

Designing and Delivering Customer Experiences that Delight, Excite and Inspire

Delivered on behalf of Capricorn Enterprise Ltd

Workshop Facilitator – Ray Schleibs, Managing Director – Iimage Creative Innovation

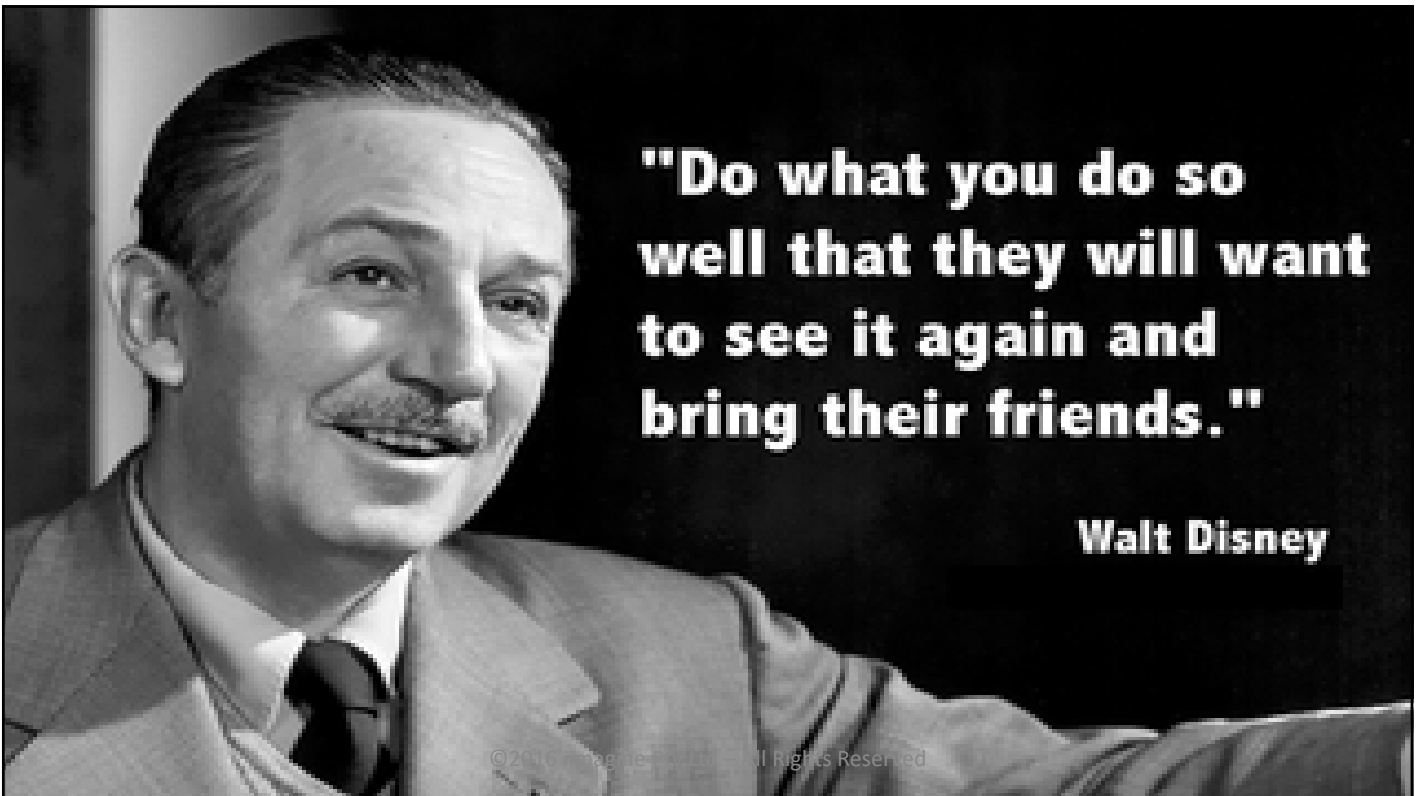
Thursday 10th and Friday 11th March 2016

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Why focus on customer experience design?

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Trusted Sources
Though significantly more money is spent on advertising than customer service, a recent study shows word-of-mouth recommendations from customers with good experiences are more influential than ads.

83% most independent sources with whom they have a personal relationship over advertising.

These include: Family, Friends, Colleagues

NEWS OF BAD CUSTOMER SERVICES REACHES TWICE AS MANY PEOPLE AS PRAISE FOR GOOD SERVICE EXPERIENCE

9 people hear of happy customers **22** people hear of unhappy customers

CUSTOMER EXPERIENCE + CUSTOMER LOYALTY
The personal attention given to an in-store customer promotes confidence and trust that leads to repeat business. A similar online experience will result in returning website traffic and more revenue.

Did an online experience influence whether or not you purchased a product or service from a brand? **97% YES**

Has an online experience ever changed your opinion about a brand or the products or services it offers? **65% YES**

CUSTOMER EXPERIENCE

CONSIDER: Becomes aware of offerings and begins consideration

CUSTOMER: Enters the store or site and makes a purchase or booking

SHOP: Uses and talks about their purchase

ENJOY: It takes twelve positive experiences to make up for one unresolved negative experience

The Value of Customer Experience

Good Experiences Grab Customers

- 40%** of people began purchasing from a competitor brand because of its reputation for great customer service.
- 55%** are willing to recommend a company due to outstanding service, even at their product or price.
- 85%** would pay up to **28% more** to ensure a superior customer service experience.

Bad Experiences Push Them Away

- 82%** of people have stopped doing business with a company due to bad customer service.
- 95%** of customers have taken action as a result of a bad experience. Of those, **79%** told others about their experience.
- 85%** wanted to warn others about doing business with the company.
- 66%** wanted to discourage others from buying from the company.
- 55%** wanted to not engage.
- 34%** wanted to use if the company would take action to resolve the issue.

Top Reasons Why Customers Switch Brands

- Interactions with a rude employee
- Unexpected charge or fee
- Poor quality of product or service

MORE LIKELY TO:

- Tell their friends: 58%** (Customers who would recommend a company that delivers a relevant customer experience.)
- Consider purchasing again: 73%** (Customers who would expand their purchases if they had a superior customer experience.)
- Switch to a competitor: 89%** (Customers who stopped doing business with a company after a negative customer experience.)

86% of customers would pay 25% more for a better customer experience.

Social customers will tell an average of 42 people about a good customer experience.

source: Customers Pay 25% More for Better Experience, State Gazette, 2013; Global Customer Service Barometer by American Express, 2012

75% of consumers say they have spent more with a company because of a history of positive customer service experiences

source: Global Customer Service Barometer by American Express, 2012

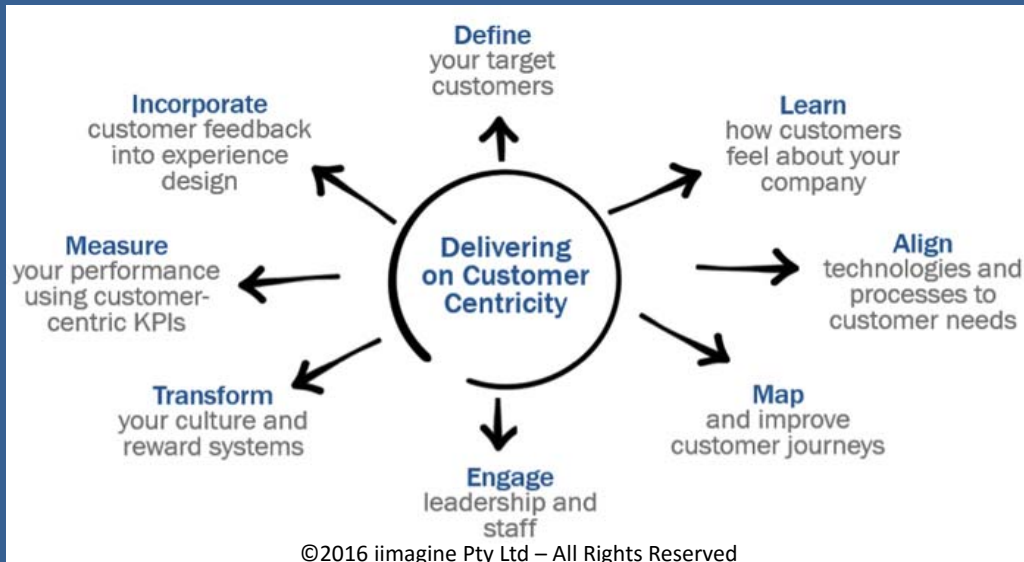
Shoppers want a personalized experience

- 90%** of shoppers will spend up to 20 minutes setting up preferences
- 55%** of shoppers expect retailers to offer relevant promotions based on their preferences
- 43%** want their prior purchases to result in new product recommendations

The typical online stores gets 43% of revenue from Repeat purchases.

"The bad news is, our customers hate us. The good news is, we have a lot fewer customers than we used to!"

The entire concept of designing and delivering experiences and services that customer will love, return for, pay more for and advocate because it is designed and delivered based upon their needs and expectations is **CUSTOMER CENTRICITY** – This customer as the focus at the centre of the businesses thinking and planning.



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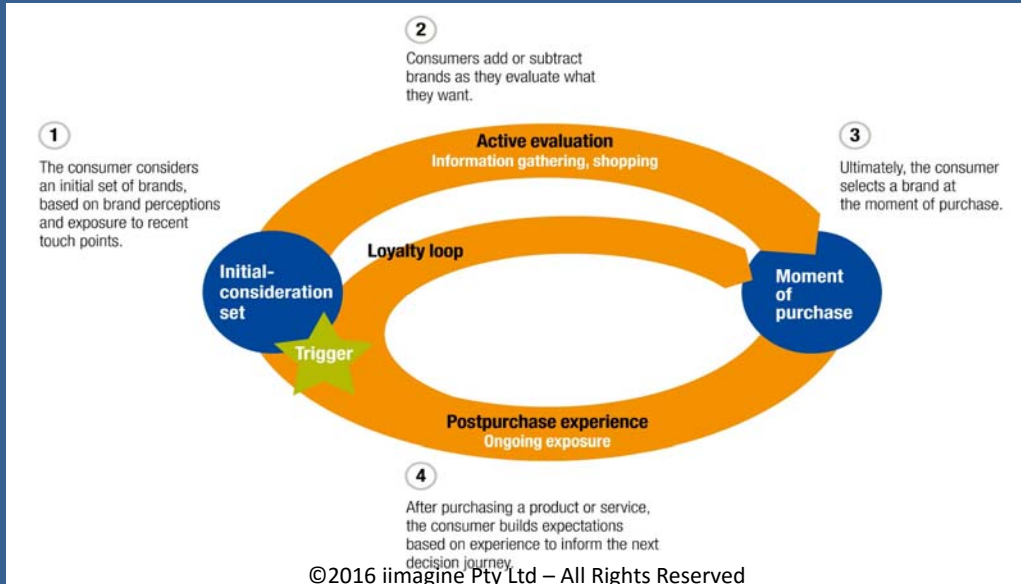
Designed around the customer's experience



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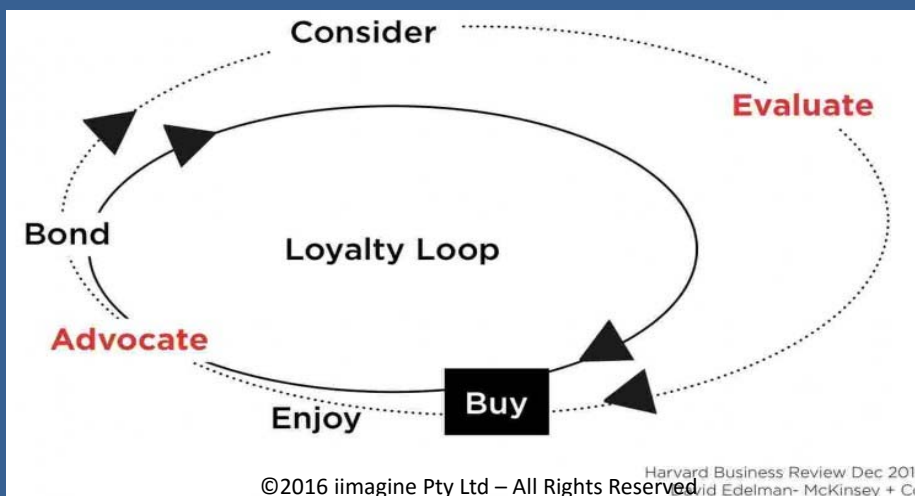
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Customer Experiences that constantly and consistently exceed the customer's expectations are the core driver of higher value brand perception, repeat business, increased spend, quality advocacy and ultimately brand loyalty



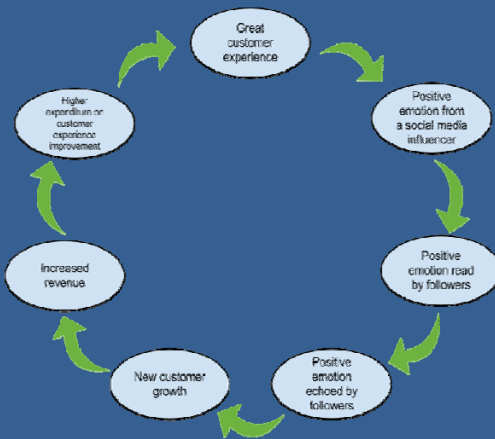
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A customer's continued engagement with a business or brand through the 'Customer Loyalty Loop' process leading to both repeat business and passionate and positive brand advocacy is highly dependent on their perception of the delivered customer experience meeting and/or exceeding their expectations with each engagement. This extends to the interactions and experiences of their influence group in particular their family and friends

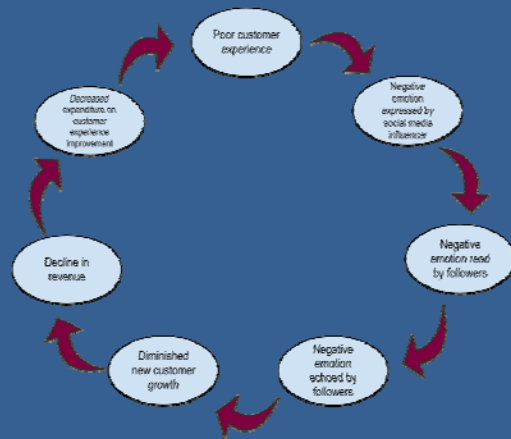


Harvard Business Review Dec 2010
©2016 iimagine Pty Ltd - All Rights Reserved David Edelman- McKinsey + Co.

Great Customer Experiences drive positive emotions driving advocacy with direct impacts positive impacts on both sales growth and revenue



And Poor Customer Experiences.... Well...



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Customer expectations are rising – And it's becoming more difficult to engage and transact with potential customers

The marketplace is becoming more complex and chocked with opportunities to engage and transact. Competition is now global and hot. Everyone is courting everyone. Your loyal and regular customers and well.. And you!

Everyone is now mobile both physically, metaphorically and socially, which interactions becoming more instant, less geographical and more numerous.

More than 60% of customer engagement and interactions now happen during a multi-event, multi-channel customer journeys

Source - McKinsey 2013 | Customer Journey



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Simply being relevant with a cool product and nice staff in pretty place just isn't enough....

The ability for customers to now compare and contrast products, services, destinations and so on with the greatest of ease and in real time has totally changed the decision making power of your customers, your potential customers and your competitors customers. They now have the power of unlimited information and unlimited opinions and perspectives for every product and service at their finger tips 24/7. Available Information and views about brands has moved from Imperfect to absolute with serious impacts on businesses everywhere.

Customers increasingly have the luxury of finding experiences better meet their higher needs and personal objectives.



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Page 1 - 2016 Trends: Customer expectations are changing – Quickly!

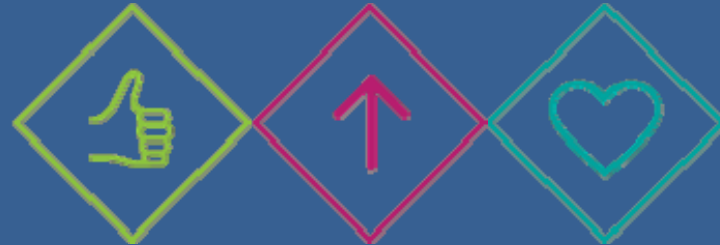
2016 Customer Expectation Trends	Notes
Social media, online search and mobile devices are changing our expectations of what's "fast"	We're each connected to an instant feed of live updates, breaking news and messages. We can post something on social media and get instant feedback from friends. And according to a recent Global Web Index survey, over 30% of time spent online is social networking. This has effectively sped up the time consumers expect it to take a brand (or anyone) to reply to a message. When asking about a product or service, around 70% of consumers expect a response to their query on the same day, and over 40% expect a reply within the hour. These numbers are almost certainly growing, further driving customer expectations of immediacy and responsiveness.
The online world is changing how efficient we expect a business to be in dealing with us	A quick Google search can tell you just about anything you need to know. As a result, consumers have little patience when companies simply don't know something. Consumers expect data to be at companies' fingertips – from accurate product and service information to delivery dates and customer records. And with this wealth of data and the technology to support it, consumers increasingly feel like there's no excuse for getting it wrong.
The rise of self-service has led to a generation happy to help themselves	From self-checkouts to FAQ pages and call center IVR, consumers are more willing than before to try to solve their problems themselves. This doesn't mean that they no longer want to call and talk to a real person, but it does mean that through clever use of self-service tactics, contact centers can potentially save time and money.
The "always on" culture means customers expect 24/7 service (or as close as possible)	We live in an age where virtually everyone has a smartphone in their pockets, connecting them to just about every aspect of their lives. This is a device that's always on and always connected. We've grown used to being able to find the information we need, contact whoever we want and even listen to whatever music we'd like, whatever time of day. Consumers don't expect to have to break this habit for a business. While 24/7 call centers may not be possible, consumers expect longer opening hours and weekend support.
E-commerce has become commonplace – and shoppers no longer expect to pay for the convenience of it	When e-commerce began, delivery costs were standard. It was well and truly part of the deal of online shopping. Now that online service is mainstream, it seems wrong to pay for something like delivery – consumers now want free next day delivery as standard.
Channel or device-hopping habits mean customers expect omni-channel service	Customers see a brand, not a department. They can't understand why a call center agent can't remember a Twitter conversation they had with the brand the day before. This is particularly significant because over 60% of surveyed consumers say that they change their contact channel depending on where they are and what they're doing. As consumers move between channels, they should receive a consistent service and the experience should feel like one big conversation.
Social media has made customers feel more empowered	Social media has made it easier than ever before for consumers to share their thoughts with a wide audience. There are even some shoppers who have a larger social following than brands. But even the average consumer is connected to at least 150 people on Facebook and to around 140 people on Twitter. Today, companies have to tackle an audience with audiences – get it right and their message could spread like wildfire, get it wrong and it's a PR disaster. All of this has led to many consumers feeling more empowered. They know that if they complain publicly on social media, they're likely to get a better response than if they complain privately.
The data-driven online world means consumers expect an increasingly personalised service and experience	The whole online experience is now personalized – from social media to the way Google personalizes our search results. It only makes sense for customer service to be personalized too. Consumers expect you to remember them – they expect to be treated as an individual and not as just another customer. In practice, this means your agents need to have access to their whole communication history, their buying habits and preferences.

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Page 2 – 2016 Trends: Customer expectations are changing – Quickly!

2016 Customer Expectation Trends	Notes
Our mobile-focused culture means customers expect your website and your customer service to be “mobile-friendly”	Mobile is changing the way we all live our lives. It connects us to people, brands and information – all of the time. All aspects of your customer experience should therefore be mobile-friendly – from your website to your customer service. Mobile shopping and service is no longer an extra but a necessity.
Social media means customers expect you to be “listening” and ‘Monitoring’ what they are saying, constantly!	With social media, everything is out there in the open. This “open book” approach to socialising has led to an expectation that brands should be monitoring any mentions on social media and responding accordingly. Whether this is a direct complaint or message or whether it’s just a mention, consumers expect brands to be listening and ready to respond. Consumers may expect more from brands than they did before, but with the right technology, there’s no reason why any business can’t meet (and exceed) the rising customer expectations. With customer service now the key competitive differentiator, make your customer experience a priority and you’ll soon see huge rewards.
Customers are more willing than ever to assist you (or, I suppose, assist themselves) participating in the service process on a self-service basis	This includes typing in their own contact info and hard to spell names to avoid the unacceptable typos, etc
Customers expect just about everything to come with a money back guarantee, implied or explicit	You can put in all the fine print you want, but they’re going to expect you to waive it and take the damn dog back, end of story. Even if pulling it off means, ultimately, sticking it to your own vendors. Amazon of course set the lead here, both in offering the guarantee and in doing the back-office vendor stickage required to pull it off. The Australian Consumer Law 2010 heavily supports consumer rights in this regard.
Customers don’t want to pay for shipping, or other “hidden fees”, for that matter.	Amazon yet again set the lead here. The big banks, airlines and hire car companies are under the spotlight.. Watch this space!
Customers dislike overly scripted service.	This is a prominent aspect of a larger trend: the desire for authenticity and individualised service.

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OK! So what do we do next?

Let’s first talk about what is happening with customers. There is no doubt that they are changing their behaviours and appear to be increasingly demanding and fickle... What’s going on?

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Influences and drivers behind designing and delivering high impact Customer Experiences

Let's break down to a set of elements that are believed to be significant influences and drivers behind an individual's impressions and perceptions of their experiences and interactions as a customer.

Each one of these elements opens up the opportunity for businesses to better understand a customer's expectations, perceptions and behaviours with the potential to leverage, design and manage customer experiences with these in mind.

**Ultimately experiences are Individual by their nature –
It's always about delivering on unmet wants and needs**

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High impact customer experiences
Strongly Reflect the Customer's Identity

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High impact customer experiences
Satisfies Customer's Higher Objectives

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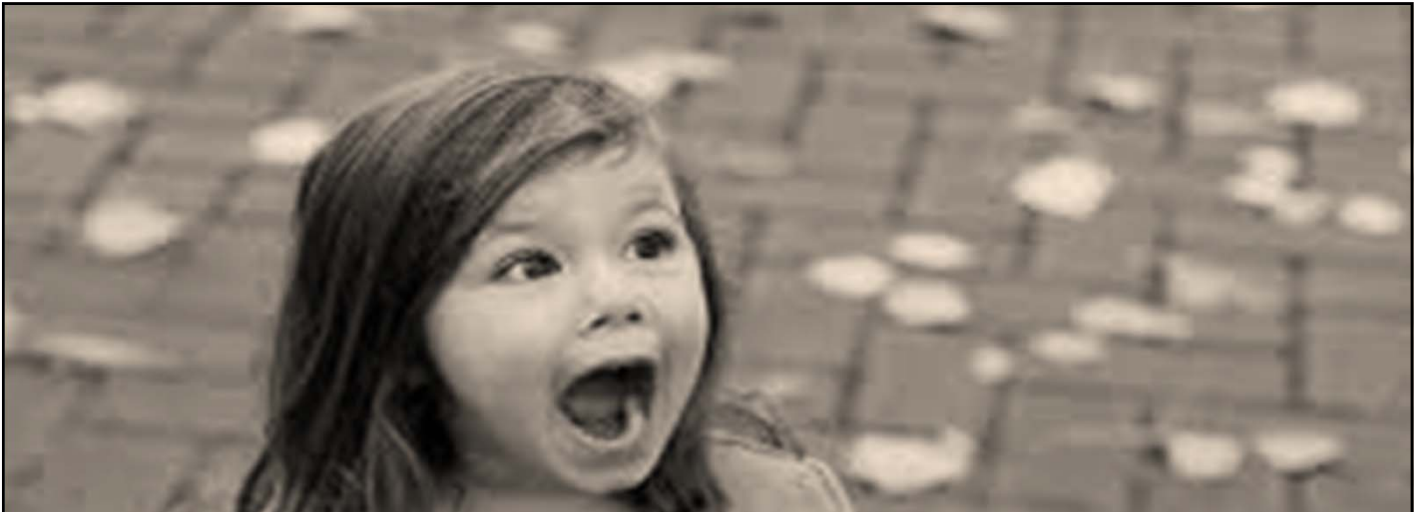
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High impact customer experiences
Leave Nothing to Chance

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High impact customer experiences
Set and then Meet (Exceed) Expectations

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High impact customer experiences
Are Effortless

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High impact customer experiences
Are Stress Free

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High impact customer experiences
Indulge the Senses

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High impact customer experiences
Are Socially Engaging

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High impact customer experiences
Put the Customer in Control

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High impact customer experiences
Consider the Emotions

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The Experience Gap

Customer expectations are souring....
but, they are going unmet



The majority of recently surveyed customers said that they wouldn't go back to a business that delivered them a poor customer experience – No Second Chances!



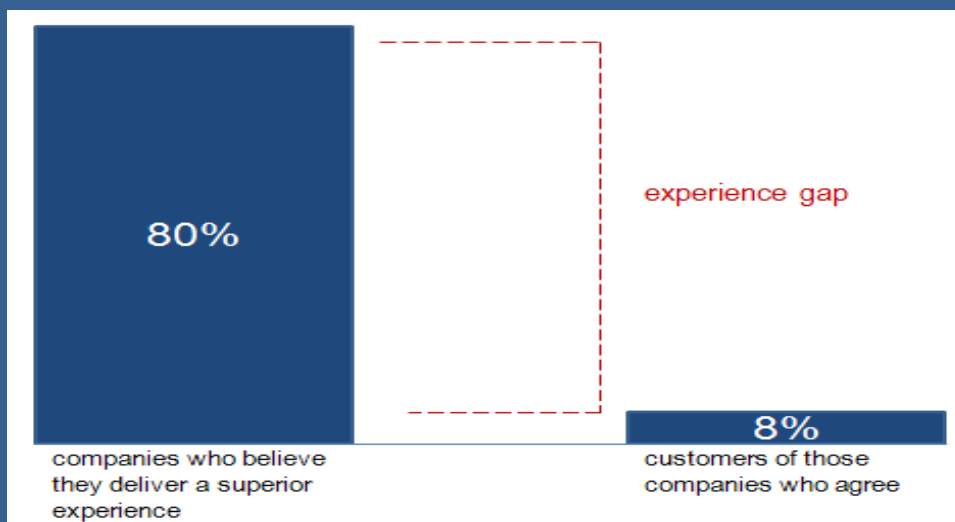
IBM 2013 | State of Marketing, IBM's Global Survey of Marketers

IBM 2015 | eConsultancy Study

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So that's a problem isn't it?



No it's not! It's a seriously big opportunity!

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Why does the customer experience gap exist?

Designing customer experiences requires understanding and planning across their entire journey. And then executing that coordinated plan across channels.



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Our Design Process

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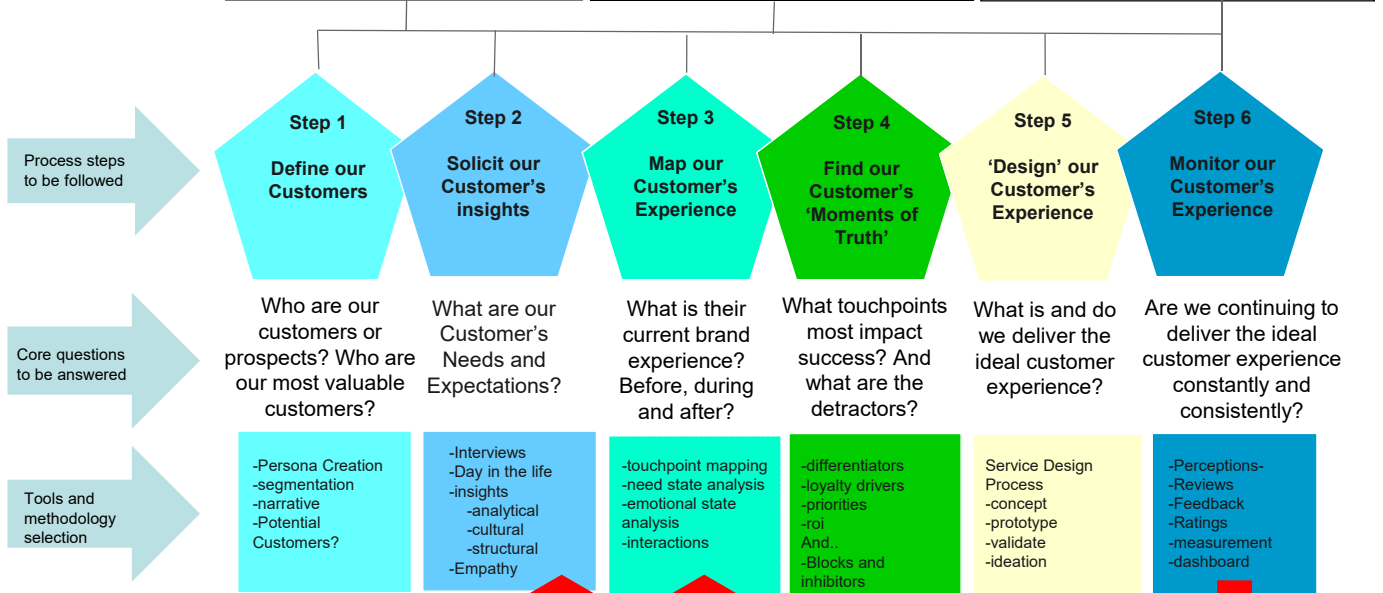
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Creating and Managing our Customer's Experience Journey

Understanding our customer's expectations
 Personas + Needs + Insights + Research

Understand and design our customer's journey
 Mapping + Ideation + Prototyping + Design

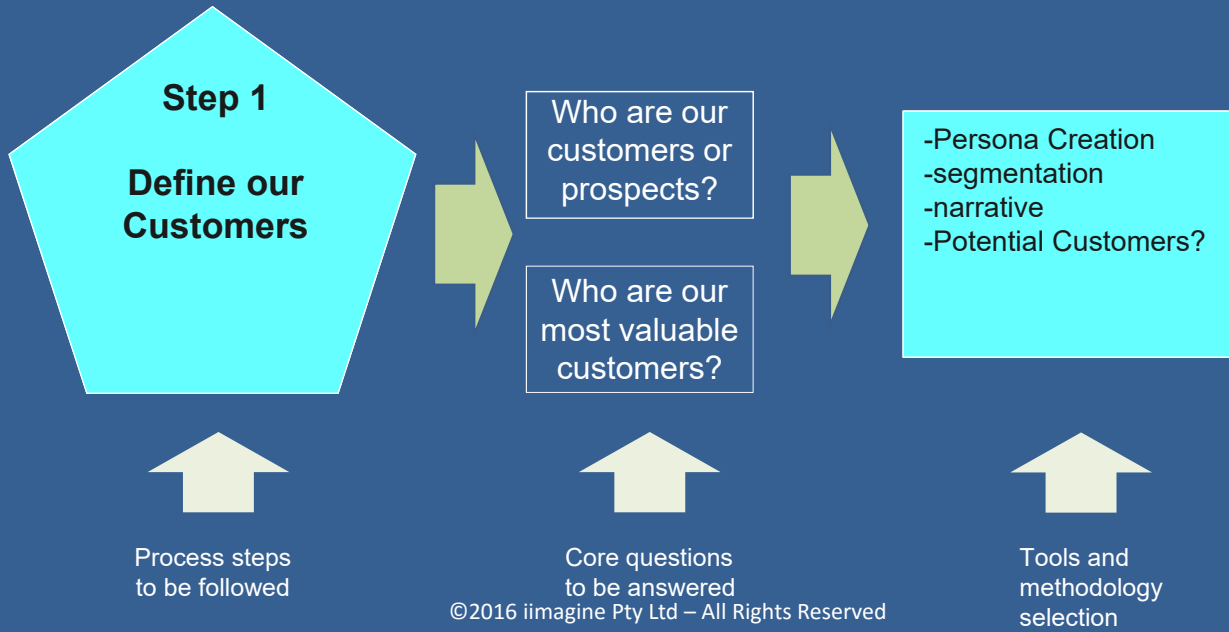
Understand and review our customer's perceptions and impressions of their experience



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Feedback

Step1 - Define our Customers



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Melissa



“ It’s not about me.
it’s about my girls. ”

AT A GLANCE

AGE — 41

LOCATION — Chicago, IL

LIFE STAGE — Divorced with two kids

JOB — [unclear] [unclear] [unclear]

MOTIVATORS

FAMILY — Doing what’s right for her kids and looking after her parents are the most important things in her life.

BEING HELPFUL & APPRECIATED FOR IT — She gets a lot of pride from being productive, effective, and helpful. Being thanked and acknowledged for it is the motivatin that keeps her going.

FEELING HAPPY & GRATEFUL — Melissa gets frustrated and frazzled because she’s always running, but really she values being happy and tries to appreciate all the good things in her life, particularly after a difficult divorce.

BEHAVIORS

TIGHTLY SCHEDULES THE DAY — The morning routine to get the kids off to school and herself off to work is locked in. She’s busy at work all day and tends to spend the majority of her day in meetings. The evening routine is equally structured. When her ex has the girls, she goes out with a friend for dinner or catches up on the phone.

VOLUNTEERS — At kids’ school and church.

SPENDS TIME WITH EXTENDED FAMILY — Parents live and sister’s family live nearby. Most weekends she visits their house or they visit hers.

TALKING ON THE PHONE AND “CATCHING” UP VIA FACEBOOK — Likes to talk on the phone with girls friends and her sister. Late at night after work she hops on FaceBook to achieve the same sense of connection.

Start with one type of customer and create a Persona Profile for that person

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Defining our Customers – Creating Personas



Name: Faye Weaver
 Age: 46
 Occupation: Account Director
 Lives in: Brisbane, Old Australia
 Personal: Married, two children

"I am a juggler. I juggle a full-time job that has me on the road at least a few days a month and I am mum to two active kids. I need consistency, convenience, and caffeine!"

Persona: Business Traveler

- Motivations**
- Travels frequently, wants to have the stability of a favorite brand
 - Uses coffee shops as a place for informal client meetings
 - Often purchases gift cards, specialty food items, or merchandise for client and staff gifts; buys bulk coffee for home use
 - Is active in her community when she has time; particularly interested in neighborhood issues
- Goals**
- Finding the nearest coffee shop that has meeting space and food
 - Purchasing products
 - Getting a reliable cup of coffee, quickly
- Behaviors**
- Web savvy
 - Likes convenient ways to make purchases and track expenses



Name: Lila Chan
 Age: 20
 Occupation: Student
 Lives in: Hong Kong, China. Currently living in Sydney as a student
 Personal: Single, no kids

"I spend a lot of quality time with my computer, but I don't want to withdraw from the world just because I'm busy being a student."

Persona: Student

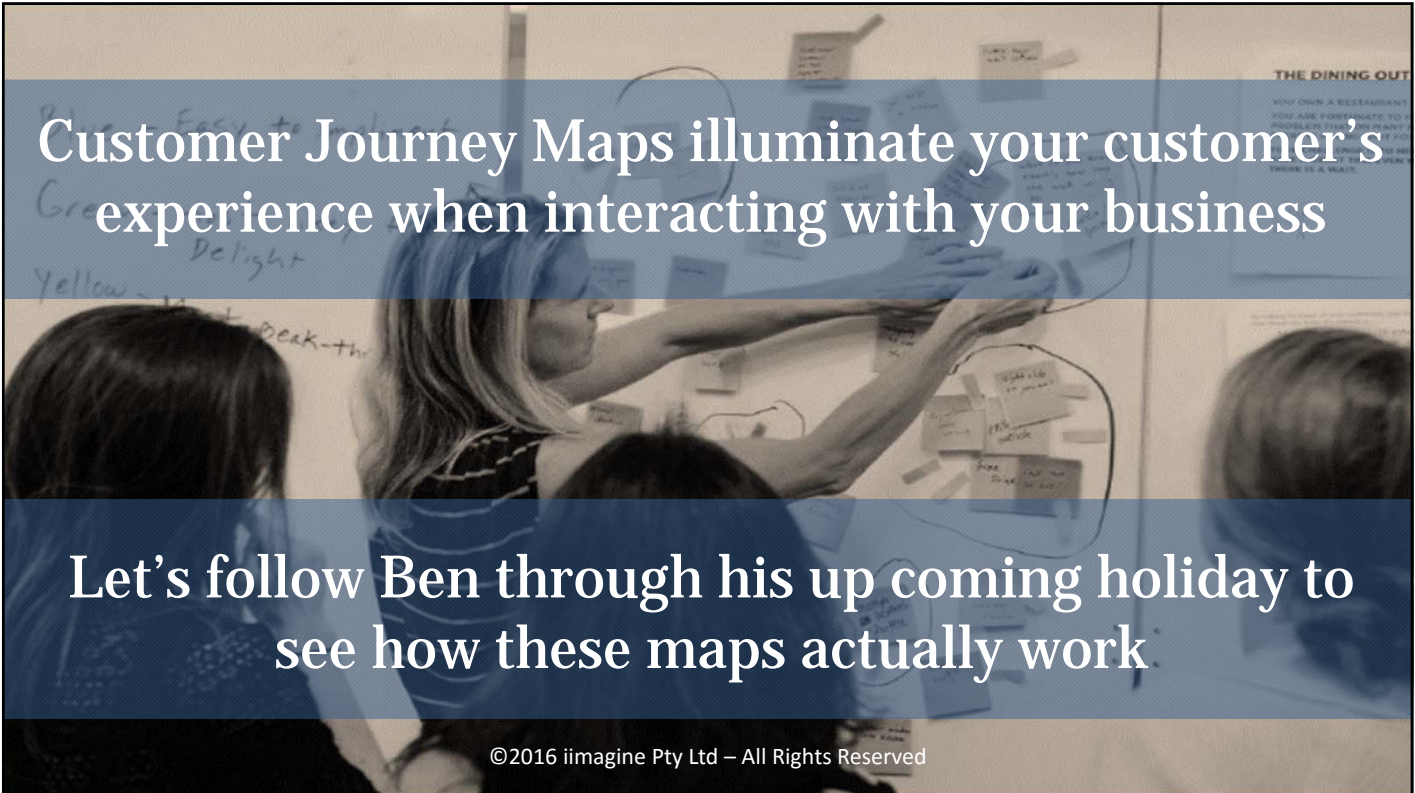
- Motivations**
- Cares about social responsibility, particularly sustainability and human rights
 - Appreciates artisanal quality, despite her student budget
 - Likes to try new foods and beverages
 - Skeptical about large corporations, sensitive to being seen as a consumer of their products
 - Considering a part-time job to help with expenses
- Goals**
- Shop at socially responsible businesses
 - Spend time with friends in inexpensive ways
- Behaviors**
- High usage of smartphone, tablet
 - Spends time on twitter, Facebook, and Instagram

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DRAFT PERSONA NAME:
CUSTOMER SEGMENT:
[!]

	WHO AM I...	3 REASONS TO USE YOUR PRODUCT/SERVICES	3 REASONS TO BUY YOUR PRODUCT/SERVICE	
MY INTERESTS	MY PERSONALITY	MY SKILLS	MY DREAMS	
MY RELATIONSHIP WITH TECHNOLOGY				

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Customer Journey Maps illuminate your customer's experience when interacting with your business

Let's follow Ben through his up coming holiday to see how these maps actually work.

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and, highlights ways and places to positively impact and improve

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Rail Europe Experience Map

Guiding Principles

- People choose rail travel because it is convenient, easy, and flexible.
- Rail booking is only one part of people's larger travel process.
- People build their travel plans over time.
- People value service that is respectful, efficient and personable.

Customer Journey

STAGES	Research & Planning	Shopping	Booking	Post-Booking, Pre-Travel	Travel	Post-Travel
RAIL EUROPE	Research destinations, routes and products	Enter tickets	Review tickets	Confirm itinerary	Deliver updates	Payment updates
GOING	Plan with membership	Destination search	Check seat status	Check seat status	Check seat status	Check seat status
THINKING	Why is the easiest way to get around Europe?	When is the best time to go?	Do I have everything I need?	Can I get on the train?	What if I get stuck in the station?	What if I get stuck in the station?
FEELING	Is this the best way to get around Europe?	Is this the best way to get around Europe?	Is this the best way to get around Europe?	Is this the best way to get around Europe?	Is this the best way to get around Europe?	Is this the best way to get around Europe?

Customer Journey Map TRENREIS

no two maps are the same — because no two businesses are the same

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#CustomerLoyaltyMonth

“The key is to set realistic customer expectations, and then not to just meet them, but to exceed them — preferably in unexpected and helpful ways.”

Richard Branson

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Expectations drive Customer Satisfaction – They are personal, emotional and they are very real determinates of positive or negative perceptions and outcomes of the actual Experience in the mind of the customer

$$\text{Value of Choice} + \text{Expectation of what will be experienced} - \text{Perception of what is actually experienced} = \text{Customer Satisfaction}$$

+ve or -ve

Choice supported by information gathering and/or previous interactions or experience driving awareness and early perceptions and expectations of the offerings and value proposition of the proposed brand, business, product or service. Every choice has some value attached to it either real or perceived

Expectations of the interactions with the business and utility and value provided by the product or service on offer

Perceptions and impressions of the experience of the actual interactions and delivered product and service utility and value as compared to expectations

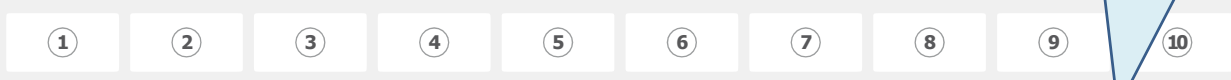
Customer Satisfaction outcomes are very complex in nature, and are highly personal and individual, and are perceived or viewed as more so or less so positive or negative based upon the 'expectation gap' between what the customer expected to experience and what they believe they actually experienced

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Customer Satisfaction

The research is also strong around high levels of satisfaction and declared satisfaction (such as in written positive reviews) is a significant influencer on increased spend levels



expectations

experiences

Satisfaction

Out metal process of formation and realisation of expectation of our experiences is a live and on-going conscious and unconscious process that never stops evolving and updating in real time. Our expectations are changing as experiences are actually being delivered

It is completely feasible and possible to positively impact a customers expectation and perceived experience gap live and in real time if a business is so customer centric, is mindful of the delivery environment and organised to take action

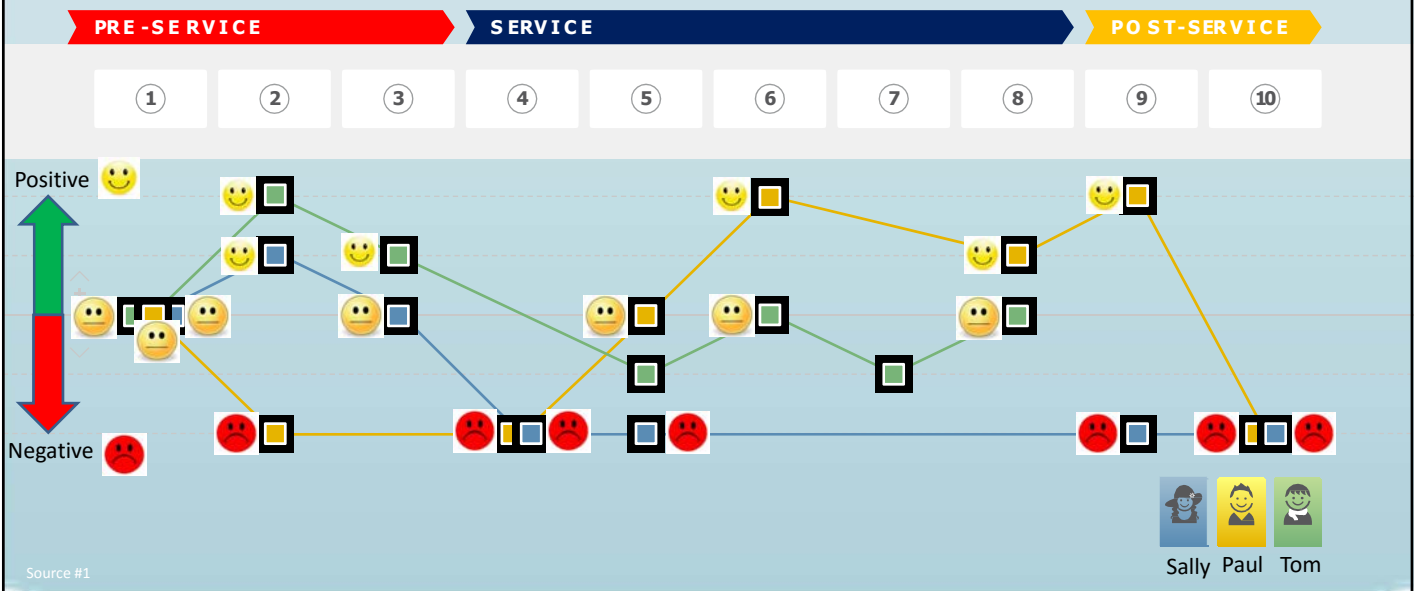
The level of achieved satisfaction as perceived by an individual is the #1 driver and determinant of a willingness to refer, recommend or return.

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Source #1

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Emotional Journey Map



Source #1

Sally Paul Tom

The Customer Journey of Tom



Male
28 years old
Australian

Segmentation Profile

Adventure Seeker
University Graduate
Single living inner city

Likes/Dislikes

Scuba Diving
Sailing

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Stages of Customer Journey



Customer Needs and Activities

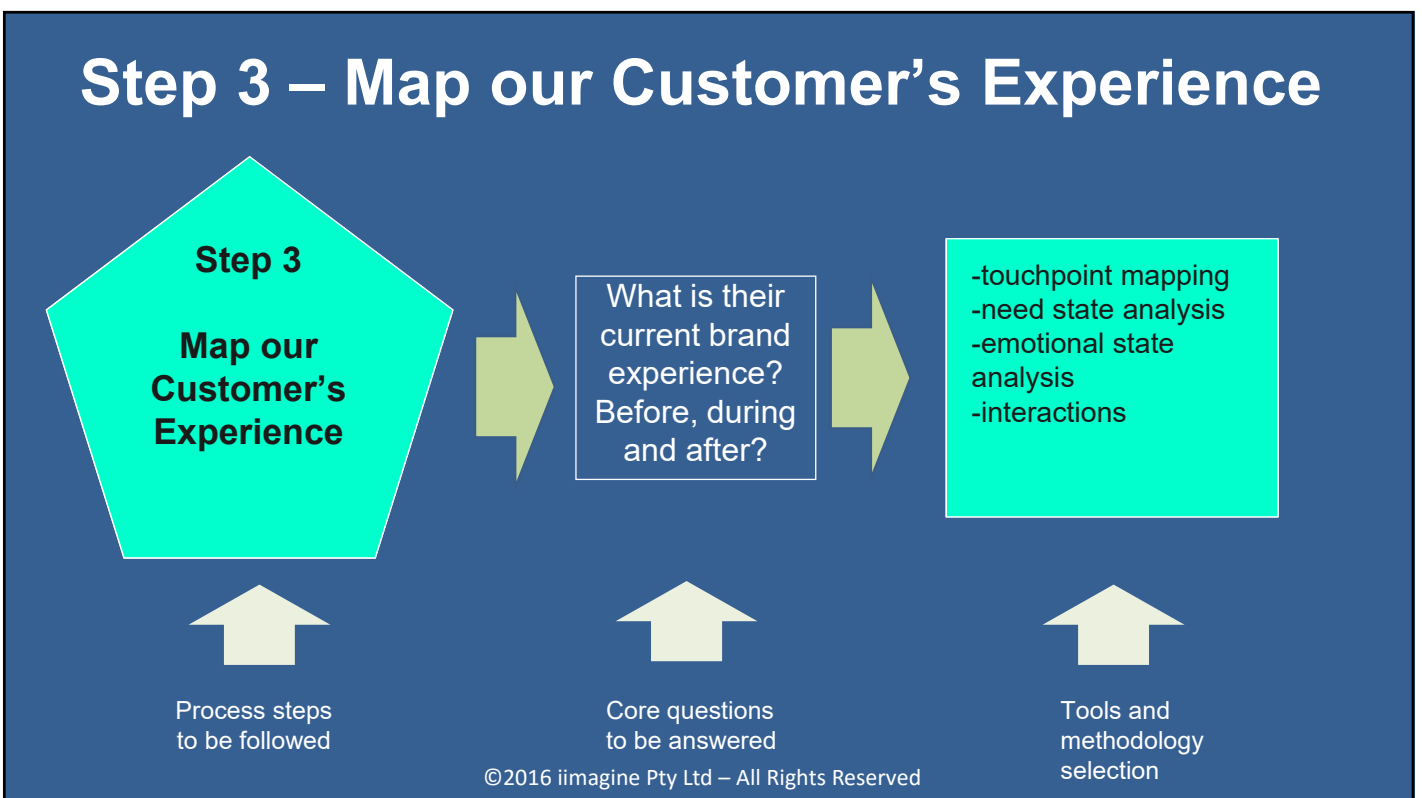
Customer Expectations - Of the entire holiday including perceptions of their actual interactions and experiences

Emotional State of the Persona



Potential Opportunities for Improvements

Source #1





Creating a Customer-Focused Customer Experience Journey Map

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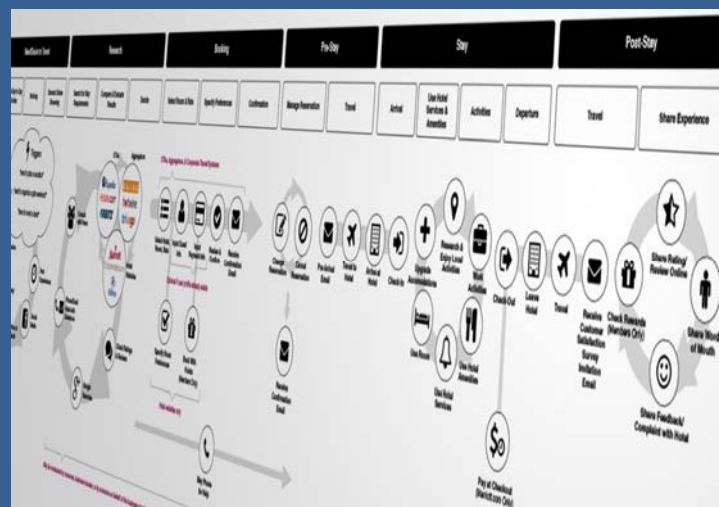
What is a Customer Journey Map?

Customer journey maps go by different names, such as customer experience maps, journey maps, and touch point maps.

Journey maps serve as a visual means to identify the steps your customer goes through as they experience your product or service and the impact of each.

Customer journey maps chart your customer's experience and help you target improvements with the greatest return.

By identifying those steps in your customer experience with the greatest impact, your journey map becomes a centerpiece of your customer experience planning process.



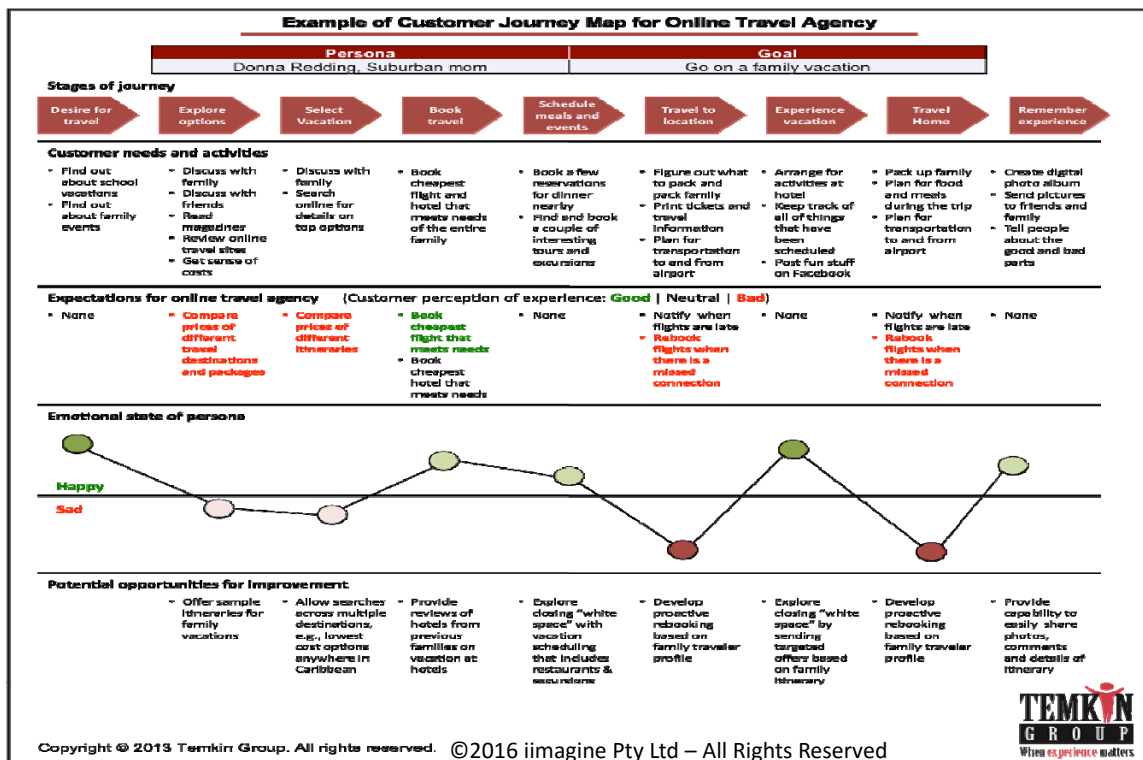
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Why use a Customer Journey Map?

- To identify all possible touch points that make up your customers' experience, in order to improve your company's impressions at these touch points.
- To understand the emotional impact of interactions in your existing customer experience.



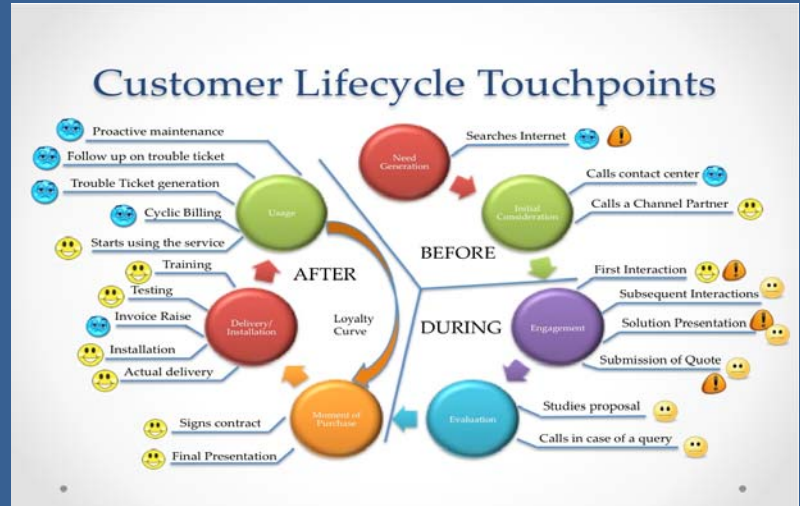
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Identify all the touch points that make up your customers' experience

Touch Point Maps show each customer interaction within a larger experience. A primary goal is to understand which touch points are used, and how each assists or interferes with your customers' goals in the process.

Many experiences include touch points outside of your direct control, such as friends and family, social media and third-party websites. Each has an impact on the journey and needs to be understood.



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Customer TouchPoints

	Awareness	Discovery	Engagement	Active Client	Successful Client	Refer
Customer Touchpoints	<ul style="list-style-type: none"> •Press/Media •Social Media •Advertisement •Flyers •Telemarketing 	<ul style="list-style-type: none"> •Website •Brochure •Contact Us email •Contact phone •Product catalog 	<ul style="list-style-type: none"> •Quotes/Proposals •Email Signature •Website •Salesperson •Social Media contest •Store appearance •Demo 	<ul style="list-style-type: none"> •Invoices •Customer Service •Installation 	<ul style="list-style-type: none"> •Client Satisfaction •Product upgrade •Service renewal •Additional purchases 	<ul style="list-style-type: none"> •Refer to a friend •Referral thank you •Social Media sharing
What do they want to do? What are they looking for?						
What is the experience we want to create?						
How can we improve/enhance the experience?						

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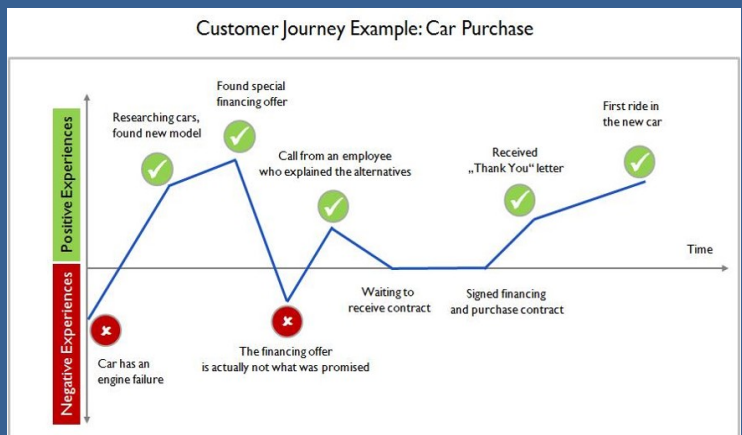


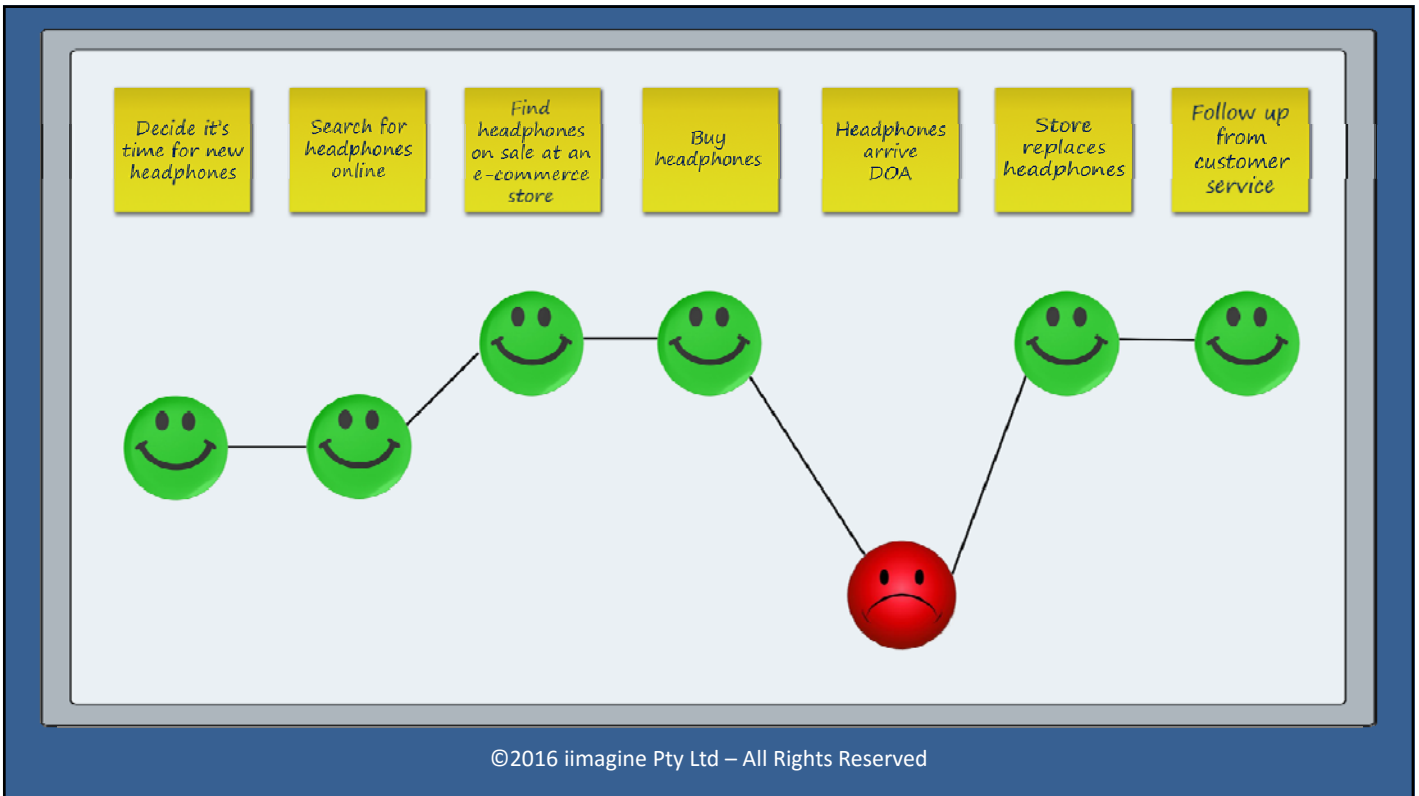
Understand the emotional impact of interactions in your existing customer experience.

Every journey has an emotional impact on your customer, even in a business-to-business relationship.

Emotional Impact Maps target a specific phase or interaction in your experience and how each interaction builds or destroys value in your customers' eyes.

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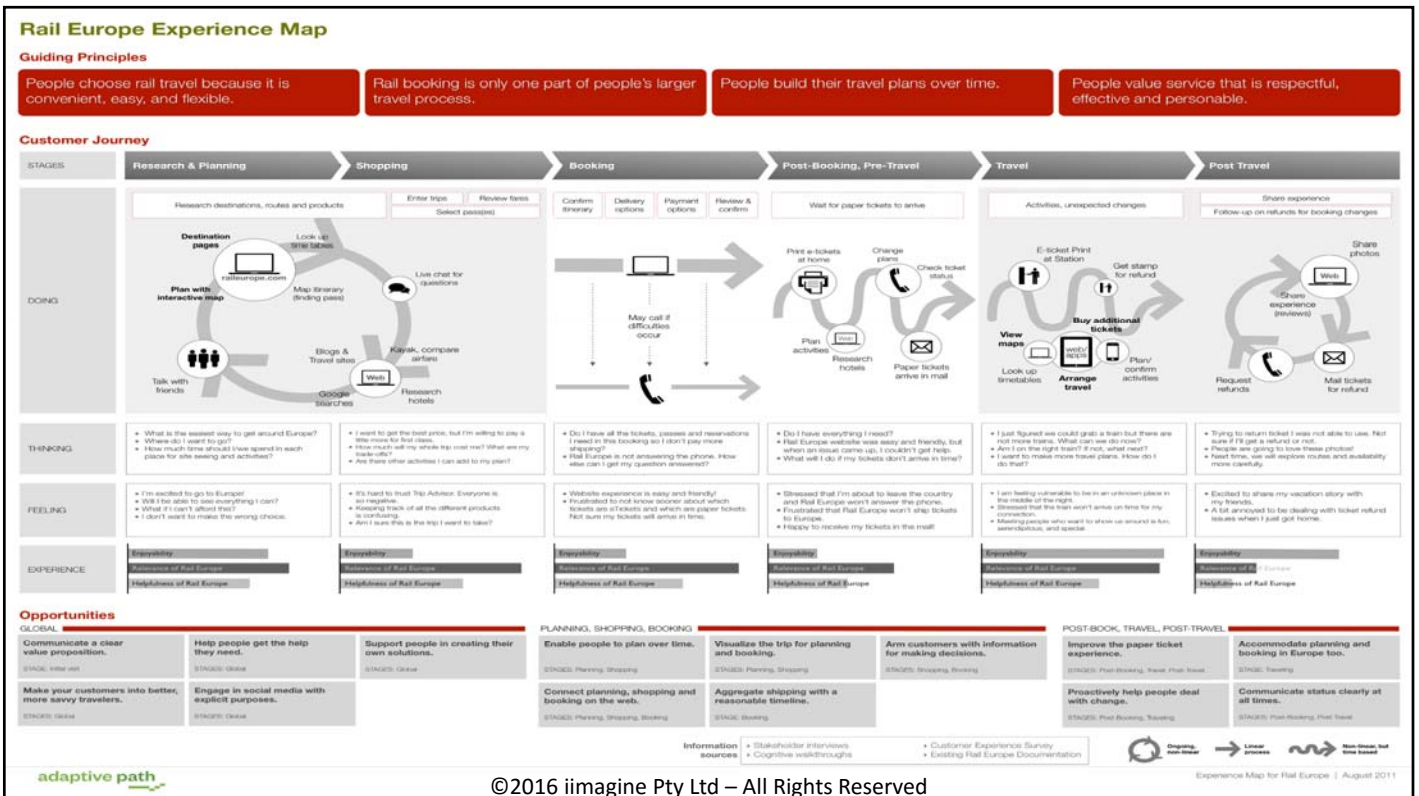
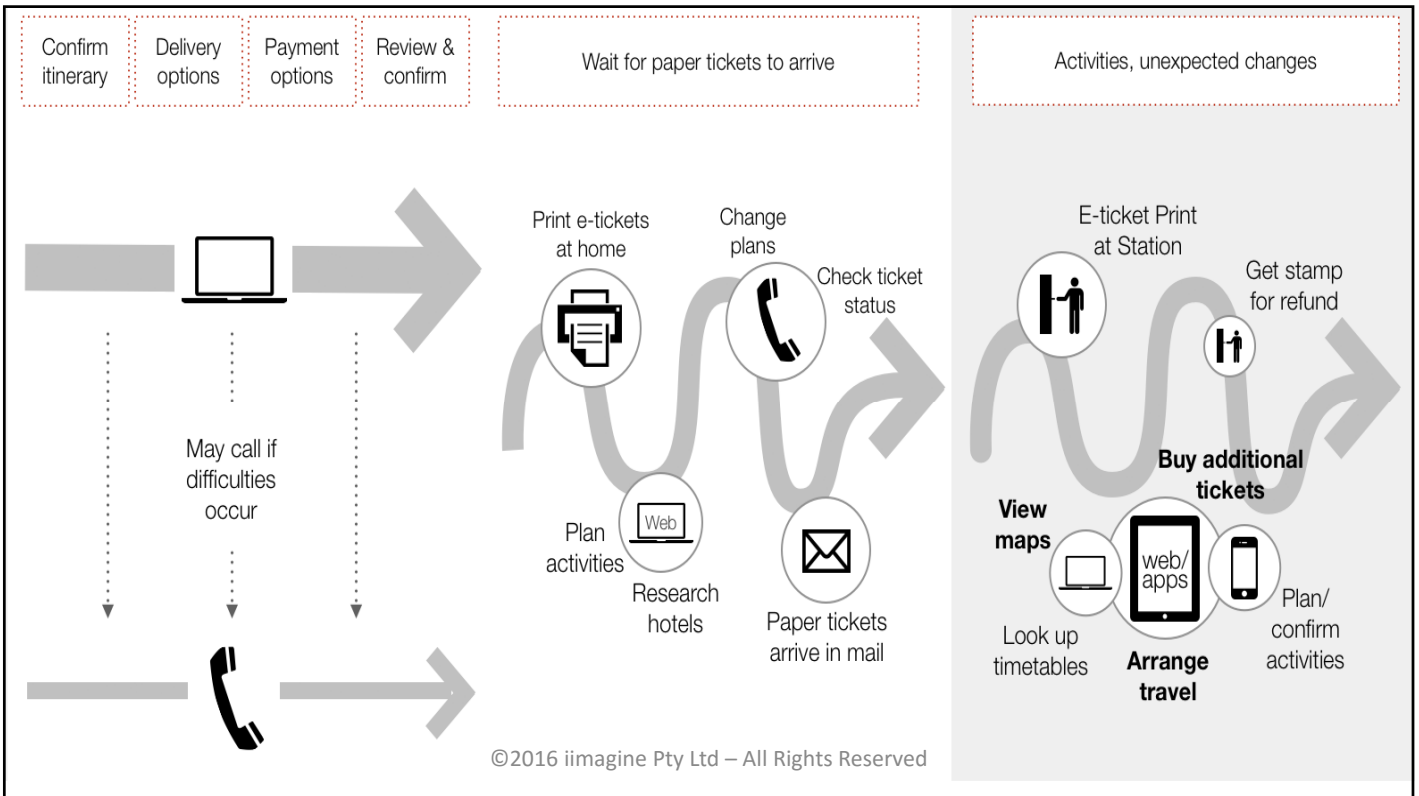


Rail Europe Touchpoints by Channel

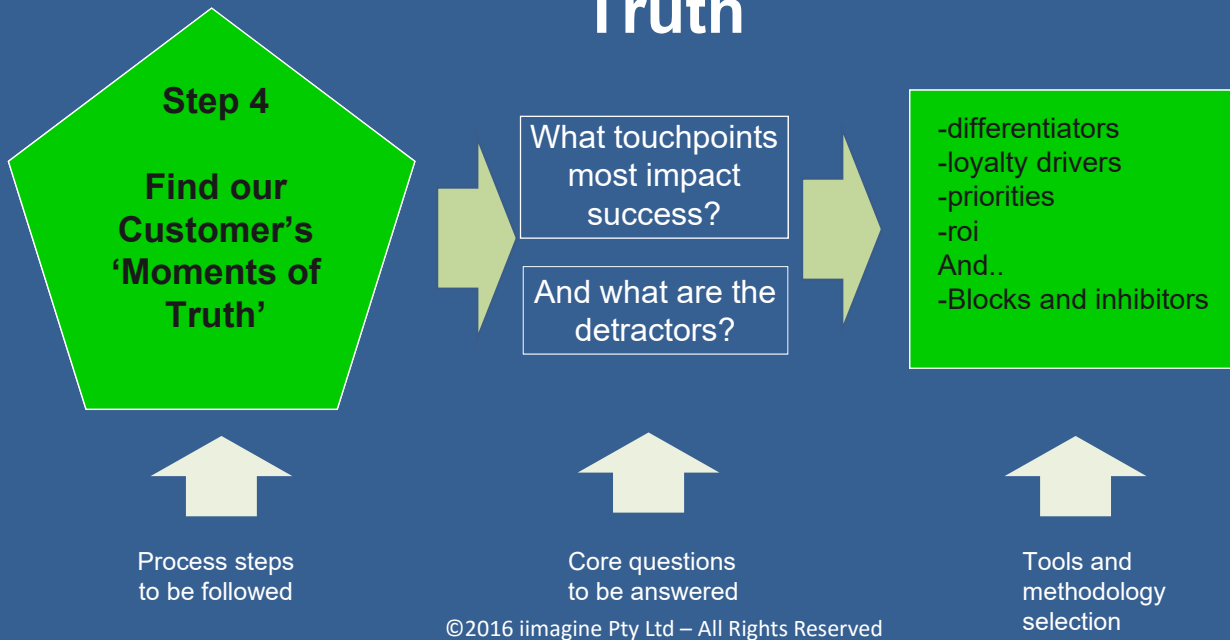
Stage	Research & Planning	Shopping	Booking	Pre-Travel (Documents)	Travel	Post-Travel
Channels						
Website	Maps Test Itineraries Timetables Destination Pages FAQ General product & site exploration	Schedule look-up Price look-up Multi-city look-up Pass comparison	Web booking funnel - Pass - Trips - Multiple Trips	Select document option (from available options) - station e-ticket - home print e-ticket - mail ticket	Contact page for email or phone	
Call Center	Order brochure Planning (Products) Schedules General questions	Site navigation help	Automated booking payment Cust. Rep booking Site navigation help	Call re: ticket options Request ticket mailed Resolve problems (info, payment, etc.)	Call with questions regarding tickets General calls re: schedules, strikes, documents	
Mobile	Trip ideas	Schedules	Mobile trip booking		Access itinerary Look up schedules Buy additional tickets	
Communication Channels (social media, email, chat)	Chat for web nav help	FB Comparator Email questions Chat for website nav help	Chat for booking support	Email confirmations Email for general help Hold ticket	Ask questions or resolve problems re: schedules and tickets	Complaints or compliments Survey
Customer Relations						Request for refund, escalation from call center.
Non-REI Channels	Trip Advisor Travel blogs Social Media General Google searching	Airline comparison Kayak Direct rail sites	Expedia		Travel Blogs Direct rail sites Google searches	Trip Advisor Review sites Facebook

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Non-linear, no time restrictions Linear process Non-linear, but time based



Step 4 – Find our Customer’s Moments of Truth



Touchpoints and Moments of Truth

Touchpoint



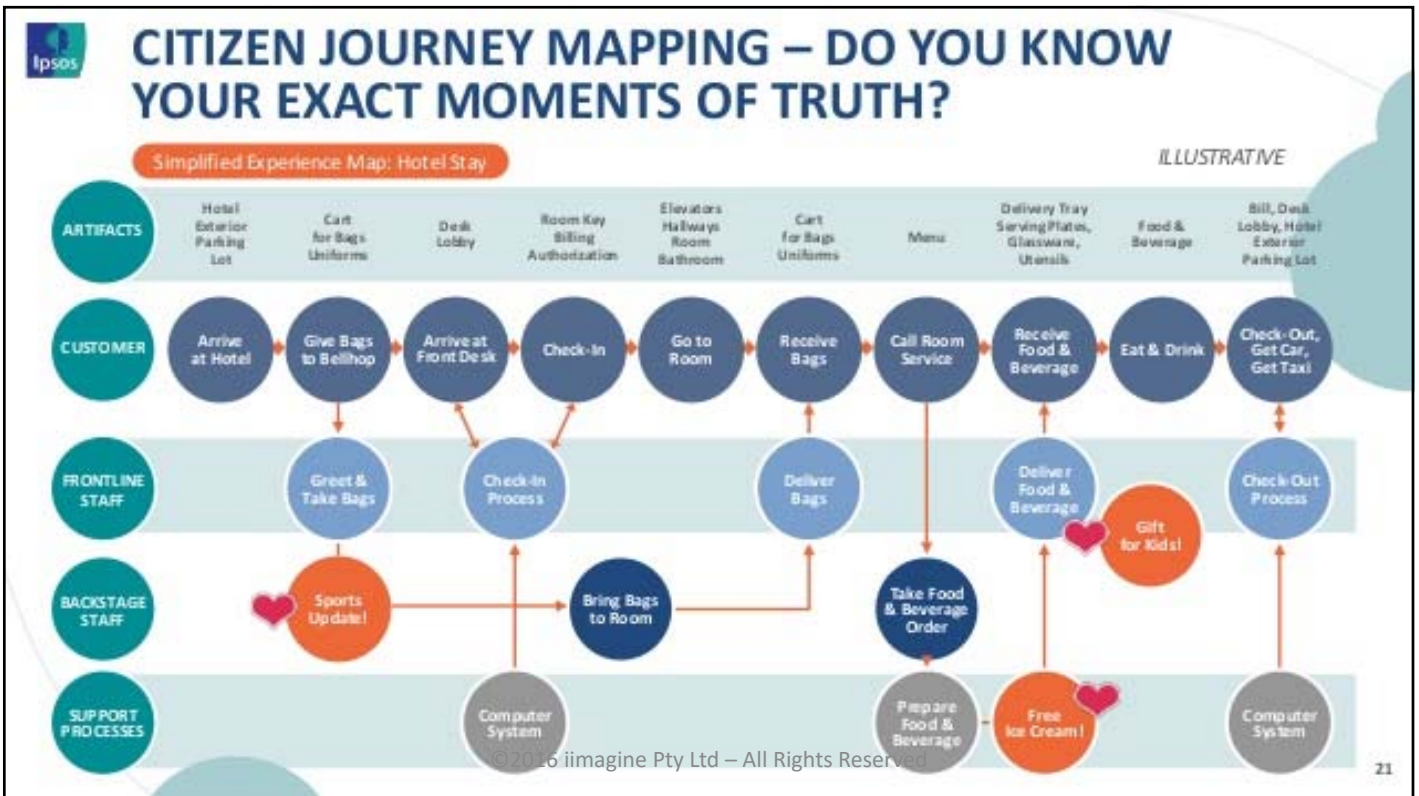
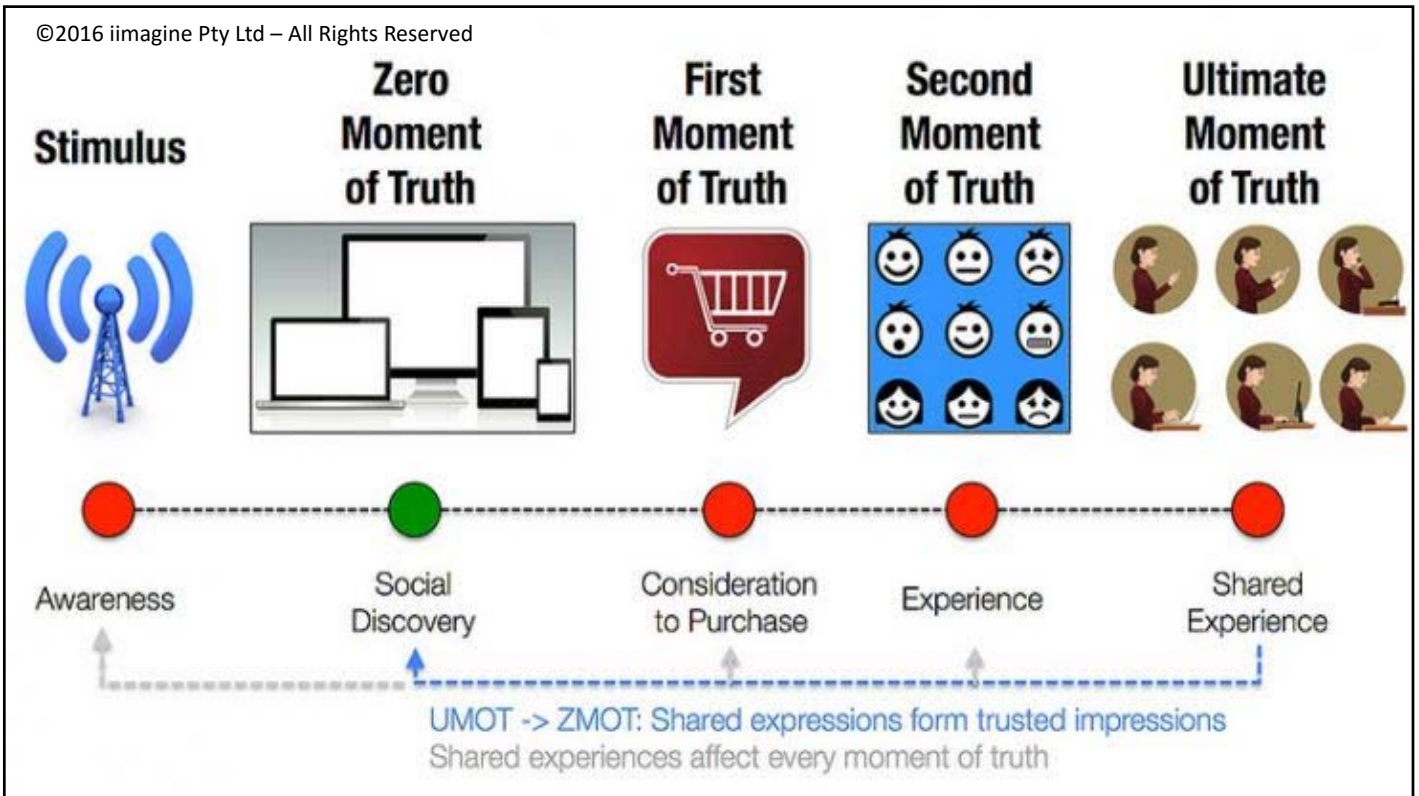
- Is a point in the journey where there is an interaction with the customer.
 - Face to face contact
 - Telephone contact
 - Electronic communications
 - Physical interactions (ie buildings)

Moments of Truth

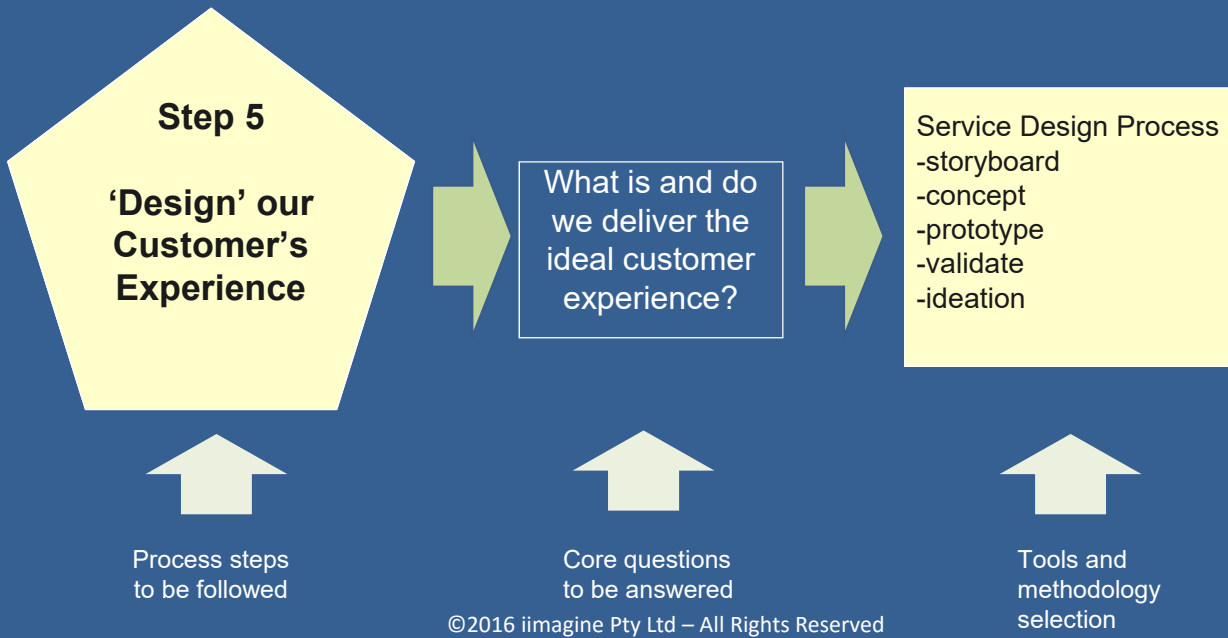


- Key points in the journey where customers may make a crucial decision or evaluate the experience
 - Purchase
 - Come back
 - Recommend

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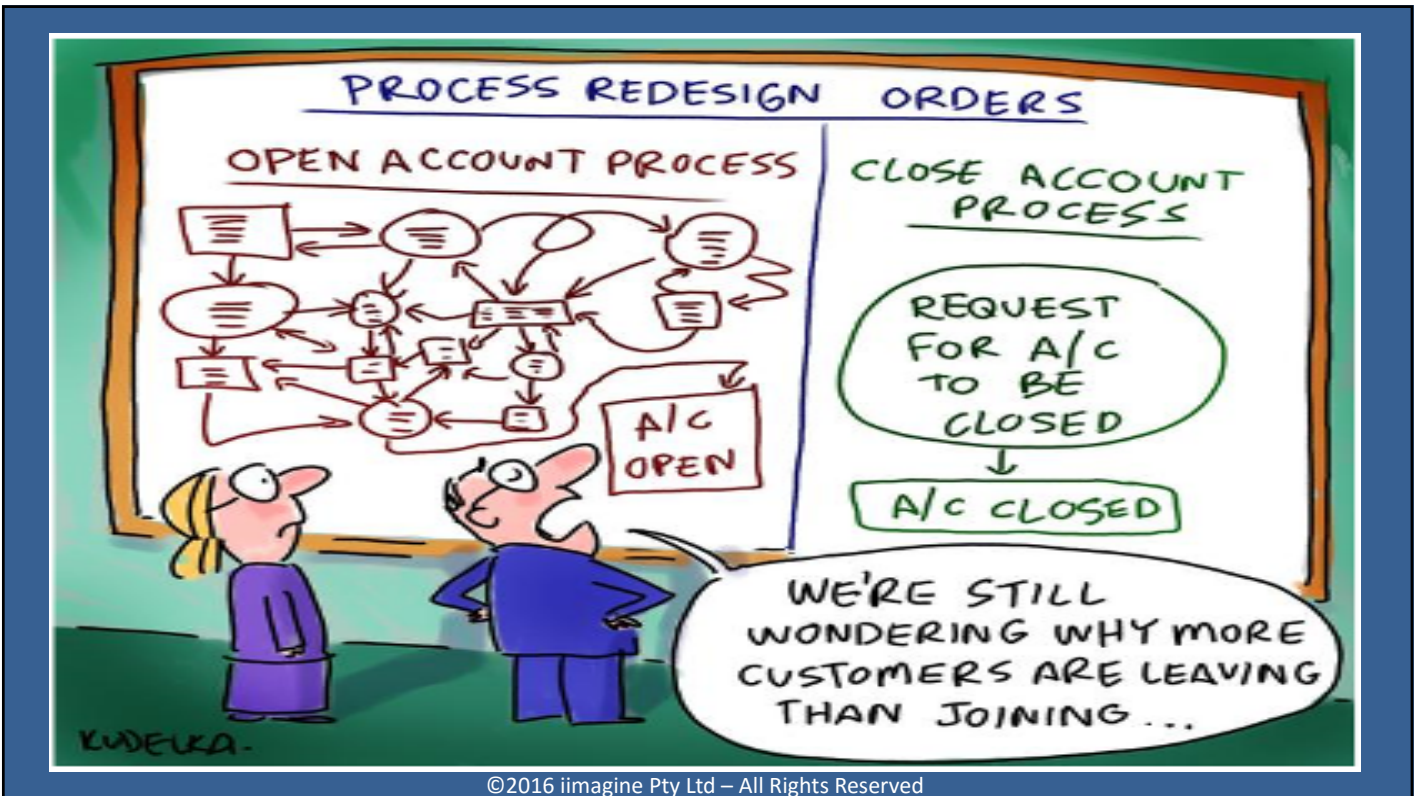
Step 5 – Design our Customer’s Experience



Design with the customer at the centre of the process – It’s their experience not yours!

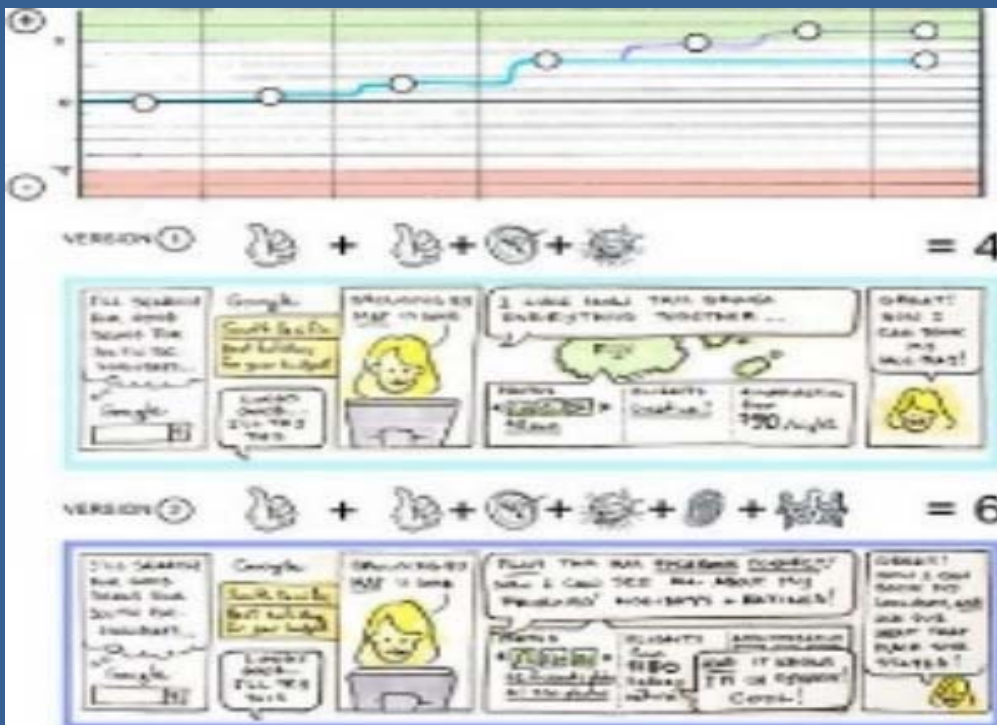


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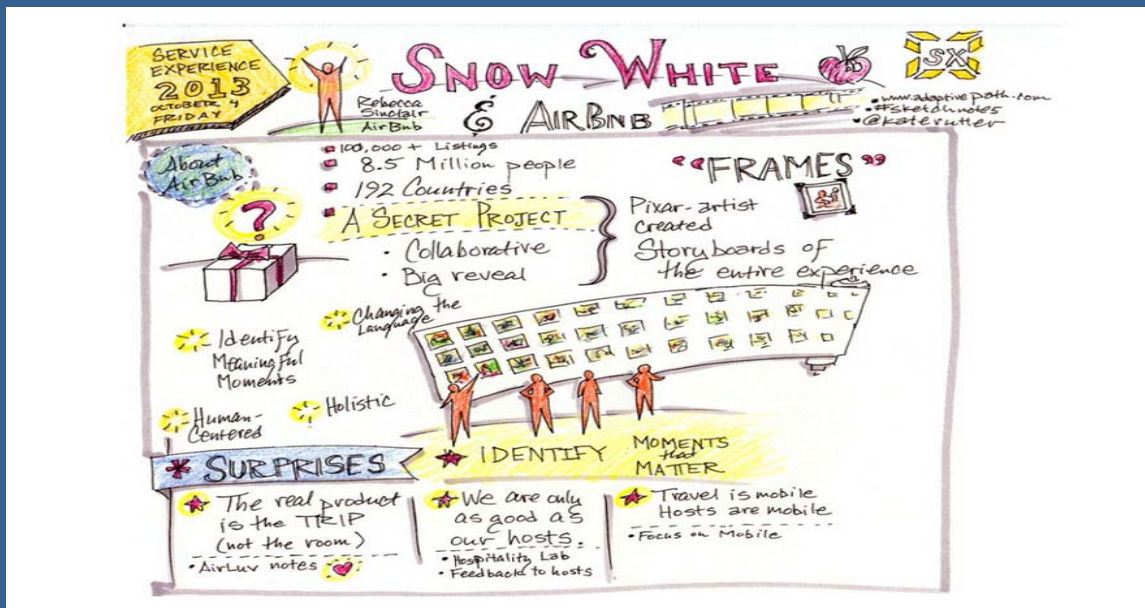




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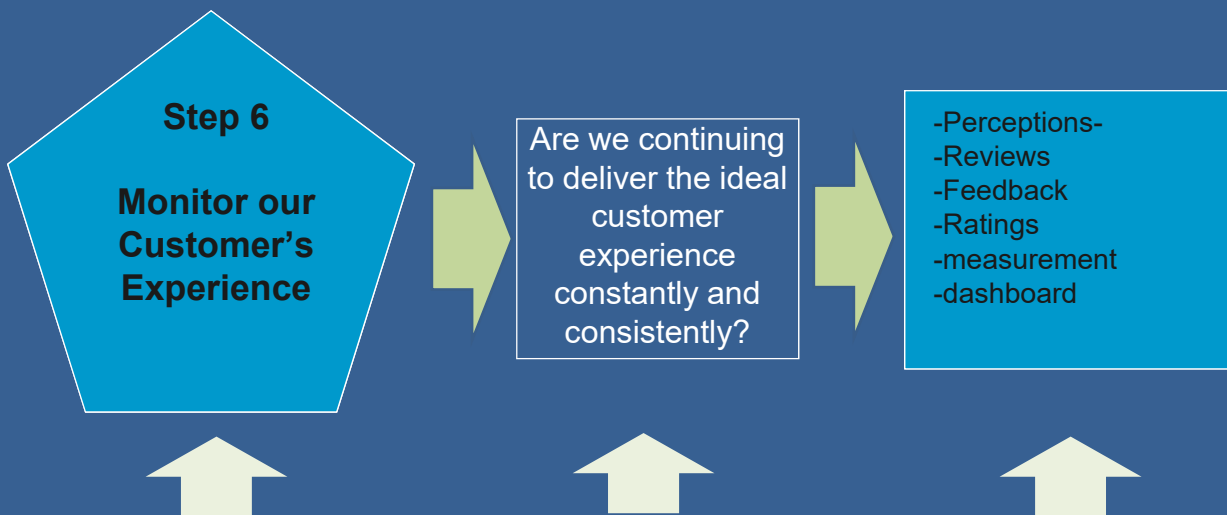


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Step 6 – Monitor our Customer’s Experience



Process steps to be followed

Core questions to be answered

Tools and methodology selection

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A Few Useful Design Tools



exploration



Creation/reflection



Implementation



Source #1 Ref

Self-Exploration

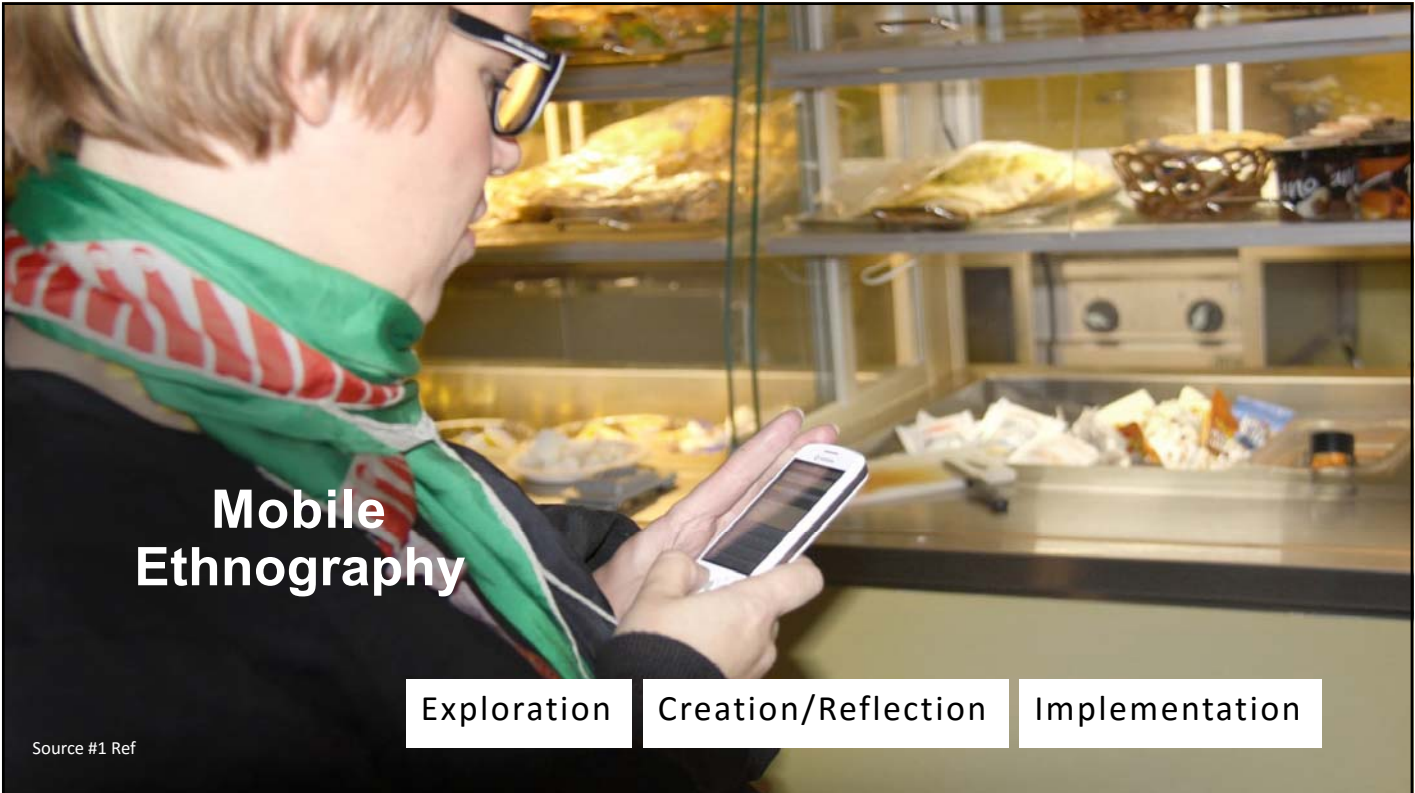
Exploration

Creation/Reflection

Implementation

Source #1 Ref





Mobile Ethnography

Exploration Creation/Reflection Implementation

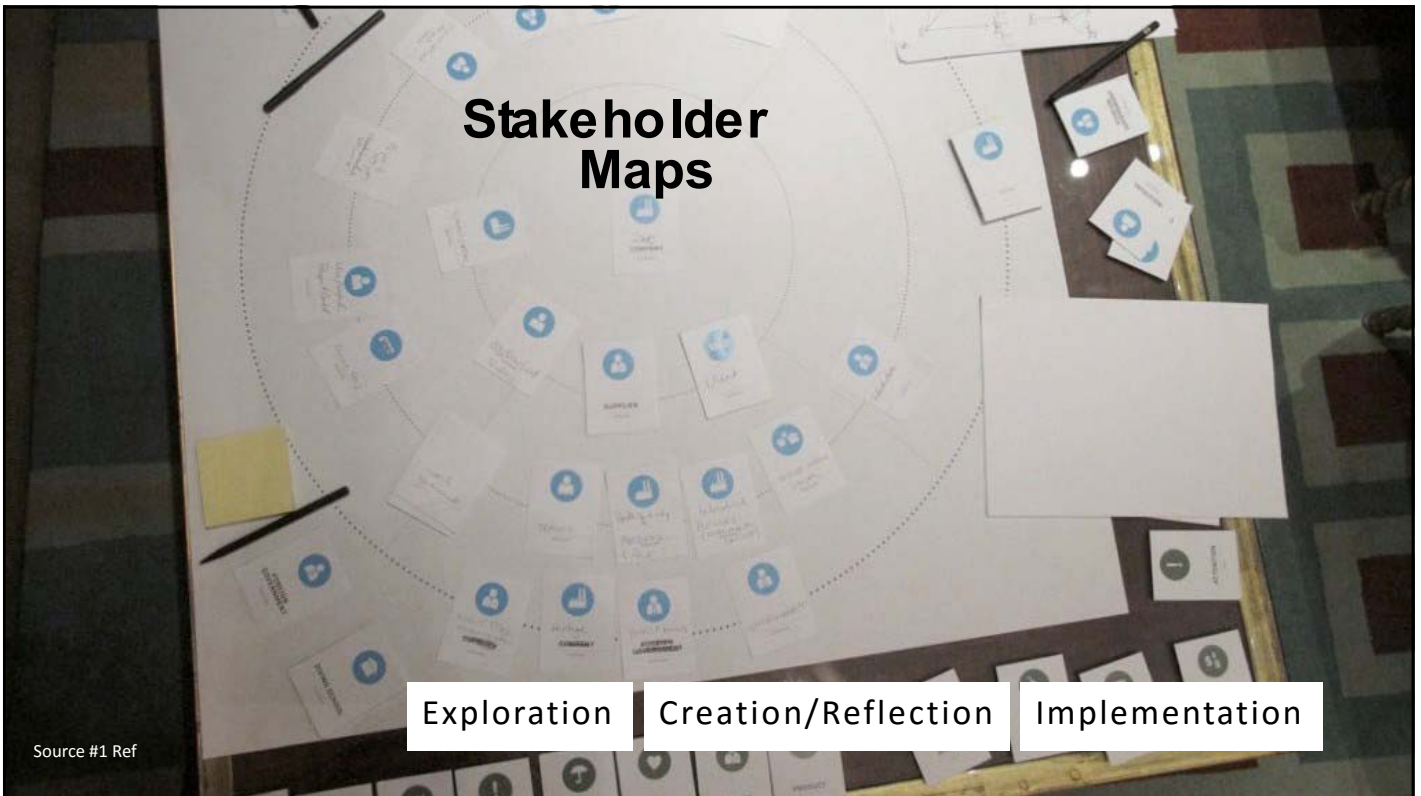
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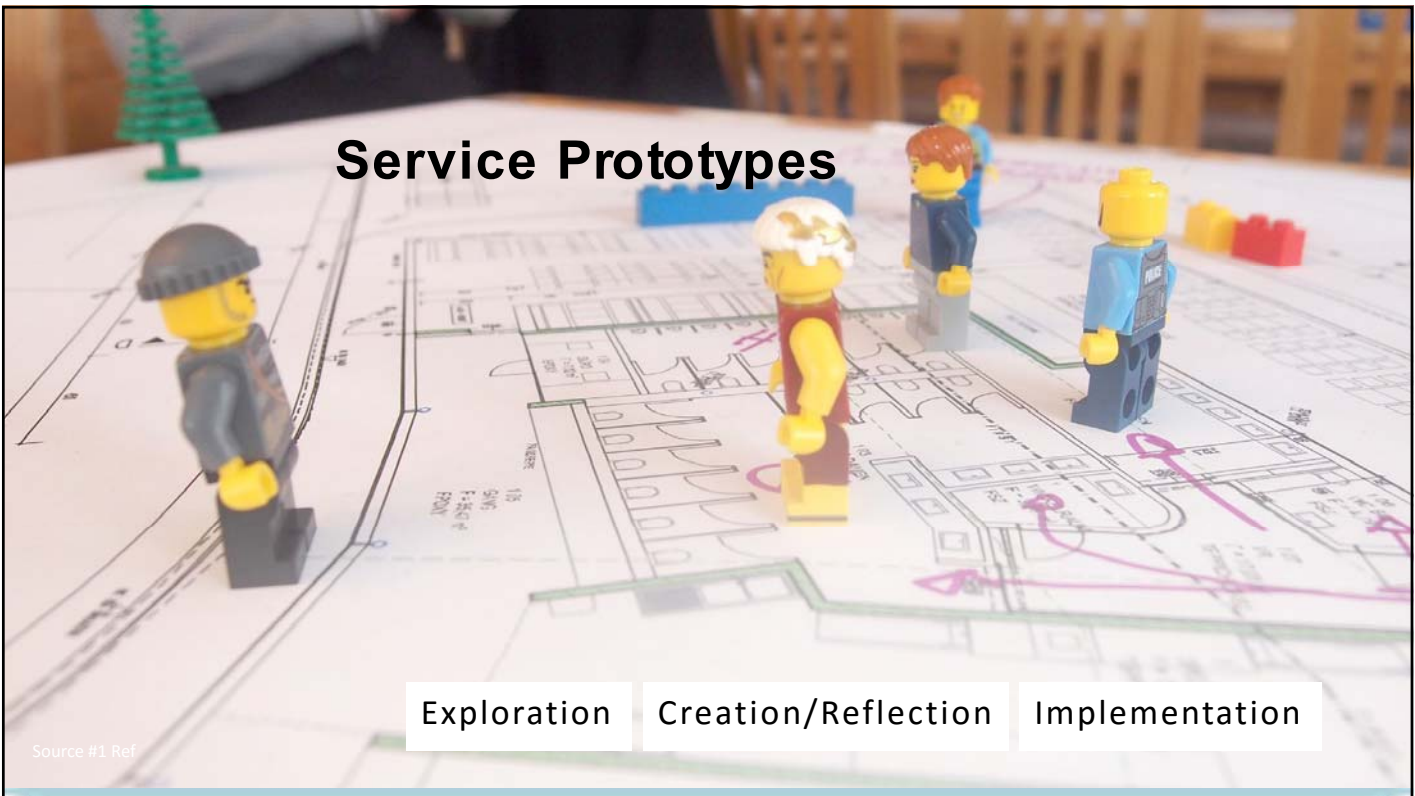
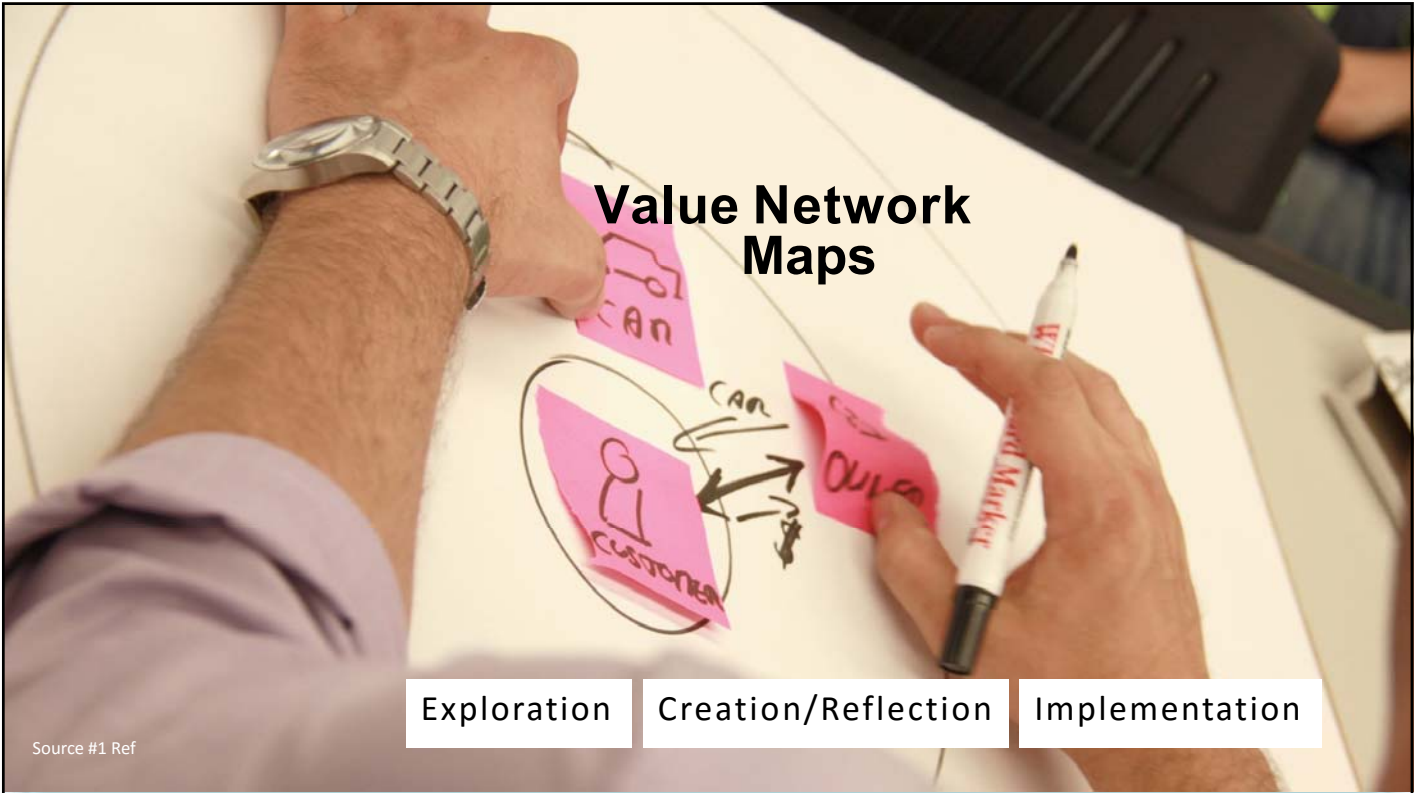


Personas

Exploration Creation/Reflection Implementation

Source #1 Ref





The Business Model Canvas Designed for: *elderly people* Designed by: *us!*

Key Partners DB Bahn S-Bahn U-Bahn Bus Companies	Key Activities Ordering - by phone - at the station trans-ponder check-in open/close door should be wait more longer. waiting area NO Stairs Big screen Big letter - lifts - escalators - wheel chair lift Transponder more louder announce.	Value Propositions how? higher emotional level Comfortable Safety Easy Using personal area -> not crowded	Customer Relationships being part of a community Being special, unique Channels - tv / Radio commercial - magazine marketing	Customer Segments old people Disabled People
Cost Structure Cooperation with PTS Maintenance - cleaning - refill - repair	Business Model Innovation exploration Creation/reflection Implementation			Revenue Streams payment per... credit cards

Source #1 Ref www.businessmodelgeneration.com

5 Basic Principles of Service Design Thinking

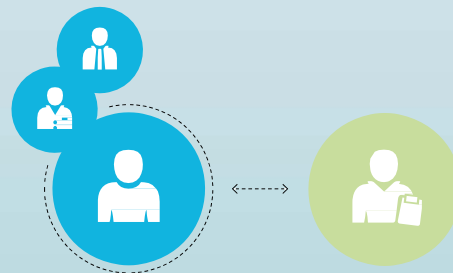
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1. User-Centred



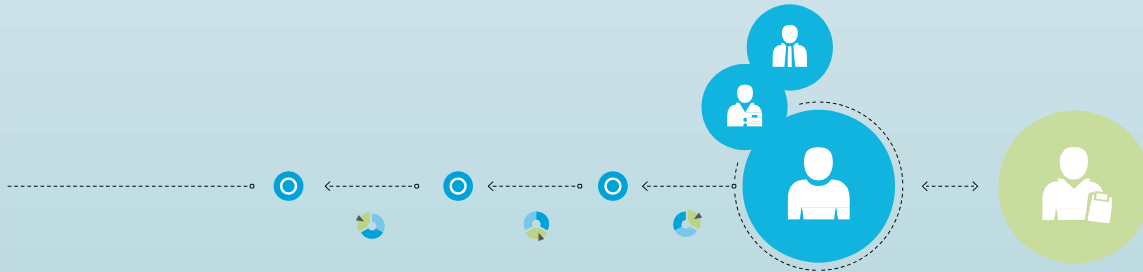
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2. Co-Creative



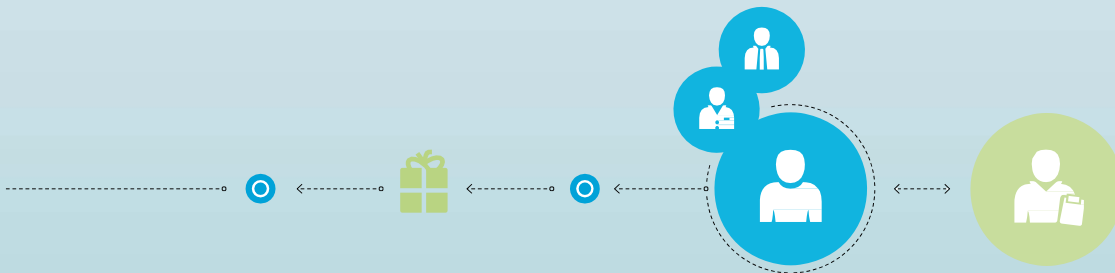
Source #1 Ref

3. Sequencing

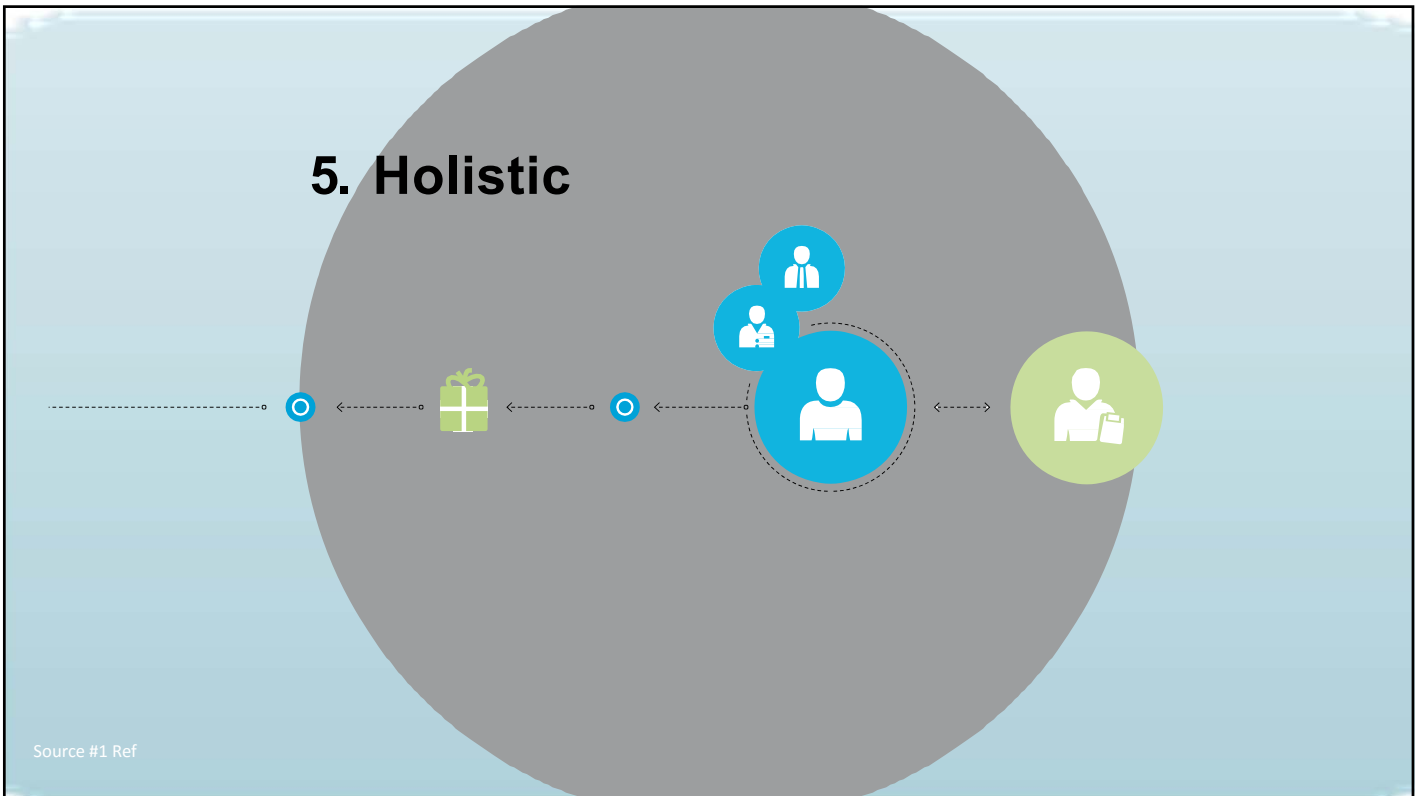


Source #1 Ref

4. Edivencing



Source #1 Ref



Goals for your business to action immediately!



Personalisation

Using individualised attention to drive an emotional connection



Integrity

Being trustworthy and engendering trust



Time & Effort

Minimising customer effort and creating effortless processes



Expectations

Managing, meeting and exceeding customer expectations



Resolution

Turning a poor experience into a great one



Empathy

Achieving an emotional understanding of the customer's circumstances

Additional Slides for Further Reading

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<p>Strongly reflects the customers identity</p>	<ul style="list-style-type: none"> ➤ Wants are more powerful motivators than needs ➤ Social groups define themselves through their consumption ➤ Everything people buy reflect our values, beliefs and self-image ➤ High impact experiences help people resolve the tension between expressing our individuality and belonging to a group ➤ Think about what your brand says about your customers ➤ Focus on creating a brand reality than a brand image
<p>Satisfies the customer's higher objectives</p>	<ul style="list-style-type: none"> ➤ The key to customer experience is satisfying an objective ➤ Empathic understanding of the customer is key to identifying objectives ➤ Thought is conscious and unconscious, often our unconscious is the most powerful driver of our behaviours ➤ Looking at goals rather than task is more useful than looking at tasks as they give us a deeper understanding of customer wants ➤ The super-objective is the highest level goal of the customer and practical objectives spring from it ➤ There may be subtext – a set of unspoken objectives that are really driving the customer behaviour ➤ Objectives often come into conflict with counter-objectives or constraints that need to be actively considered from the beginning ➤ Every objective has a stake – the higher the stakes are the more emotionally involved we are in achieving that objective. Thinking about the stakes involved can help us prioritise which elements of the experience to focus on
<p>leave nothing to chance</p>	<ul style="list-style-type: none"> ➤ We care about details because they show that the business cares about us ➤ If every detail is right, the overall experience will be right – lots of small gains create one large gain ➤ Breaking the experience down into steps and stages reveals the details ➤ Every stage of the experience needs to have documented success criteria ➤ Tracing the experience right back to the start, then right down to the end reveals opportunities to innovate ➤ Identifying the dependencies between stages as early as possible reduces risk on the project ➤ Breaking the big stages down into small steps reveals opportunities for improvements ➤ The steps a customer takes depends on the combination of significant factors that applies to them ➤ Modelling how customers move between touchpoints is key to creating seamless multi-channel experiences

Source #2: Watkinson, M. (2013). 'The ten principles behind great customer experiences'. Edinburgh Gate. Pearson Education Ltd – Chapter Summery Pages

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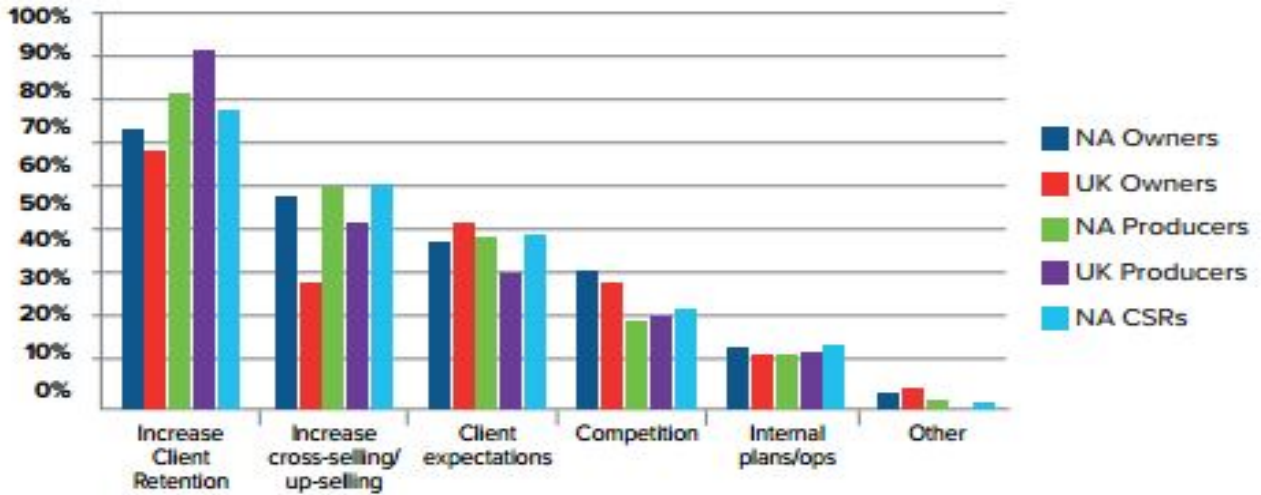
Set and then meet (exceed) expectations	<ul style="list-style-type: none"> ➤ Expectations are fundamental to how the brain works. The dopamine neurons in our brain trigger emotions based on predictions ➤ Since our memories of past experiences are used to set expectations for the future, the memories we have of a customer experience are crucial ➤ Over time we develop learnt behaviours and associations which can be used to our advantage ➤ Expectations are powerful and often poorly handled, making expectation management a golden opportunity for creating a competitor advantage ➤ To provide a great experience, we need to see the customer experience as one long journey, and a continuous process of setting and meeting expectations ➤ Issues and expectations usually fall into three categories: dissonance – where expectations do not match reality; absence – where expectations are not set at all; and inference – where a customer's expectations are being set by something out of our control ➤ To set more accurate expectations, and build brand trust, work on creating a consistent customer experience ➤ Somebody at the highest level of the organisation needs to be responsible for the customer experience to make sure consistent expectations are set along the whole customer journey
Are effortless	<ul style="list-style-type: none"> ➤ We always want to do more with less effort ➤ Technology exists to make our lives easier ➤ To reduce effort, consider three parameters: time on task, convenience, and simplicity ➤ Reduce features and tasks, and omit unnecessary words. Remember: less, but better ➤ Prioritise tasks and features so that the most frequently used and important ones can be made as effortless as possible ➤ Reduce the effort required when making decisions by limiting choices to a manageable number ➤ Streamlining tasks means less effort is needed to reach the customer's goal ➤ Reduce wait times where possible ➤ Errors create re-work. Eliminate them where possible ➤ Use convenient channels ➤ Convenience is serving the customer in the right place at the right time ➤ Speak the customer's language
<p>Source #2: Watkinson, M. (2013). 'The ten principles behind great customer experiences'. Edinburgh Gate. Pearson Education Ltd – Chapter Summary Pages ©2016 iimage Pty Ltd – All Rights Reserved</p>	

Are stress free	<ul style="list-style-type: none"> ➤ A stressless customer experience is a major competitor advantage ➤ We can use the principles that experts use for high consequence environments to improve any customer experience ➤ The relationship between errors and stress is reinforcing: stress can lead to errors, errors can lead to stress ➤ Identify ways that errors might be prevented or if prevention is not possible, detected and recovered ➤ Errors can be classified into knowledge-based mistakes, slips and lapses ➤ We can prioritise errors by frequency, cost, ease of detection and ease of recovery ➤ Consider the customer's competence: novices are more likely to get flustered than experts ➤ Limiting choices to a manageable number and making options distinctive reduces the stress involved in decision making ➤ Design for forgiveness: let the customer undo their mistakes ➤ Clarifying the reason for the task reduces uncertainty ➤ Providing frequent and responsive feedback will reassure the customer that they are on the right track ➤ Consider any distractions in the environment that they may reduce the customer's attention on the task at hand
Indulge the senses	<ul style="list-style-type: none"> ➤ Every product or service is fundamentally a sensual experience, so the way in which our senses are stimulated must always have an end in mind, and never be arbitrary or left to chance ➤ Every sense should be considered: they all offer abundant opportunities to enhance the customer experience and differentiate a product or service from competition ➤ Experiences are multi-sensory in nature: the senses must not just be considered in isolation, they must work together, and special consideration is required when the use of our senses is restricted ➤ Intensity is an important consideration: our senses are continually bombarded from the moment we wake. Opportunities lie in soothing as well as stimulating the senses ➤ Consistency is key: a common design language should apply to every interaction to communicate the message unambiguously ➤ The final design must be the result of carefully considered action: a thorough brief and rigorous testing are essential
<p>Source #2: Watkinson, M. (2013). 'The ten principles behind great customer experiences'. Edinburgh Gate. Pearson Education Ltd – Chapter Summary Pages ©2016 iimage Pty Ltd – All Rights Reserved</p>	

Are socially engaging	<ul style="list-style-type: none"> ➤ Human beings are social creatures. Those that make doing business a social pleasure stand head and shoulders above the competition ➤ One moment of outstanding personal service can leave an indelible impression on a customer ➤ Where possible add a personal touch to the customer experience ➤ Front-line staff are the human embodiment of the business: they are a precious asset ➤ Your employees are potentially a powerful source of differentiation – put their knowledge and personalities to good use ➤ Remember that every employee works in marketing. What are they saying about your business? ➤ It is far easier to be loyal to a person than to a brand. Building personal relationships with customers will keep them coming back ➤ Your front-line staff know more about your customers than anyone else. Put their expertise to use to improve your customer experience. You are already paying for them, and they'll feel more valued too – everybody wins ➤ Treating problems as opportunities to show flair, commitment and caring. Don't just do the bare minimum ➤ When we become a customer, we automatically become endowed with a privileged status. Above all else, make every customer feel important
Put the customer in control	<ul style="list-style-type: none"> ➤ Customers don't just want to achieve goals, they also want to achieve them in their own way ➤ To create the best possible experience we need to make sure the customer feels in control at every step of the journey ➤ More choice and more decision-making power does not necessarily result in a greater feeling of control ➤ Differentiate types of control can offset each other: we may gain control of our time by delegating control of a task to somebody else ➤ The more choice we offer, the more expensive it becomes for the business ➤ We should aim to give customers control where it is most effective in improving the experience, in ways that make the most effective use of the budget ➤ Customers want control over when and where they perform a task, how much they spend and who with ➤ When it comes to products we want to fine tune what the product looks like and what functions it performs to best reflect our identity and objectives ➤ Each dimensions of control – the who's, what's, when's and where's – contributes towards the overall feeling of control. Sometimes these work in harmony, sometimes they work in opposition ➤ Successfully increasing customer control is not as simple as just increasing choice; it requires striking the perfect balance between competing requirements
<p>Source #2: Watkinson, M. (2013). 'The ten principles behind great customer experiences'. Edinburgh Gate. Pearson Education Ltd – Chapter Summery Pages</p> <p style="text-align: right;">©2016 iimagine Pty Ltd – All Rights Reserved</p>	

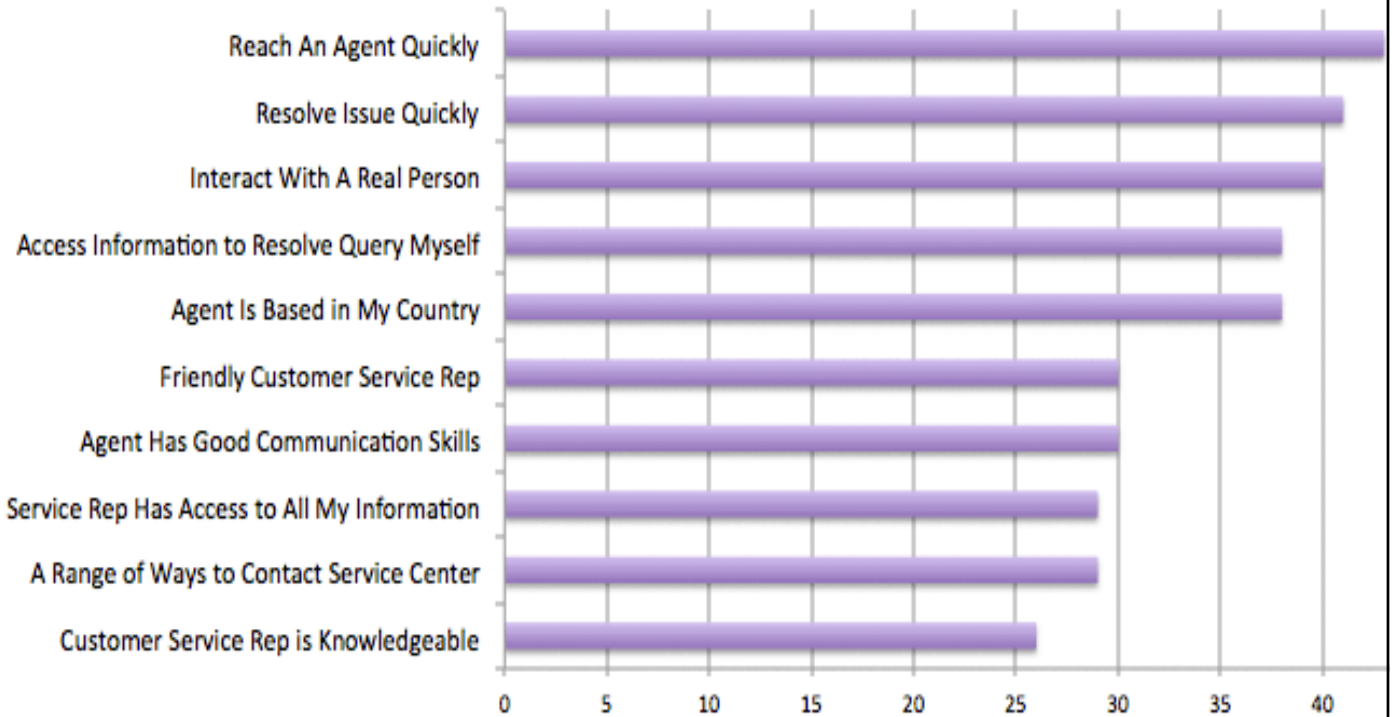
Consider the emotions	<ul style="list-style-type: none"> ➤ The way a product, brand or service makes us feel is critical to its success ➤ Emotions can have specific 'action tendencies', so to encourage (or discourage) a specific behaviour we may need to evoke (or avoid) specific emotions ➤ Having a target emotional state for each stage of the customer experience provides a goal to work towards that brings empathy and focus to the design process ➤ Since emotions are often readily observable we can incorporate them into testing to validate our work, or identify opportunities for improvement ➤ We not only need to promote positive emotions, but actively avoid negative ones too ➤ When considering the emotional aspect of experience we must consider how the intensity of feelings affects concentration ➤ Most emotions we experience as customers can be traced back to the other principles: trust, surprise, disappointment, regret and acceptance are all dependent on our expectations ➤ To create strong emotional responses we must combine these principles effectively ➤ Emotional attachment comes from successfully using all of the principles
<p>Source #2: Watkinson, M. (2013). 'The ten principles behind great customer experiences'. Edinburgh Gate. Pearson Education Ltd – Chapter Summery Pages</p> <p style="text-align: center;">©2016 iimagine Pty Ltd – All Rights Reserved</p>	

CHART 1: What forces are driving your firm to provide clients with a stronger CX?



SOURCE: 2015 Survey of Applied Systems' NA and UK firm owners, producers, and CSRs
 NOTE: We asked respondents to choose up to two options.

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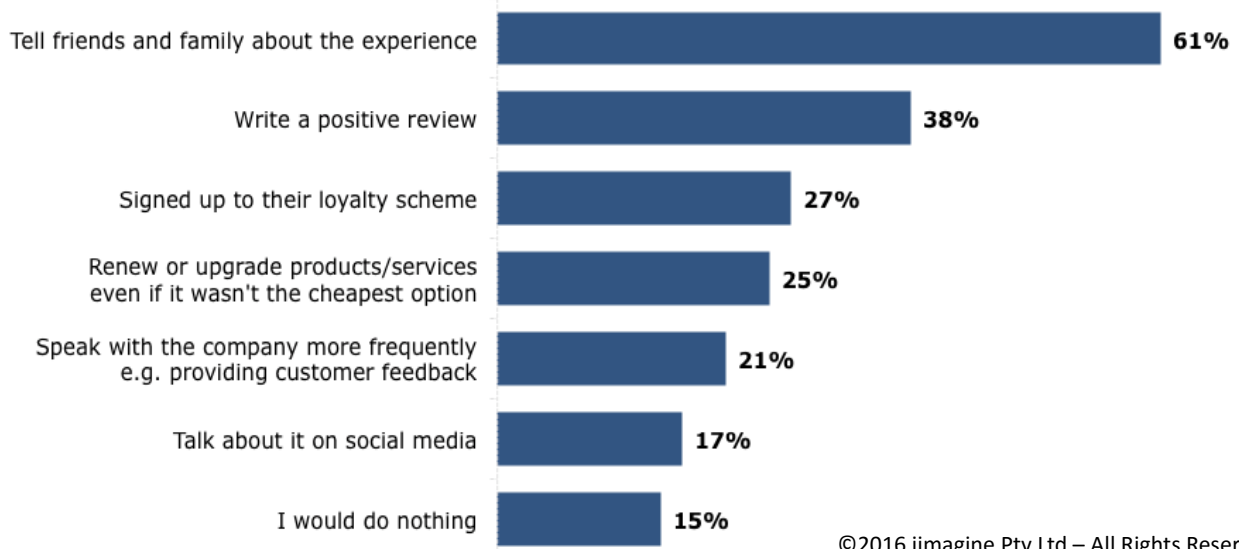
Percentage of Respondents That Say Factor is Required for 'Excellence'



How Consumers Would Respond To A Positive Customer Experience

% of global respondents, asked what they are most likely to do following a customer experience that went the extra mile based on a survey of 18,038 consumers in Germany, France, the Netherlands, Poland, UK, South Africa, the US, Australia and New Zealand

October 2015



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MarketingCharts.com | Data Source: Verint

Reference List

Sources - Concepts, Ideas, Slide Formats, Thinking, General

Source #1: Stickdorn, M, Schneider, J (2010). 'this is Service Design thinking'. New Jersey, John Wiley & Sons – Slide formats

Source #2 : Watkinson, M. (2013). 'The ten principles behind great customer experiences'. Edinburgh Gate. Pearson Education Ltd

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