



ZALMEN, HARINGEN, en de SERVICE LOGICA

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DE STELLING

UW KLANTEN ZIJN BANG
(VOOR U)

DE OPLOSSING (of een begin ervan)

ERKEN DAT ZE VAN U EEN
DIENST VERLANGEN

▪

OM TOEGEVOEGDE WAARDE TE CO-CREEREN







- Vastbesloten, onafhankelijk,
- Zoekt zelf zijn weg



- Kuddedier
- Reageert op prikkels
- Wordt geleid



- Zelf info zoeken
- Google, social media
- Zelf interpreteren
- Geinformeerd, maar ook vaak mis-informeerd.



- Klassieke media
- Merkbekendheid
- Google adwords
- “Leidbaar”



- Zoeken unieke oplossingen
- Onafhankelijk
- Bereid tot een risico
- Maar altijd geslaagd?

- Willen doen wat de anderen doen.
- Zoeken verdedigbare oplossingen, compromissen.
- Weinig ruimte om te differentieren, nemen geen risico



- Beide types van consumenten hebben eigenlijk veel met elkaar gemeen
- Hun gedrag wordt grotendeels bepaald door dezelfde emotie



BOUWEN EN VERBOUWEN ZIJN ANGSTAANJAGEND.



- Ik ben bang voor u omdat ik denk dat ik teveel ga betalen. Ik begrijp namelijk niet welke waarde u biedt, omdat ik uw product niet begrijp. Ik begrijp weinig van wat u me vertelt, en dus ook het verschil niet tussen u en uw concurrent.
- Ik ben bang dat ik teleurgesteld ga zijn. Hoe groter de aankoop en dus het risico hoe nerveuzer ik ben.



BOUWEN EN VERBOUWEN ZIJN ANGSTAANJAGEND.



- Ik maak me zorgen over wat anderen gaan denken. Ik wil dat de mensen rond mij mijn keuzes goedkeuren, of toch niet dom vinden. Mijn reputatie staat op het spel. Ik ben ook bang voor hen.
- Ik hou van routine. Routine is veilig. Ik koop in de supermarkt meestal steeds dezelfde dingen. Omdat ik daarover niet hoeft na te denken en te twifelen. Dat is namelijk heel onprettig. Mijn huis bouwen of verbouwen is zowat het MINST routinematige dat ik kan doen.
- **IK HAAT HET!!**



- Angst komt vanuit de onzekerheid over elk service touch point. Niet enkel over de onzekerheden tijdens het aankoopproces. Mensen anticiperen op het gebruik van de producten, op het (jarenlange) gebruik van het RESULTAAT van hun aankoop, interventie, ...
- Sommigen door heel zelfstandig te gaan zoeken – en vaak met foute preconcepties naar de aanbieder te stappen
- Sommigen door vooral te kijken naar wat andere mensen doen en klaarblijkelijke experts vertellen.

HOE SYSTEMATISEREN?

- Een belangrijke tool in de planning van customer interactions en touchpoints is customer journey mapping.
- ... en die kan heel gedetailleerd zijn.

Customer journey maps.

- De customer journey map is een grafiek die de 'reis' beschrijft die een klant maakt doorheen het aankoopproces.
- De grafiek stelt de verschillende 'touch points' (contactmomenten) tussen de klant en de verkoper.
- Noden van de consument op elk van die momenten, gepaste reacties/acties, criteria voor success, ...
- Actieplan, personeelsplanning, kostenbepaling.



Experience Map: The road from tweet to bank branch visit, conversion and sharing

Phases	Influence	Enter	Notification	1st interaction	Sharing/Monitoring	Conversion	Sharing	
Visual evidence Visuals of the interactions from a user-centric point of view								
Activities Evidence of the interaction in a non-visual mode	<ul style="list-style-type: none"> Christina is reading a tweet from her friend Michael Wuttge about ethical funds. 	<ul style="list-style-type: none"> Christina is using the ACME Bank application which allows the bank to notify Christina as soon as she is close to a branch office. As soon as Christina gets the notification she also acknowledges the NFC-symbol of the branch building and actively holds her Smartphone next to it. 	<ul style="list-style-type: none"> Bank clerk gets notified by its monitoring tool that a customer have "checked in" to the NFC-sticker. The clerk send a short invitation that she is available for a meeting in 10 minutes and that Christina can enjoy a coffee in the lounge meanwhile. Christina accepts the invitation. 	<ul style="list-style-type: none"> Bank clerk gets notified by its monitoring tool that a customer have "checked in". The clerk send a invitation that she is for a meeting in 10 and that Christina a coffee in the lounge meanwhile. Christina accepts the invitation. 	<ul style="list-style-type: none"> Christina is reading a her friend Michael ethical funds. 	<ul style="list-style-type: none"> Christina is using the Bank application which the bank to notify soon as she is close branch office. As soon as Christina notification she also acknowledge the NFC of the branch building actively holds her Smartphone next Bank clerk gets notified monitoring tool that a sticker. The clerk send a short invitation that she is for a meeting in 10 and that Christina can a coffee in the lounge meanwhile. Christina accepts the invitation. 	<ul style="list-style-type: none"> Bank clerk gets notified by its monitoring tool that a customer have "check" The clerk send a invitation that she is for a meeting in 10 and that Christina a coffee in the lounge meanwhile. Christina accepts the invitation. 	<ul style="list-style-type: none"> Bank clerk gets notified by its monitoring tool that a customer have "check" The clerk send a invitation that she is for a meeting in 10 and that Christina a coffee in the lounge meanwhile. Christina accepts the invitation.
Customer How the customer feels, thinks, or perceives the situation	<ul style="list-style-type: none"> She thinks it would feels good to switch to ethic funds Plan to get some more information about this topic the next time she's close to a branch 	<ul style="list-style-type: none"> She thinks it would feels good to switch to ethic funds Plan to get some more information about this topic the next time she's close to a branch 	<ul style="list-style-type: none"> She thinks it would feels good to switch to ethic funds Plan to get some more information about this topic the next time she's close to a branch 	<ul style="list-style-type: none"> She thinks it would feels good to switch to ethic funds Plan to get some more information about this topic the next time she's close to a branch 	<ul style="list-style-type: none"> She thinks it would feels good to switch to ethic funds Plan to get some more information about this topic the next time she's close to a branch 	<ul style="list-style-type: none"> She thinks it would feels good to switch to ethic funds Plan to get some more information about this topic the next time she's close to a branch 	<ul style="list-style-type: none"> Social Media Survey tool with connection to CRM Internal quality processes 	<ul style="list-style-type: none"> Social Media Survey tool with connection to CRM Internal quality processes
Support process System, application or organizational support processes	1	2	3	4	5	6	7	8
B.V affected State, if clearly, how the business value is affected in the certain phases		<ul style="list-style-type: none"> Customer Satisfaction / Service experience: Loyalty metrics Share of Wallet Word of mouth 			<ul style="list-style-type: none"> Brand awareness Word of Mouth 		<ul style="list-style-type: none"> Conversion Customer satisfaction Loyalty metrics Increased share of wallet Word of mouth 	<ul style="list-style-type: none"> Brand awareness Word of Mouth

Actors

Information about the actors in this experience map, its main actor and the supporting roles.

Main actor:

Christina Müller, 35
Positive & negative critic
Diploma
Parental leave / Marketing
Munich

Christina Müller, 35, a mother of two, lives with her family in a small apartment in Munich. What she cares the most about in her life is family and friends. She is getting frustrated over technical "things" that doesn't work her way, but use her iPad and smart phone daily to read about trends or find, rate and share information about products.

Christina Müller, 35
Positive & negative critic
Diploma
Parental leave / Marketing
Munich

My fortune cookie says: A friend is one before whom I may think aloud. - Ralph Waldo Emerson.



Supporting roles:

Michael Wuttge, 32
Creator: Story to tell
Diploma B.A.
Consultant, Advertising
Agency
Hamburg

All I need for life is: my iPad and a fully loaded (just) iSoy!



Nicole Hoffmann, 42
Community Manager /
Customer Service
3 years of community
mgmbuilding
City??

Keeps customers happy & informed, funnel insights into the organization intelligently.



STAGES	RESEARCH	BOOK APPOINTMENT	ARRIVE AND CHECK IN	WAIT DURING SERVICING	CHECK OUT	FOLLOW-UP
DOING						
THINKING	<ul style="list-style-type: none"> • How much will this cost? • What's near me? • How can I contact them? • Why Green Garage? 	<ul style="list-style-type: none"> • Are they flexible? Can I just show up? • What's the fastest way to book an appointment? • Can I cancel or reschedule? How? 	<ul style="list-style-type: none"> • Is it easy to find and get there? • Where do I park? • Where do I go? Who do I talk to? • How long will the wait be? • How much will this cost? 	<ul style="list-style-type: none"> • What can I do while I wait? • Would I rather wait here or come back later? • Will it be done on time? How will I know? • Can I watch what they are doing to my car? • How is my service eco-friendly? 	<ul style="list-style-type: none"> • Will a mechanic tell me exactly did they did? • Will I understand what s/he is telling me? • What is the cost breakdown? • Are there other tips for maintaining my car? 	<ul style="list-style-type: none"> • Where is my car? Is it in the same spot? • When will I need to bring my car in again? • What requires mechanic, and what can I do on my own?
FEELING	<ul style="list-style-type: none"> • Apprehensive - Don't want to spend a lot. • Annoyed - Car trouble is inconvenient. • Clueless - I'm clueless about cars. • Skeptical - Will this really help the planet? 	<ul style="list-style-type: none"> • Frustrated - don't want to jump through so many hoops just to get an appointment. • Hopeful - I hope I got the time I want • Relieved - now that the appointment is set 	<ul style="list-style-type: none"> • Anxious - If I'm late, will they still take me? • Uncertain - Am I in the right place? This looks different than other auto shops. • Annoyed - Car trouble is inconvenient, but it has to get done. 	<ul style="list-style-type: none"> • Surprised - It's spacious and comfortable. • Bored - No magazines/TV? But there's WiFi. • Skeptical - Is all this green stuff for real? • Impatient - how much longer will this take? 	<ul style="list-style-type: none"> • Relieved - It's finally done! • Relieved - The cost is as expected. • Disappointed - Didn't meet my mechanic? • Clueless - Don't understand what they did. 	<ul style="list-style-type: none"> • Hopeful - Will my car run better? • Optimistic - Does my car feel any different? • Cautious - Are they going to spam my inbox?
CUSTOMER EXPERIENCE	<p>There's lots of competition so knowing who to trust is important.</p> <ul style="list-style-type: none"> • Site is overwhelming and hard to navigate • Broken links • Outdated info 	<p>Appointments can be booked by phone or online but it's tedious either way.</p> <ul style="list-style-type: none"> • Online form asks for a lot of information • Large credit car image at the top is alarming • Online booking still requires email and phone. • Friendly attendant on the phone, but have to go through automated voice first. 	<p>Check-in is fast and friendly but it doesn't feel like the car is getting hugged.</p> <ul style="list-style-type: none"> • No acknowledgement of first-time customer • Phone ringing constantly and loudly • Customer not informed that check-up is included with oil change, until he asked. 	<p>Waiting area is more comfy than most but reading product and green facts gets old fast.</p> <ul style="list-style-type: none"> • Artifacts are not relevant to my service • No indication of my estimated completion • No entertainment • No acknowledgement from staff 	<p>Checkout is fast and painless but it doesn't inspire a huge desire to return.</p> <ul style="list-style-type: none"> • Knowledge and passion only came after prompting. • No clear breakdown of what was done, how it saves money, or the planet • No reason to stay connected between visits 	<p>GG is on social networks but there's no reason to stay connected between visits.</p> <ul style="list-style-type: none"> • Need better reminder than a sticker • Emailed receipt is a dead end. • Nothing to share or connect with my newly green-tuned car
OPPORTUNITIES	<ul style="list-style-type: none"> • De-clutter the website • Concise messaging • straight-forward navigation. 	<ul style="list-style-type: none"> • Streamline appointment form and process • Customer profiles so repeat appointments are easier to set • Use phone for gathering additional details: <ul style="list-style-type: none"> -> Is visit required? -> What is going on with the car? 	<ul style="list-style-type: none"> • Display signage for parking. • Identify if customer is new or returning (for repeat). • Acknowledge green thinking in conversation. • Provide a menu of services with prices. • Acknowledge both local amenities. Maps would be helpful. 	<ul style="list-style-type: none"> • Provide status updates. • Simplify the display of the artifacts. • More staff interaction. It's good to hear from staff who are passionate about sustainability. • Space is too open - differentiate between public and private spaces. 	<ul style="list-style-type: none"> • Give highlights and direct them to their profile for more details about what was done • Empower customers to visit the site to increase their smileage. • Show price comparisons for different parts: GG vs. average auto shop. 	<ul style="list-style-type: none"> • In the car service documentation, include diagrams and user-friendly terms. • Follow-up and build a relationship: how customer helped the environment with Green Garage, tips for the car, reminders, and invitations to special events. • Customer profile for long-term relationship, and record keeping, and easier appointments

- Maar meestal vergeten ze EEN ding.
- Informatieverzameling en het aankoopproces zijn niet waar de consument bang en onzeker over is....
- Ik – uw klant – ben bang en onzeker omdat ik niet begrijp/weet hoe de producten mij helpen om voor mij de services te creëren die ik verwacht en verhoop.

Service-Dominant Logic

- De S-D logica gaat er van uit dat alle producten eigenlijk diensten zijn.
- Klanten wisselen geen geld uit voor een product. Ze bieden u geld (hun resource) in ruil voor een 'tool' die een **dienst** ondersteunt die de consument nodig heeft.
 - Viessmann verkoopt geen verwarmingsketels, maar warmtecomfort door middel van het product.
 - Een fabrikant van ramen verkoopt geen ramen, maar veiligheid, comfort, esthetische beleving... door middel van de ramen.

Service-Dominant Logic

- 1. Producten zijn een louter distributiemechanisme voor dienstverlening.
- 2. De dienst schept waarde voor de consument , niet het product
- 3. Diensten worden gemaakt terwijl ze geconsumeerd worden.
- 3. Waarde is altijd het gevolg van co-creatie, dus uniek van klant tot klant.

BEGIN VAN OPLOSSING.

- Maak een blauwdruk van elke interactie – elke service ervaring die de klant zal hebben met uw product (niet alleen met uzelf)
 - Tot het eind van de levensloop.
 - In die tijd zal de consument een relatie met uw product opbouwen en die kan goed of slecht zijn.

BEGIN VAN OPLOSSING.

- Het doel is om ervoor te zorgen dat het product de (service) verwachting heel die tijd vervult.
 - Zorgt voor repeat en positieve word of mouth, ...
 - Angstreductie voor de aankoop door gebruikersangsten in kaart te brengen en vooraf te beantwoorden.
 - Lifetime touchpoints
 - Klanten co-creëren de waarde van het product of het voltooide project
 - Meer aandacht voor mogelijkheden om productervaring te helpen en te creëren NA aankoop.
 - FAQs
 - User communities
 - Uittekenen van onderhoudsmomenten als contactmoment met de klant.