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“Mind the Gap”

How to create a more customer centric organisation using design

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Markus Hohl, CEO London

@warwickBschool

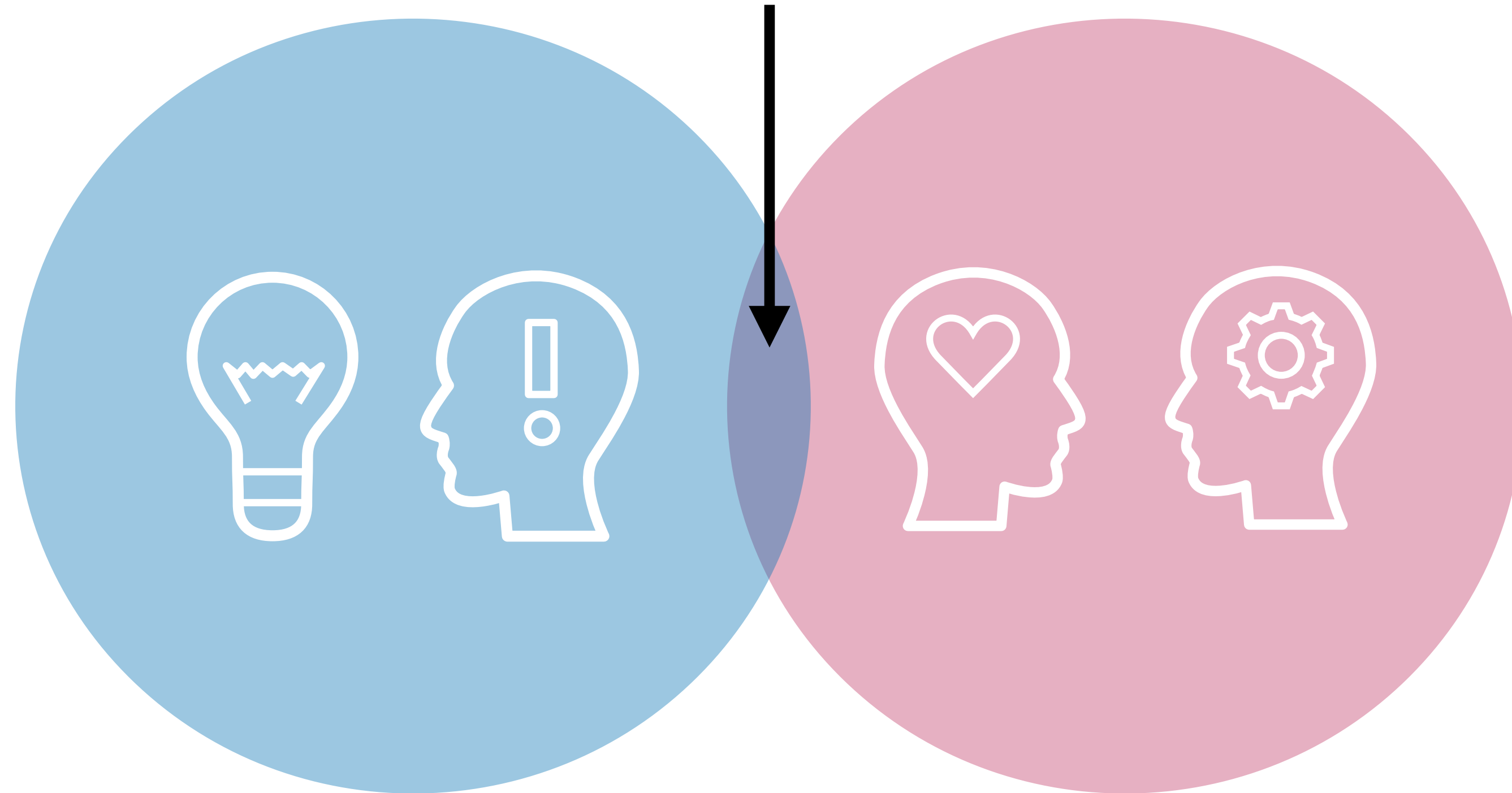
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Service Design agency founded 2009,
working with the likes of Bank of Ireland, Kone, Tesco, Telia Sonera, VW...

This is where the magic happens!



We create unique and successful **customer experiences.**

We help **organisations become **customer centric.****

“Mind the Gap”

How to create a more customer centric organisation using design

- Why it's needed
- How to do it- 9 steps
- Case studies

Why do we need more customer centricity
in organisations?

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The service economy

- The service economy accounts for **72% of the UK's GDP**
- **20 million people** (2/3 of workforce) in the UK work in the service sector
- In this new economy, the **added value created by services** is greater than that of products

”We are customer centric.”

95 %

“We provide great customer experiences.”

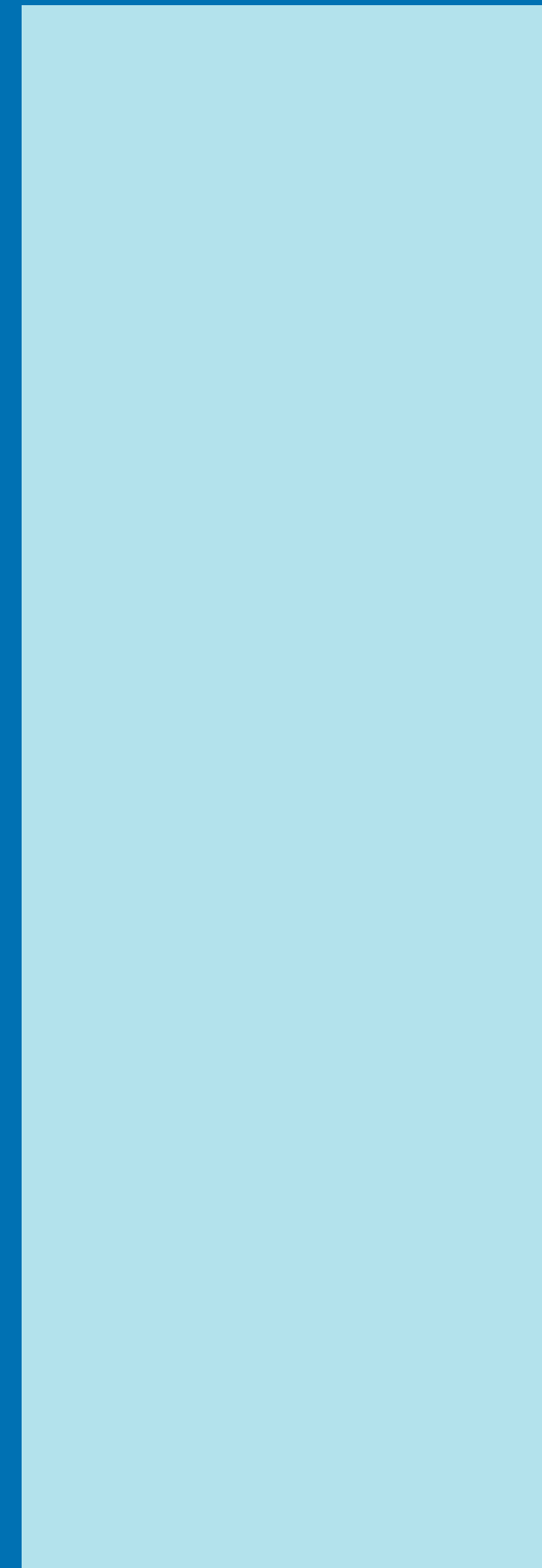
80%

**“I have experienced a great
customer experience.”**

11 %

“We provide superior customer experiences.”

80%



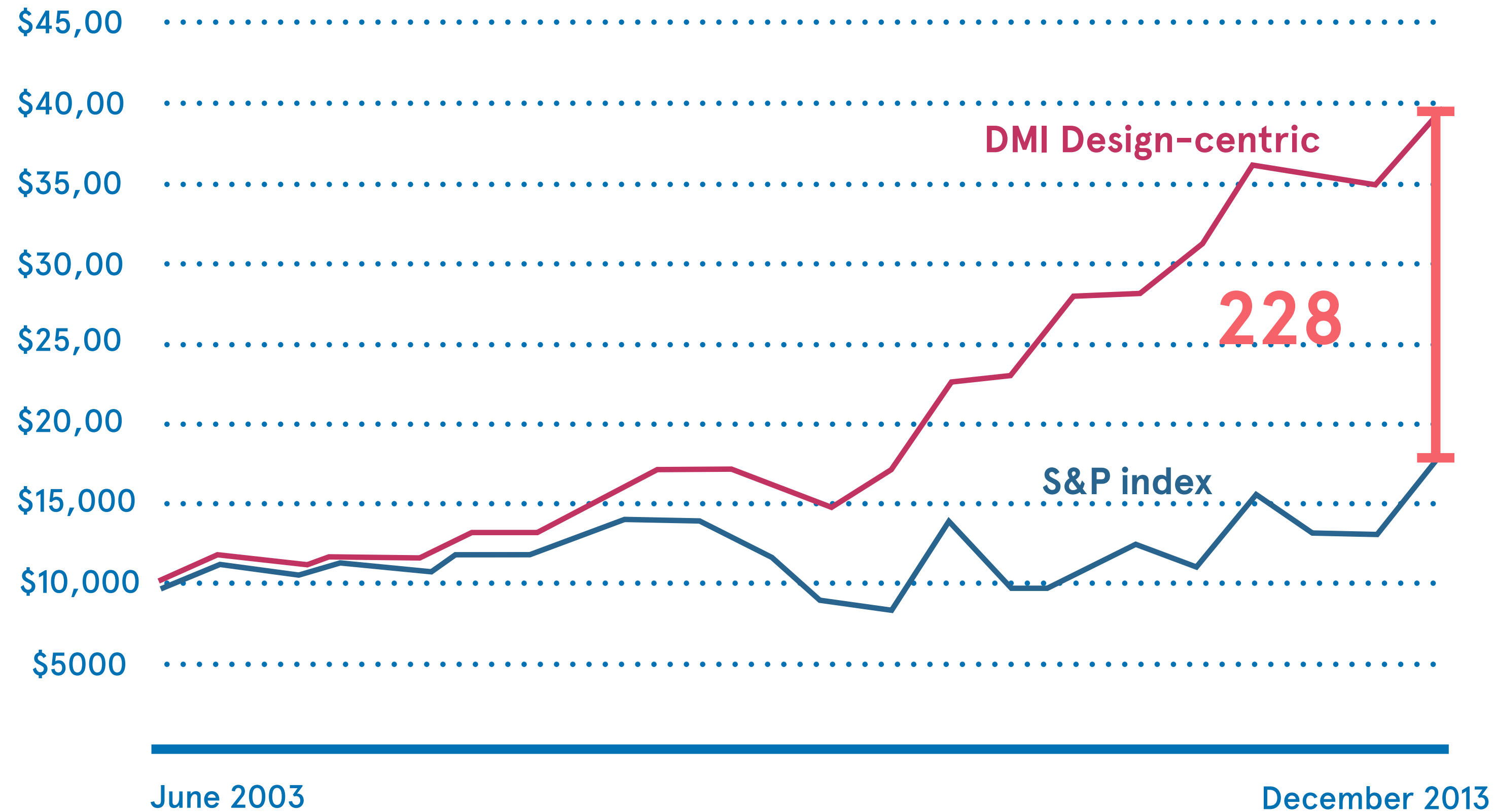
11%



delusion gap

“I have experienced a great customer experience.”

It pays to invest in design, not a quick fix



Apple,
Coca-Cola,
Ford,
Herman-
Miller, IBM,
Intuit,
Newell-
Rubbermaid,
Procter &
Gamble,
Starbucks,
Starwood,
Steelcase,
Target,
Walt Disney,
Whirlpool,
Nike.

Design driven companies outperformed the S&P 500 by 228%

<http://www.columnfivemedia.com/why-smart-companies-should-put-design-first>

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By **2020**, customer experience will overtake price and product as the key brand differentiator.

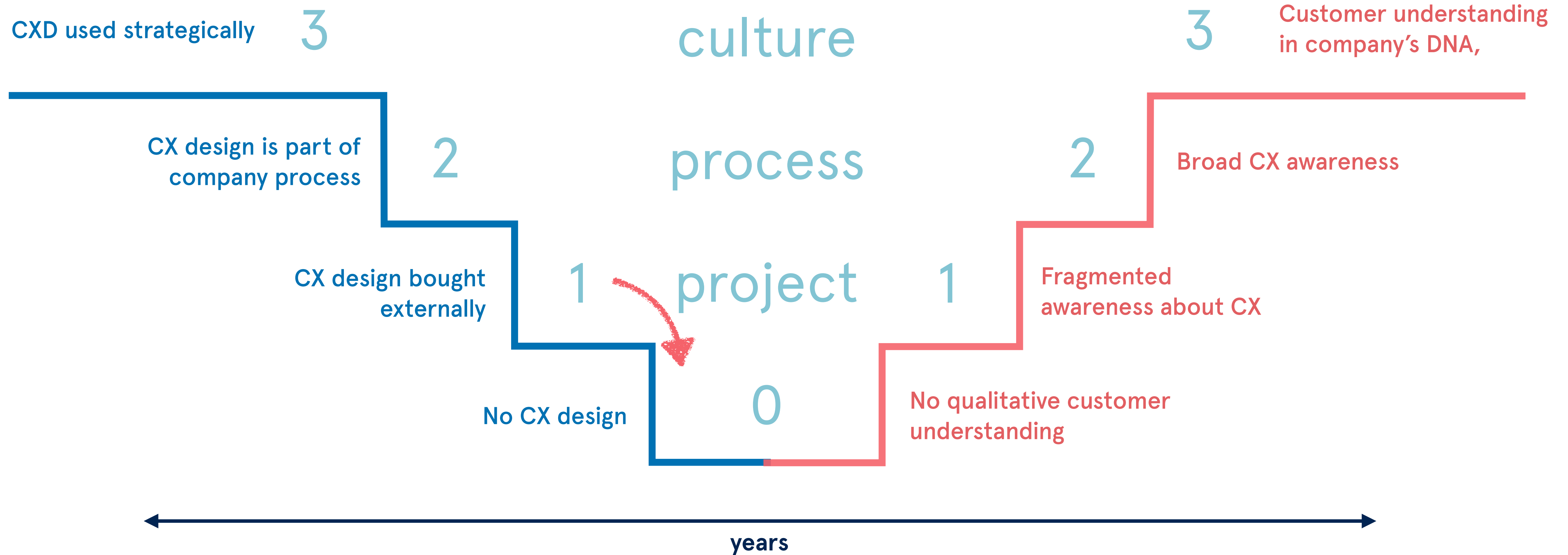
Vision Critical, 2014, 7 habits of customer-obsessed companies

Creating a more
Customer Centric Culture
is key to compete!

But how to you create one?

CUSTOMER EXPERIENCE (CX)

CORPORATE EMPATHY



1. Project level - building empathy for the end user



Project

- 1 work face-to-face with the end customer in native environment
- 2 prototype & iterate
- 3 kill ideas that don't work

Case study

Helsinki Airport



Challenge: Create an excellent and memorable transfer experience

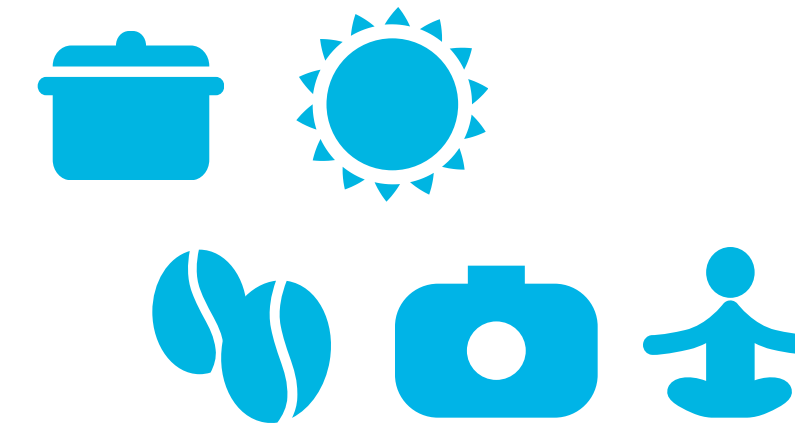
Working with over **900 customers**, building **12 prototype services**, testing & measuring live in the airport.



Prototyping different levels of customer experience:

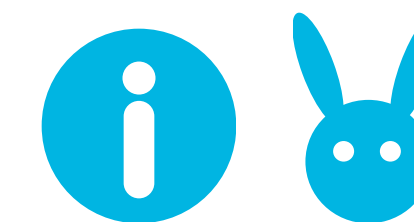
Services, events and activities offering **memorable experiences**.

Uniqueness



Services that **make the life of a passenger easier**

Drivers and barriers

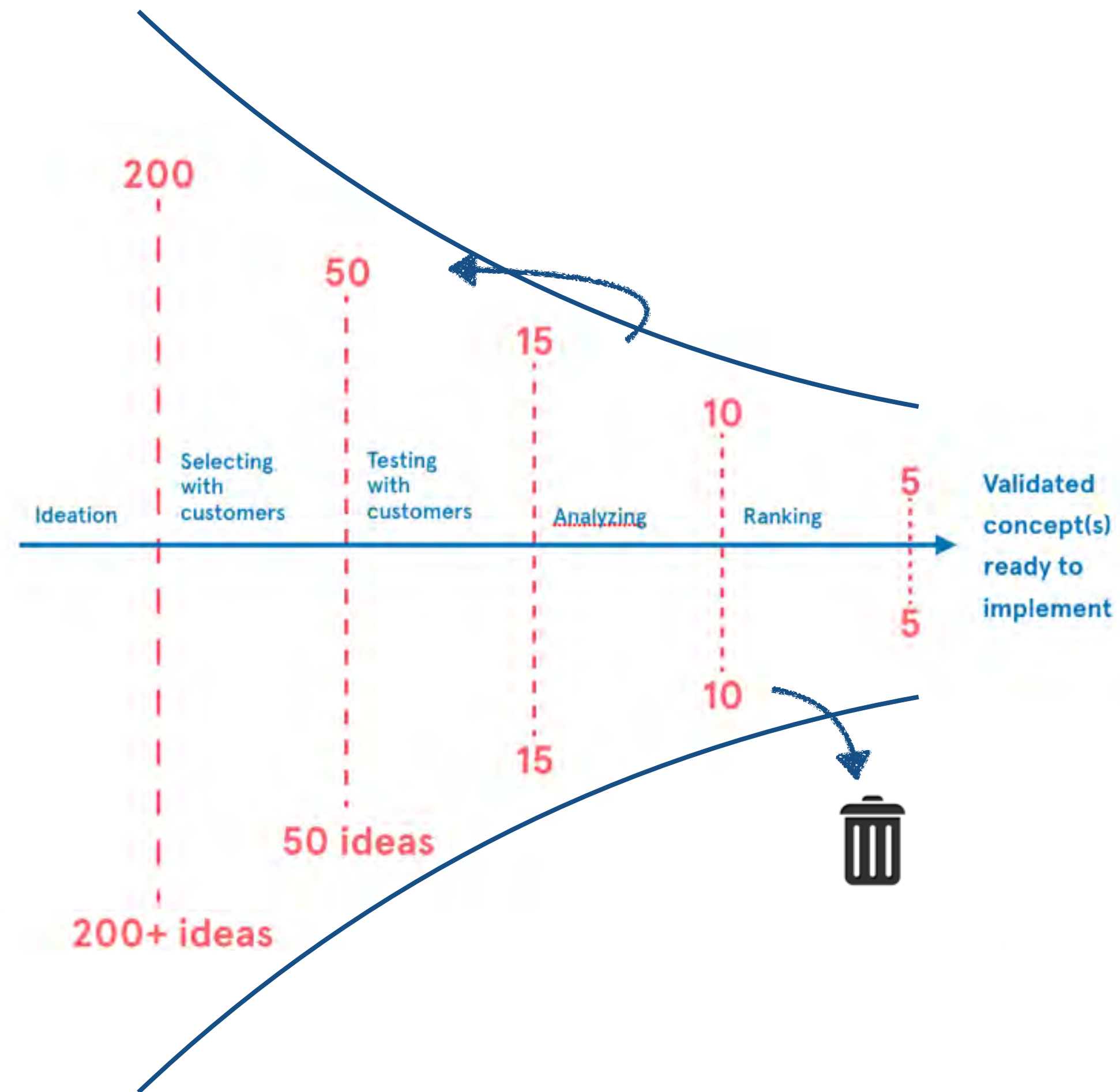


The functions that **make an airport an airport**

Core functions



Prototype funnel and ranking



Ranking model for prototypes:

- Impact on customer experience
- Cost and ROI
- Reliability
- Alignment with strategy
- Sense of urgency



kill ideas that don't work



“People don’t say
what they think,
they don’t think what
they feel and they
don’t do what they
say”

David Ogilvy, 1955



12m€/yr

cost saving
opportunities

Transfer increase

by 3%*



2015

“Transformation through
Prototyping”

5m+

Tweets for
YogaGate

Global media
coverage in

80+ English
publications

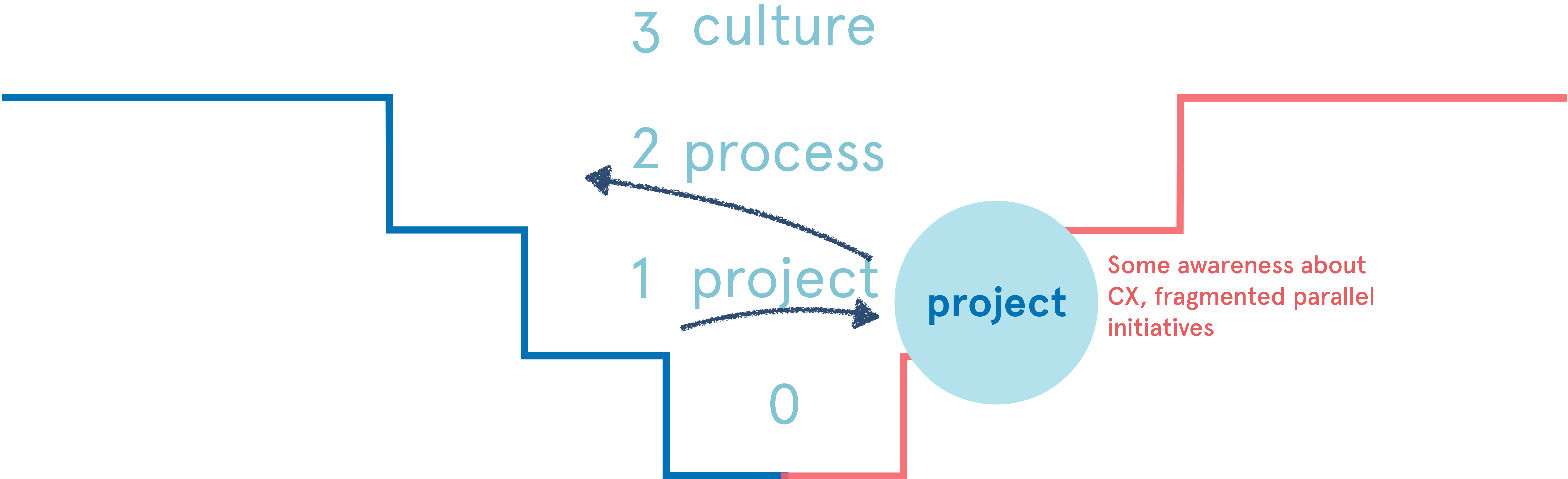


**“We stopped assuming and started trying.
As a result of Travellab, our courage to try things out
and measure the customer experience were significantly
improved.”**

Ville Haapasaari, Senior Vice President Finavia

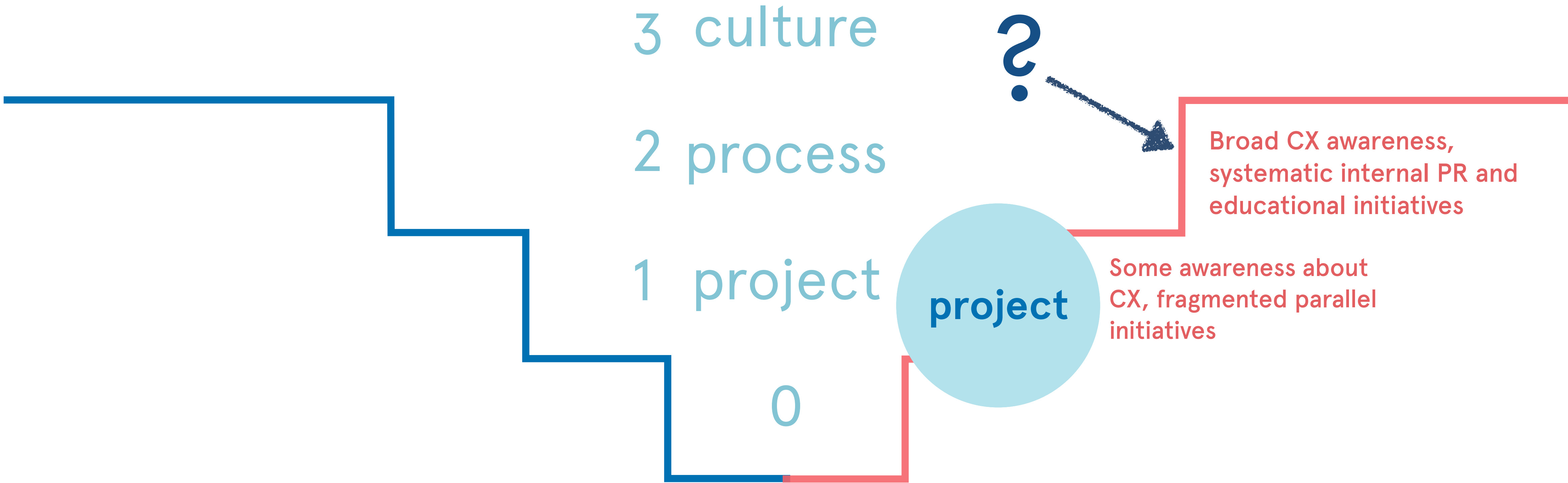
CUSTOMER EXPERIENCE

CORPORATE EMPATHY



CUSTOMER EXPERIENCE

CORPORATE EMPATHY




2. Process level - systematic educations of internal teams



Process

- 4 build a training structure
- 5 learning by doing
- 6 create ownership and skills



Case study
Experience design Programme
Nordic bank

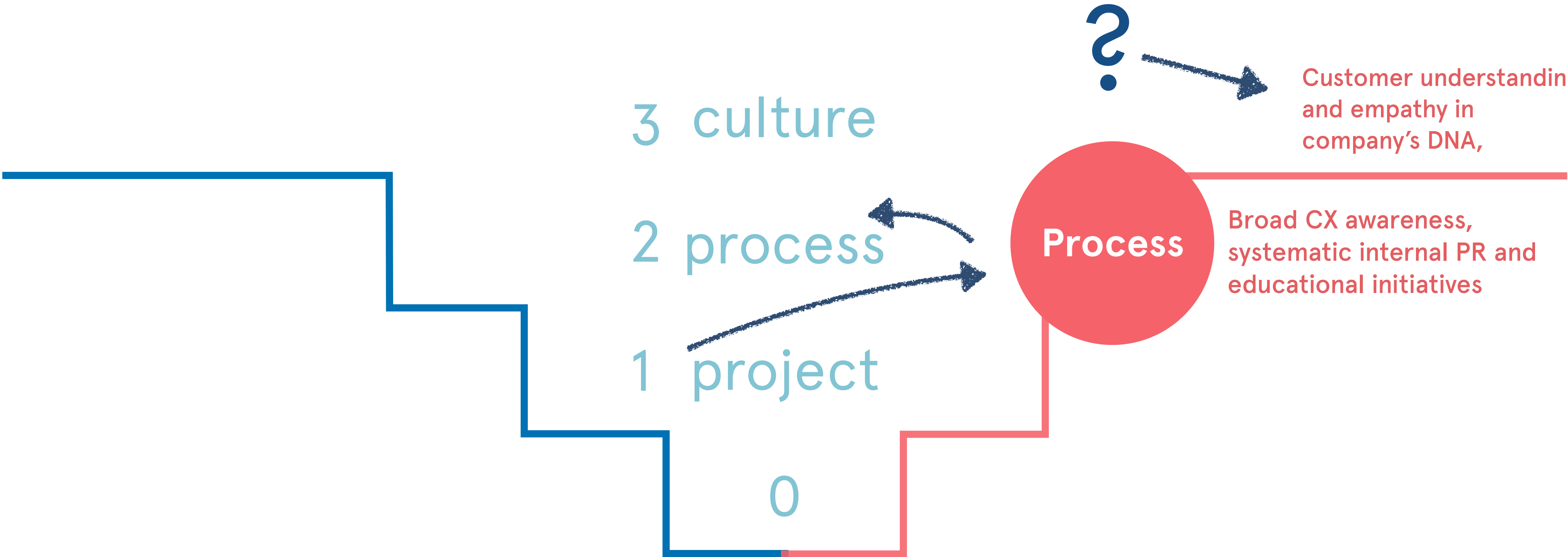
Challenge: ignite change through building
internal Experience Design capabilities



- learning by doing > experiment, talk to customers
- create ownership and skills > customer insights, fast and iterative design methods

CUSTOMER EXPERIENCE

CORPORATE EMPATHY



75 % of organisational change projects fail
due to lack of including the affected employees

3. Culture level - culture needs to be lived



- 7 build a customer centric framework
- 8 “eat your own dog food”
- 9 know each other, get out of your comfort zone!

Case study O2

Customer Centred Design framework



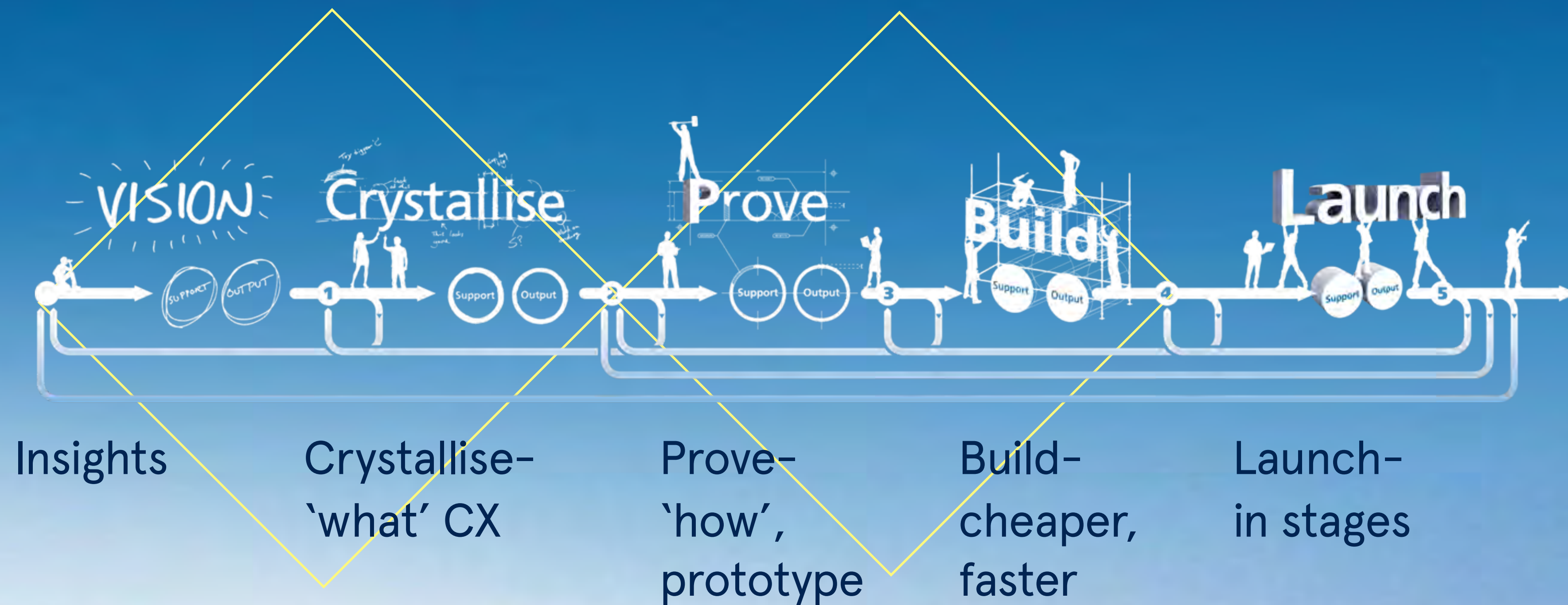
Challenge: Customer experience failure



a Design process

- start with the customer
- Try stuff, make prototypes
- Iterate= fail early -learn fast

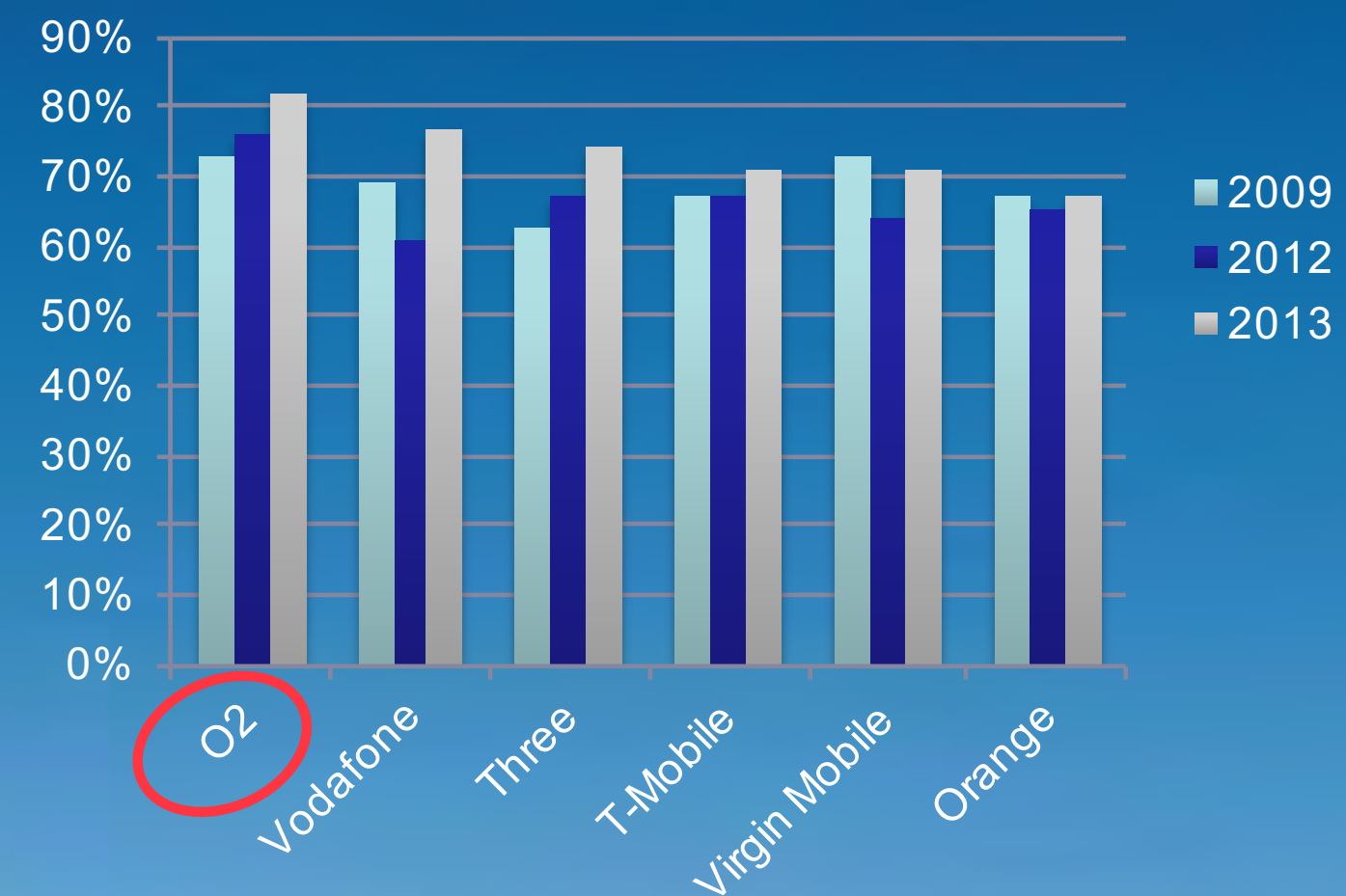
A 5-stage design process



Outcomes for the Customer Centred Design (CCD) :

1. CCD deployed on a £100m+ annual investment
2. faster to market
3. higher customer satisfaction
4. 800+ non-designers trained in design

Customer Satisfaction; Source: Ofcom 2014,



"CCD has galvanised our organisation around the customer centric agenda"

Sally Cowdry, CMO



Build empathy by “eating your own dog food”



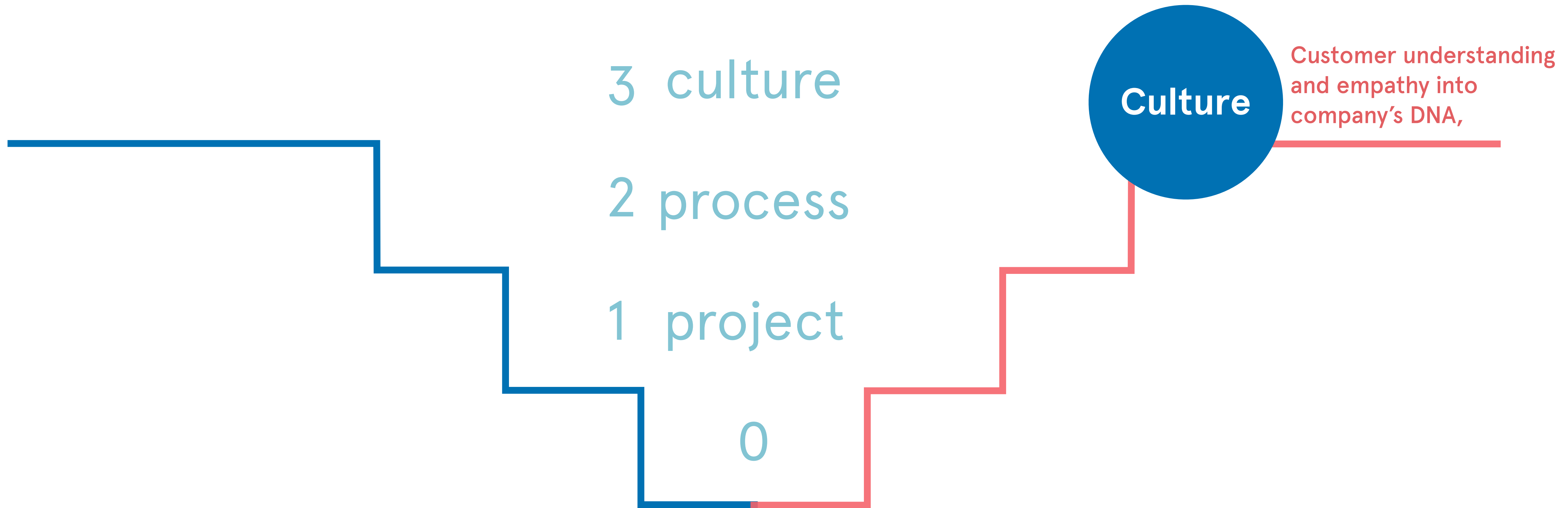
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know each other, get out of your comfort zone

CUSTOMER EXPERIENCE

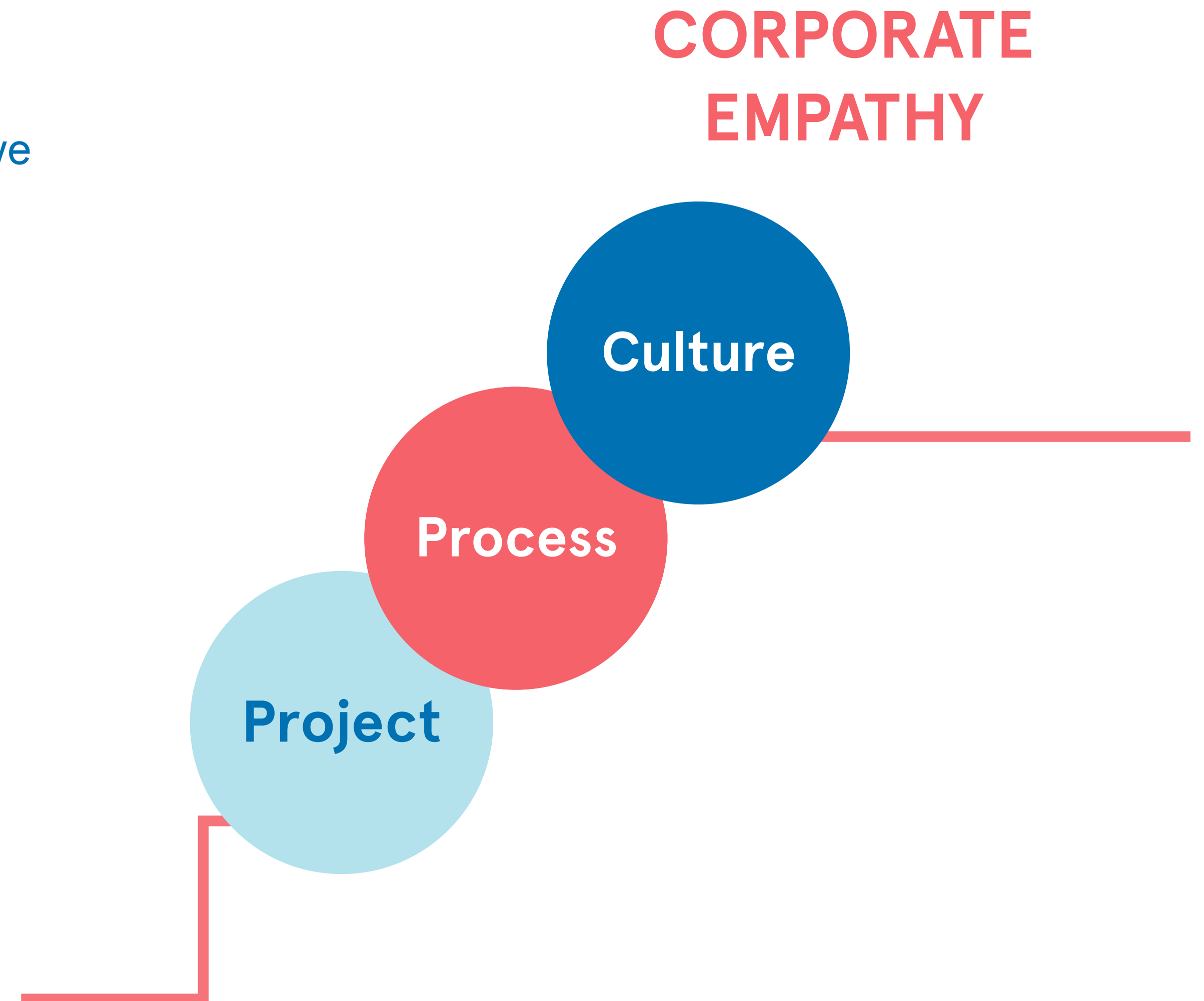
CORPORATE EMPATHY



Corporate Empathy is a big asset for your organisation to unleash

9 STEPS

- 1 Work face to face with the customer, in their native environment
- 2 Prototype and iterate
- 3 Kill ideas that don't work
- 4 Build a training structure
- 5 Learn by doing
- 6 Create ownership and skills
- 7 Build a customer centric framework
- 8 'Eat your own dog food'
- 9 Know each other, get out of your comfort zone



**CORPORATE
EMPATHY**

Questions?

“Mind the Gap”

How to create a more customer centric organisation using design

- Why – Delusion gap, Service Economy, CX will be #1 differentiator
- How – Build up your corporate empathy in 9 steps

Project

1

2

3

Process

4

5

6

Culture

7

8

9

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Thank you!



Markus



Mariann



Rudy

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