

FIND YOUR WOW

BRING YOUR B2B BRAND TO LIFE

MAY 4, 2017

Thank you for joining!



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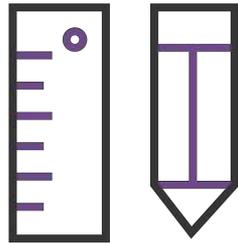
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Co-authors of *Woo, Wow, and Win:
Service Design, Strategy, and the Art of Customer Delight*



Patricia O'Connell

Our goal for today: leave you with three key takeaways about how service design can help you as a marketing and brand leader



How service design is helping B2B marketers overcome one of their biggest challenges – making their brand real

How to apply the five principles of service design and delivery to improve your client experience

How a strategic approach to service design can help you better deliver on your business and marketing goals

We hear it every day: living the brand is a top concern for B2B marketers



We did a major rebrand a couple of years ago, but we've never really seen the full benefits.

We spend a lot of time and money on our brand, but we have trouble pulling it through consistently across channels.

Our client journey is more disjointed than it should be, mainly because of our own internal silos.

Delivering a seamless, data-driven, on-brand experience across touchpoints is a never-ending quest for us.



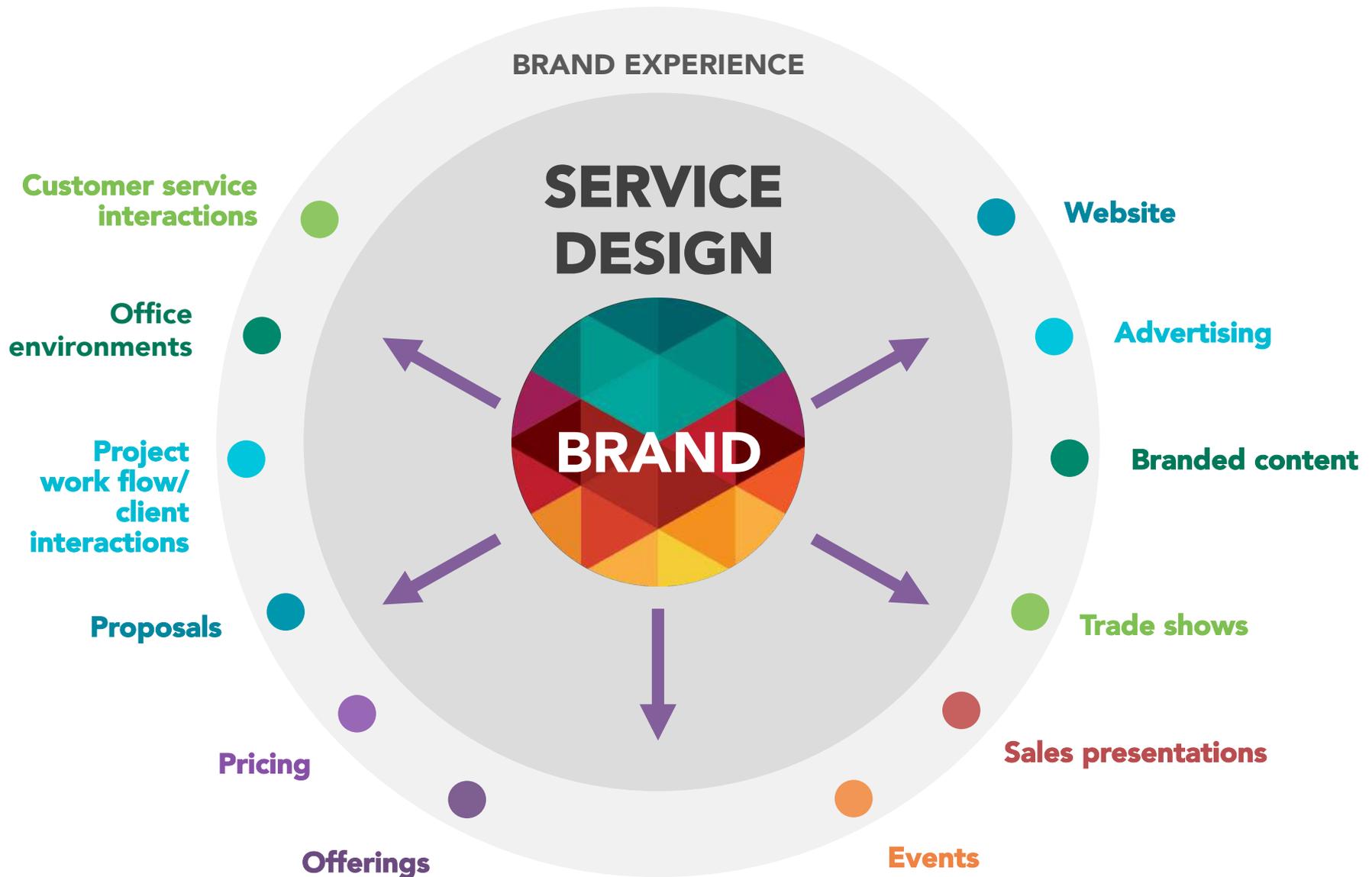
A significant gap exists between what their brand promises and what their clients actually experience



Typically, a complex set of operational, technical, and cultural issues get in the way of the desired experience



Service design can help bridge the gap



Products are designed. Services need to be, too.

- Services have their own design rules and principles.
 - Service design is not just a matter of logo and look. It is about what you do and don't do, how you keep your promises, and the experience customers have at every point along their journey with you.
- Most services involve multiple interactions—touchpoints, channels, and conversations. Every one is a chance to deliver the brand. Or blow it.
 - Excellence in service *delivery*, like quality in manufactured goods, needs to be built in from the start, not slapped on at the end.
- Service design allows you to fulfill your brand promise and deliver great client experiences repeatably, reliably, scalably, and profitably.

Services are experiences. Experiences are journeys. Journeys are designed.

Delivering an exceptional client experience is increasingly critical

86%

of buyers will pay more for a better customer experience, but feel that brands consistently meet their expectations.
- Forbes

1%

Maximizing satisfaction with customer journeys can increase customer satisfaction by 20% and cut costs by the same amount.
- McKinsey & Company

20%

89%

of marketers expect customer experience to be their primary differentiator by 2017.
- Gartner

47%

of customers will take their business elsewhere if brands don't meet their expectations.
-The CMO Council

80%

of companies with strong omni-channel capabilities retain customers vs. 33% with weak omni-channel capabilities.
- Aberdeen Group

33%

Setting expectations. Designing experiences.



“Clearly, we have had to streamline store design to gain efficiencies of scale and to make sure we had the ROI on sales to investment ratios that would satisfy the financial side of our business. However, one of the results has been stores that no longer have the soul of the past and reflect a chain of stores vs. the warm feeling of a neighborhood store.”

— Howard Schultz memo February 14, 2007



“The America that we’re talking about here are the everyday folks who get things done. They’re unpretentious, comfortable just being themselves, and like to order their coffee in small, medium or large, thank you very much. They’re busy people who use Dunkin’ to get fueled up for work or play. They don’t have time to linger, because they’ve got things to do. But they do like to have fun.”

— Hill Holliday blog 2006

Consider these leading B2B brands

McKinsey & Company

accenture

JPMORGAN CHASE & CO.

LAZARD

THE FIVE PRINCIPLES

OF SERVICE DESIGN AND DELIVERY



The client is always right – provided you have the right client



Don't surprise and delight your client – just delight



Great service must not require heroic efforts on the part of the provider or the client



Service design must deliver a coherent experience across all channels and touchpoints

You're never done: Iterate, create, anticipate, innovate – and repeat



POLL: To what degree is the following true for your organization?

We're lured from our sweet spot by client requests or fads.

5 = Completely true

4 = True to a great degree

3 = Somewhat true

2 = True to a minimal degree

1 = Not at all true



The Right Client

charles
SCHWAB

“The industry too often gets in the way of investor success”

Edward Jones[®]
MAKING SENSE OF INVESTING

“Convenient face-to-face financial advice to conservative individual investors who delegate their financial decisions”



The Right Client

- Is your brand working hard enough to attract the client you want—without attracting too many of the ones you don't?
- Where do your most valuable clients come from?
- Do you have a path for migrating clients from one line of business to others (share-of-wallet)? Are some lines net importers or net exporters?
- Do you segment clients? How does segmentation work? (More value? Less hassle?) How does your brand square with your segmentation?

POLL: To what degree is the following true for your organization?

We overpromise and under-deliver.

5 = Completely true

4 = True to a great degree

3 = Somewhat true

2 = True to a minimal degree

1 = Not at all true

2

Delight, don't surprise

- The trouble with surprise
- Critical client interactions—moments of truth for your brand



2

Make-or-break moments

HOW CAN EACH AFFECT YOUR BRAND?

TOUCHPOINTS: A HIERARCHY

	WHAT IT IS	EXAMPLES	WHAT IT DOES
CRITICAL CLIENT INTERACTIONS	Make-or-break moments: Why clients choose you	Edward Jones: Investment advisor interactions Amazon: Fast search and fulfillment, reliably low-priced	Define your identity; are central to your value proposition; differ from your rivals'. No more than a handful
MARKET SEGMENT ESSENTIALS	Required to compete in the markets or for the clients you want	American, Delta, United: Comprehensive flight networks High-end restaurants: Good wine list	The price of entry to a given market. Likely to be similar across your direct competitor set
TABLE STAKES	Basics every company must provide	Accurate billing, legal compliance, hygiene and safety, appropriate hours of operation, etc.	Your "license to operate." May differ across industries or geography

POLL: To what degree is the following true for your organization?

Front-line employees don't deliver on the brand promise.

5 = Completely true

4 = True to a great degree

3 = Somewhat true

2 = True to a minimal degree

1 = Not at all true

3

No heroics

- **The Downton Abbey syndrome**
- **Lean service design**
- **Being easy to do business with**



POLL: To what degree is the following true for your organization?

Our brand experience is inconsistent or fragmented across platforms and channels.

5 = Completely true

4 = True to a great degree

3 = Somewhat true

2 = True to a minimal degree

1 = Not at all true



Coherence and what it takes

Why it matters

- Your clients engage with you in many places
- Platform-crossing clients are especially valuable
- You can win (or lose) points all along the client's journey with you
- Clients compare you to best-of-channel as well as best-of-industry



What it takes

- Unified view of the client
- Single face to the client
- "Feedforward" and feedback loops
- The ability to partner with other providers

4

Coherence and your ecosystem

LOGISTICS SERVICES PROVIDER



POLL: To what degree is the following true for your organization?

We need to be more innovative with our service offerings and the way we deliver them.

5 = Completely true

4 = True to a great degree

3 = Somewhat true

2 = True to a minimal degree

1 = Not at all true

5

Innovation in services: The game is different. So are the rules.

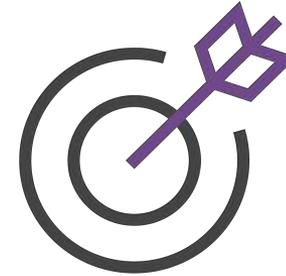
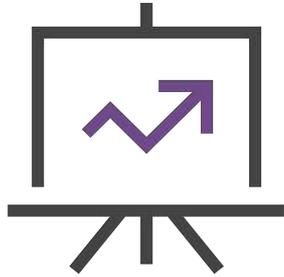
- Experience is the locus of innovation
- Innovation “in the wild”: The client is in the mix, part of the process
- Innovation can and should happen at touchpoints all along the value chain
- Coherence must be maintained
 - Along the journey
 - Across channels
- Cadence is critical



Which of these goals is most relevant to you in 2017?

- 1. Deliver profitable growth**
- 2. Generate higher quality leads**
- 3. Deepen client engagement and relationships**
- 4. Align marketing, sales, and product strategies**

A strategic approach to service design supports top business and marketing priorities



Business and marketing priorities

Deliver profitable growth

Generate higher quality leads

Deepen client engagement and relationships

Align marketing, sales, and product strategies

How service design can help

Improve focus on and performance for the clients who create the most value for the business

Create optimized omni-channel client journeys

Provide insights into clients' rational and emotional needs and behaviors at the touchpoints that matter most

Inform both the offering and the process for working together to support client goals

Thank you! To learn more, please reach out.

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