

The logo for morphii, featuring the word "morphii" in a lowercase, sans-serif font. The two 'i's are light blue, and the rest of the letters are black. A registered trademark symbol (®) is located to the upper right of the second 'i'.

morphii®

Experience + Intensity, the
Sweet Spot for Triaging CX
(and augmenting NLU)

September 22, 2020 - 7 Minute Read

Which customers are at risk and who can you salvage?
Ratings can't make the cut.

Experience + Intensity, the Sweet Spot for Triaging CX (and augmenting NLU)

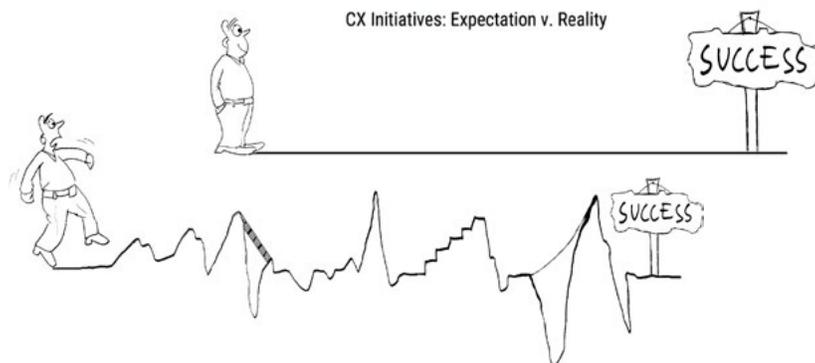
By Liz Gurley and Greg Haudek, PhD, Senior Research Advisor

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As an organization, it's always nice to know who is in your corner—who is loyal—and it isn't terribly difficult to figure out who these folks are. But in terms of brand perception and customer retention, isn't it critically important to understand everyone else?

For most organizations, there's no higher stake than their reputation, and managing it requires a clear understanding of a spectrum of experiences. After all, any experience measurement should correlate to both positive and negative customer behaviors in ways organizations can digest, action and incentivize ... Right?

In the U.S. alone, we spend billions each year on CX solutions platforms and consultancies to counter the \$136.8 billion annual loss suffered due to consumer switching ... but, [only 19% of CX initiatives show tangible benefits.](#)



"For the third year in a row, we have surveyed CX professionals from around the world, and the news is pretty depressing. The gulf between those programs that are delivering on the promise of business success and those that remain just a "feedback program" is getting wider. This is a concern, but also a great opportunity for those organizations that can get it right. If you ever wanted to differentiate yourself on experience, the time is now!"

[Confirmit](#)

The Standard Problem.

A whopping two-thirds of the Fortune 1000 use NPS®, Bain & Company’s proprietary “Ultimate question;” yet, this metric (and other conventional sentiment scales) creates a mountainous gray area.

How likely are you to recommend [Brand] to a friend or colleague?



Ratings often leave CX leaders with more questions than answers about how to triage their at-risk customers efficiently—scrambling to fill in experience data gaps.



NPS® is a registered trademark of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

The Catch.

According to Bain, increasing customer retention rates by 5% can increase profits by anywhere from 25 to 95%. So, it's rational to think that the scores they're famous for would also be fixated on teasing out behavioral differences between at risk and costly to retain customers, right? Not so much...

Bob Markey, head of NPS practice for Bain has been quoted as recently as May 2020, saying, "Anyone can hire a research firm and measure their (NPS) score. What's more powerful, and [required to get the real impact](#) is to make use of feedback from individual customers."

Thank you for your response



Help us by explaining your score...

Send

"Even Frederick Reichheld, the father of NPS, is forecasting data and text analytics as the new way to uncover customer sentiment and satisfaction since he feels that, in many cases, surveys have become 'less meaningful, now that they've become inescapable.'"

CustomerThink

In essence, this means that an organization's ability to understand and predict consumer behavior is entirely dependent on additional factors: 1) Consumers already suffering from feedback fatigue must also answer "why" they gave the score they did amidst other *less meaningful and inescapable* questions; and, 2) Organizations must have access to sophisticated natural language analytics technology to interpret these responses across data channels.

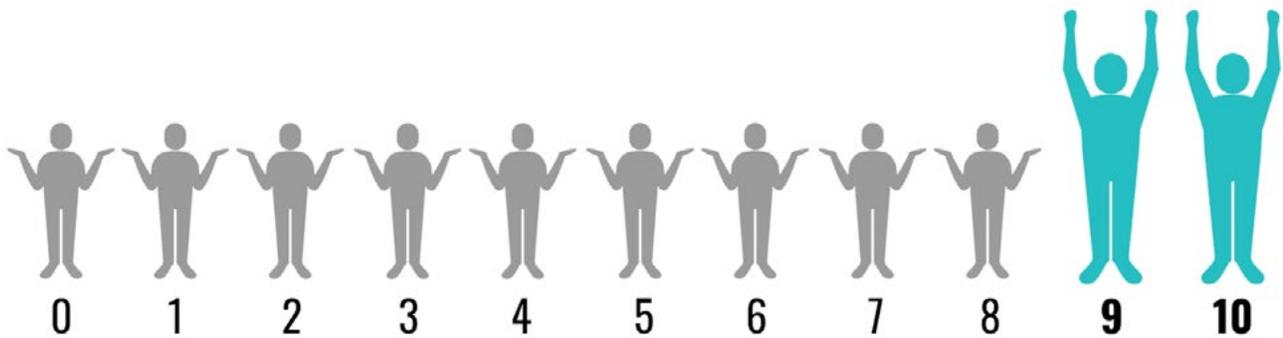
The Study.

The continued frustration around the strikingly insufficient “tangible benefits” of CX initiatives, in concert with these admissions from the creators of NPS, inspired us to compare the standard-bearer NPS scale against a new experience measurement technology, Morphii®. In many ways, the NPS scale shares its shortcomings with other sentiment-based scales used across Customer Experience research. Optimistic about the opportunity to better explain and predict consumer behavior, we asked respondents about their likelihood to recommend a brand (NPS), how they felt about that brand (Morphii), and how many times they had said or written something positive and negative about that brand in the last 12 months (0-10+). Respondents (500) were asked to identify which of the following four brands they were familiar with, and then to answer the four questions outlined above in regard to those brands.



NPS Predicts the Positive. Period.

While NPS is extremely effective at identifying Promoters (rating 9 or 10), as the Likelihood to Recommend question suggests, the metric itself offers almost **no explanatory or predictive value when it comes to Detractor behaviors** (ratings 0-6). So, when it comes to designing and actioning customer retention strategies, how efficient can NPS really be? Not very ...



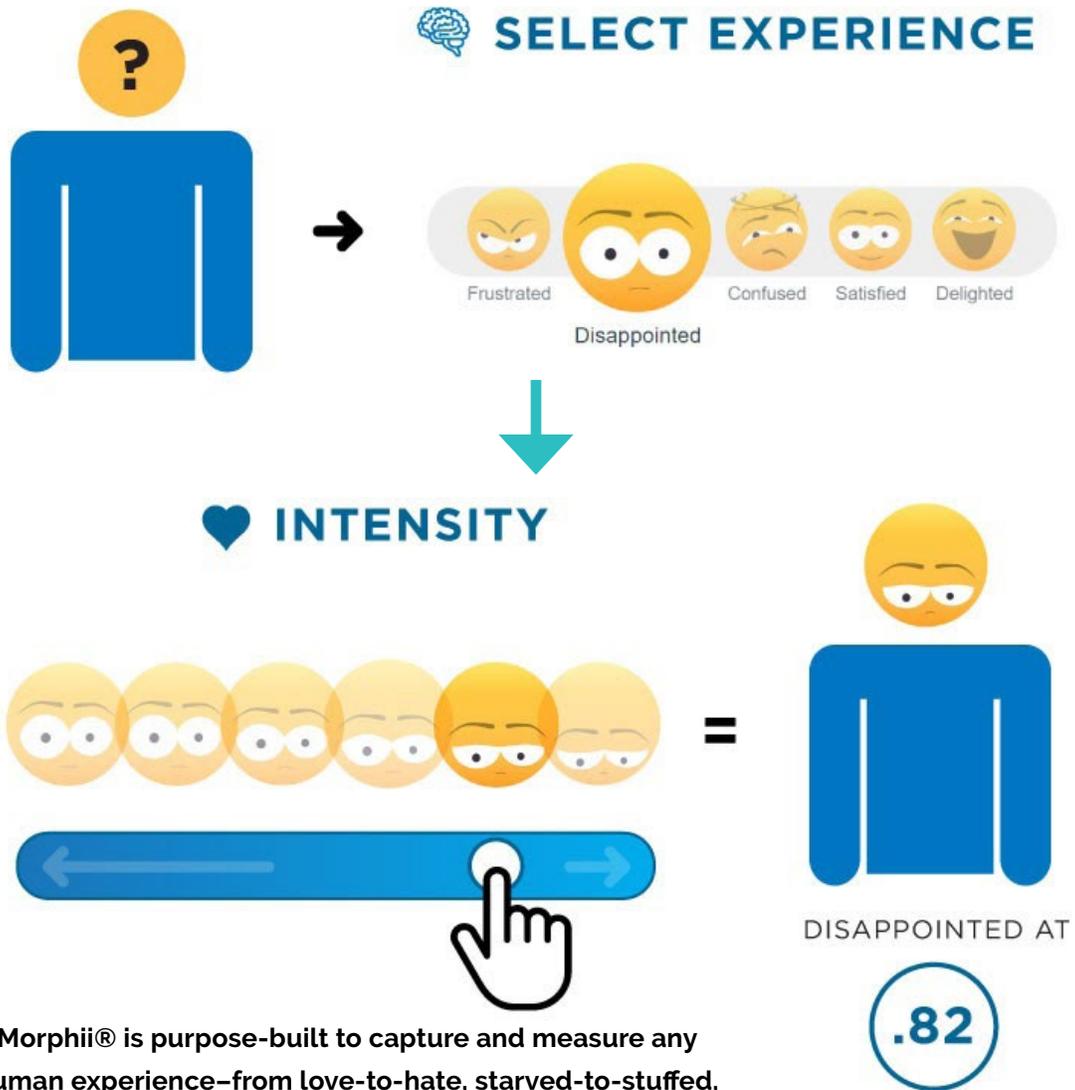
In fact, **defying all reason, the mean number of negative behaviors reported by Promoters (1.78), Passives (1.79), and Detractors (1.81) are nearly identical.**

Net Promoter Scores may be a clean, quantified macro-solution for industry benchmarking or a lagging indicator for growth, but the ratings themselves are certainly not a micro-solution for improving and personalizing CX, nor are they a leading indicator for the majority of consumer behaviors ... because **experience is far more complex than any rating.**

If you're thinking, well, we add text analysis and/or capture experience with a CSAT or CES scale, word selection, emoji, or some combination of the lot—you may have better luck—but it's still a gamble. Text analysis requires, well, text—which can be hard to come by from most, but particularly from underwhelmed customers. Satisfaction scales and word selection are limiting (not to mention dull). Emoji may not represent what you intend to capture. And, all of these methods (ratings included) leave room for bias and interpretation that can further blunt the precision of your data So where do you turn? How do you capture experience rather than infer it? How can you make the data-driven leap from experience data to insights to tangible earnings?

Morphii Explains It All.

A simple tool for complex experience challenges, Morphii provides the most powerful plug-in experience measurement technology yet.



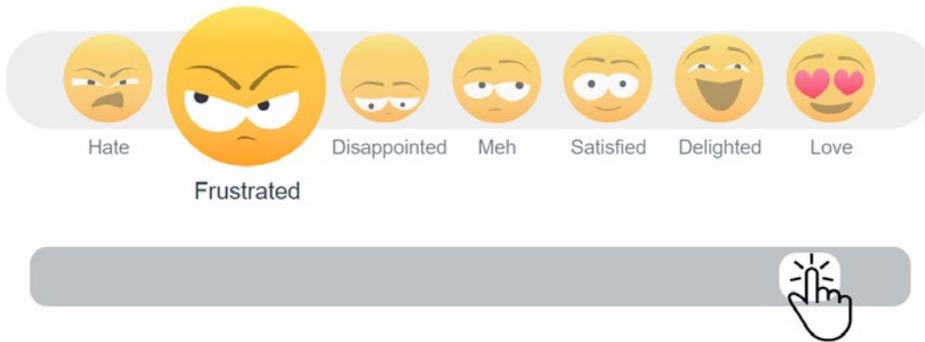
Morphii® is purpose-built to capture and measure any human experience—from love-to-hate, starved-to-stuffed, exhausted-to-inspired, and everything in between.

By combining an engaging user experience with nuanced capture capability that quantifies the qualitative—Morphii uncovers the value of intensity. That is, **not only what customers are feeling or experiencing, but also to what degree**—resulting in knowledge and understanding across any relevant spectrum of experiences.

Findings.

Morphii is nearly 50x more effective than NPS detractor ratings at explaining negative behaviors, while also proving effective and enlightening when capturing positive experiences.

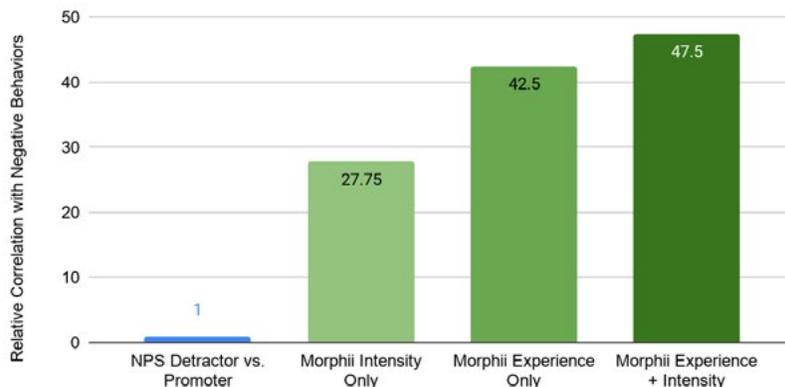
Which of the following best reflects how you feel about [BRAND]?
Use the slider to show us how much.



It's remarkable even, that the correlation between high and low intensity negative experiences, without even addressing the nuanced experience type, is nearly 30x more effective than detractor ratings at explaining behaviors.

On top of that, the combination of experience and intensity is 10% more effective than capturing experience type alone. This might not seem significant, but for a Fortune 1000 company, a 10% improvement likely represents thousands of customers that can be addressed with greater efficiency.

Comparison of Correlations between Rating Scale and Negative Behaviors

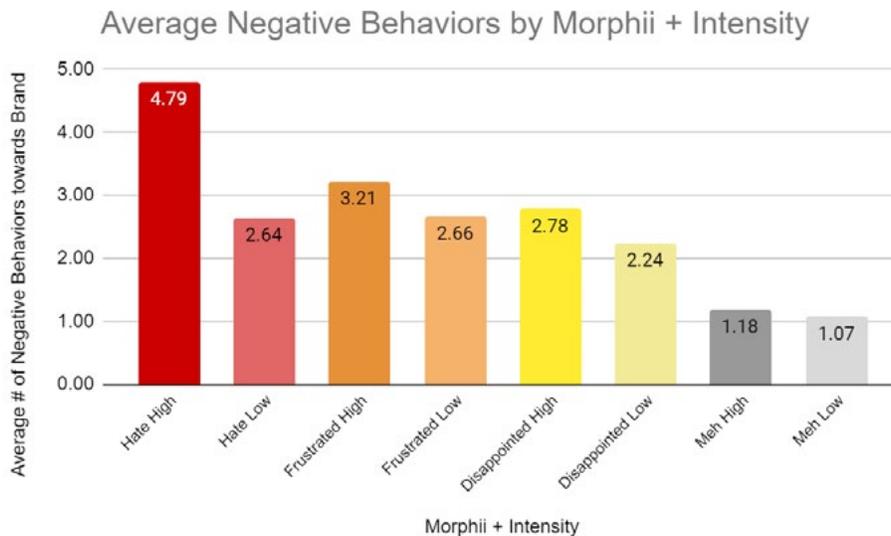


Findings Cont.

Uncovering gray area insights like, which consumers are too costly to retain, which are at risk, as well as which represent the greatest opportunity to convert naysayers into advocates–this is Morphii's sweet spot.



In contrast to NPS results around negative behaviors that were practically identical across ratings, the Morphii data visualization below shows both the gradual increase in negative behaviors you'd expect as the experience type (in this case, emotion) becomes more negative. Intensity goes a step further, exhibiting how the significance of someone's experience motivates them to act and how that motivation may overlap from one experience type to the next.



Opportunity.

Since negative behaviors are defined as writing or saying something negative about a brand, consider the impact of simply reducing the intensity of someone's negative experience in-the-moment. If every negative thing read or heard about your brand results in an average loss of 30 customers (Convergys, 2009), then imagine the ability to exponentially decrease damaging behavior simply by lowering the intensity of a customer reaction, let alone transforming an experience to a less damaging category altogether.

Taking this understanding into account, **Frustrated and Disappointed customers, particularly those at low intensity represent the lowest-cost opportunity to convert negative behaviors.** They want to feel heard, to be understood and addressed, but as the severity and intensity of experiences rise, so does the risk of negative behaviors, consumer switching, and damage to brand reputation.

Coupling Morphii's ability to **fine-tune and personalize customer profiles with indexable experience data that maps to probable behaviors**, with its propensity to [provoke more open-ended feedback that feeds NLU initiatives](#)— it's clear that AI-enabled organizations and platforms (and the CX leaders with sizable customer bases they serve) stand to gain the most by adopting this new standard in experience capture.

What do you have to lose by sticking with the same old measures?

Plenty.

Conventional scales from CSAT to NPS— they're analogue tools in a digital world.



Transform insights into action and outcomes into earnings... with Morphii.

Looking Forward.

Future research will focus on the behavioral impacts of Morphii Experience + Intensity on brands that require varied levels of consumer commitment, i.e., those that consumers can easily switch between (consumer packaged goods, etc.) and those that require more effort to change (long term or limited service providers).



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