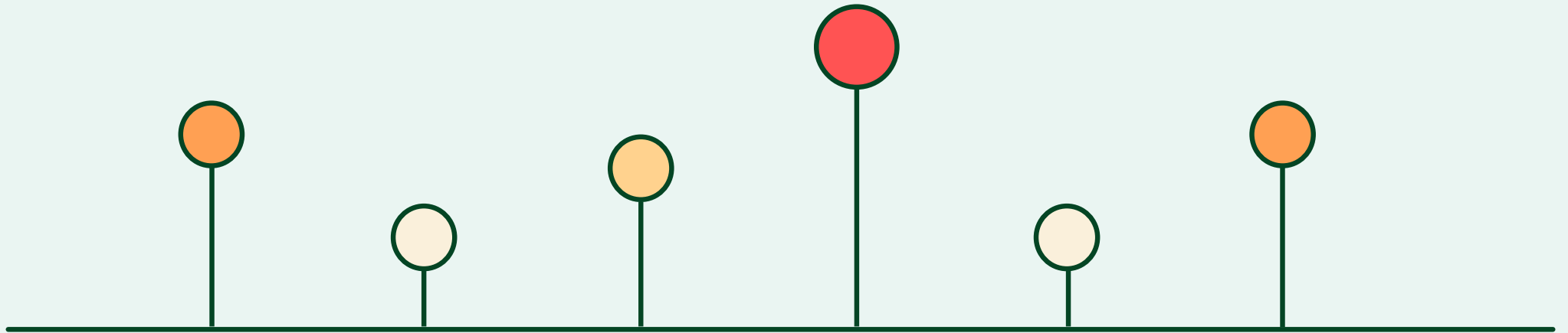


stop being blinded by your NPS



start acting on journey insights with
a CX monitoring system

The business value of a holistic approach with our data-driven CX management

white paper
January 2025

essense

the problem: NPS is a vague and lagging indicator

Too many organisations rely on Net Promoter Score (NPS) as their only or main measure of customer experience. This focus blurs their view of what actually drives customer perceptions and behaviours.

By focusing on the NPS score alone, leaders overlook the context that drives it. Namely, the customer journey and the operational execution internally.

Without this context, departments struggle to:

- > understand customer pains
- > identify actionable improvements
- > anticipate how future changes might influence results

This white paper demonstrates how a more granular set of metrics across the customer journey provides more actionable insight.



the negative business impact of single-metric CX measurement

Measuring your CX mainly with NPS provides a limited perspective and comes with significant **drawbacks**.





This high-level focus only provides an overall score, causing you **to miss critical insights and context** into underlying patterns and specific customer pain points.

Which results in a **lack of understanding** on what's really happening along the customer journey.

This results in **implementing changes that don't resolve** the root causes of customer dissatisfaction.



Eventually leading to **negative business impact:**

-  Ineffective use of resources
-  Damaged brand reputation
-  Increased churn rate
-  No conversion increase

critical customer signals go unnoticed with just one indicator

Imagine managing a large, multi-story house with only one smoke detector at the top.

If a fire starts in the basement, it will take too long before the alarm sounds, and when it finally does, you must search the entire building to find the source - often after serious damage has occurred.

This metaphor mirrors how many organisations approach customer experience (CX) measurement today: relying on a single 'alarm' (NPS).

As NPS is a vague and lagging indicator that only provides an overall score, it will be difficult to pinpoint which specific part in the journey has caused the issue.



we need a set of measurement points for faster alerts and granular insight

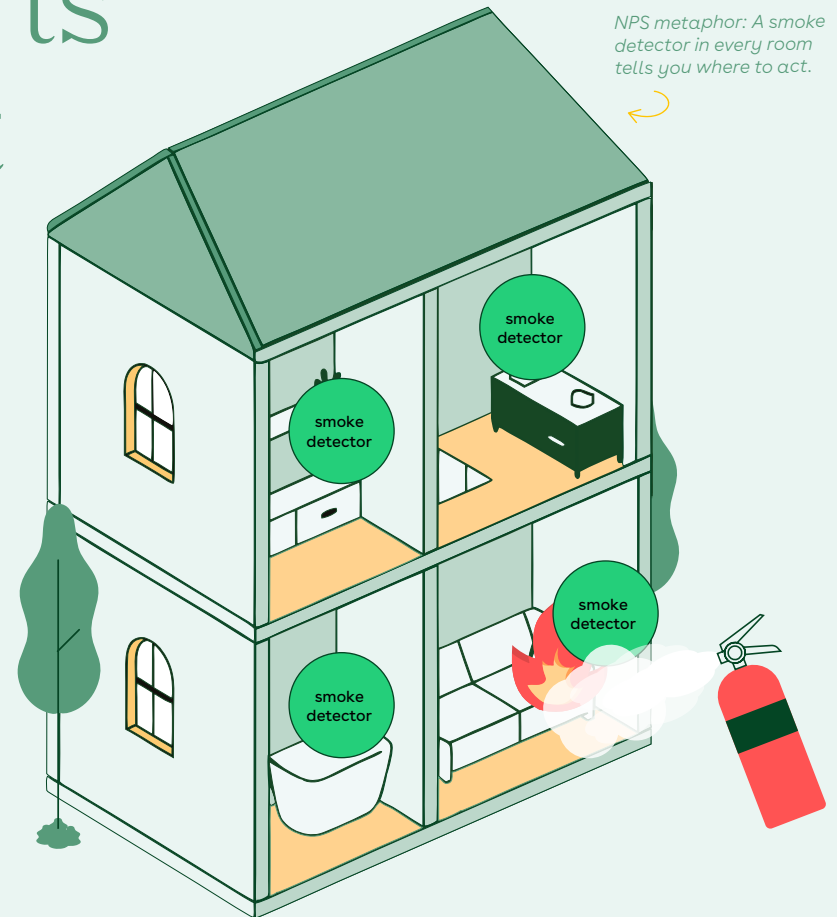
The solution is to install multiple 'smoke detectors' (one in every room), which in CX practice means measuring all key moments in the customer journey.

A set of measurement points that:

- > alert you more quickly
- > indicate precisely where to focus your efforts

Like a well-monitored home, this carefully instrumented CX measurement system ensures that each customer interaction or journey phase has its own 'smoke detector' or measurement point. This helps you detect problems early-on and address them.

We call this a CX monitoring system.



then uncover root causes by combining these 3 data types

Systematically combining experience data with behavioural and operational data within customer journeys allows businesses to quickly identify where to act and how to resolve it.

For instance, if a drop in customer satisfaction is detected (**experience data**), linking it with **behavioural data** might

reveal a high drop-off rate on a specific webpage. The combination with **operational data** could uncover slow loading times as the root cause.

By combining these three data types, businesses can improve from just identifying an issue, to actually understanding its underlying problem.



experience data
like NPS, CSAT, CES and
open feedback fields

measures attitudes, emotions, intentions
and **things that cannot be observed**



behavioural data
like placing orders, service
calls and page volumes

measures **actions performed
by humans** that leave traces



operational data
like error rates
and waiting times

measures technical, highly
measurable **and objective processes**,
typically in log files

client testimonial

“ With the help of Essense, we defined and operationalised an actionable measurement framework into the key journeys and channels, helping us achieve our CX strategy.

This focused approach enables us to quickly identify and address areas for improvement throughout the entire journey, giving us greater control over the customer experience.”



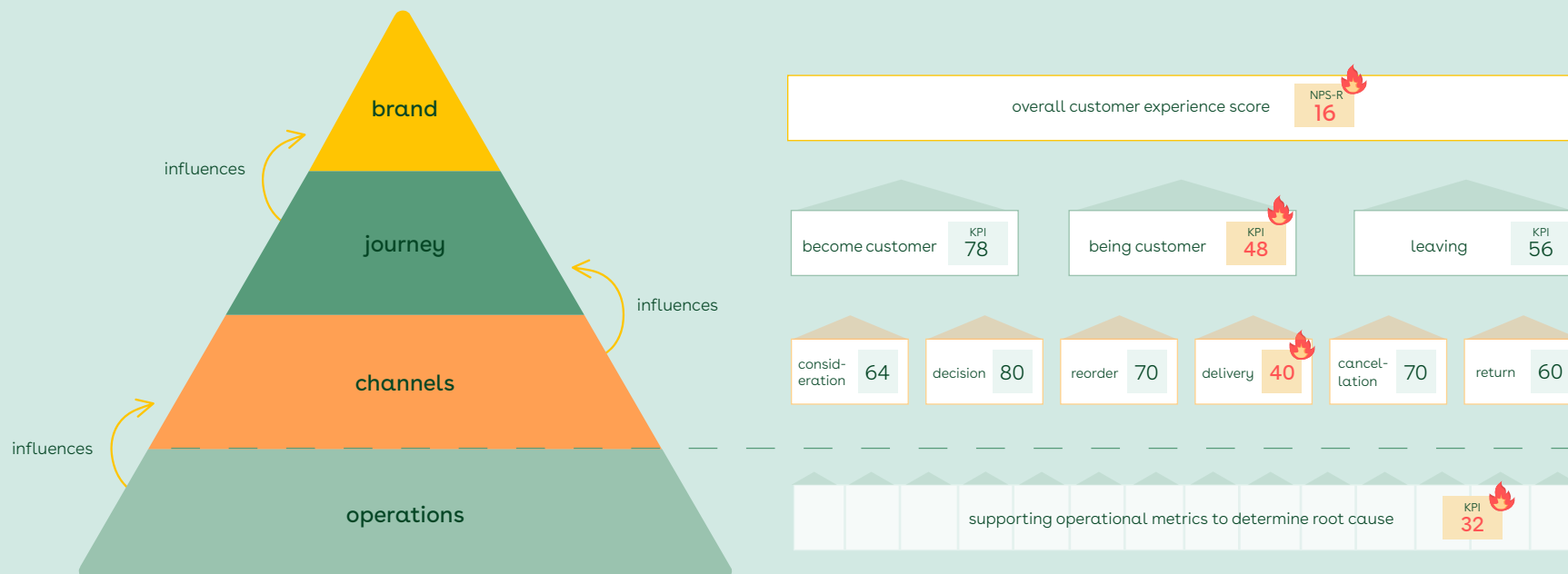
Ken Schattenberg
Expert Lead CX Management



the solution: a CX monitoring system along the customer journey

A CX monitoring system integrates data points across every stage of the customer journey, providing end-to-end insights.

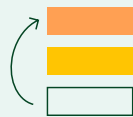
Instead of viewing data per silo, journey monitoring provides a holistic overview. It enables you to drill down to the root cause that needs to be addressed (see visual below).



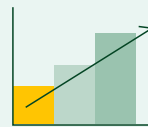
prioritise journeys, monitor innovations and motivate your organisation

A CX monitoring system does more than spotting issues or complaints before they escalate. By providing continuous data-driven insights into the customer journey, they help to **identify which areas have the greatest impact or need the biggest improvement**, allowing you to focus resources on high-value initiatives.

They also enable you to **measure the impact of improvements you made**, ensuring that efforts lead to tangible results. Finally, by consistently sharing customer data, CX monitoring systems help **align your teams with the overall customer experience goals**, driving a more customer-focused culture.



Prioritise journeys on actual experience quality to determine where you can make the biggest impact.



Monitor improvements over time to learn from implemented opportunities, and grow further.



Set customer-centric collaboration goals to connect through team silos and deliver better outcomes for the customer.

our 4-step strategy for successful implementation

step 1

understand & map your customer journey(s)

Develop a journey map and journey framework that entails all important customer phases and interactions.

Make sure you understand the pains and gains of your customer and have them listed for each phase.

Already got this overview? Perfect, **let's go to step 2!**

step 2

define relevant metrics for the key moments

Identify all key moments in the customer journey where potential pain points or positive experiences could occur.

Determine the relevant metrics for these key moments, to ensure that all pains and gains can be captured.

step 3

do a gap analysis with your current metrics

Place your new metrics onto your journey map. Ensure the new metrics cover the entire journey to avoid blind spots.

Compare the new metrics to your current metrics and assess where there are still gaps.

Identify and prioritise these gaps to see where additional metrics are needed.

step 4

set targets and allocate KPIs

Set clear targets for key metrics and assign KPIs to teams, meetings and persons.

This step aligns your organisation's goals with the customer journey, ensuring accountability and a focus on continuous improvement.



turn CX monitoring into action with journey management

However, metrics, data-points and insights are worth nothing if they're not turned into action by your teams on a daily basis.

Implementing journey management will enable your business with a to respond to all identified insights along the entire customer journey.

It involves:

- > an agreed set of journeys (journey framework)
- > a standardised way-of-working
- > metrics for customer data and experience

The goal of journey management is to align teams across departments by keeping the customer at the centre of every stage of the journey, from marketing to customer support.



Also read our case in which Journey Management delivered **€1,3 million in annual cost savings.**

Download our [journey management white paper](#)

want to learn more? reach out to Nicolette

Nicolette Nijhuis is our lead consultant on 'data driven CX & measurement'. She excels at exploring innovative ways to use customer data to enhance customer experiences effectively.

In her work she helps organisations to define relevant metrics, identify data sources, and implement the right tools and data strategy to monitor CX performance. Always with a clear understanding on which customer journeys to monitor towards your CX ambition.

> for more information: essense.eu/datadrivencx



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 essense.eu

we organise, implement & execute CX management for business impact

CX maturity & transformation



—
We assess your CX maturity and define a roadmap for establishing a customer-centric culture and collaboration across teams.

CX strategy & ambition



—
We jointly define your CX ambition and the strategy for differentiation, personalisation and channels in line with business goals.

journey management & governance



—
We implement and scale customer journey management with a way-of-working, governance model and tooling rollout.

data-driven CX & measurement



—
We define the relevant metrics and data sources for monitoring your CX performance and help you implement the tooling.

customer research & optimisation



—
We research your customer needs, validate your value proposition, and design or optimise the user experience in the digital channels.

customer centric operations



—
We streamline your service delivery across your departments to drive operational excellence and employee experience.

the focus of this white paper

