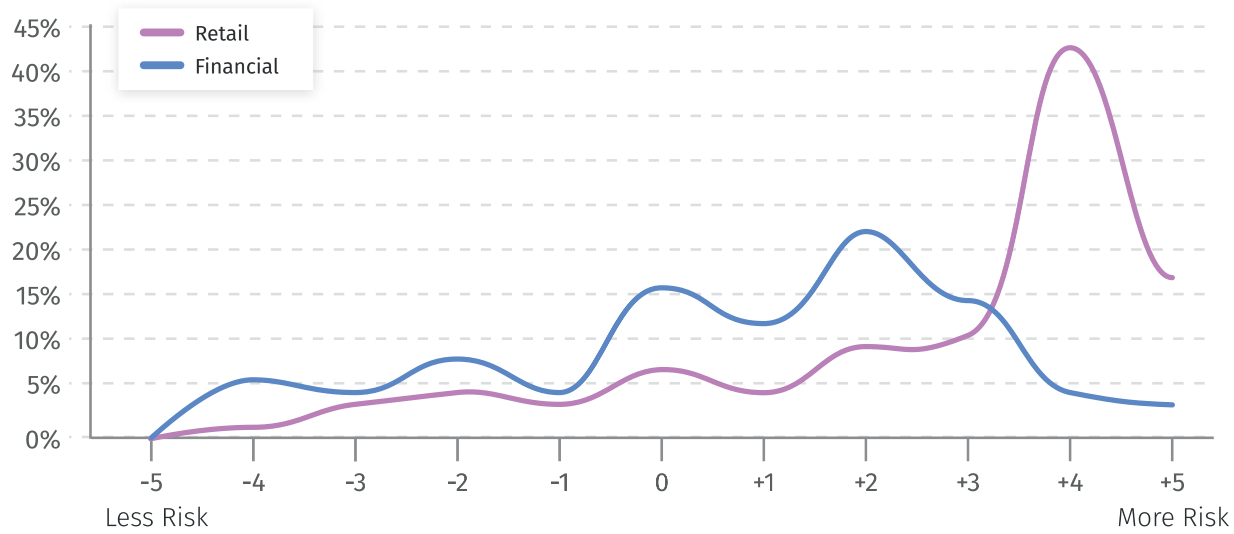
As more businesses dust off and open up their physical stores to newly digitally enlightened customers, we may see that the initial scramble for better digital experiences, will repeat itself in the quest for store experiences that shoppers now demand. Not only are brands still fighting for their lives and playing catch up in the digital space, but we may also be on the cusp of another experience revolution on our high streets.

Crises and recessions are great times to try something different, something risky, not only for entrepreneurs with start-up ideas, but also for existing companies considering ways to adapt. In fact some of the most famous companies today were launched right after the 2008 economic crisis such as Slack, Uber, WhatsApp and Instagram. But it's not all about start-ups, back in the 2008 recession Lego increased its offerings and partnerships to achieve an all time high profitability, and Netflix actually introduced the streaming model in 2008 along with partnerships with Xbox to add more value to its content rental model. These were real pivotal sink or swim moments.

70%

of all businesses have been taking more risks

Has the business approach to risk taking changed over the last 12 months?



88%

increase to risk taking in Retail

53%

increase to risk taking in Finance

BANKS ARE STILL ERRING ON THE SIDE OF CAUTION.

The survey showed the finance sector reported a much smaller increase in attitude towards risk (53%) which was to be expected from such a risk averse market segment. It's no wonder the word risk is still something of a dirty word, although maybe not so offensive as it originally was. It's also interesting to note that even small incremental shifts of mindset, in attitude to risk taking, can provide long term opportunities for change and build confidence in approaches.

For example, when Covid closed all branches and customers had to flock to call centres and digital channels, in an effort to triage calls and signpost the overwhelming amount of customer traffic, banks increased the use of conversational AI, both in the form of chatbots and voice solutions for call centres which was largely deployed in a iterative learn as you go fashion. The risk of adding another layer of complexity to an already protracted and security driven process is obvious, and something that would not have happened pre pandemic on such a large scale if necessity had not dictated.

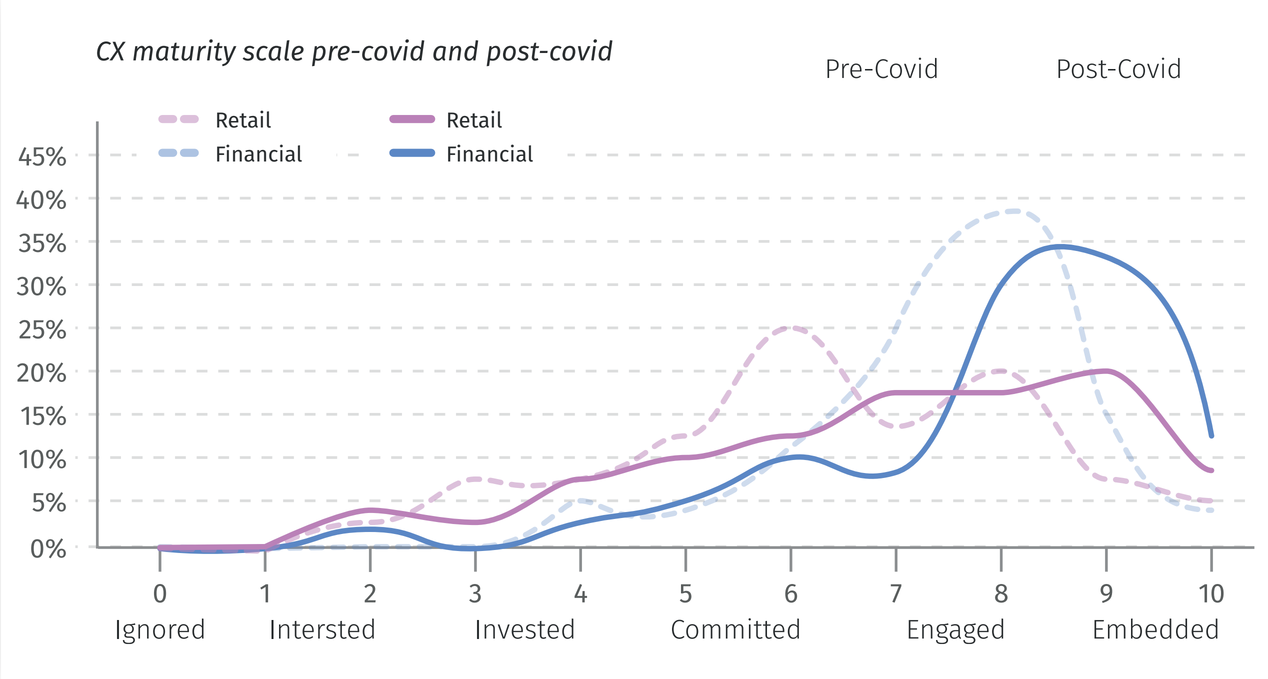
FROM CHANGING ROOMS TO CHANGING PROCESSES

Covid of course removed the single most important retail touch point for many brands. For many this was the final straw in an already failing business, for others, adapting to digital proved too much of an unknown. But for others, the appetite (and necessity) for risk has paid dividends for both business and customers.

The possibility that technology provides, is offset with the cost and risk that comes with it. But success has seen online hair and skin consultations through AR and video chat, human and self serve led fitting services are now more accurate than ever before, and even makeup try ons demos successfully exist. Alongside technology, retail is also utilising social commerce and in game buying as well as partnerships to increase customer offering. By harnessing new digital and analytics capabilities, alongside this attitude for risk, businesses could thrive rather than just survive.

‘CX wasn’t really mentioned pre-Covid, now it’s on every board meeting agenda.’

LIAM PRICE
Head of Ecommerce | **FatFace**



RISE IN CX MATURITY

For leaders with the ability and willingness to invest, the pandemic has clearly been an accelerator. It has also been an opportunity to close the divide between those that lead and those that follow.

Increased growth of CX maturity within retail show that along with digital adoption, awareness of the changing needs of the customer has also been largely recognised. FS saw a sharp rise from those reporting a fully embedded CX programme from pre Covid (28%) to (45%) post covid. FS seem to have considered themselves reasonably CX mature when compared with retail even before Covid which is understandable due to its constant battle with digital only start ups, disruption through open banking and the self-serving requirements of its digitally driven customers.

RETAIL LEARNING QUICKLY

More dramatic change can be seen in the shift of CX maturity with retail. Pre-covid rankings see 36% saying that they were already committed to a CX programme within the business, but only 13% had yet to embed it into the business. 15 months later 30% are reporting CX programmes are now fully embedded. As retail learns how to digitally reconnect valuable employee and customer interactions, the success of embedded CX programmes seems to have been driven by a larger research and prototyping programme, which has in turn been supported by a reported increase in new digital roles, awareness of CX and the increased use of external digital agencies to drive change.

SURVEY RESULTS: 2

CX measurements and KPIS

Keeping SCORE

Market share and customer scoring top the chart here which is no great surprise. FS however placed less importance on customer scoring with only 39% of those asked, saying it was a key measurement factor compared to 60% in retail, which made it the sector's most important measurement metric. As retail self reported a lower level of CX maturity, this could explain the reliance of customer scoring as their key CX metric, rather than monitoring the metric they're trying to change (retention, sales, engagements, etc...).

It may be that FS have a little more customer scoring fatigue or experience of being betrayed by claimed data, of what customers saying they will do in the future, being different to what they actually do. Either way, scoring is still an important metric to them, it just needs to be triangulated with other data sources to have real value and meaning.

ENGAGEMENTS OVER SALES

FS chose increased customer engagements (53%) as their highest CX measurement. This would hint at a customer behavioural change and also the value increase to the end user, which would be the driver behind this change. Increased engagements are a sure sign of a successful product and they also provide touch points that allow product teams to learn more about users and their goals.

Possibly the biggest evidence of cultural shift was that of Customer loyalty (49%) which rated higher than increased sales (43%) as a CX measurement. Maybe this shows the realisation of a more long term approach to adding value to repeat customers, rather than a shorter term strategy of maximising each sale independently to the bigger picture.

53%

of FS brands chose increased customer engagements as most popular CX metric

CONFIDENCE IN NUMBERS

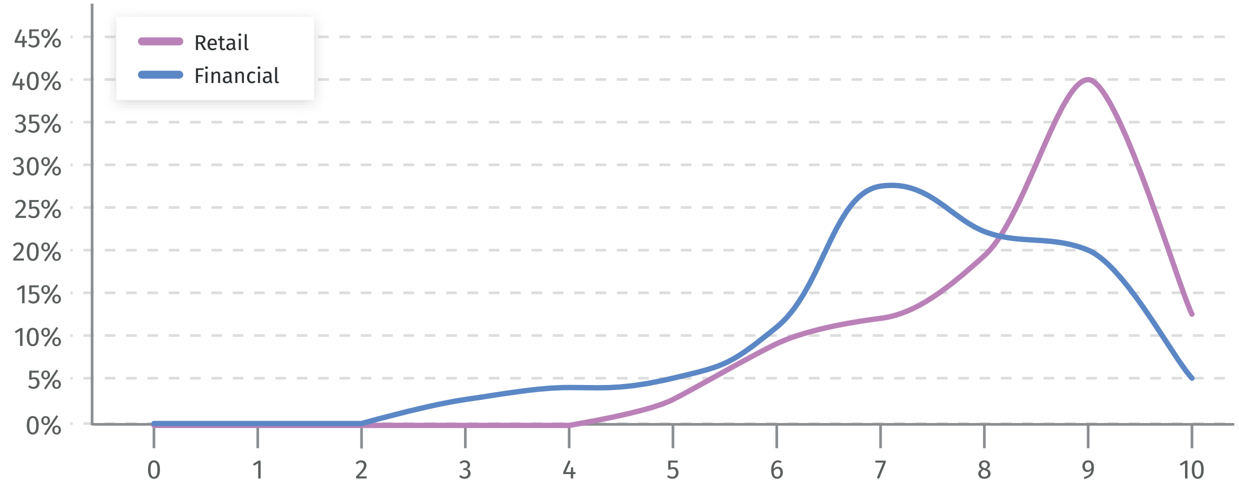
The survey showed that the retail sector believed they had achieved a high level of robustness in their CX programme. It would seem that the implementation of specialist agencies and a newly found connection to customers, has given more solidity to the overall programme. This, along with a recent significant rise in CX maturity, could be seen as the key factors in this positioning.

FS however showed a lower level of the robustness. The lack of time and resource which FS reported as the number 1 barrier to actually implementing the programme successfully, along with lacking CX specialisms that haven't traditionally existed within in-house digital teams, may be driving this low score.

Whatever the reasons, it will be interesting to monitor the ongoing feelings and success stories within these sectors, to see for ourselves how robust the pre-quantification has in fact been.

> 'We haven't totally defined CX yet, but we know what it looks like.'
>
> **MARK MCNEILL**
> Customer Experience Director | **Auto Trader**

How robust has the business pre-quantification been of the proposed CX programme?



SURVEY RESULTS: 3

INVESTMENT in CX

COPYCAT culture

Keeping up with the Joneses has been the biggest investment for most brands over the last 15 months. 48% said that matching competitors' offerings was a key focus area of CX investment, despite the apparent reported attitude of risk taking. Playing it safe seems to have prevailed over innovation for now, but how long will that last?

48%

of all brands report matching competitors' offerings was a key focus area of CX investment

THE GAP BETWEEN BRANDS IS REDUCING.
However, months of assimilation have led most to plateau when it comes to innovation and creating unique and valuable customer experiences. The market is ripe for change and customers are looking for that next level of experience that differentiates them as people from the herd. In these times, as history has taught us, disruption is more likely when brands are at their most comfortable and enjoying the equilibrium.

COMMERCIAL MODELLING NOT SEEN AS ESSENTIAL.
Only 30% of brands across both sectors said commercial impact modelling was 'essential'. Could this be that businesses were struggling to not only define what impacts a CX programme would have, but also how to put metrics and measurements in place that would validate improvements?

We know validating CX ROI is the second biggest blocker to investment (37%), so it would seem that the lack of commercial modelling is a largely contributing factor to this figure.

'There are always market leaders and it's not surprising they are copied by the competition, because they know they've had a head start and understand CX.

This also means that they prefer to use consultancies that have worked on similar CX projects so they have the comfort of knowing they have the knowledge, experience and learnings.'

HILDA TINGLE
Global Head of Digital Marketing
BNP Paribas Asset Management

‘When covid hit, our customers - car retailers, stopped making money. They told us they were hurting, we had to listen.

So we went from a paid service to free service overnight. We instantly created goodwill with our customers... you can’t really put a price on that..’

MARK MCNEILL
Customer Experience Director
Auto Trader

OTHER KEY ESSENTIAL FACTORS IN INVESTMENT FOCUS:

User driven insights (44%)
The voice of the customer (VoC) is the new oil. As physical distancing continues, making consumers less likely to visit brick-and-mortar stores, a contact-free economy could emerge—so we need to think of new ways we can understand what customers behind their screens are thinking, feeling, and doing.

Collating robust quantitative and insightful qualitative customer insights is, without a doubt, the biggest driver in product and service success. It’s also interesting to note that retail brands reported that they had witnessed a considerable shift (64%) in spending from direct sales channels to non sales such as research and communication channels. So with this re-purposing of investment, it would be safe to assume that the tide has already turned, for now at least.

Prototyping programme (43%)
Fail fast, fail often is the foundation of lean. By learning what not to do cheaply and quickly, this approach can sometimes be the biggest budget saving tool you have at your disposal.

Not only can brands avoid making costly mistakes, by employing a robust prototyping programme of learning and iteration, but they can also use the tool as an opportunity window into the hearts and minds of how customers are now expecting brands to deliver the service they need.

‘In the finance industry lots of customer experience decisions are made by bank people. By actually utilising prototyping we get to hear first hand from users. It’s important to blend both views to get to the real value piece.’

PRIYESH RANMAL
Head of Digital Experience
NatWest

External Partner recommendations (41%)
The presence of this figure so high up in the list is mostly down to Retails reliance on outside recommendations from digital agencies and trusted partners. Retail (51%) more than doubles FS (21%) need for recommendations which is probably a fair reflection of in-house digital capabilities within FS focused on service design, UX and CX, which has been gathering momentum for a number of years.

Retail however seems to be behind the curve from an in-house capability perspective, though the mindset towards digital transformation seems to have already shifted.

GIVE THE PEOPLE WHAT THEY WANT

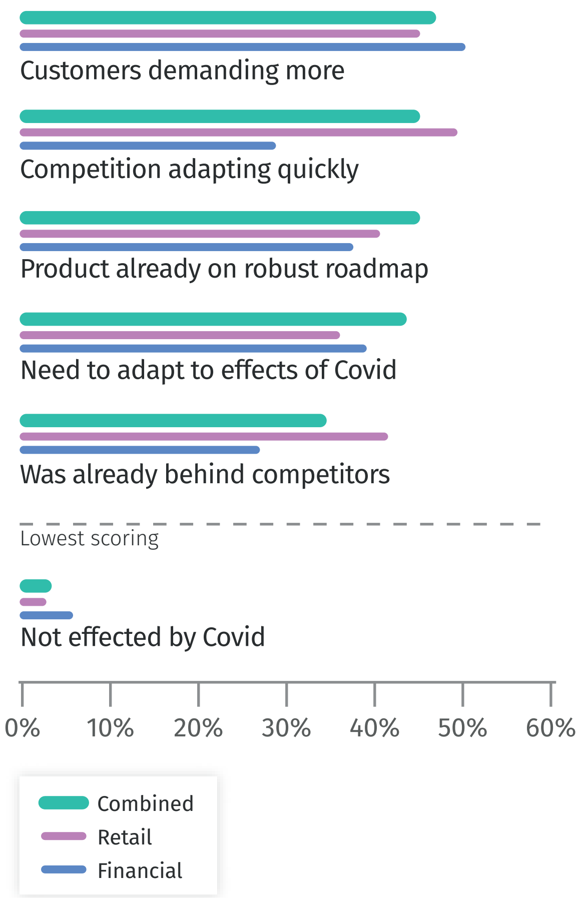
Customers' demands for more (48%) are now outweighing the direct effects of covid (42%). It seems that since brands have opened up more listening and research channels, they have tapped into a new vein of insights. And brands seem to be listening.

The survey also revealed 51% of Retail brands rate the competition adapting at a quicker rate as a key driver for budget change, compared to only 32% of FS. It again mirrors Retail's copycat culture of following the leader and a business model and customer base with a history of following fashions, trends and patterns rather than setting them.

> 'We don't look for business cases into what the ROI is going to be. We don't set budgets either, we've seen how quickly they can break. Instead we have a plan, and plans can change. We build the customer experience and evolve the plan as we learn.'

MARK MCNEILL
Customer Experience Director | **Auto Trader**

What has been the biggest reason for budget change in the business?



SURVEY RESULTS: 4

CX PROGRAMME focus

Importance of FEEDBACK

Customer feedback (58%) was seen by those surveyed as the most popular area of focus for the CX programme. Being transparent with feedback within a company can engage and drive an emotional response from employees, and when this feedback is utilised and departments are assigned accountability for actions, there is greater incentive to both listen and take action.

> 'I found most of our customer feedback was untapped and unused. By updating to a new platform we could then refocus and utilise this data within the company. Feedback is a gift, we have to accept it accordingly.'
>
> LIAM PRICE
> Head of Ecommerce | **FatFace**

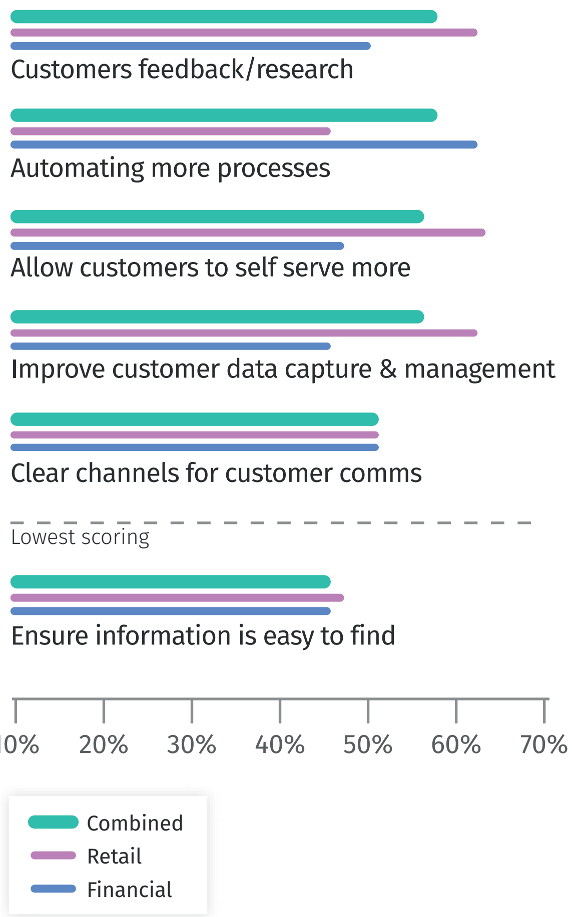
BANKS DRIVE TO AUTOMATE

Over 62% of FS have outlined 'automation of more tasks' as a prime area for focus. This, along with Self Serve (47%) sees both the customer experience and the employee process being addressed in, what is traditionally, a legacy process driven environment. Key changes in these areas could improve efficiencies throughout the whole business structure and realise massive cost savings and experience enhancements.

CUSTOMER DATA PREVAILS

A massive 64% of Retail brands said that the capture of better customer data was a key CX focus. It makes complete sense for (non ecommerce focused) retail to prioritise this type of customer profiling. It has never really been available to them at this scale before and could reduce the scatter-gun approach of blanket digital advertising for a more personally relevant approach. Also, the recent reliance on digital, as its only channel of connection, has more than likely highlighted the gaps, and opportunities, that better customer data management could offer. A drive to build on and stabilise this channel is clearly of priority.

What are the core areas of CX that you place greatest importance on?



SEEING A TREND IN LISTENING

A 72% increase in the frequency of gathering customer feedback over the last 15 months was seen across all those surveyed. Retail however, has seen the biggest spike in the frequency of feedback, as they have been pushed into opening more channels of communication to replace the reliance of physical stores. Many advanced tools within existing CRM platforms and social listening software options, will be high on brands' shopping lists, as they continue to realise that always-listening means always learning and therefore always-adapting.

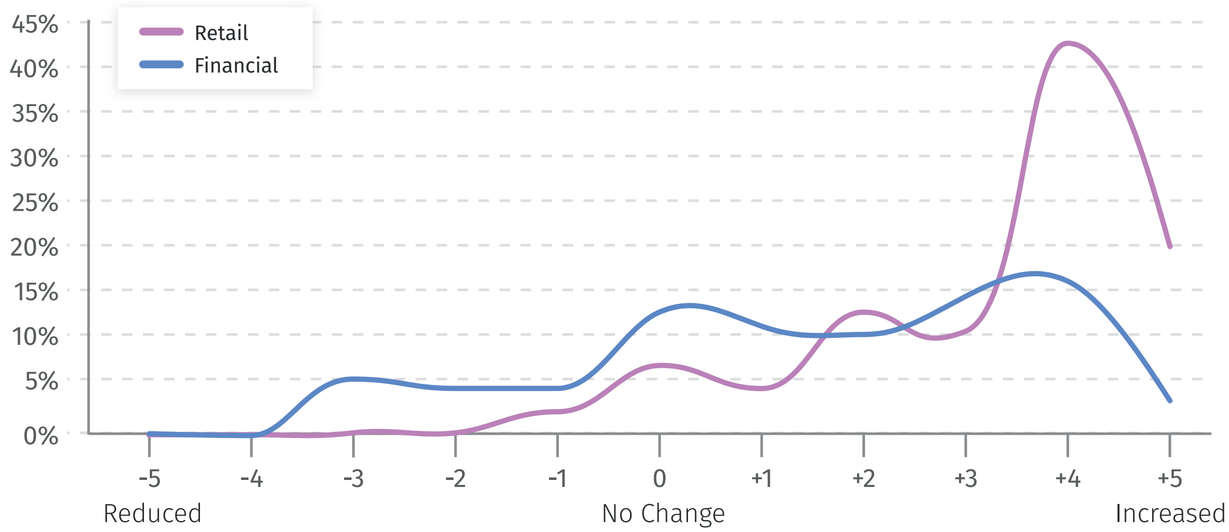
FS will have had more robust channels already set up as the traditional branches footprint on the high street has already begun to diminish and the need for everything in app, has increased. In recent years brands such as Monzo and Starling have been getting closer to customers, creating beta product areas and communities with great results for both customer and brand.

CHAT AND SOCIAL ARE MAIN CHANNELS OF CHOICE

As more and more companies embrace customer service delivery on Messenger, WhatsApp and Twitter, it's increasingly obvious that brands need to be on the customers' channel of choice. 57% of those asked said they frequently used chat of some form to gain insights and feedback. Social Media (52%) was the second most popular insights channel, both passively listening and actively taking part in open conversations.

The importance of listening to and taking part in non owned channels has never been more important. Having customers talk behind your back and potential customers using these indelible fingerprints for guidance in decision making is a marketing nightmare. Listening, reacting and resolving complaints on the other hand is an incredible opportunity for any brand to increase visibility of a customer-centred service.

How did the frequency to getting feedback from customers change over the last 12 months?



72%

of all brands saw increase in the frequency of gathering customer feedback

CUSTOMER MATCHES SALES

With 44% of those surveyed saying that retention and loyalty was a key improvement they were looking for from the CX programme, it actually equalled sales as the most popular planned improvement. We have already seen loyalty and retention scoring higher than sales on the CX measurability metric so the results here help correlate this to show a powerful shift of mindset within brands and the new seat at the table being created for customers.

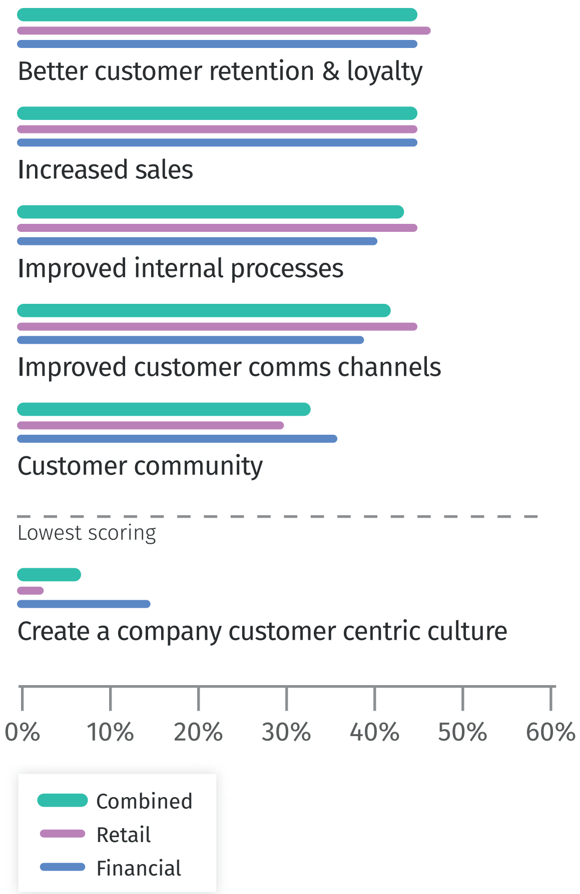
CUSTOMER CENTRIC CULTURE ANYONE?

The biggest surprise in the results found that the growth and embedding of a customer centric culture was the least important outcome from a successful CX programme. There could be many reasons for this, such as it's just too much too soon for business, or maybe it is more of the impossibility of the task within legacy organisations? Either way this statistic jars with what we hear from successful CX practitioners that 'The CX programme only works if businesses embrace the customer from top down and back up again'.

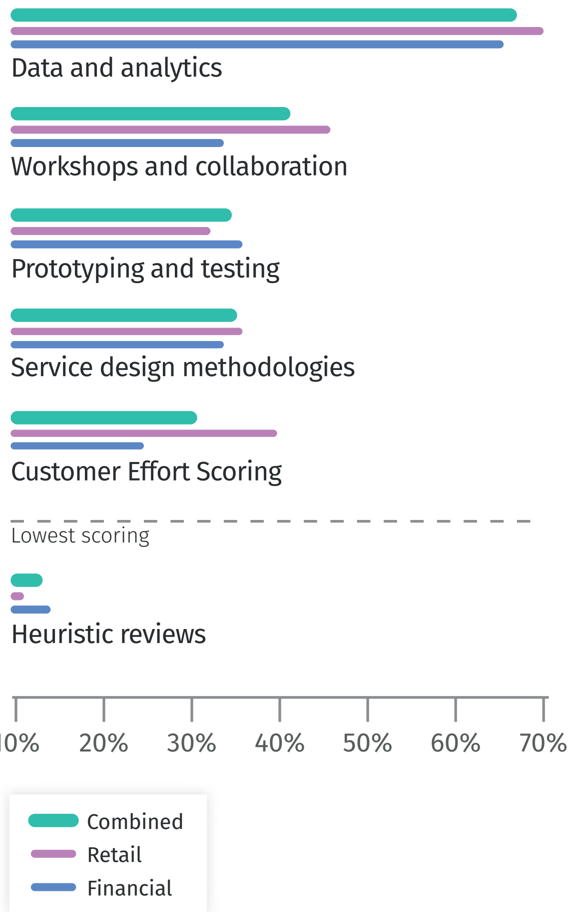
Probably the most likely assumption to make here would be that the depth of CX has yet to really be explored and utilised or understood. It is after all early days and many have adapted admirably, and although we don't wish to be the purveyors of doom and gloom, it does beg the question 'Could this be the Achilles heel in the future success of a brand's CX programme?'. An alternative view offered by Priyesh at NatWest is that even with senior sponsorship, barriers still exist.

> 'I think many brands at top level are trying to instil a customer centric culture, and do the right thing for the customer. But it gets diluted by middle management because they have their own agendas, pressures and targets. Below that, the belief starts to come back.'
>
> PRIYESH RANMAL
> Head of Digital Experience | **NatWest**

What would be the main improvement you plan to see from your CX programme?



What key methods have you adopted in your CX programme to inform & facilitate change?



DATA DRIVES CHANGE

68% of brands agreed that data and analytics were integral to their process for change. With brands realising that customer data holds the key for a better more joined-up experience, there were no surprises here. However, collaboration via workshops rated second, closely followed by prototyping and service design methodologies, which could be seen as a sign that agile frameworks are becoming more established in a wider set of organisations.

Retail seemed to be more aligned with this overall trend, with FS also scoring highly on agile methodologies and staff training, which seems to confirm a more mature understanding of the importance of these areas.

68%

of all brands agreed that data and analytics were integral to their process for change.

'Covid made us rediscover what our proposition was. We had to get more people talking internally, and more often! Through agile and scrum we now have people on the ground daily, talking, we never had that before.'

LYNZI ASHWORTH
Head of Digital Marketing EMEA | **AON**

SURVEY RESULTS: 5

Business barriers and ATTITUDES

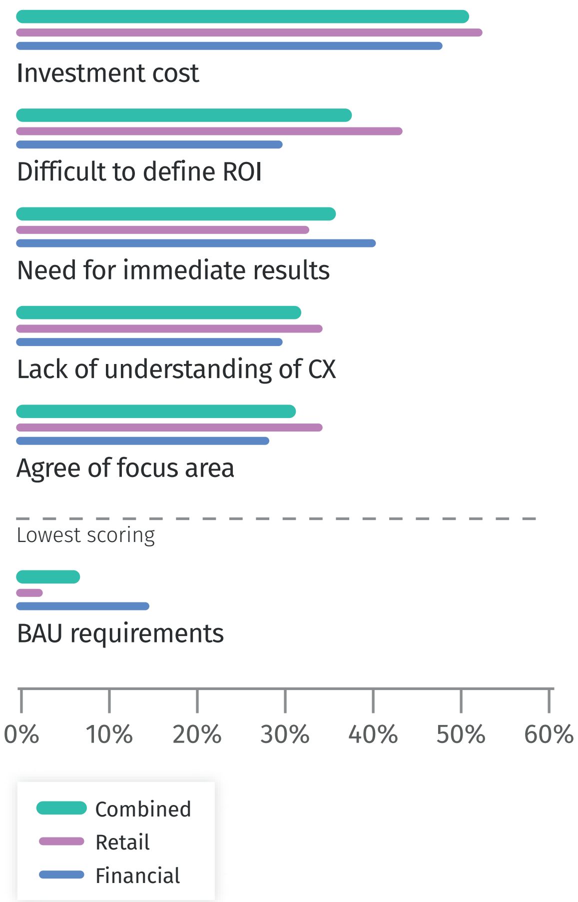
COST is king

Cost (50%) is always the biggest barrier to implementing anything 'new' in business. It therefore highlights the importance of proving the ROI of any investment into CX methodologies or business cases. By spending time to develop robust ROI modelling and building predictive business cases, it will be easier to secure incremental investment. This is no easy task, but when done correctly it not only helps to prioritise investment areas, but also influences, and provides confidence to those, all important C-suite sponsors.

Retail brands agreed that investment cost (53%) and defining ROI (42%) were the main barriers to CX investment.

FS however recorded that time and resource was actually their biggest blocker just ahead of investment cost. It would seem that in-house teams are running at capacity possibly with many hindered by legacy processes and a less agile way of working.

What are the main barriers to the implementation of a CX programme?



'ROI is not just a transactional return, it's the value of what we are getting back. It's not necessarily difficult to get CX ROI, we just need to break it down into something tangible.

If we know through research that our reporting is poor, we need to improve client satisfaction, thus improve CX. Your ROI then becomes time-saving (man-hours from manually creating reports) and a reduction in percentage of errors.'

HILDA TINGLE
Global Head of Digital Marketing
BNP Paribas Asset Management

BUSINESS CONFIDENCE IS HIGH!

The survey reported high levels of both business and personal confidence in the robust nature of the CX programme. However, there was a pattern of individuals having a slightly less confident view when asked for a more personal opinion. This is probably driven by acknowledgement that we are now sailing into uncharted territories and although when under the banner of the brand, safety in numbers feels reassuring, when alone, doubt seems to be easier to entertain.

RETAIL CALL IN THE CAVALRY

Surprisingly retail have the highest level of confidence in the CX programmes chances of success despite their lower CX maturity.
It seems the appetite for risk is also breeding confidence at much higher levels 52% when compared to 32% in FS. There could also be higher confidence here as over 91% of retail brands surveyed have looked towards outside agencies and specialists. FS also follow this trend also with a substantial 75% using external agencies.

'I haven't seen a change to customer focus really - it's just the internal processes have changed to include customers more. And it's working!'

LYNZI ASHWORTH
Head of Digital Marketing EMEA | **AON**

91%

of retail brands use outside agencies to support business innovation and research programmes

75%

of FS brands use outside agencies to support business innovation and research programmes

WHAT NEXT?

It's undisputable that the global pandemic has dramatically accelerated digital transformation across both the Retail and Financial Services sectors. The on/off lockdowns, work from home, shop from home and bank from home, disrupted plans and strategies but the CX community stepped up, took action and the industry is in a better place for it.

As things continue along a more certain path and clients shift mindset from reactive to proactive, we've identified 3 key themes that we expect to dominate the next 12 months.

1. CX CERTAINTY

While we found that CX maturity had flourished over the last year, we were surprised by the lack of commercial rigour being adopted by many. Clients being led by market forces as opposed to focusing on the areas of CX that would deliver the greatest ROI.

No real surprise that this was one of the biggest barriers to investment.

Expect to see more robust methodologies being adopted, greater attention to modelling outcomes and a renewed focus on ROI. And consequently, the unlocking of bigger budgets.

2. A BREAK FROM THE NORM

The digital acceleration we've witnessed has undeniably been a good thing, however the fact that it's been driven more by copycat culture than anything else has, led to a rise in homogenised experiences.

Expect to see clients looking beyond their category and its norms to create propositions and experiences that are differentiated and more personalised.

3. CUSTOMER EVERYTHING

A greater focus on customer research, data and insights, and a shift from a dominant focus on acquisition to loyalty, has pointed towards a new determination, as clients play the long game as opposed to chasing the next quick sale.

Expect this trend to continue, with greater investment in insight and analytic teams, and larger, more company wide CX programmes. Excellent news for clients and customers alike!

3 ways Nimbletank can help

OUR TRIED AND TRUSTED OPTIONS

From our research and from numerous engagements with our clients, we know that there are a small number of areas, beyond experience design, where we can offer a disproportionate amount of value.

These are areas where an external viewpoint and robust methodology, compliment work being undertaken by client teams and their partners.

1. Out of category safari

For clients who need inspiration and stimulus to explore what's possible and gain ideas for category leadership

TIME FRAME: 1 WEEK

A rapid immersion into the client's business, products & services, colleagues and customers allows us to quickly understand existing pain-points and unmet needs and goals.

Using this as a springboard, we explore out of category leadership in omnichannel innovation and experience excellence. Those who have overcome similar issues and challenges to drive market dominance in their sector.

We capture these examples and consider practical applications for our client's business and then facilitate a working session to play back our findings, explore possibilities together and prioritise and document the initiatives and service innovations that feel most relevant and powerful for the client.

3 ways Nimbletank can help

2. Audience driven prioritisation framework

For clients who want to de-risk their CX programme and focus on the initiatives that offer the greatest commercial returns

**TIME FRAME:
8-12 WEEKS**

In this programme, we work with clients to understand who their audience is, their perceptions of the brand/service/product, their motivations and drivers and existing pain points and blockers. We also undertake sector analysis to identify emerging trends and CX audits and benchmarking to understand client performance vs the competition.

All of these insights, along with those generated from the out-of-category safari, provide the stimulus for us to run a number of ideation sessions to explore new propositions, services and experiences. The prioritised ideas and concepts undergo creative development ensuring they are research-ready.

The concepts are presented to our quant panel allowing us to understand those that exceed or fall below expectations and those which have the highest propensity to drive people through to the next stage of decision making; consideration, purchase, advocacy.

By plotting the findings, normalising the data, to further de-risk it, and adding weighted scoring, taking into account the delivery complexity from a tech, organisational and cultural perspective, we are able to identify those ideas that will have the biggest impact.

Finally, we attach commercial values to each idea based on past client performance, allowing us to project the overall programme impact, before co-creating focused, delivery roadmaps, balancing quick wins to secure business confidence and longer term initiatives to drive greater commercial returns.

All of this is completed before any investment is made in design or development.

3 ways Nimbletank can help

3. Rapid Prototype Development

For clients who want to quickly validate new propositions and products to gain investment and support

TIME FRAME: 4-8 WEEKS

(depending if development is required)

In this instance we work with clients to quickly bring to life and validate hypotheses, propositions and new products, tools and experiences via user testing.

The Alpha prototyping process kicks off with a week long design sprint, an accelerated and highly collaborative process to explore problems and challenges, get to know products, services and customers and create hypotheses and propositions before running design studios to map out and scamp up key flows and features. These are validated with users on day 5.

The outcome of the research will give us the confidence to move forward or highlight the need to pivot. We then build out the UX and UI for a higher-definition, clickable prototype, again putting this in front of prospective customers and gain valuable feedback in order to further enhance our thinking. If required, we can take the prototype into development, allowing us to integrate real data and APIs in order to create a more realistic and tangible experience for testing.

Upon the final round of testing we're in position to build the business case for further investment, to take the product to Beta or production, or to retire the prototype if the ROI is deemed too low.

If these approaches can bring value to your business or if you've any questions regarding the research, please do get in touch.

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