

Customer Experience Design - They'll Love You for It!

One Day Applied Workshop

Presented and Facilitated by Ray Schleibs, Managing Director at Iimage Creative Innovation

At NEXT Brisbane Hotel on November 15th 2016

iimage Creative Innovation



Who am I ?



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Ray Schleibs Managing Director i imagine Creative Innovation

- ✓ 30 years Designing, Developing, and Delivering world leading, and innovative Customer Experiences and Services across the globe
- ✓ 18 years in Executive Leadership Roles and Board Positions across Australian and International Tourism and Hospitality Industry
- ✓ Holds a Master's Degree in Business Strategy; Bachelors Degree in International Business (Marketing and Economics), and is a graduate of both Harvard Business School and the Stanford University Design 'D' School
- ✓ Is a recognized 'Thought Leader' in fields of Customer Experience and Service Design, and International Tourism Distribution Strategy
- ✓ Have supported hundreds of tourism and hospitality businesses and organisations, small, medium and large, in creating and delivering powerful commercial and marketing strategies

Today's workshop session plan

SESSION ONE - Behind Customer Experience Design – The What and The Why?

SESSION TWO – How Does Customer Experience Design work?

SESSION THREE - Using Customer Experience Design Tools

SESSION FOUR - Putting the Customer's Experience at the centre of your thinking and your business's culture

Session One

A young girl with long dark hair is shown from the chest up, looking upwards with a wide-eyed, open-mouthed expression of shock or surprise. The background is a blurred, warm-toned interior space. A dark blue horizontal band is overlaid at the bottom of the image, containing white text.

Customer Experience Design The What and The Why?

The story of four cups of coffee....

At Home



At 7 Eleven



At Starbucks



At a Coffee Shop



25_{cents}

\$1

\$4.50

\$6

Is it... The Coffee?

The Price?

The Brand?

What about four airline seats??



\$349

\$129

\$199

\$349

Is it... The Seat? The Type of Plane? The Staff?

There are hundreds of bank credit cards...



Millions of beds... Of all types....



Millions of beds... The Heavenly Bed



<https://www.westinstore.com/westin-heavenly-bed.aspx>

**Why is everyone now
talking about Customer
Experience?**

Is it just a fad?

Why are we talking about 'Customer experience'?

Change: What has changed? What is changing? And What do believe will change?

Pressure: Where are the 'Pressure Points' for businesses?

The empowered Customer: Transparency, Absolute vs Relative Information, Social sharing, Infinite choice

Who are our customers anyway?: Now and in the future... Do we understand them? Do we know who they are or will be?

Our Business Goals: Get More Customers, Keep More Customers, Make More from our Customers

Business Objectives: Return on Investment (ROI) (Tangible, Intangible, Financial), Customer Satisfaction, etc

Customer expectations are rising.... Why?

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 | CustomerJourney



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 fingertips 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.



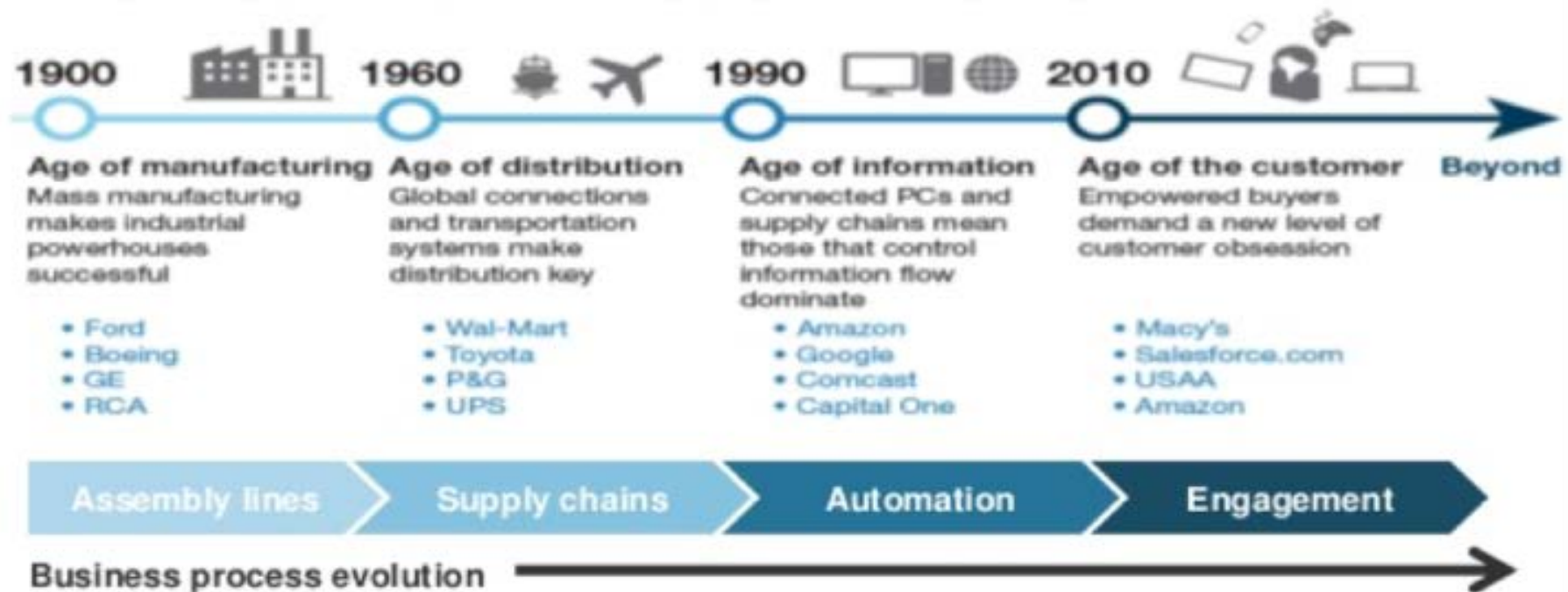
We are in the 'Age of the Customer'

In the 'age of the customer', smartphone 24/7 connectivity and finger tip access to infinite information, opinion sharing and choice, customers have become fundamentally 'cross and omni-touchpoint' in their habits and behaviours. Distribution touchpoints and channels are becoming increasingly blurred as customers move back and forth between touchpoints, channels and devices as they move through the phases of their awareness, research, decision making and booking journey.



Age of the Customer

Age of the Customer Reshapes Demand and Focus of Process Efforts



Source: Adapted from October 2013, "Competitive Advantage In The Age Of The Customer", Forrester report

Customer Experience – Brand Perception

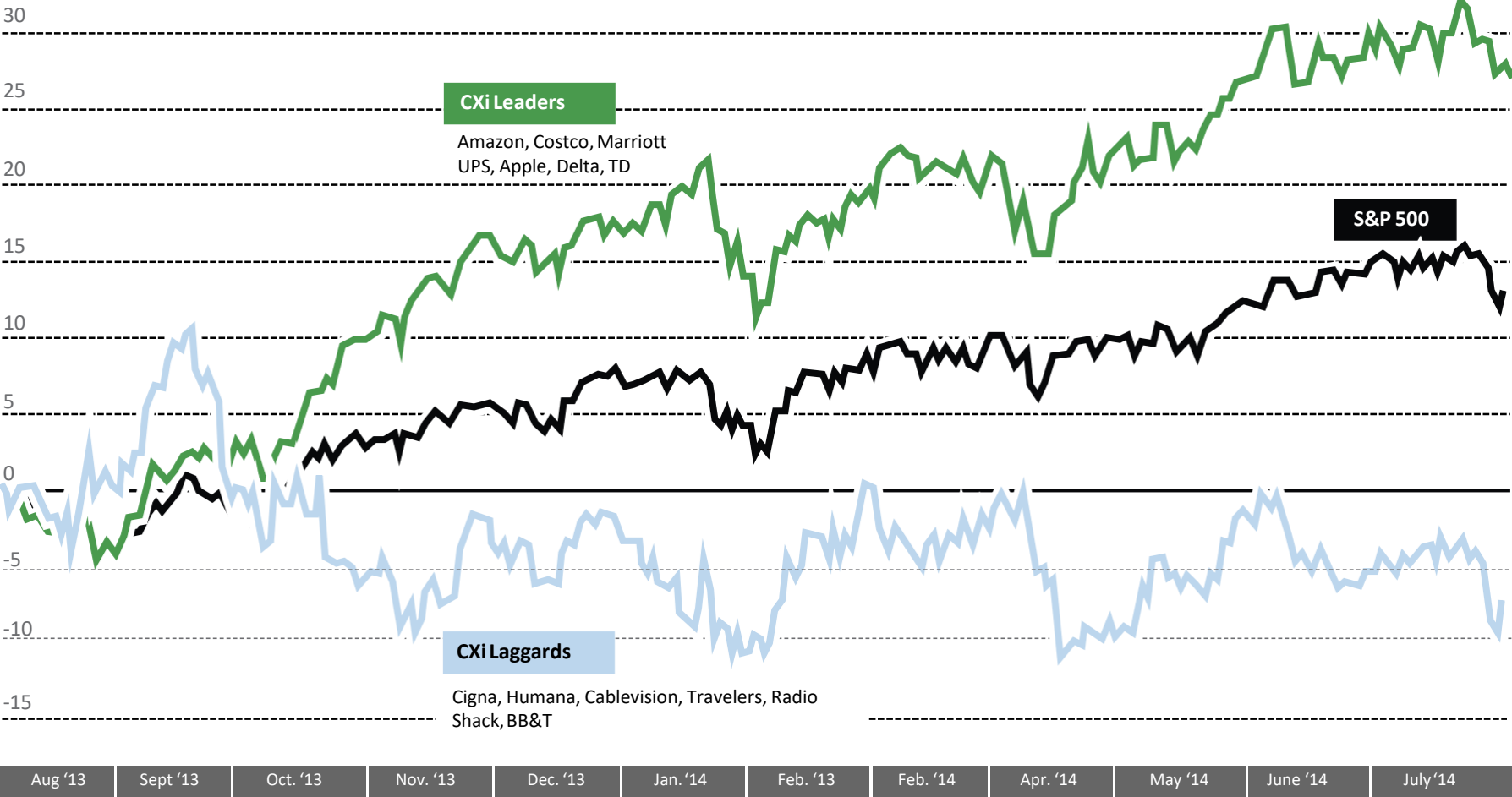
In today's customer driven world, the perception of the 'value' of the experiences you deliver is your brand

Your brand's (your business's) promise is worthless, if your brand's 'experience' doesn't deliver... In the mind of the customer that is!

Customer Experience – Brand Perception



Businesses that are leaders in the delivery of excellent, high impact customer experiences significantly out perform the market, make more money and make it more predictably



No dated transactions in portfolio; chart is based on a 1-year, 10,000.00 investment

Source: Google Finance, Portfolio Performance, August 2014; The Customer Experience Index, 2013, Forrester Research.

Customer Experience – Choice and Decision Making

According to Forrester Global Research, 'experience' is a key driver of customer choice and decision making.

80%

Agree that (60% strongly agree) overall experience is #1 factor in whether they purchase a product or service

87%

Say that a previous positive and unique experience is important (62% very important) when choosing brands to use in the future

78%

Agree (44% strongly) that they'd pay more for a product or service if they knew they'd have a positive and unique experience with that brand

Customer Experience – Choice and Decision Making

Now this is interesting....

87% Say that a previous positive and unique experience is important (62% very important) when choosing brands to use in the future

78% Agree (44% strongly) that they'd pay more for a product or service if they knew they'd have a positive and unique experience with that brand

But....

26% My past experiences with brands have been positive and unique

26% My past experiences with brands have been positive and unique

This must be a huge opportunity for any business interested in being successful and competitive in today's dynamic marketplace

Customer Experience – Return on Investment

According to Forrester Global Research, companies that continuously move higher in their overall index scoring, see return on investment through;

Increased revenue due to word of mouth: Incremental sales from positive word of mouth can range from \$2 million for investment firms to \$176 million for airlines

Reduction in churn, leading to improvements in revenue: Retained revenue ranges from \$30 million for investment firms to \$1.7 billion for wireless providers

Increased revenue thanks to incremental purchases of loyal customers: The revenue benefit can range from a low of \$39 million for consumer electronics manufacturers to more than \$1.3 billion for wireless service providers.

Customer Experience – Return on Investment

ROI Drivers

- Attract more new customers
- Keep their existing customers from wandering
- Make more from their customers
- And/or, Reduce sales, marketing and service costs across their business
- Happier employees
- Higher Loyalty and Better Referral Rates

The Value of Customer Experience



Good Experiences Grab Customers

40%
of people

began purchasing from a competitive brand because of its reputation for great customer service

55%



are willing to recommend a company due to outstanding service, more so than product or price

85%

would pay up to **25% more** to ensure a superior customer service experience



Top Reasons Why Customers Switch Brands



Interaction with a rude employee



Unexpected charge or fee



Poor quality of product or service



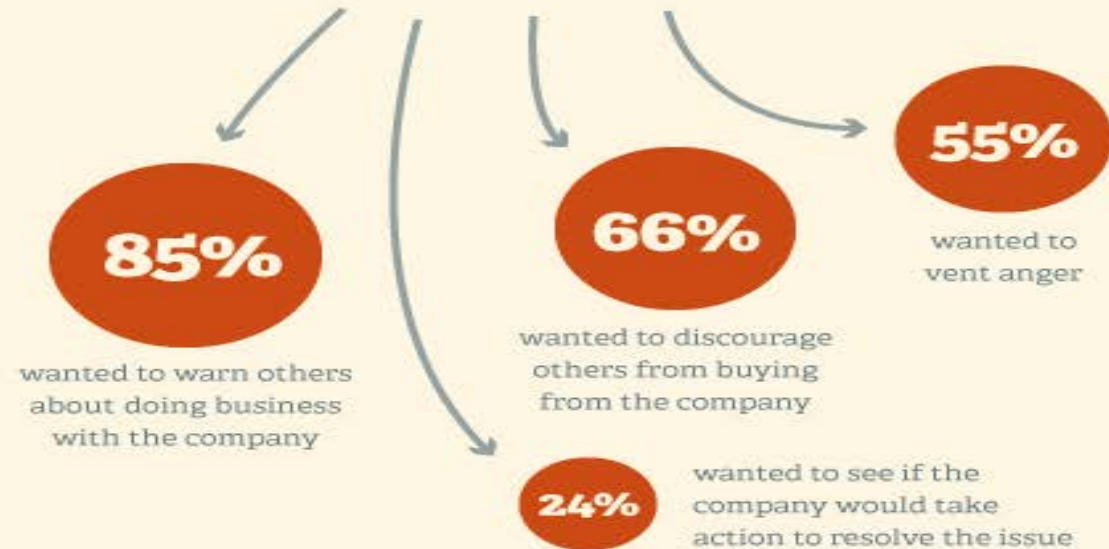
Bad Experiences Push Them Away

82%
of people

have stopped doing business with a company due to bad customer service

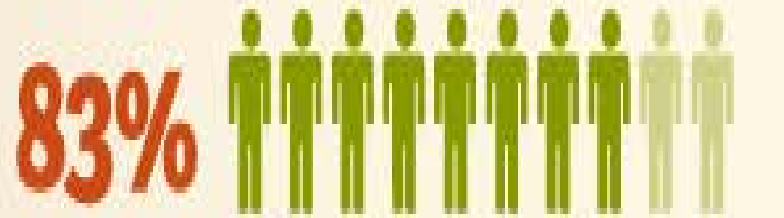
95%

of customers have taken action as a result of a bad experience. Of those, **79% told others about their experience.**



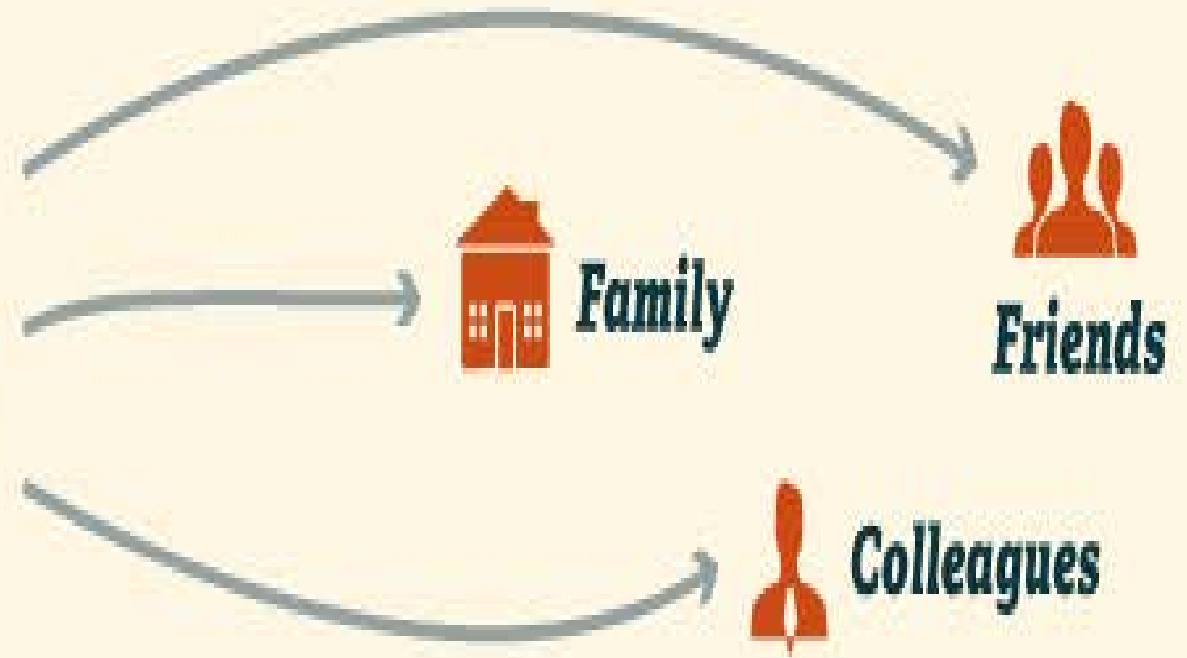
Trusted Sources

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.



trust independent sources with whom they have a personal relationship over advertising.

These include:



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 experiences

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



Becomes aware of offerings and begins consideration

Enters the store or site and makes a purchase or booking

Uses and talks about their purchase



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

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

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





90%

of shoppers will spend
up to **20 minutes**
setting up preferences
for personalized offers¹

55%

of shoppers expect retailers
to offer **relevant**
promotions based
on past purchases²

43%

want their prior
purchases to result in
new product
recommendations³



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

CUSTOMER EXPERIENCE + CUSTOMER LOYALTY

The personal attention given to an in-store consumer 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%



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

65%



MORE LIKELY TO:



Tell their friends

58%

Consumers who would recommend a company that delivers a relevant customer experience.



Consider purchasing again

73%

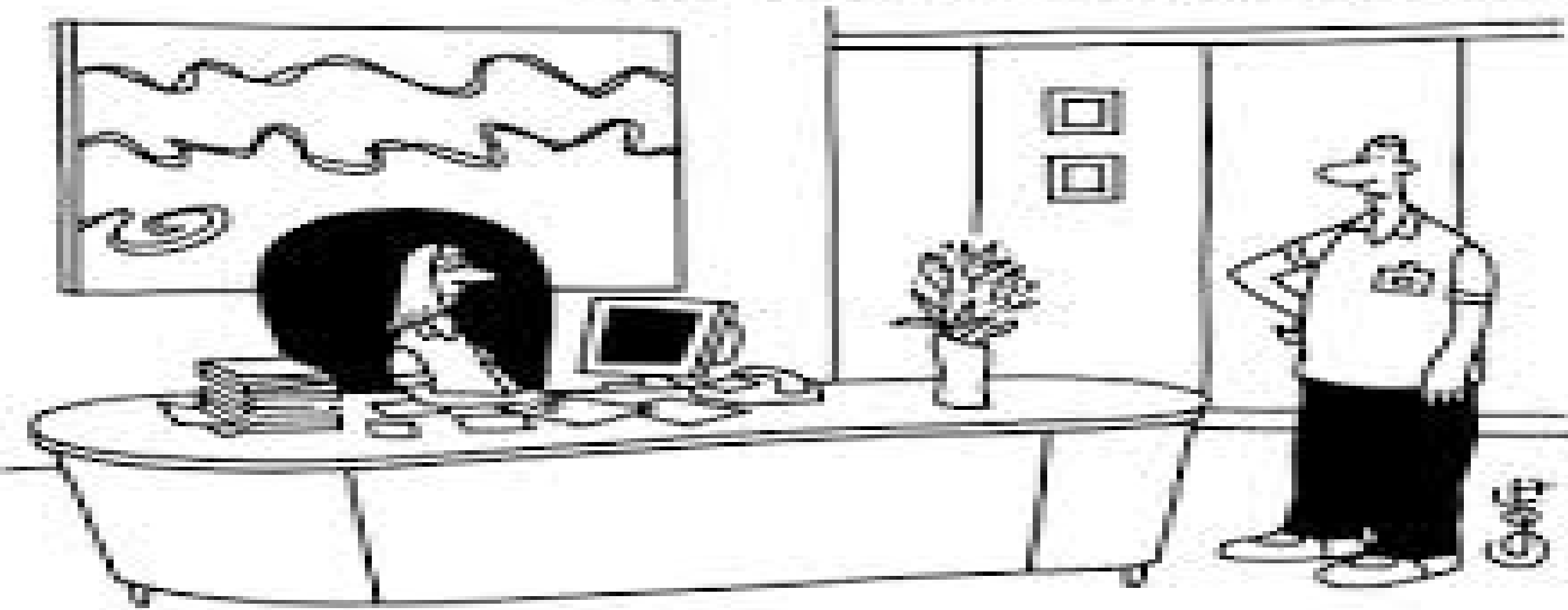
Consumers who would expand their purchases if they had a superior customer experience.



Switch to a competitor

89%

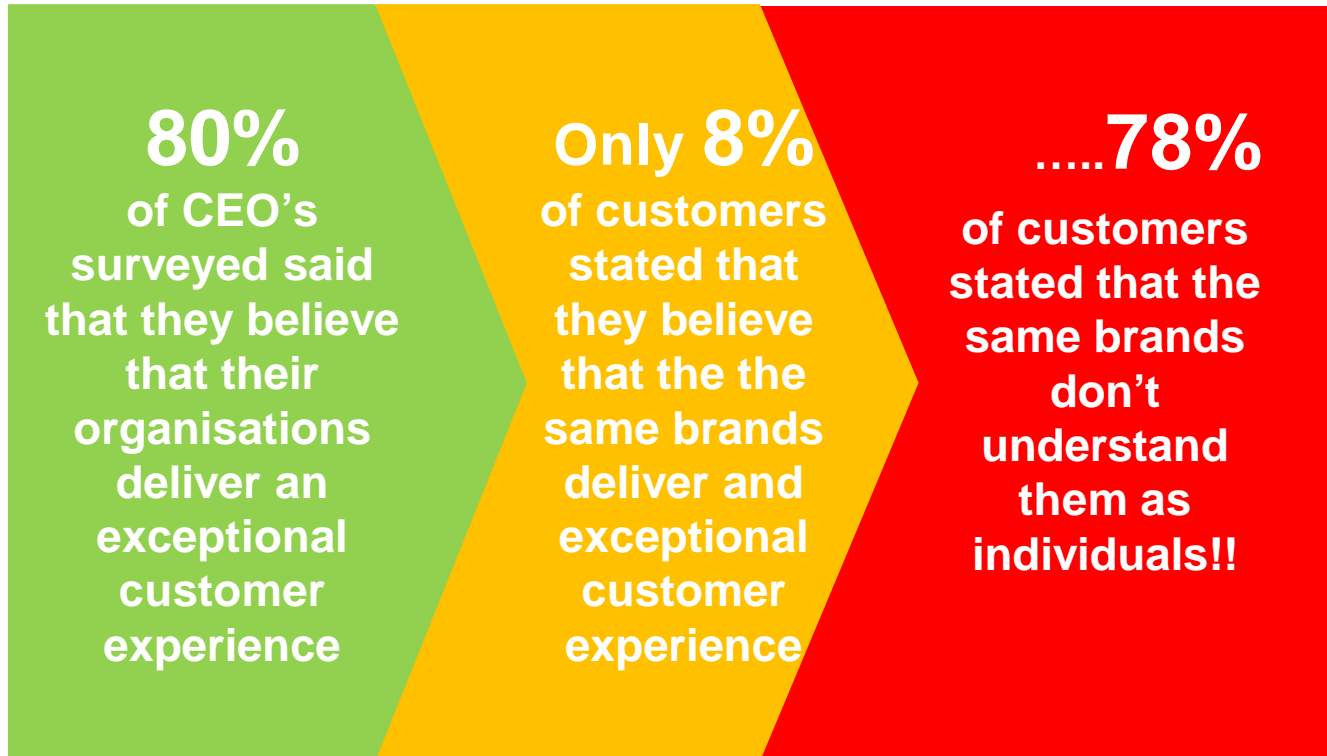
Consumers who stopped doing business with a company after a negative customer experience.



**“Someone calling themselves
a customer says they want
something called service.”**

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!



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

'Humanising' the Customer Experience

The 'Human' Drivers of Experiences and Expectations – The Customer at the Centre of the Experience

- Customer Service versus Customer Experience** (Not the same thing!)
- Expectations vs Perception of Reality** (customer's reality)
- Customer Decision Making** – How we make decisions, why we make decisions
- Customer behaviour** drivers and motivators – expectation drivers
- What makes up an experience?** Five senses... a person, an experience environment, an interaction.....
- Experiences are overtly intangible by nature** - Spaces, Objects, People, Services

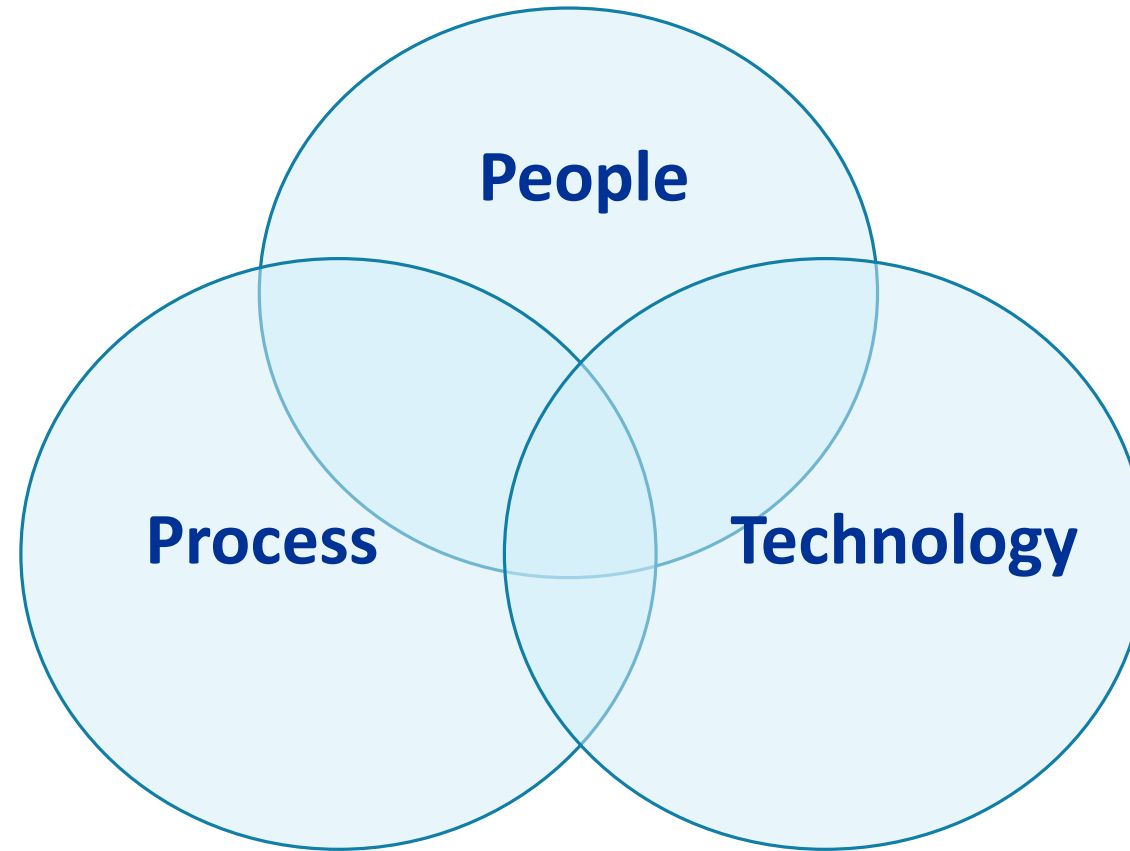
What is Customer Experience Design?

Customer experience design is taking the customer views of the interactions to understand the emotional bond between the brand and customers. It requires a **empathic perspective on customer needs and objectives** and a common **understanding of the customer journey**, then align the company's **culture and actions** toward building emotional bonds.

What is Customer Experience Design?

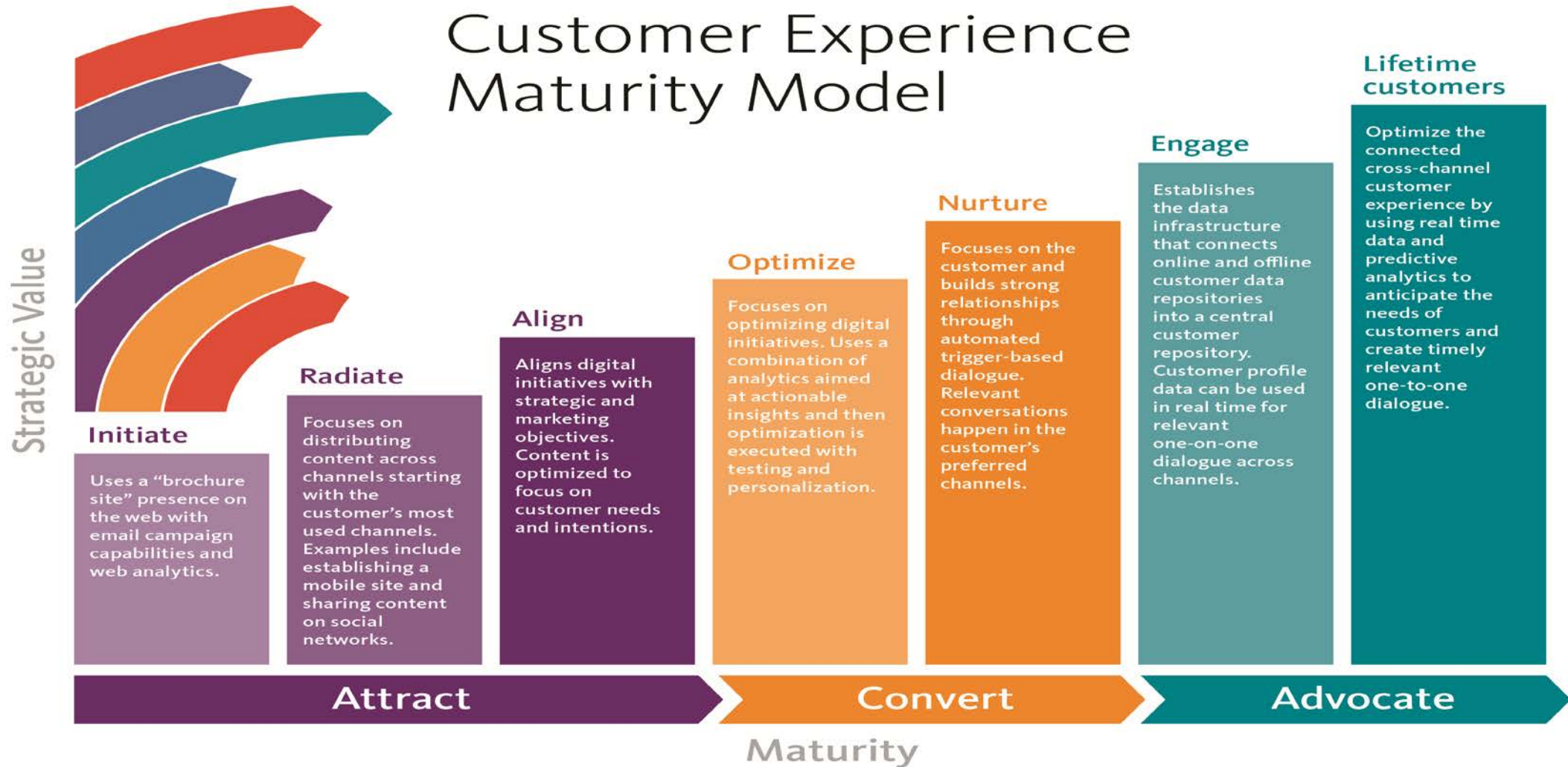
At its core is a dedicated focus around positively **influencing a collective set of experiences** through the broad array of **touchpoints and interactions** that impact on customers, either directly or indirectly. It is about understanding their **unmet needs, wants, objectives and desires** at a deeply contextual level. That leads to thoughtful and purposeful use of services, technologies, communities and imageries

What is Customer Experience Design?



More than people: Customer Experience is the interplay between People + Process + Technology

Customer Experience Alignment



Delivering the Best Possible Experience by Design

To deliver a great experience, you need to take people along the path of experiences, from random to differentiated, in order to truly create desire. Desire drives more sales, of a higher value, more often.



The Psychology Behind Experiences

A person's experience is an inherently individual and intensely emotive thing

**Leave
Nothing to
Chance**

**Set and then
Meet
(Exceed)
Expectations**

**Are
Effortless**

**Are Stress
Free**

**Indulge the
Senses**

**Satisfies
Customer's
Higher
Objectives**

**Are Socially
Engaging**

**Strongly
Reflect the
Customer's
Identity**

**Put the
Customer in
Control**

**Consider the
Emotions**

High impact customer experiences

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 behaviours, impressions and perceptions of their experiences and interactions as a customer.

Each one of these 10 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.

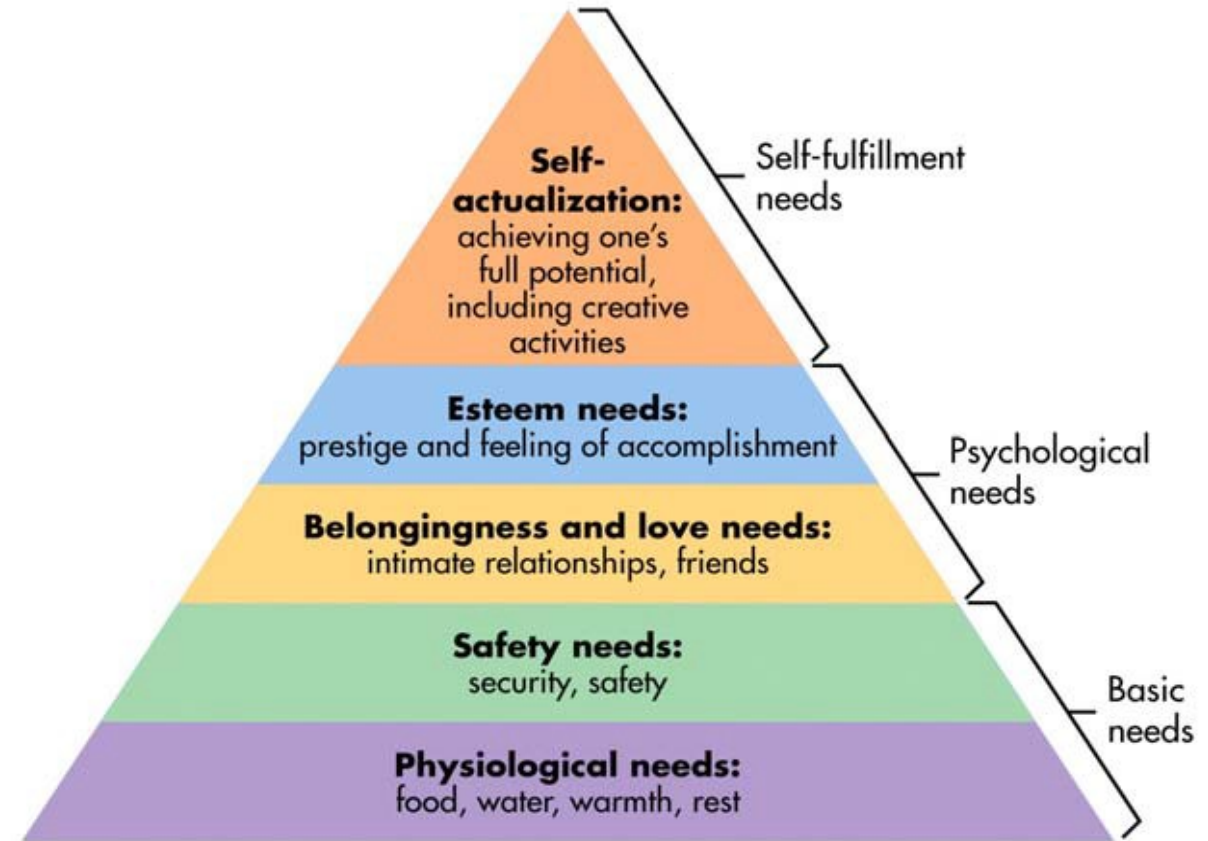
Strongly Reflect the Customer's Identity
Satisfies Customer's Higher Objectives
Leave Nothing to Chance
Set and then Meet (Exceed) Expectations
Are Effortless
Are Stress Free
Indulge the Senses
Are Socially Engaging
Put the Customer in Control
Consider the Emotions

Ultimately experiences are Individual in their nature – It's always about delivering on unmet needs and expectations

Influences and drivers behind designing and delivering high impact Customer Experiences

Hierarchy of needs

Customer experience feature must serve the low-level needs, before the high-level needs can begin to be addressed.



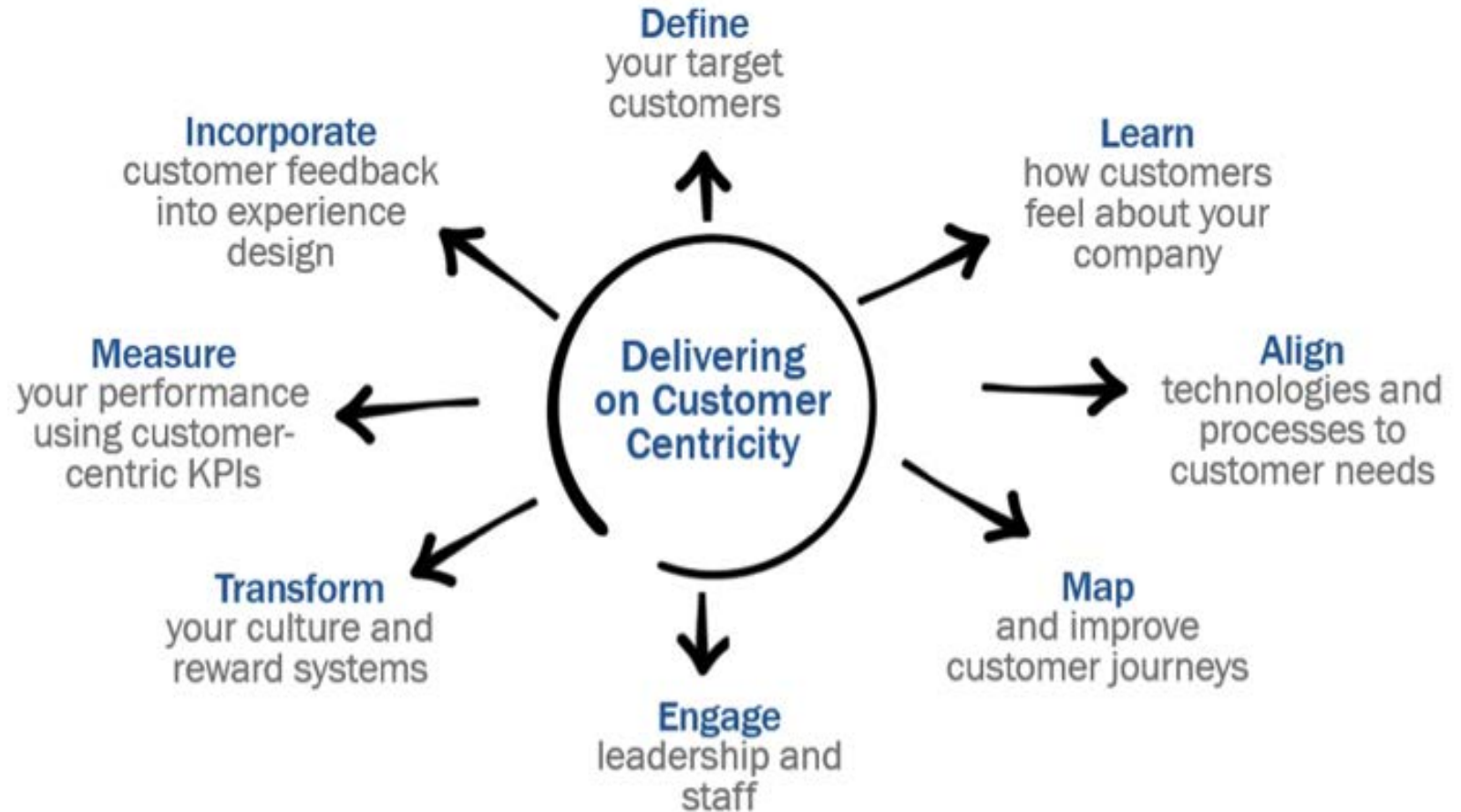
Ultimately experiences are Individual by their nature – It's always about delivering on unmet needs and expectations

Customer Centricity...

**Key to the understanding
of 'Customer Experience'**

Customer Centricity

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.



Designed around the customer's experience

Brand
Centric



Customer
Centric



WHAT DOES CUSTOMER-CENTRIC MEAN?

according to the business dictionary

«Creating a **positive customer experience** at the point of sale and post sale.

A customer centric approach can add value to a company by enabling it to **differentiate itself from competitors** who do not offer the same experience»

1 DEFINE A COMPANY CULTURE

that **customers**
will love



YOUR COMPANY CULTURE CHECKLIST

1. Find values customers will love

- Have a brainstorming session with employees
- Ask customers why they chose your company, what makes you different
- Mix employees and customers' values together
- Hang your values on the wall, communicate them to every new employee

2. Tell your personal story

- Write down the story of how and why your company was founded
- Communicate this story on your website and social media
- Make sure your employees know this story

3. HAVE SOME FUN

- Have some office and out of office fun with employees
- Post behind the scene photos on social media (Facebook's great for that)
- Add a dose of fun in your copy-writing, marketing, design
- Define your brand's voice and train employees to use it (Define standard fun greetings, set up the tone you want to use in all communications)

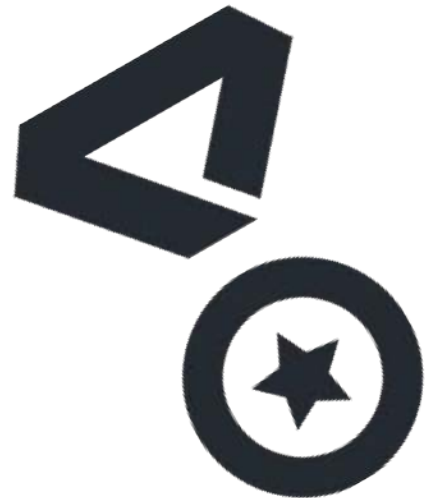
2

EMPOWER

EMPLOYEES

to help

customers



YOUR EMPLOYEE EMPOWERMENT CHECKLIST

1. Don't use scripts

- Define guidelines that allow employees to talk naturally
- Ask employees how they think they could get better at helping customers
- Assign a senior / mentor employee to all newcomers
- Run short regular training sessions partly created by employees

2. Train employees to get creative

- Publicly acknowledge good ideas and initiatives
- Set clear rules for what employees can and can't do

RUN REGULAR CUSTOMER SERVICE BRAINSTORMING SESSIONS WITH BOTH CUSTOMER SERVICE EMPLOYEES AND PEOPLE FROM OTHER DEPARTMENTS

3. Measure what matters to customers

- ❑ Try new ways to ask customers for feedback (email, phone call, on website)

Don't limit feedback to a 1 to 5 rating system

- ❑ Try defining 1 new evaluation metric that really affects customer satisfaction

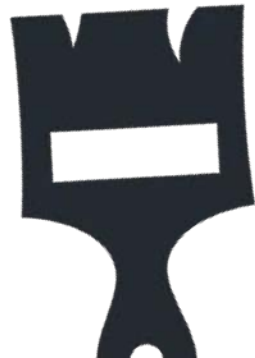
- ❑ Monitor average handling time but don't judge employees on it

3

DESIGN

YOUR PRODUCT

for and with
customers



YOUR PRODUCT/SERVICE DESIGN CHECKLIST

1. Gather product ideas from customers

- Don't simply ask for feedback, ask for what would make your product/service better
- Create a community where customers can share ideas
- Monitor what users are saying about you and your competitors
- Get customer insights from your sales and customer service teams

2. Invest in a good user experience

- Make your website as simple to browse as possible
- Use heatmaps to see where your visitors are clicking

- ❑ MAKE IT EASY FOR CUSTOMERS TO SHARE YOUR PRODUCTS WITH FRIENDS
- ❑ BUILD A 3 STEPS CHECK OUT PROCESS (ITEMS, CLIENT INFOS, PAYMENT)

3. Design for emotions

- ❑ Write down funny call to actions
- ❑ Create a sense of emergency (only 1 left in stock, order now to get 20% off)
- ❑ Use a person or mascot to represent your brand
- ❑ Insert rewards after customers accomplished an action (points, highfive...)

4 CREATE CONTENT

that's useful
to your customers



YOUR CONTENT CREATION CHECKLIST

1. Publish useful case studies

- Let customers know you are publishing case studies on your blog
- Make it easy for them to get involved (create a survey, call them...)
- Advertise case studies in guest posts for other blogs / websites

2. Invite guest bloggers to post

- Monitor other blogs in your industry to see who's guest posting there
- Personally contact potential guests with an idea of article
- Advertise guest blogging opportunities on your blog and social media

3. MAKE IT VISUAL AND EASY TO PROCESS

- Publish infographics and recycle them as Slides, Pinterest boards...
- Insert visual data inside your articles to make them easy to scan
- Add pictures to your tweets and Facebook posts

5 ENCOURAGE DIALOGUE

with your

customers



YOUR CUSTOMER DIALOGUE CHECKLIST

1. Invite them to reply to your automated emails

- Use a do-follow email address
- Ask a question at the end of your newsletter or automated emails
- Sign emails with your real name and direct email address

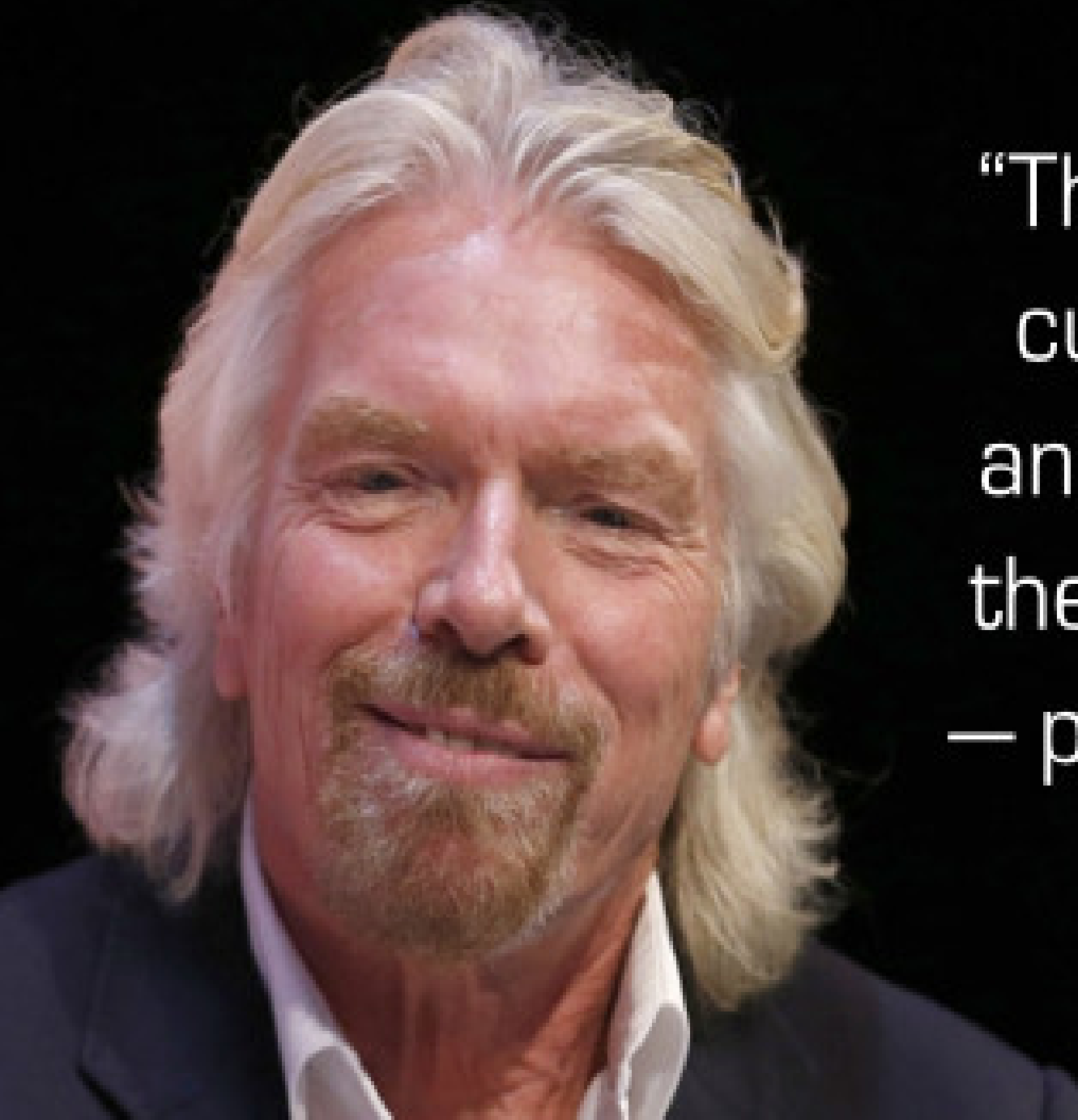
2. Be social on social media

- Thank people who share your content
- Ask them about their thoughts and opinion on the content they shared
- Share content from your customers

3. BE EASY TO REACH WITH LIVE CHAT

- Answer all the questions you get (even if they are not related to you)
- Use proactive invite to show customers you're there
- Follow-up after chat conversations

#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

Expectations drive Customer Satisfaction

Expectations are personal, emotional and they are very real determinates of positive, negative or neutral perceptions and outcomes of the actual Experience in the mind of the customer

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

+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



Session two

Customer Experience Design

How does it work?

Creating experiences with the customer at the centre of the process – It's their experience not yours!



PROCESS REDESIGN ORDERS

OPEN ACCOUNT PROCESS



CLOSE ACCOUNT PROCESS

REQUEST FOR A/C TO BE CLOSED



A/C CLOSED

WE'RE STILL WONDERING WHY MORE CUSTOMERS ARE LEAVING THAN JOINING...

5 Core Considerations in Experience Design

1. Experiences are Customer Centered
2. Experiences are Co-Creative in Nature
3. Experiences are Broadly Interrelated
4. Experiences supported by Evidencing
5. Experiences are Holistic and End to End

Experiences are Customer Centered

Experiences should be experienced through the customer's eyes

A user-centered (Empathy) approach to experience design offers a common language we can all speak; the customer's language.

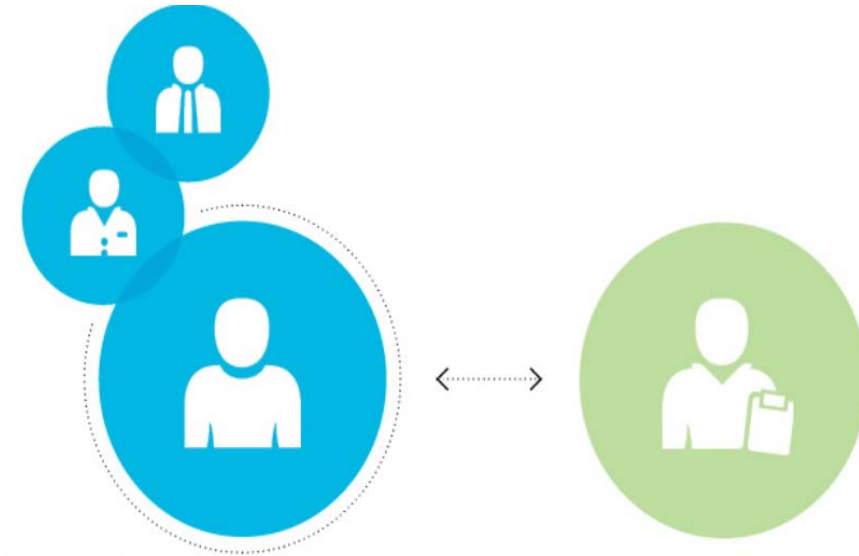


By gaining a genuine understanding of the customer, the experience designer can slip into a customer's shoes and understand their individual service or product experience in its wider context.

Experiences are Co-Creative in Nature

Experiences are Co-Creative in two distinct ways. One with the customer being a co-contributor conscious or not in the creation of their own experiences and the value they provide. The other with the customer and others being co-creative in the experience design process.

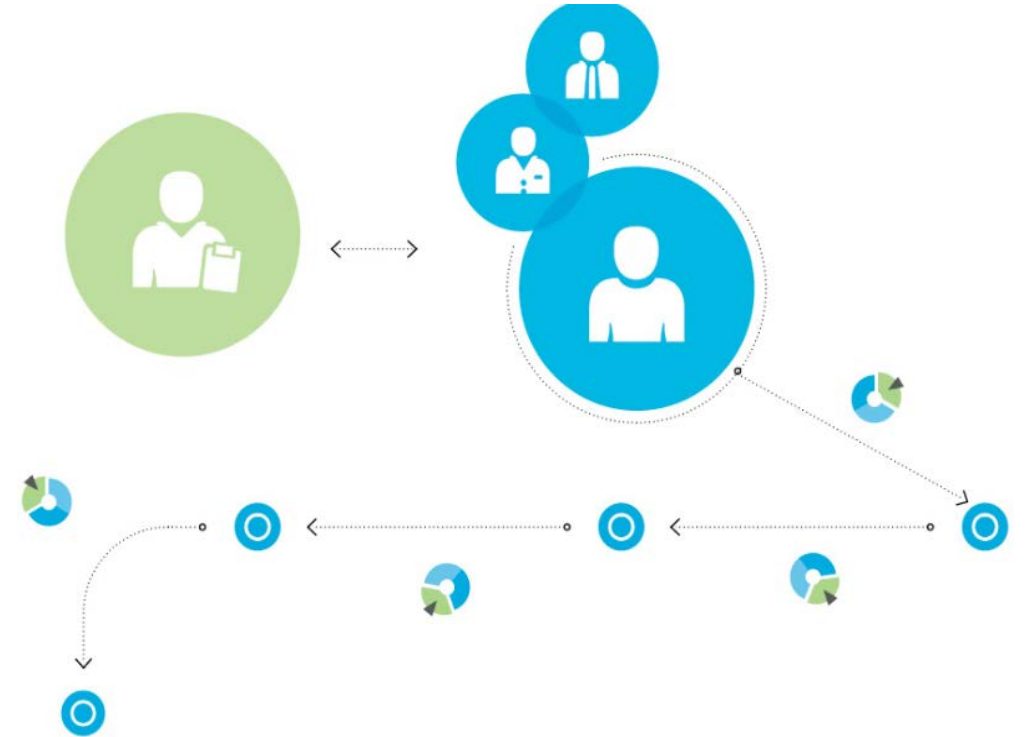
There are more than just one customer group in experience design, and each group possesses different needs and expectations. During an experience design process, we need to involve customers as well as all other stakeholders involved in exploring and defining the experience proposition.



Everyone has a stake in creating, providing and consuming our products, services and experiences; such as managers, marketers, key suppliers and front-line staff and of course, customers. They all need to be involved in the process of creating, proto-typing and testing; this is called co-creation.

Experiences are Broadly Interrelated

Overall experiences should be visualized as a sequence of broadly interrelated events. This is how the customer perceives them.

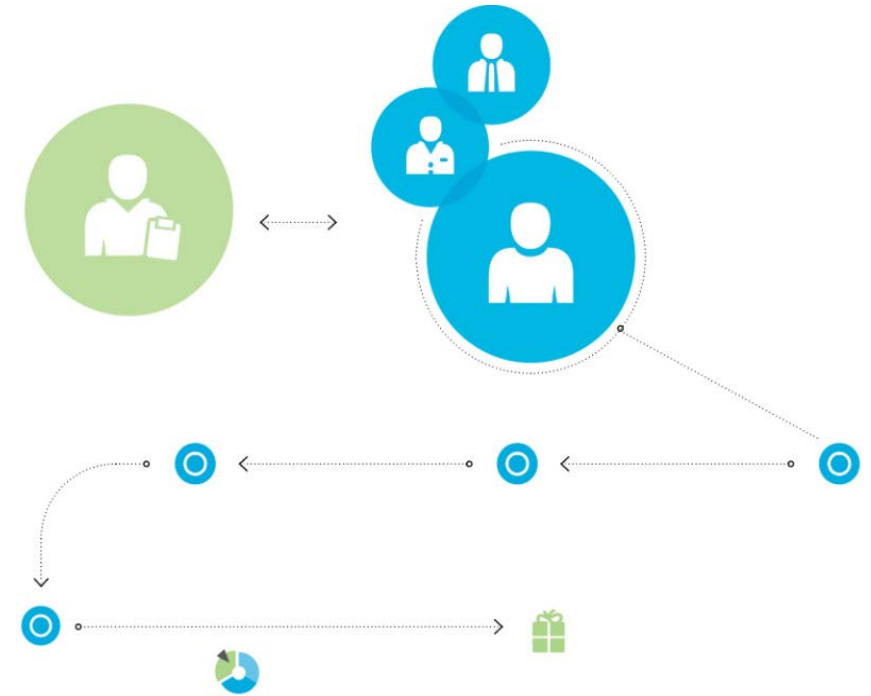


Basically, Sequencing maps out an experience from start to finish, from the moment a person thinks about buying a Smart Phone, to setting up the Smart Phone, to surfing the web or app store, and then to buying your product on their mobile device. It's a story. The person, Smart Phone and your product all lived happily ever after. The End.

Experiences supported by Evidencing

Intangible service experiences should be visualized in the terms of physical artifacts.

In service experience design, making evidence out of intangible services and experiences is basically prolonging the experience after it occurred; such as triggering those memories of the service in a post-service period. For example, a customer keeps items from staying at a hotel room like soap bottles or towels. Or a customer gets a survey after getting their car repaired.

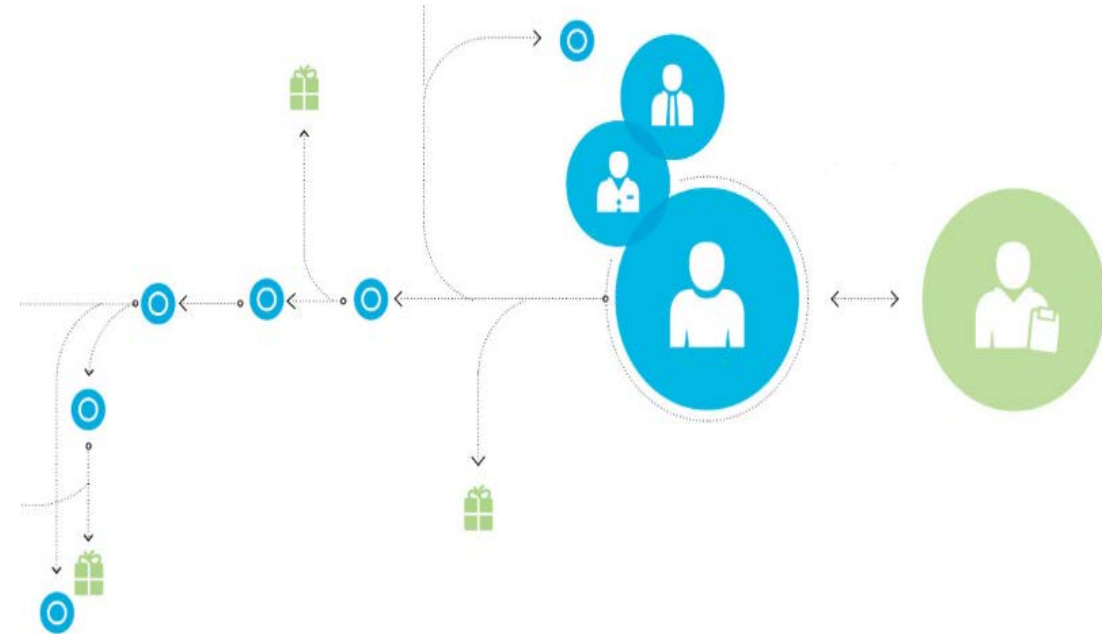


If the customer knows the inherent story of a service or product, the results can bring about a deeper appreciation by the experience they are having, like seeing behind the scenes of a movie. Visualizing these user stories from all perspectives can shed a better light on the efforts that go into a service experience, thus strengthening that customer's experience.

Experiences are Holistic and End to End

The entire environment of the experience should be considered, like The Big Picture of the event.

The overall organisation, its inherent culture, values and norms as well as its organisational structure and processes as well as outside influences such as external suppliers are all important issues for design and delivery of high impact experiences. Consistency is core to the positive perception of experiences.



The complete end to end environment in which an experience is encountered has impact on the customers perception of the overall experience. The culture of where the experience is taking place has an impact on your customers too, thus adding a more abstract, yet sensory aspect to the customer experience.

Session Three

Using Customer Experience Journey Mapping and Design Tools



Our Experience Design Process

Key principles to note and action on Designing the End to End Customer Experience

- Do It Right the First Time (DRIFT)
- Assuring Multichannel Access and Engagement – Keep Every Door Open
- Always Satisfy your Customers, sometimes Dazzle them!
- Listen passionately to your customer's unified voice

Experience Design is an ITERATIVE process that continually being reviewed, assessed and updated

Our Experience Design Process

Phase	Discover	Describe	Determine	Develop	Deliver
Activities and Tasks	Customer Insights and Stakeholder Interviews	Service storyboards Persona profiles	Measurement metrics	Ideation	Storytelling
	Service Eco-System	Mapping customer journeys	Prioritise high impact enhancement opportunities	Future service blueprint	Roadmap and action planning
	Field Research	Develop a current state service blueprint	Recognise and manage experience breaks and misses	Prototype	Stakeholder communication and buy in
Objective	Gain deeper insights into customer needs, objectives, expectations, perceptions, behaviours and attitudes. Gain a broader perspective of the delivery of your current experiences from a holistic view	Translate research findings into useable tools for deep understanding	Communicate where service and experiences succeed/fail and why	Respond to critical service and experience improvement opportunities with both customer and business objectives in mind	Roll out an action plan that encourages buy-in and participation

Experience Design is an ITERATIVE process that continually being reviewed, assessed and updated

Step 1 - Discover

Objective

Gain deeper insights into customer needs, objectives, expectations, perceptions, behaviours and attitudes. Gain a broader perspective of the delivery of your current experiences from a holistic view

Activities and Tasks

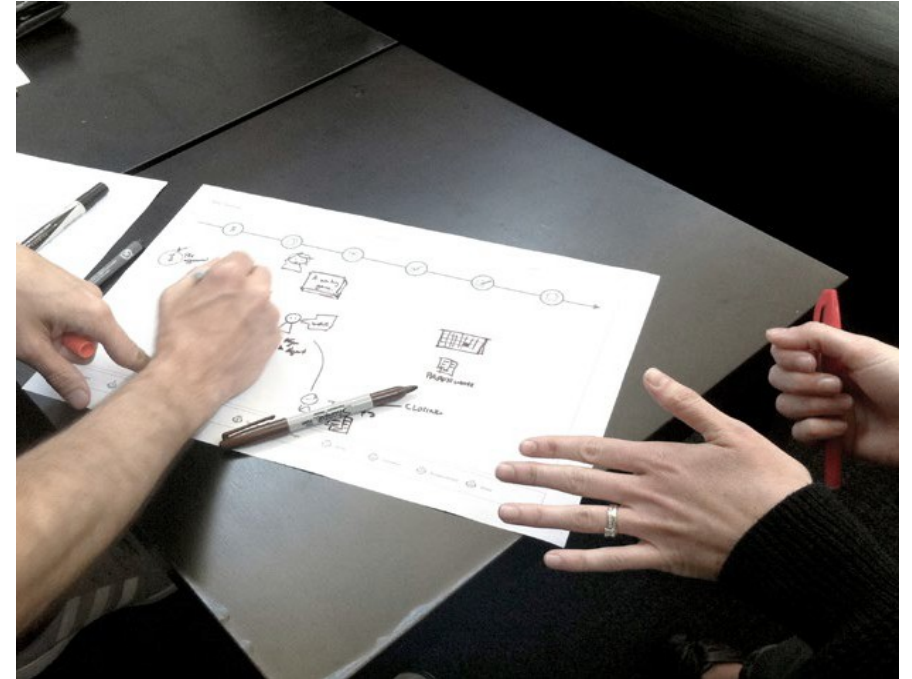
- Customer Insights and Stakeholder Interviews
- Service Eco-System
- Field Research

Customer Research - Insights

Qualitative Research

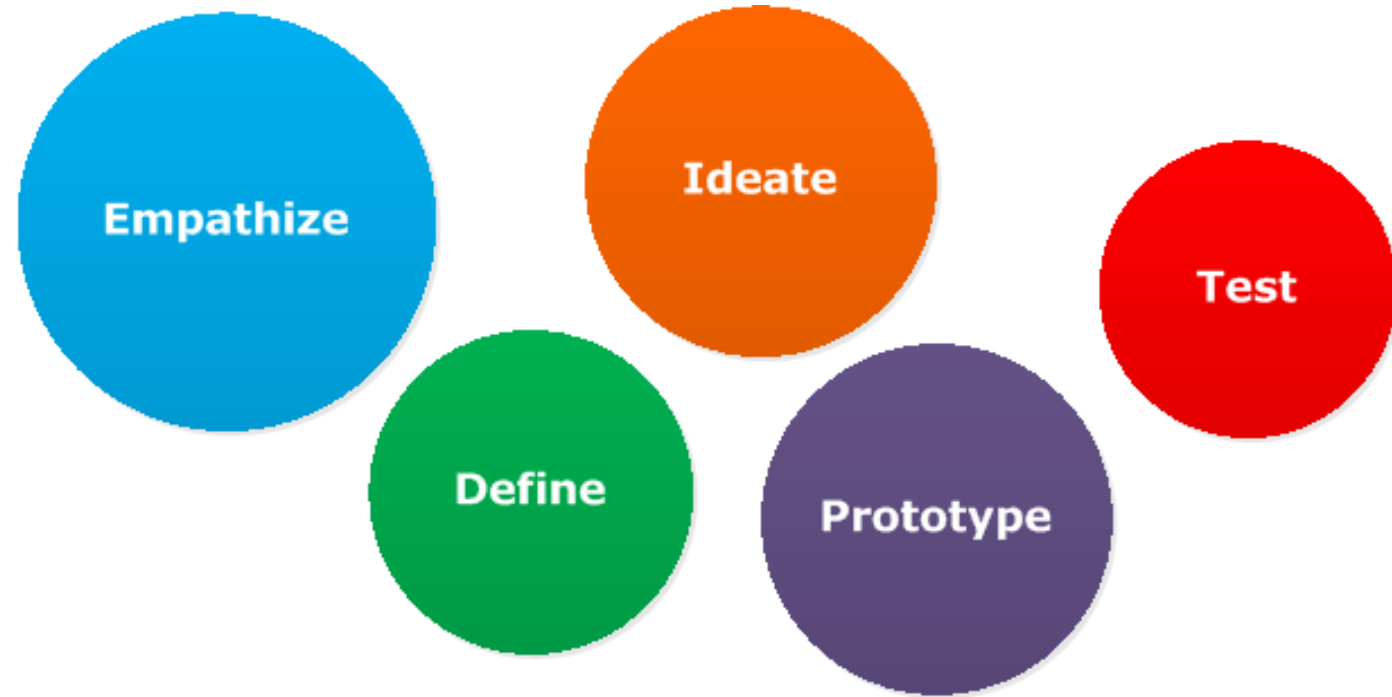
Having conversations with customers is a common and reliably successful method used to gain insights for an experience map. You'll want them to focus on a story that is relevant to the product, service, or problem area you are investigating. When possible, interviewing or observing customers in their natural setting will provide you with the richest data.

Follow a directed storytelling development technique that guides the conversation with a series of open-ended questions. Your goal is to encourage the participant to share their story. Foster an engaging conversation, rather than pointed questions, and focus your observations on the experience mapping building blocks. Remember that the core building blocks are doing, thinking, and Feeling.



Customer Research - Insights

- Core component of “Design Thinking”
- Empathy via:
 1. **Observe**
 2. **Engage**
 3. **Immerse**



Customer Research - Insights

Customer Interviews

Ethnography & Contextual Inquiry

Customer Surveys

Customer Support/Complaint Logs

Web Analytics

Social Media listening

Competitive Intelligence

Shadowing

Service Safaris

The five Whys

Cultural Probes

Mobile Ethnography

A Day in the Life

Expectation Maps

What if?

Customer Lifecycle Maps

Business Model Canvas

Stakeholder Maps

Customer Journey Maps

Personas

Idea Generation

Design Scenarios

Storyboards

Desktop Walkthrough

Service Prototypes

Service Staging

Agile Development

Co-Creation

Storytelling

Service Blueprints

Service Roleplay

Customer Research - Insights

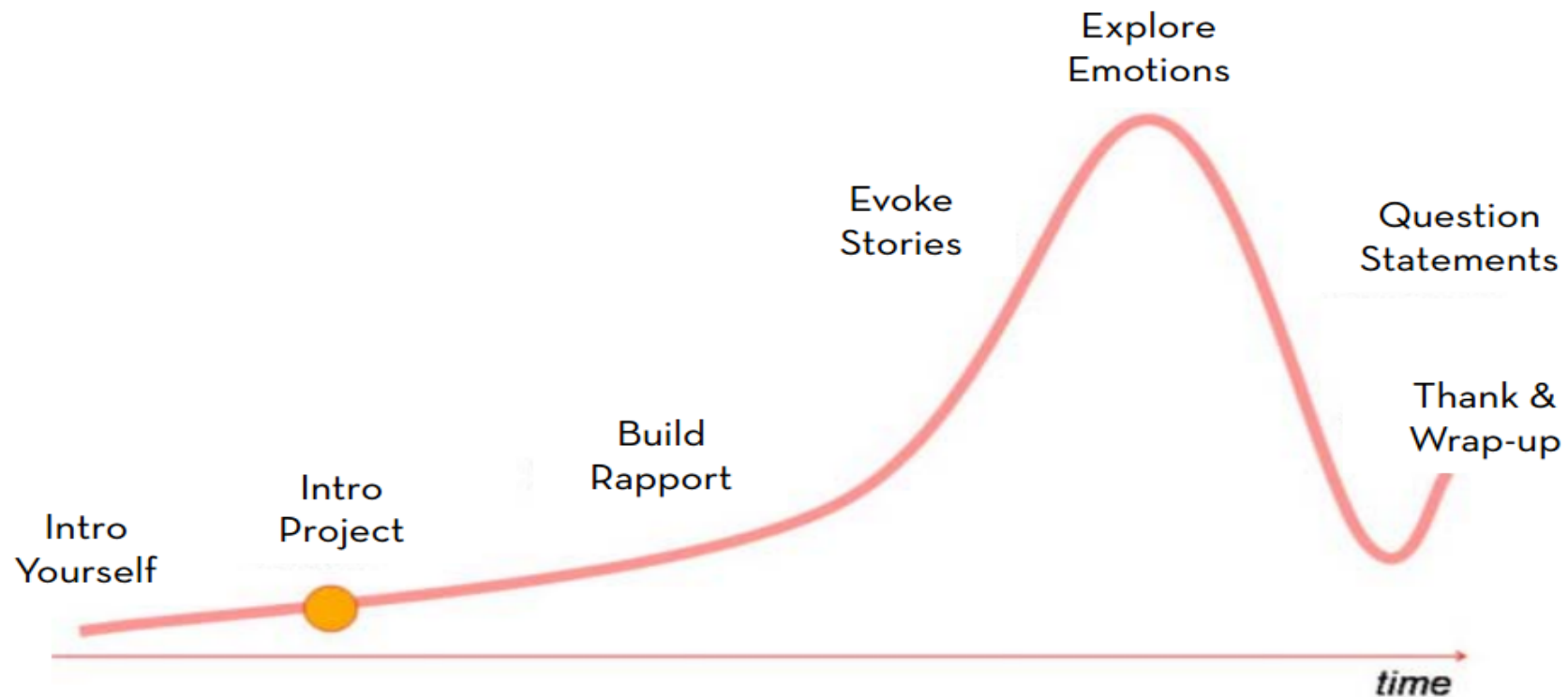
Preparing for Interviewing

- Brainstorm Questions
- Identify Focus, Theme & Order
- Refine and Edit Questions:
 - Re-word Leading or Biased Questions (Open ended)
 - Expand Yes or No type-questions
 - Make vague questions more specific
 - Ensure you questions eliciting ***FEELINGS***
 - Eliminate redundancy
 - Simplify questions, short as possible.



Customer Research - Insights

User Interview – Ideal Timeline



(<http://dschool.stanford.edu/wp-content/themes/dschool/method-cards/interview-for-empathy.pdf>)

Customer Research - Insights

Quantitative Research

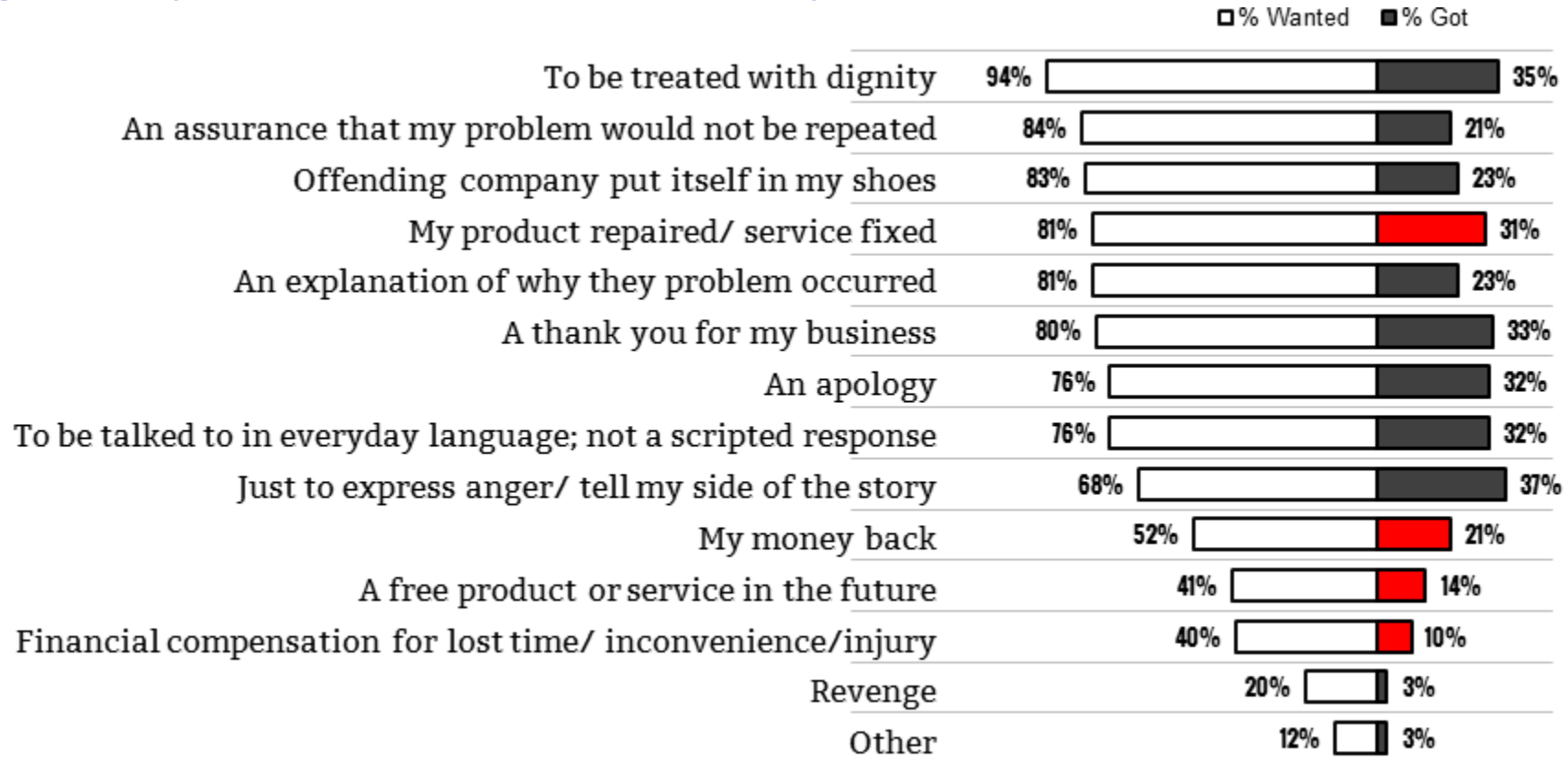
Many insights can be drawn from reviewing web analytics and digging deep into data sources that reveal what current customers are doing when they interact with your organisation. paired with customer satisfaction data, you can spot issues in your customer funnel or see which channels and touchpoints generally get higher or lower marks.

In addition to analysing existing data, you may find it useful to create a survey targeted at existing and prospective customers. A survey can answer basic questions, help validate what you learn in qualitative studies, or yield insights that help prioritize the focus of your customer interviews. it may also make stakeholders feel more comfortable that the experience map is based on a large enough sample size of customer data.



Customer Research - Insights

What Customers Who Complain Really Want It generally won't cost the business money



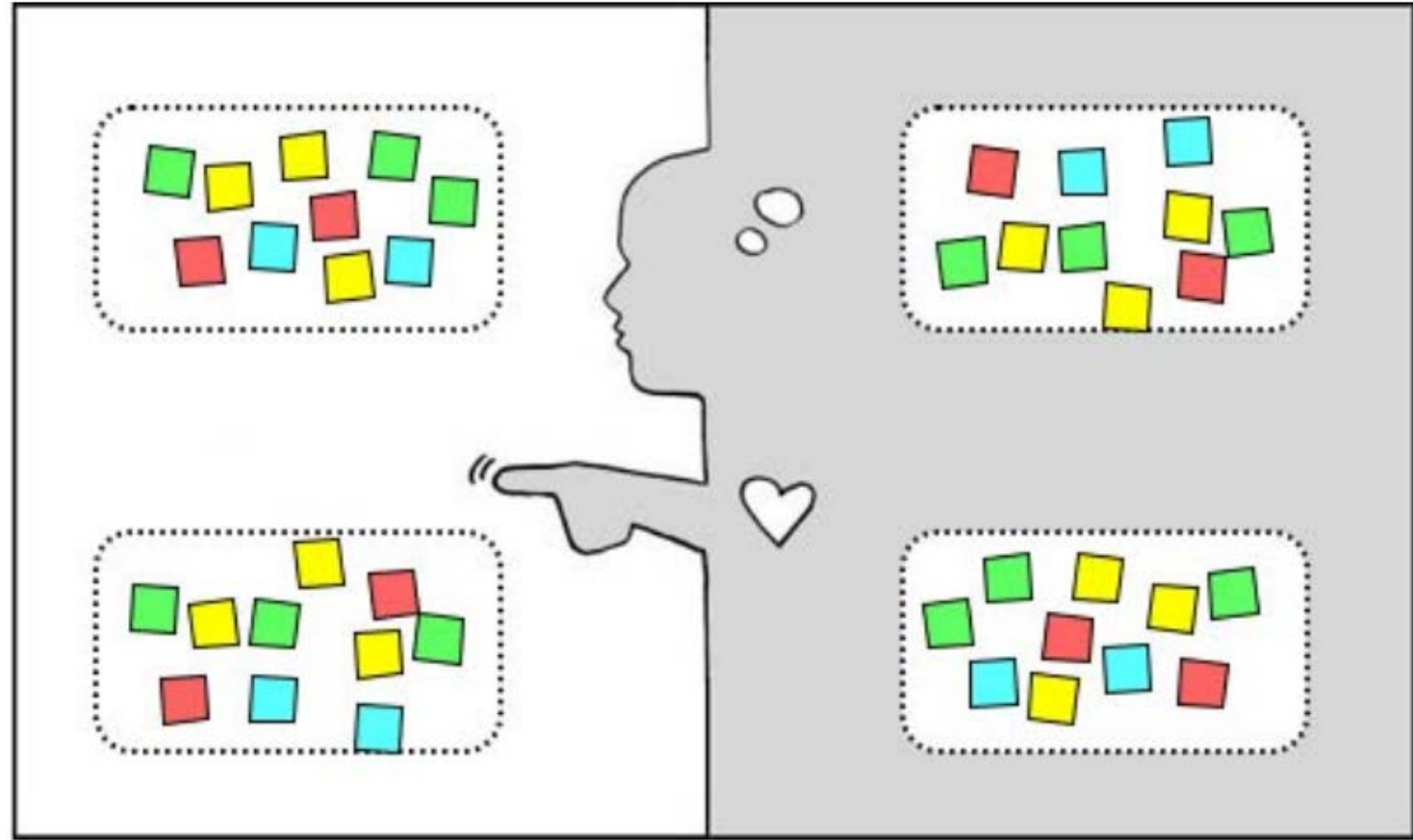
Source: 2013 Rage Study sponsored by ASU Center for Leadership, designed by CMCC and conducted by NOVO 1

Customer Research - Insights

Empathy Map

- I SAY...
- I DO...
- THINK...
- FEEL...

Observed



Inferred

Customer Research - Insights

Individual activity : **Experience labs prep** (10min) (WEBSITE)

- Write down what (think) you already know about your customer. (assumptions)
- Write down areas you need to find out more. (interview objective)



Who are they?

Demographic, profile, values

Why?

- What is their motivation in using your product / services?
- Why are they using web?

What are goals and tasks?

- What are their goal using your product/ services?
- What are the key tasks when using your website?

When / where?

- When do they use your product/ services?
- When / where do they use your website?
- What do they do before or after using your website?

How?

- How do get to know your product? How are they making a decision?
- How are they using the web currently?
- How do they expect using your website to be?

What you want to find out more:

1. _____
2. _____
3. _____

Customer Research - Insights

Activity in pair : **Interview your customer** (10 min x 2) (WEBSITE)

- Introduce your product / services using elevator pitch
- Ask customers 'open - ended' questions using following probes. It's a user-led conversation, not a questionnaire.



Who are they?

Introduce yourself (job, family...)
How would you describe as a...

Why?

- What is your motivation in using <kind of product/ service>?
- Why are they using web?

What are goals and tasks?

- What is your goal in using < >
- What is the main thing you want to do on < > website?

When / where?

- When do you need < >?
- When / where do you use < > web?
- What do you do before or after using < > website?

How?

- How do you get to know < >?
- How are they using the web currently?
- How do you expect using < > website?

Useful probes:

1. Tell / show me how you usually do?
2. What's most important to you? Why?
3. How do you feel?
4. (lots of) why?



THINKING
(FRAMING)

HEARING

SEEING

FEELING
(MOTIVATIONS)

DEVICE

DOING
(BEHAVIOR)

TIME

RELATIONSHIPS

PLACE

(CONTEXT)

Simple Story Board... Card Lock Story



Story Board... Doctors Visit



1 Child's Doctor / Emergency

However you come to Children's, know what kind of care you can expect, how to find us and who to talk to first.



2 Scheduling

Schedule your appointment in just one phone call, at a time that works for you.



3 Clinic visit

Expect that your visit goes smoothly and that you're in and out without waiting.



4 Before Surgery

Receive and understand all the information you need before your child's surgery.



5 Surgery

We'll start the surgery right on time.



6 After Surgery

Your appointment will begin on time.



7 Going Home

Have all your questions answered and get clear instructions on how to care for your child.



8 Inpatient Care

Know when you can go home.



9 Follow-up visit

Your child will move to a hospital room or go home as soon as they are ready.

Step 2 - Describe

Objective

Translate research findings into useable tools for deep understanding

Activities and Tasks

- Service storyboards
- Persona profiles
- Mapping customer journeys
- Develop a current state service blueprint

Translate research findings into useable tools for deep understanding

- Review research
- Identify timeline
- touchpoint and channels
- Empathy map
- Lensed brainstorm
- Affinity diagram

Key Customer Experience Design Tools

VISION



Values, philosophy and goals to provide direction and guide decision-making

PERSONAS



Representative users based on research into motivations and behaviors

JOURNEY MAP



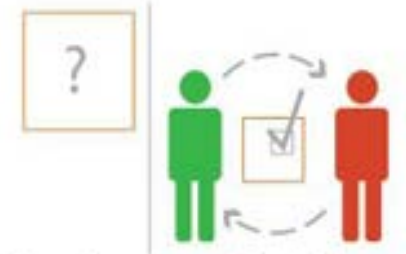
Mapping service use over time, identifying the touchpoints in the user experience

BLUEPRINT



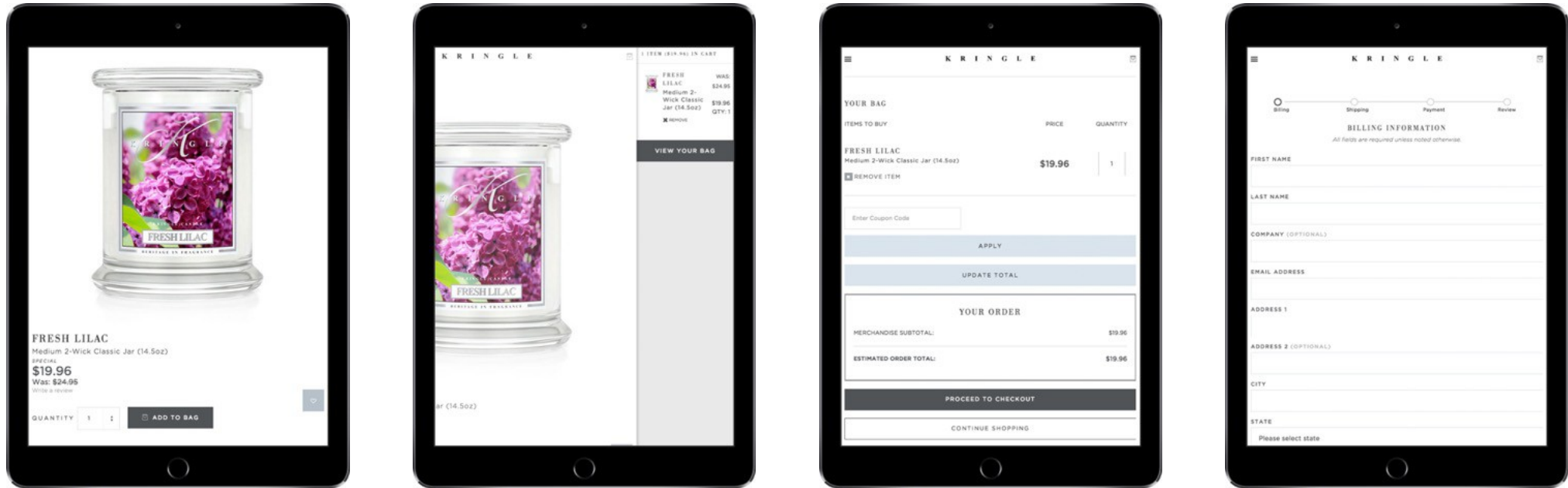
Guidance on delivery of a service across different channels for staff and systems

PROTOTYPE



Testing service(s) to answer questions, get input and/or transition users

Creating step by step storyboards



Take a digital frame by frame screenshot of the consumer journey to ensure you see every step. This can then be used in the journey mapping stage linked to customer research and insights

Persona Profiles



"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 mom to two active kids. I need consistency, convenience, and caffeine!"

Name: Faye Weaver

Age: 46

Occupation: Account Director

Lives in: Chicago, IL

Personal: Married, two children

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



"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."

Name: Lila Chan

Age: 20

Occupation: Student

Lives in: Seattle, WA

Personal: Single, no kids

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

Create your Customer's Persona Profile

Persona Profiles describe your key customer types so that you, your team, and everyone else can keep real people clearly in mind as they improve the experience

ADD PICTURE OR DRAWING	WHO AM I?	3 REASONS FOR ME TO ENGAGE WITH YOU		3 REASONS FOR ME NOT TO ENGAGE WITH YOU	
	PERSONA NAME: _____ CUSTOMER SEGMENT: _____	1. _____ 2. _____ 3. _____	1. _____ 2. _____ 3. _____		
MY INTERESTS	MY PERSONALITY	MY SKILLS	MY DREAMS	MY SOCIAL ENVIORNMENT	

Persona Profiles

NAME: MARGARETH TITLE: SECRETARY AGE: 48
(ADMIN)

CHARACTERISTICS:
WHAT TYPE OF PERSON IS HE/SHE? I.E. DETAILED, CAREFUL, STRESSFUL, STRONG...


- ANIMAL LOVER
- NATURE GIRL
- LIKE PAPERS (HARD COPY)
- EASY TO WORK WITH

SKILLS:
I.E. IF SAVVY, TECHNICALLY CHALLENGED, USED TO WORK ONLINE...

- WORD PERFECT
- NEEDS HELP

GOALS/MOTIVATIONS:
WHY DOES HE/SHE NEED THIS PRODUCT? I.E. TIME SAVING, ACCURATE ACCOUNTING, JUST TRYING IT OUT...

- BE ON TIME
- READY WITH REPORTS
- GOOD WITH CUSTOMERS



99 I'd like to use this system if I can get all the help I need 99

WHAT IS THE KEY THING(S) THE UX DESIGNER NEED TO CONSIDER?

- RATIONAL WORKFLOWS
- CLEAR STEPS

Journey Mapping Process

1. Review Goals

Consider organisational goals for the product or service you are reviewing of designing, and specific goals for a customer journey mapping initiative. Are you mapping a potentially new product or service, and existing one? Are you looking to remedy or innovate or both?

2. Select and Develop Customer Personas

3. Gather Research

Review all relevant customer research, which includes both **qualitative insights** and **quantitative findings** to provide insights into the customer experience of your **Persona**. Some useful research methods include;

- customer interviews,
- ethnography & contextual inquiry,
- customer surveys,
- customer support/complaint logs,
- web analytics,
- social media listening,
- and competitive intelligence.

4. Touchpoint and Channel brainstorm

As a team, generate a list of the customer touchpoints and the channels on which those touchpoints occur today. Then brainstorm additional touchpoints and/or channels that can be incorporated in the future journeys you will be mapping.

Journey Mapping Process

The Customer Journey Mapping Process

5. Empathy map

Empathy maps are a depiction of the various facets of a persona and his or her experiences in a given scenario. This exercise helps organize our observations, build a deeper understanding of customers' experiences, and draw out surprising insights into what customers need. The goal is to get a well-rounded sense of how it feels to be that persona in this experience, specifically focusing on what they're thinking, feeling, seeing, hearing, saying and doing.

6. Brainstorm with lenses

The goal of lensed brainstorming is to generate as many ideas as possible in a short period of time. These ideas can be used to improve, adapt, innovate or create the customers journey. To gain focus as you generate ideas you use "lenses"—words representing key concepts, brand attributes or mindsets that help us look at a problem or scenario in a different way. This activity ensures that every voice on the journey mapping team is heard and generates a huge inventory of ideas.

7. Affinity diagram

This is a method to visually organize ideas and find cohesion in the team's concepts. Affinity diagramming helps us shift from casting a wide net in exploring many possibilities, to gaining focus on the right solutions for this audience. This assists in considering where and how you might combine, refine, and remove ideas to form a cohesive vision of the future customer experience.

Journey Mapping Process

8. Sketch the journey

This is where we bring together all the pieces: timeline, touchpoints, channels, emotional highs and lows, and all the great new ideas you have generated for how to improve the future customer journey. Get creative with how you lay it out—it doesn't have to be a standard left to right timeline. It could be circular or helical. It could be one large map or it could be an interactive, clickable piece with embedded video. There are no templates, and there are infinite possibilities.

9. Refine and digitize

Journeys don't always become a sophisticated deliverable—sometimes they begin and end as sticky notes on a wall or sketches on a whiteboard. But most of the time, when you go through the activities to arrive at a solid customer journey map, you want to polish it, leverage it in your work and share it with colleagues across the organisation. While journey maps are usually a tangible deliverable, like the one above, the process of journey mapping is what's most important – it pushes us to think deeply about how we can use experience design to have a positive impact on our customers.

10. Share and use

It can be beneficial to maintain journey maps over time. For example, you could set a time each quarter or year to evaluate how your current customer experience matches your documented vision journeys. If your organization tracks quantitative KPIs, you can integrate these into a journey benchmarking process. Socialising journeys among stakeholders is critical in moving your organization toward action. In addition to prioritization, the output of a journey map can serve as a backbone for strategic recommendations and more tactical initiatives.

Journey Mapping Process

Required components to create an effective a Customer Journey Map

One or More Personas

The main characters that illustrate the needs, goals, thoughts, feelings, opinions, expectations, and pain points of the user;

A Timeline

A finite amount of time (e.g. 1 week or 1 year) or variable phases (e.g. awareness, decision-making, purchase, renewal);

Emotions

Peaks and valleys illustrating frustration, anxiety, happiness etc.; touchpoints: customer actions and interactions with the organization. This is the WHAT the customer is doing; and Channels: where interaction takes place and the context of use (e.g. website, native app, call centre, in-store if this is where they are interacting

Moments of Truth

A positive interaction that leaves a lasting impression, often planned for a touchpoint known to generate anxiety or frustration; and

Supporting Characters (not vital) peripheral individuals (external suppliers, family, friends, colleagues, etc) who may contribute to the experience.

Customer Experience Journey Map Format

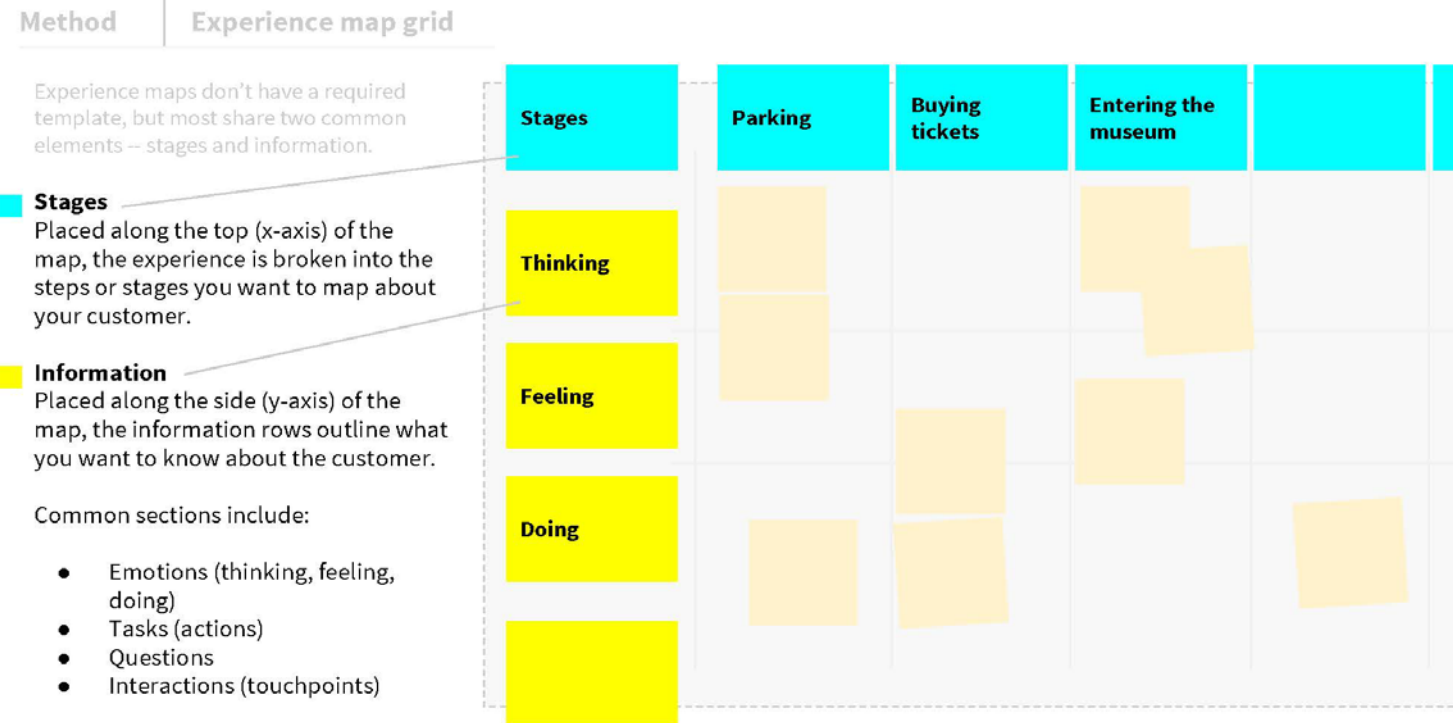
Broad Mapping Objectives

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.

Types of information we want to map

- **Objectives and Tasks.** What is the customer trying to achieve at this stage
- **Questions.** What does the customer want to know at this stage?
- **Touchpoints.** How does the customer interact with the organisation and its offering at this point?
- **Emotions.** What is the customer feeling at this stage in the process?
- **Weaknesses or Breaks.** How does the organisation let the customer down at this stage?



PATTERN

<http://patternservicedesign.com/experience-mapping-tools/>

Customer Experience Journey Map Format



Sample Touchpoints (Divided into 5 categories)

Media

- radio
- newspaper
- television
- community
(youtube/facebook/twitter)
- blog
- viral
- sponsorship
- event

Graphics

- logo
- business card
- advertising
- brochure
- signage
- packaging
- website

Servicescape

- queue
- employees
- point of sale
- wayfinding
- interior fittings
- call-centre
- building

Communications

- phone
- mobile phone
- smartphone
- e-mail
- sms
- letter
- friends
- family

Ephemera

- credit/debit card
- contract
- instructions
- bill/invoice
- self-service
- log-in
- receipt
- app/widget
- welcome package
- give-away

Rapid - How To Map a Customer's Journey



CX Journey Mapping Tips



Identify a **specific customer Persona**

New prospects, frustrated customers, etc

Work from **point A to B**

map upstream and down

Keep it **collaborative**

use post-it notes, storyboard, photos, etc

Focus on **moments that matter (MoT's)**

start low res, use appropriate detail

Start with **assumptions**

then validate and gather more data

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

When Can Journey Mapping Be Used?

- Map to **understand & diagnose** experience issues
- Use maps to **reframe and reimagine** experiences
- Redesign experiences to **influence attitudes**
- Leverage mapping to **connect, collaborate, & align**



Creating a Customer-Focused Customer Experience Journey Map

Applied Service Design Tools

Persona Profile

The Customer Journey of Tom

Male

28 years old

Australian

Adventure Seeker

University Graduate

Single living inner city

Scuba Diving

Sailing



Tom

28

Male

Australian

Adventure Seeker and
Scuba Diver



The Customer Journey of Tom



Adventure Seeker
and Scuba Diver

Post-service period

Awareness/Search

Planning/Organising

Pre-Service Period

Service Period



Persona Profile

The Customer Journey of Tom

Male

28 years old

Australian

Adventure Seeker

University Graduate

Single living inner city

Scuba Diving

Sailing



Tom

28

Male

Australian

Adventure Seeker and
Scuba Diver



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

Stages of Customer Journey

Awareness/Search

Planning/Organising

Pre-Service Period

Service Period

Post-service



Needs and Objectives

What is the customer trying to achieve at this stage

Thinking

Feeling

Doing

Interactions – Touchpoints

How does the customer interact with the organisation and its offering at this point?

Emotional State of the Persona

What is the customer feeling at this stage in the process?

Potential Opportunities for Improvements

How does the organisation let the customer down at this stage what opportunities are there to remedy or innovate?

The Customer Journey of Tom

- ① reading a travel magazine



Awareness and Search



Tom

①



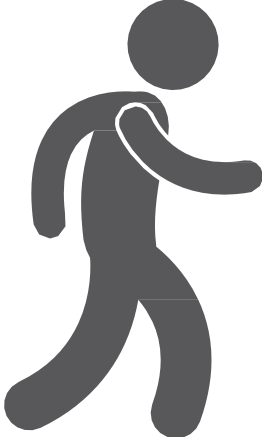
Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

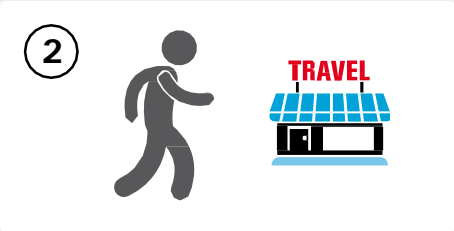
② Going to a travel agency



Awareness and Search



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

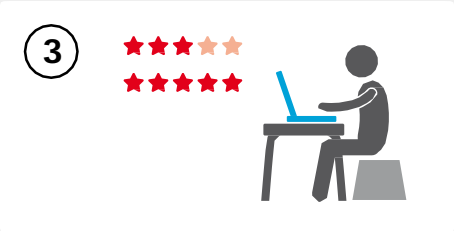
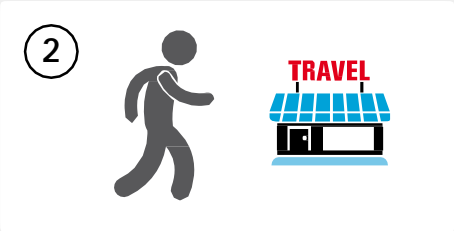
③ reading online reviews



Awareness and Search



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

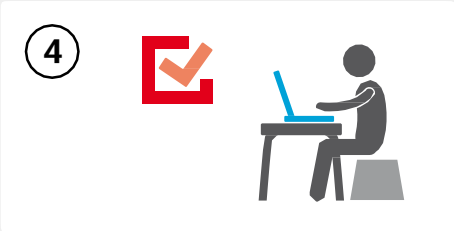
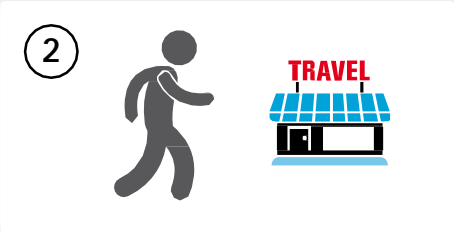
④ Booking online



Awareness and Search



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

⑤ Dreaming of holidays while at work

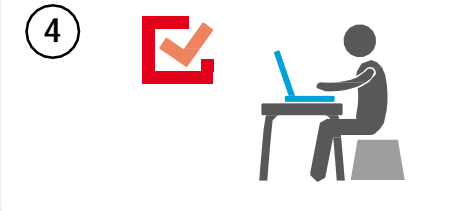


Awareness and Search

Planning and Organising



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

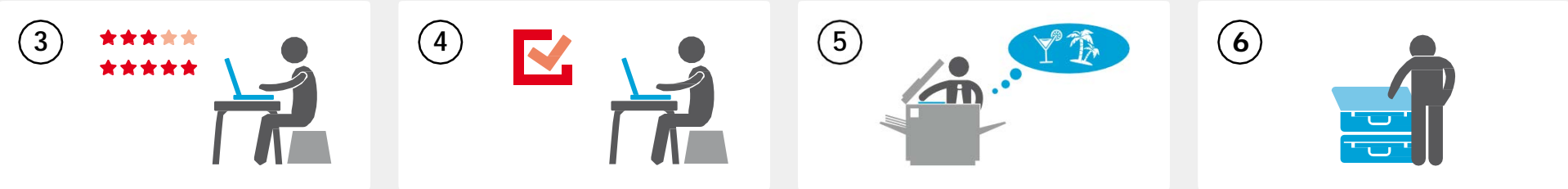
⑥ Packing bags



Planning and Organising



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

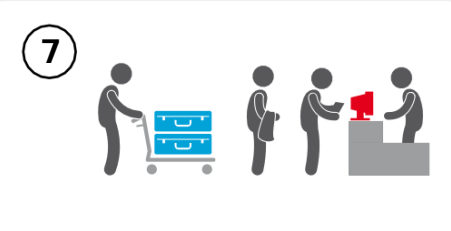
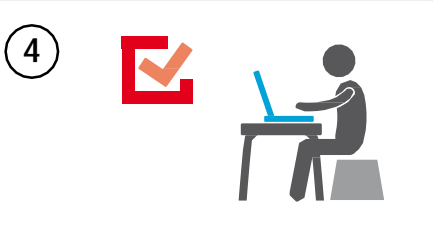
⑦ Check-in process with long line



Pre-Service Period



Tom



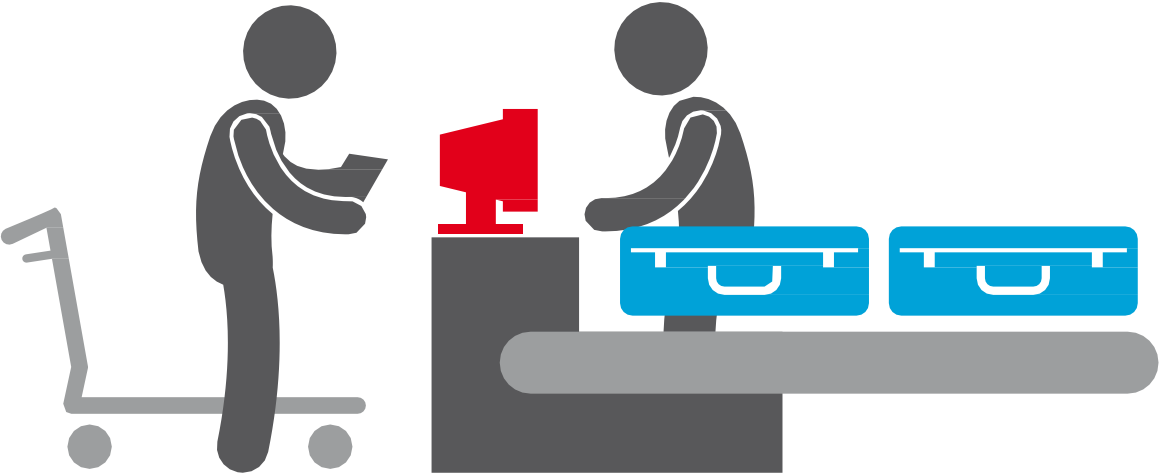
Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

⑧ Checking in, baggage drop-off

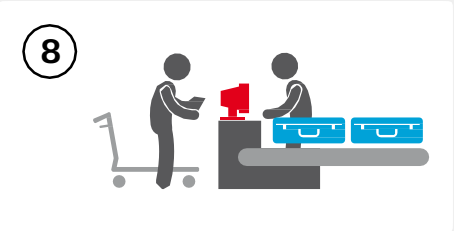
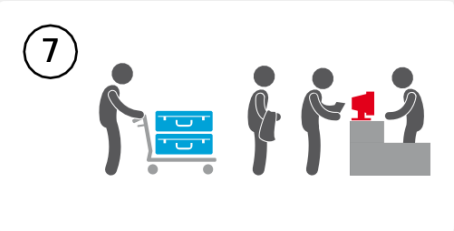


Pre-Service Period

Service Period



Tom



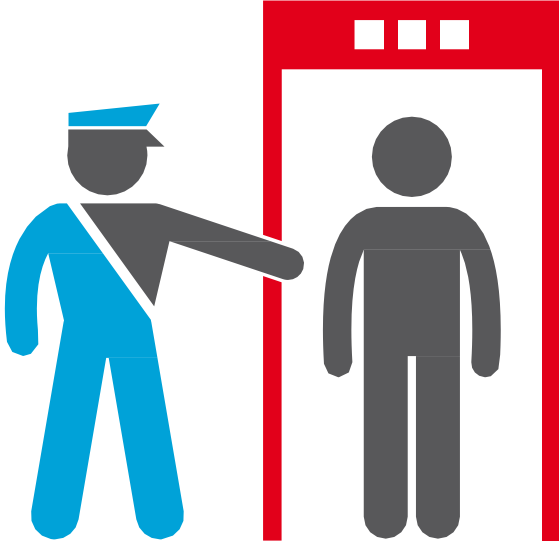
Customer Needs and Activities

Customer Expectations

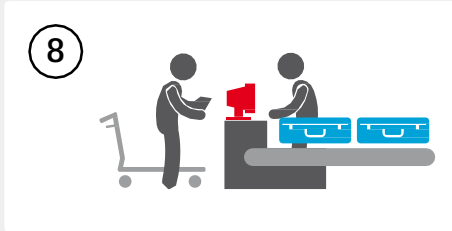
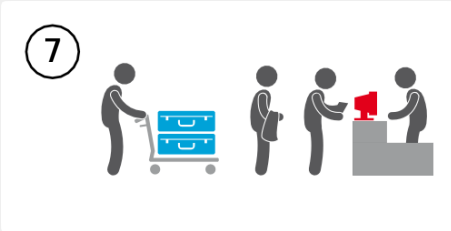
Emotional State of the Persona

The Customer Journey of Tom

⑨ Passing security check



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

⑩ Boarding

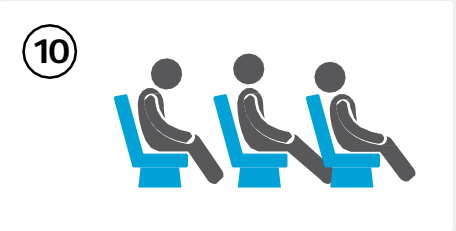
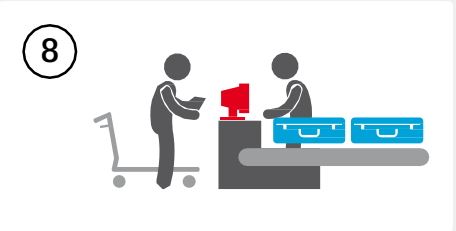
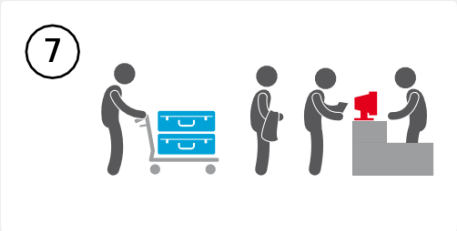


Pre-Service Period

Service Period



Tom



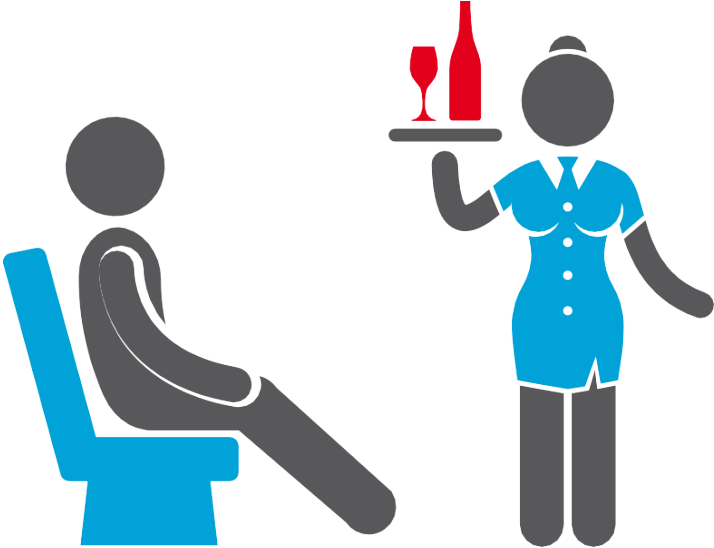
Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

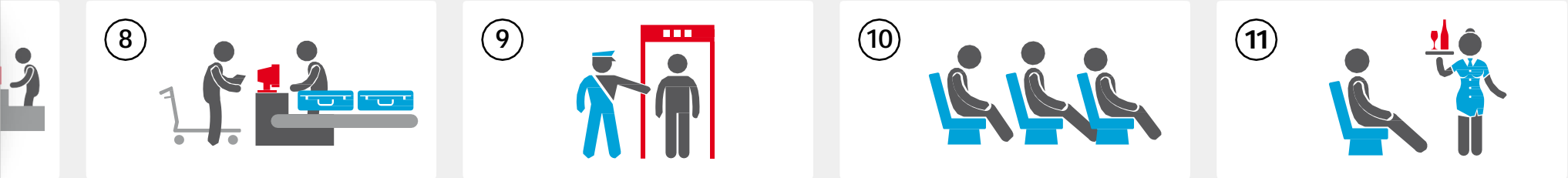
⑪ In-flight experience



Service Period



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

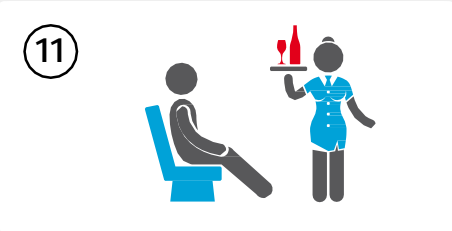
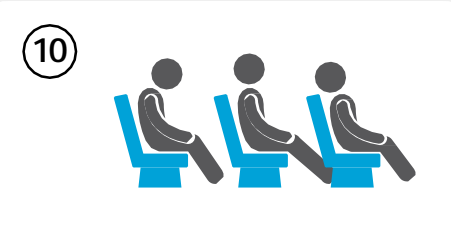
⑫ Arrival at destination



Service Period



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

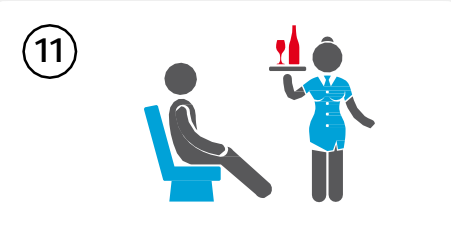
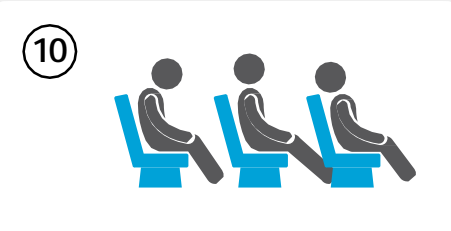
⑬ transfer to accomodation



Service Period



Tom



Customer Needs and Activities

Customer Expectations

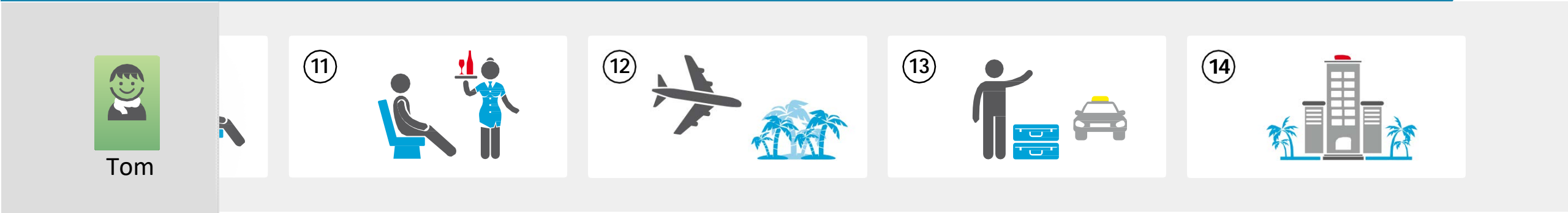
Emotional State of the Persona

The Customer Journey of Tom

⑭ Staying at the hotel



Service Period



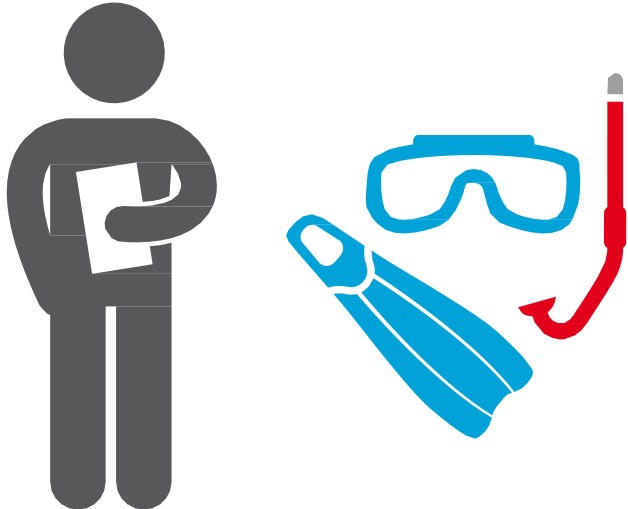
Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

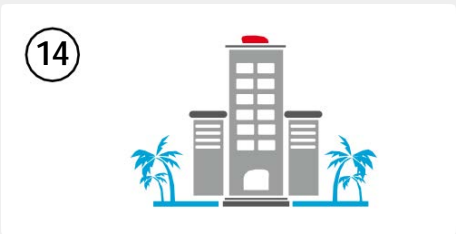
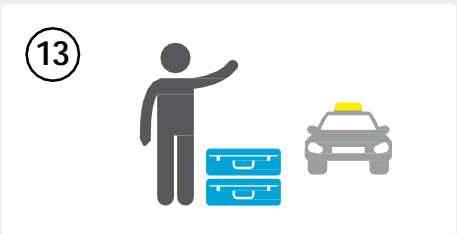
⑮ Attending a diving school



Service Period



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

⑩⑥ Dinging at local restaurant



Service Period



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

The Customer Journey of Tom

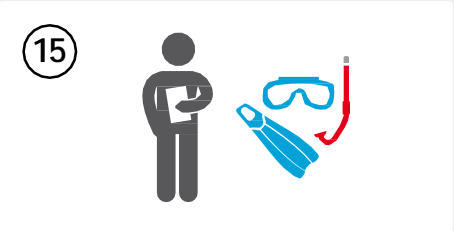
⑰ Flying back home



Service Period



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Persona

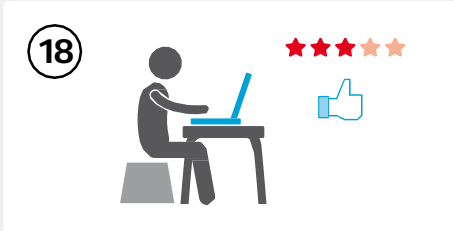
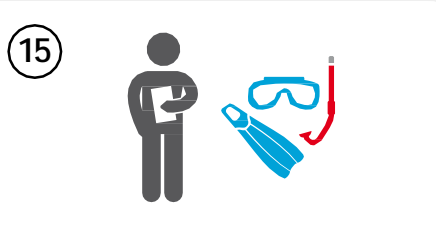
17/11/2016

The Customer Journey of Tom

⑱ Posting online reviews



Tom



Customer Needs and Activities

Customer Expectations

Emotional State of the Person

17/11/2016

The Customer Journey of Tom

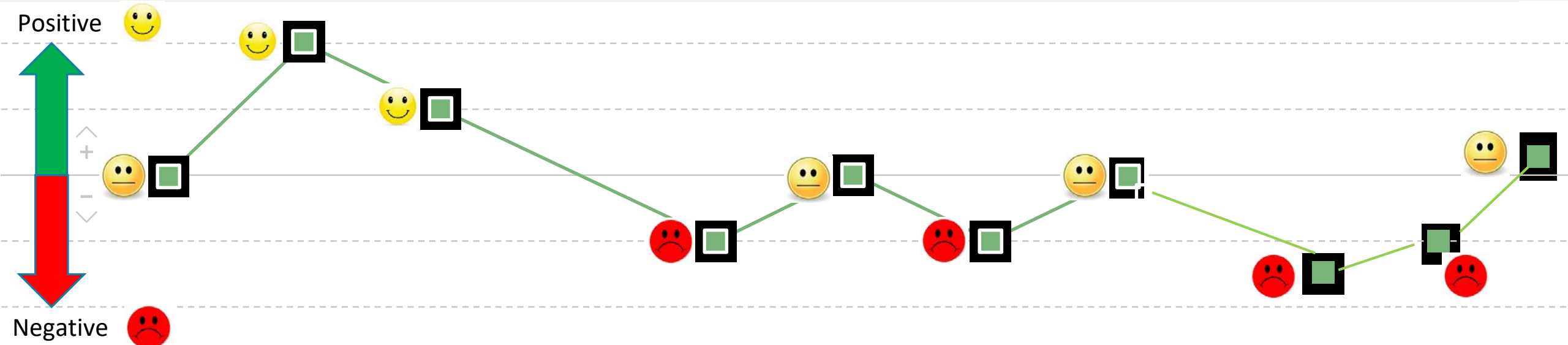


Emotional Journey Map

PRE - SERVICE

SERVICE

POST - SERVICE



Tom

Step 3 - Determine

Objective

Communicate where service and experiences succeed/fail and why

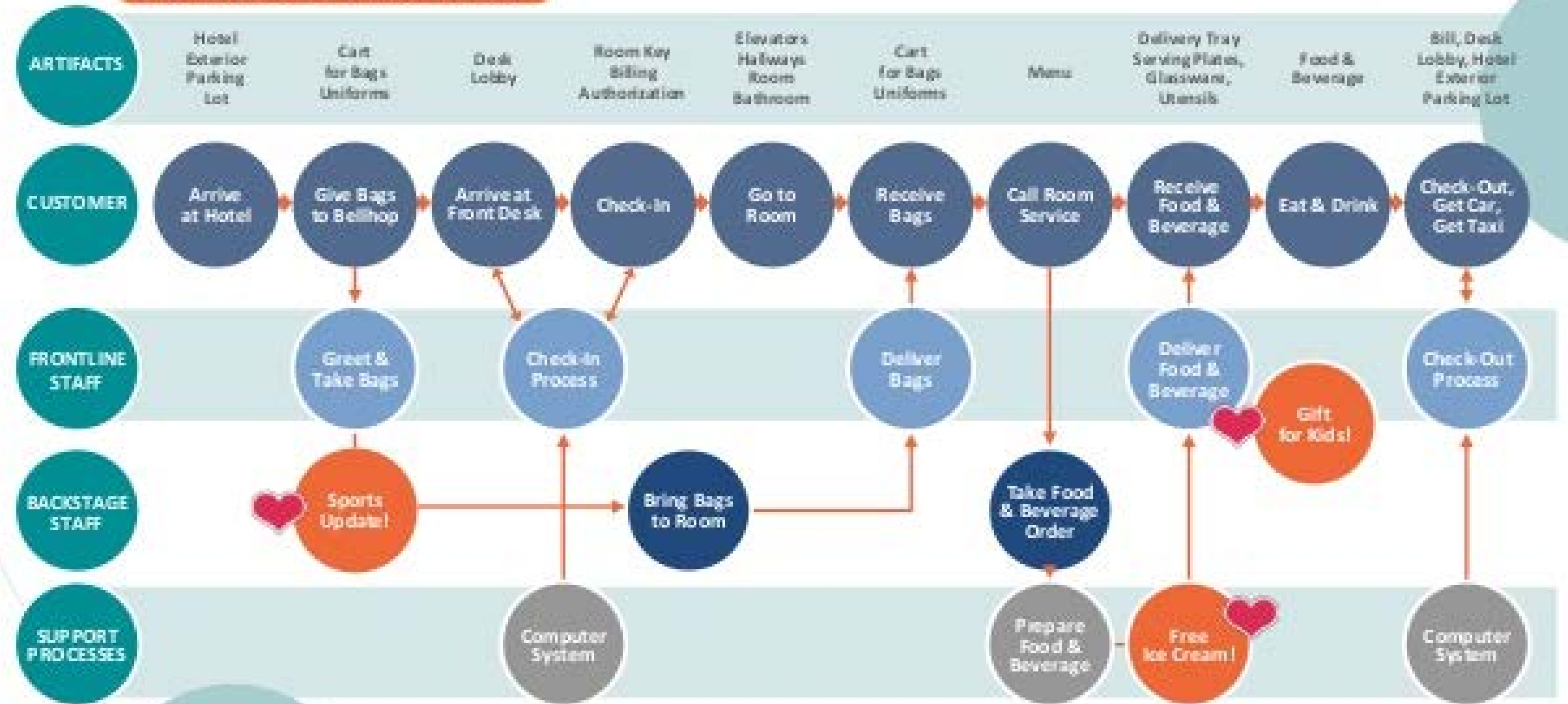
Activities and Tasks

- Measurement metrics
- Prioritise high impact enhancement opportunities
- Recognise and manage experience breaks and misses

CITIZEN JOURNEY MAPPING – DO YOU KNOW YOUR EXACT MOMENTS OF TRUTH?

Simplified Experience Map: Hotel Stay

ILLUSTRATIVE



Measurements and Analytics

Solid Analytics

1. Reliable Metric

Sort Customers, understand competitive position

2. Loyalty Economics

Support high-quality cost-benefits estimates

3. Root Cause

Data and processes to draw insights that unlock action

Prioritised improvements; persistent cultural values; daily action

4. Closed Loop

Enhance relationships through true dialogue

5. Learning

Coaching, training, experimentation

6. Action

Individual, team, function, enterprise

7. Robust Operational Infrastructure

8. Leadership and Communication

Step 4 - Develop

Objective

Respond to critical service and experience improvement opportunities with both customer and business objectives in mind

Activities and Tasks

- Ideation
- Future service blueprint
- Prototype



Brand Principles

people thrive on **NEW EXPERIENCES**

Everything in the world has been done before. Get people to step outside of their comfort zone

have at least **TWELVE REASONS** for people to try your product

STRANGE IS GOOD

Packaging **CAN MAKE OR BREAK** your experience

HAVE A MASCOT



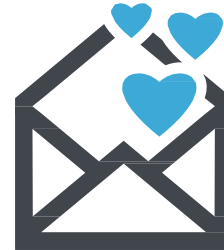
If you're lucky, they'll rave about you half as much as they do about this brand.



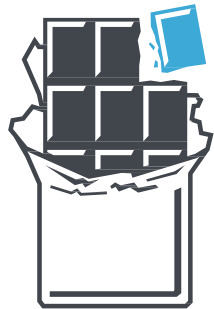
Thought starters to make a big impact. Don't limit yourself.



Rented ice cream trucks in major cities, packaged shirts in ice cream cartons and push pops.



CEO writes letters, and signs packaging regularly.

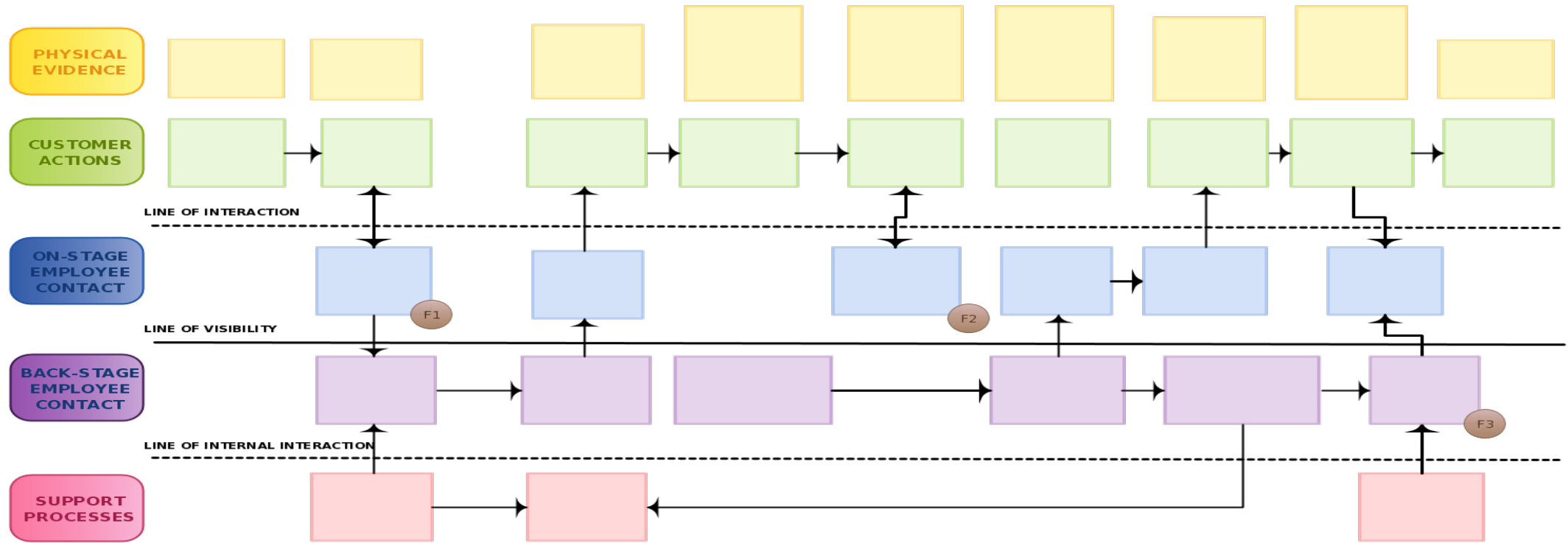


Surprise and delight with random items in online orders – cash, Snickers bars, doll's heads.



On April Fool's Day, sold cupcakes and hid all t-shirts.

Service Blueprint Template



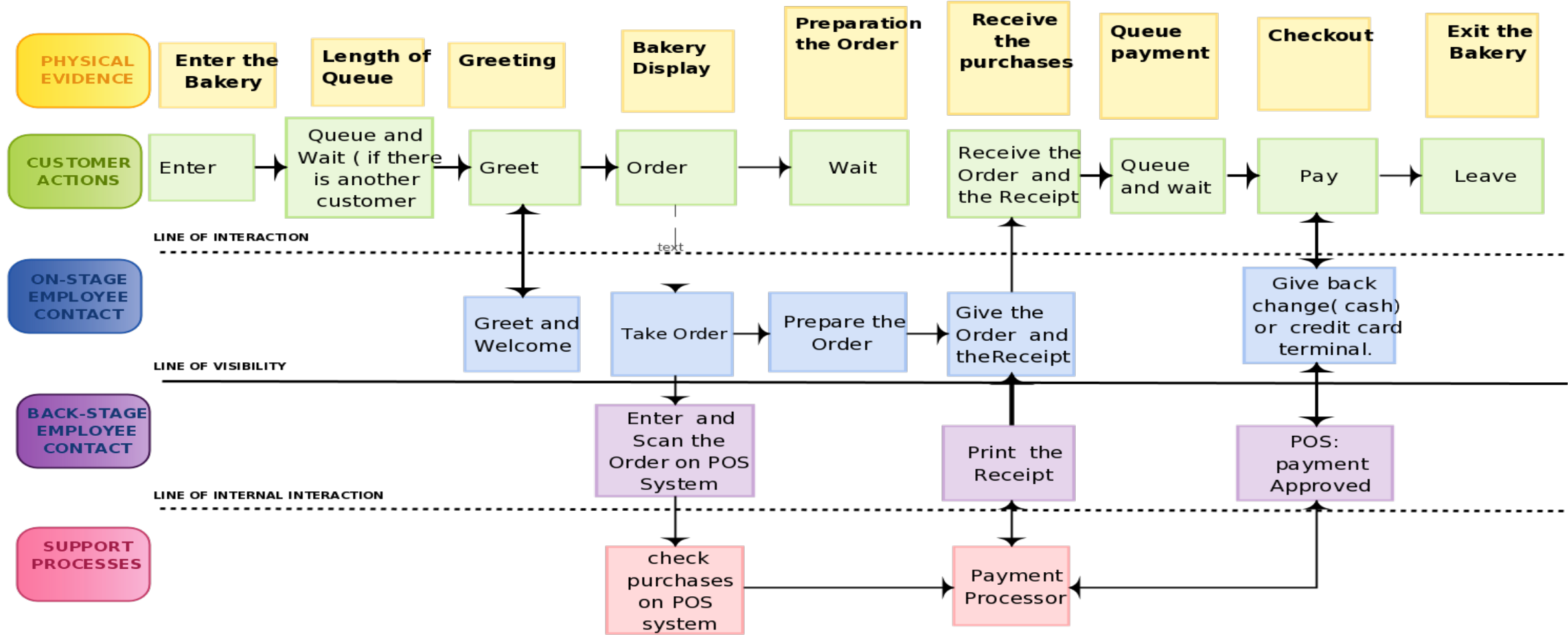
FAIL POINT

FAIL POINTS REPRESENT OPPORTUNITIES FOR SYSTEM BREAKDOWN AND MISSED OPPORTUNITIES

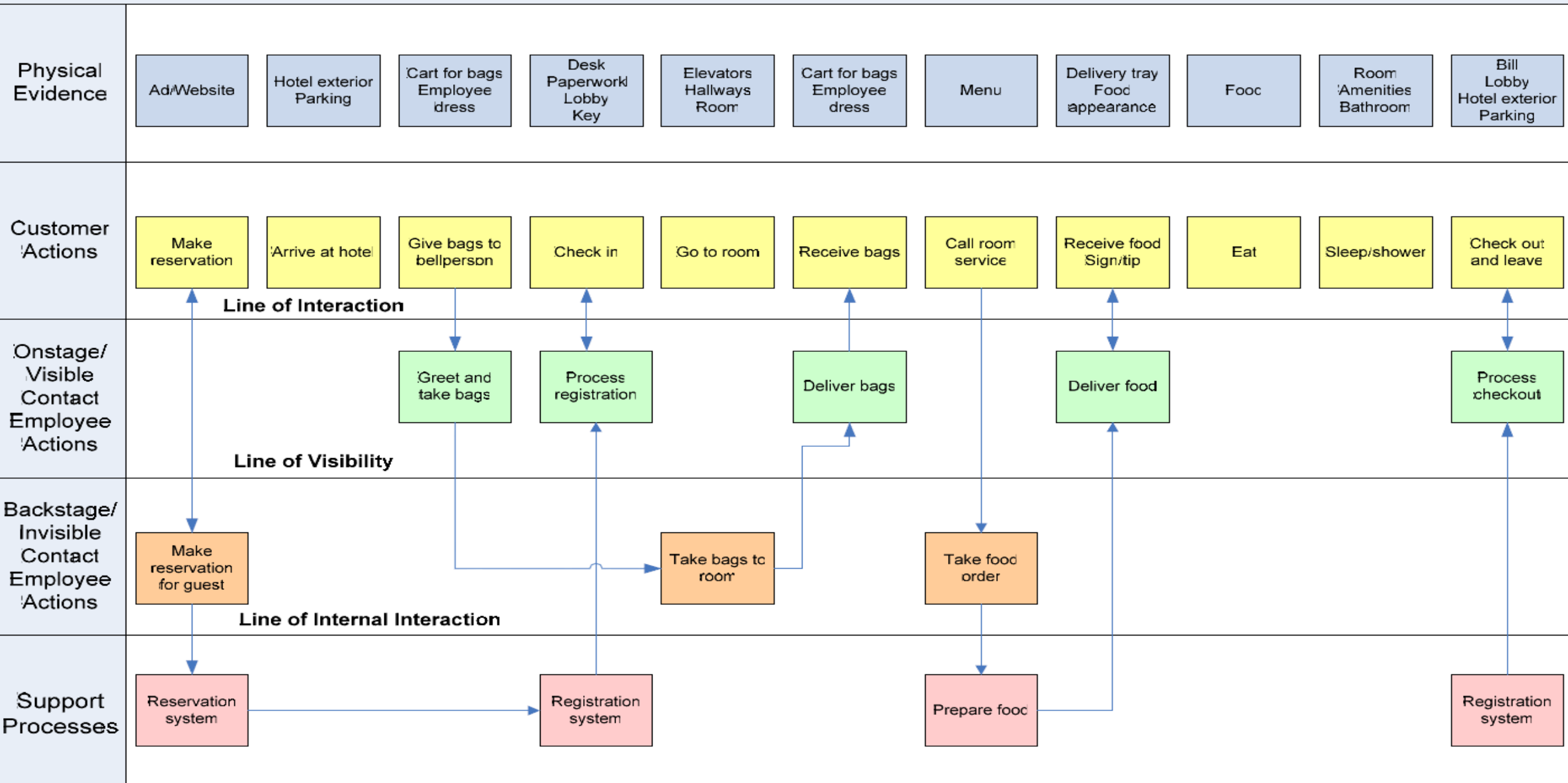
MOM REPRESENTS OPPORTUNE TIMES FOR MOMENTS OF TRUTH AND WOW MOMENTS

Service Blueprint

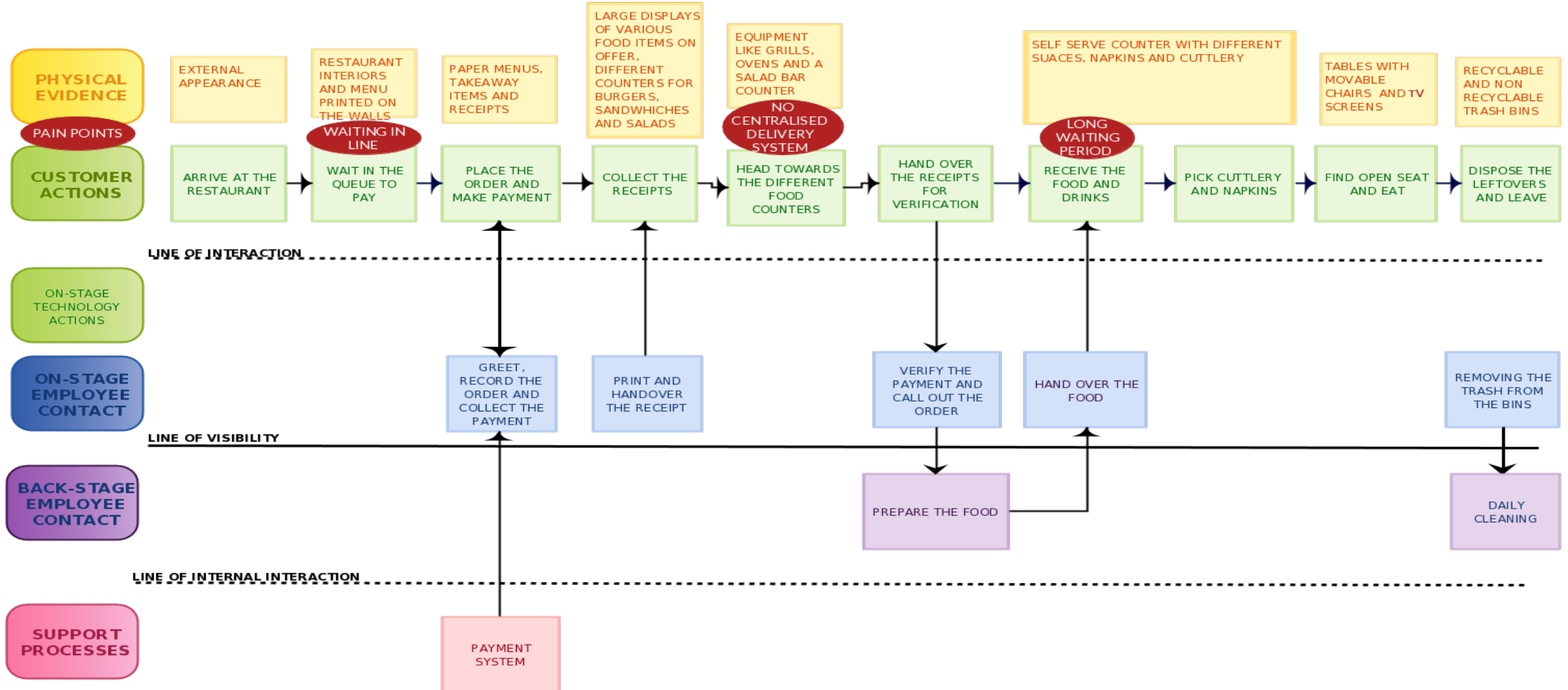
Service Blueprint for Bakery



Blueprint for Overnight Hotel Stay Service



Service Blueprint



Step 5 - Deliver

Objective

Roll out an action plan that encourages buy-in and participation

Activities and Tasks

- Storytelling
- Roadmap and action planning
- Staff and Stakeholder communication and buy in

Session Four

Putting the Customer's Experience at the
centre of your thinking and business's culture

IDENTITY

Review and What to do next?

Take Away Actions for Each Business

Creating and Delivering your Customer Experience Innovation and Design in your own business

1. **BE AT ONE** - 'Becoming at one with your customers' – Customer at the core of your business!
2. **HOLITIC** – Experiences are the complex interplay of Actors, Touchpoints, Offerings, and Needs that culminate with the customer
3. **PERSONAL** – Experiences are about the individual and are ultimately emotionally driven
 - Delight – Excite – Inspire
 - Explore – Create – Reflect – Implement - Iterate
 - 5 Key Actions - 3 to 5 points under each to action in the next 90 days – Activity
 - Building and Maintaining a 'Customer Centric' Business
 - Continue to work through the Customer Experience Innovation plan in the program workbook

Measure On-Going

Net Promoter Score

How likely are you to recommend JetBlue to a friend?

Not Likely
at all



Extremely
likely



Detractors



Promoters

$$\text{\% Promoters} - \text{\% Detractors} = \text{NPS}$$

Barriers to Impactful Customer Experiences

What Is Holding Back the Customer Experiences

- Rigid operational structure and processes
- In-ability to customise and individualize
- Not having engaging and empowered employees

Some simple principles

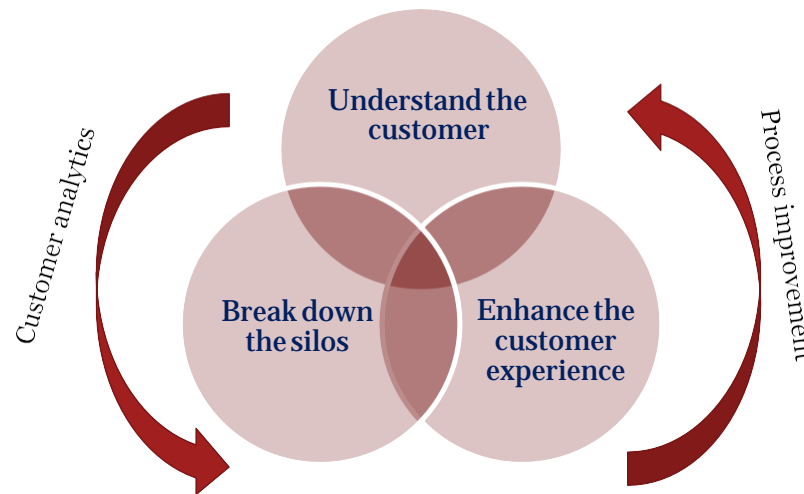
1. Invite participation
2. Build around customers
3. Inspire sharing and openness
4. Create community
5. Add value (according to your customer)

Developing a Customer Centric Strategy

In my view, there are three keys to developing a high impact customer-centric strategy:

- Break down organisational silos and structure incentives to promote a customer-centric culture
- Understand customer needs, behavioral drivers, and profitability
- Deliver a consistently high-quality customer experience

Each of these elements requires sound customer analytics and an approach to process improvement that focuses on the customer.



Developing a Customer Centric Strategy

Breaking down the silos

- Perform an analysis on the existing barriers to effective retention and cross-selling efforts.
- Analyse required changes to the compensation structure to make it customer-centric.

Understanding your customers

- Perform an assessment of customer data being captured across the organization and provide recommendations on how to leverage this data to perform enhanced customer analytics.
- Assist in the development of customer segments that can be used to better understand the existing customer base and to refine the businesses targeting efforts.
 - Work with clients in the definition of business rules to calculate customer/household profitability and identify data sources.

Enhancing the customer experience

- Create an initial customer-satisfaction scorecard and assist in the definition of key customer performance indicators.
- Creation of journey maps for critical processes.
- Assist in the design of a formal VOC program and pilot it in one of the business units.

We Can Help!



Does your latest project need assistance or support with Customer Experience Strategy and Implementation, Customer Journey Mapping or Service Design?

We are always just a phone call or email away...

Let's have a chat...

Email: ray@iimagine.com.au

Phone: +61 439039279

<http://www.iimagine.com.au>

Thank You!

i imagine Creative Innovation

