

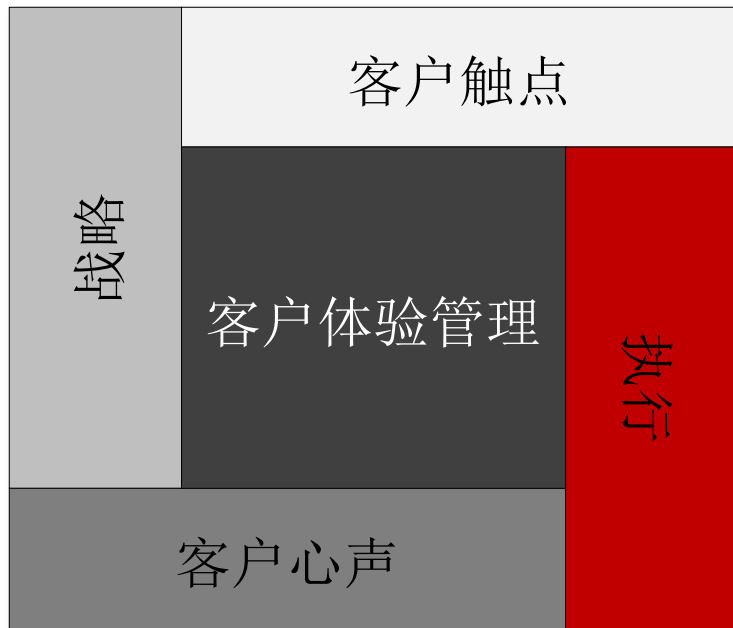


WOW 客户体验

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Principle Business Consultant
June 16th

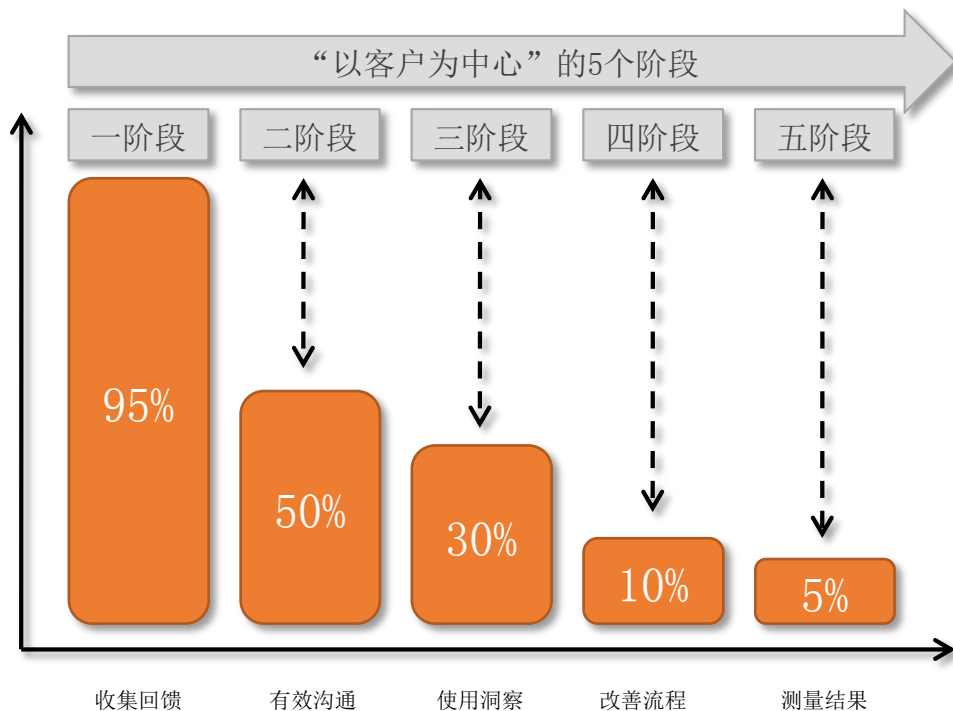


客户体验管理的四大核心组成



- 客户心声
 - 如何理解客户的真实需求？现有流程？
- 战略
 - 管理客户体验的方法？
- 客户触点
 - 当客户与我们联络时，我们设计的体验是？
- 执行
 - 我们设计的体验是如何在业务层面执行的？

客户心声管理的五个阶段



- 理解客户心声是驱动组织变革的关键。
- 然而事实上，很少有组织真正使用收集到的客户心声改善客户体验。

Sampson Lee - The PIG Strategy - (Pain is Good) 2015

战略设计的五个步骤

企业关注点



联络中心的关注点

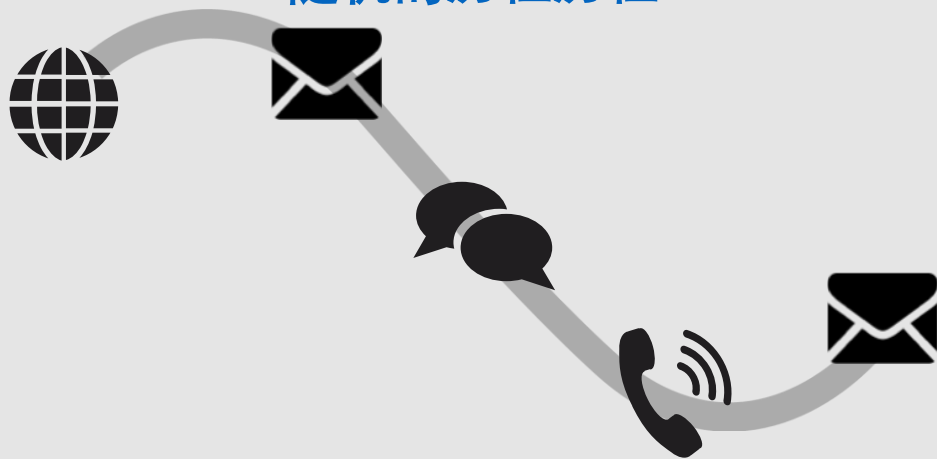
- | | | | | |
|---------|----------|---------------|----------------------|---------------|
| A. 客户意图 | A. 服务速度? | A. 最重要的交互环节是? | A. 如何管理资源? | A. 有工具吗? |
| B. 客户个性 | B. 易用性? | B. 如何管理积压? | B. 并非所有人力资源具备相同的处理能力 | B. 有否技术能帮助改善? |
| C. 企业意图 | C. 结果? | | | |

执行的四大要素



触点体验设计

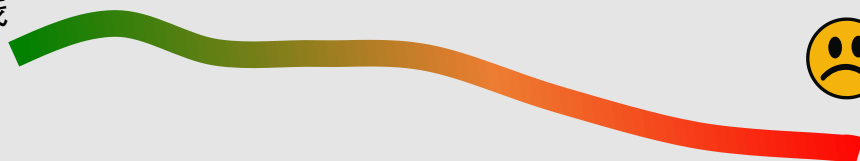
随机的历程历程



经过设计的体验历程



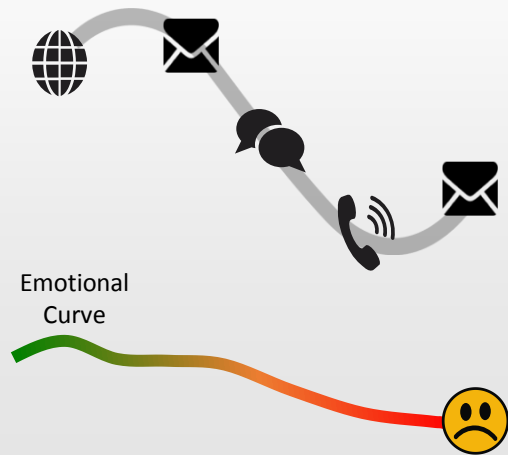
情感曲线



好的体验历程带来忠诚的客户，忠诚的客户愿意持续投入并且向亲友推荐。

触点体验设计：outside-in

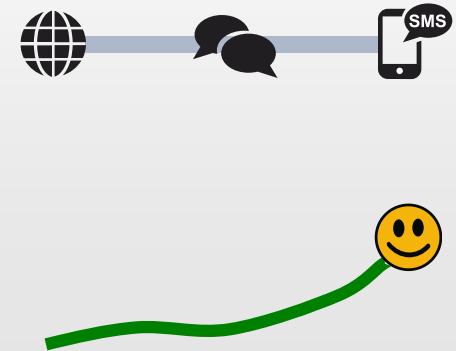
随机的、高费力度的
体验历程



结构化的、以客户为中心的
服务设计原则

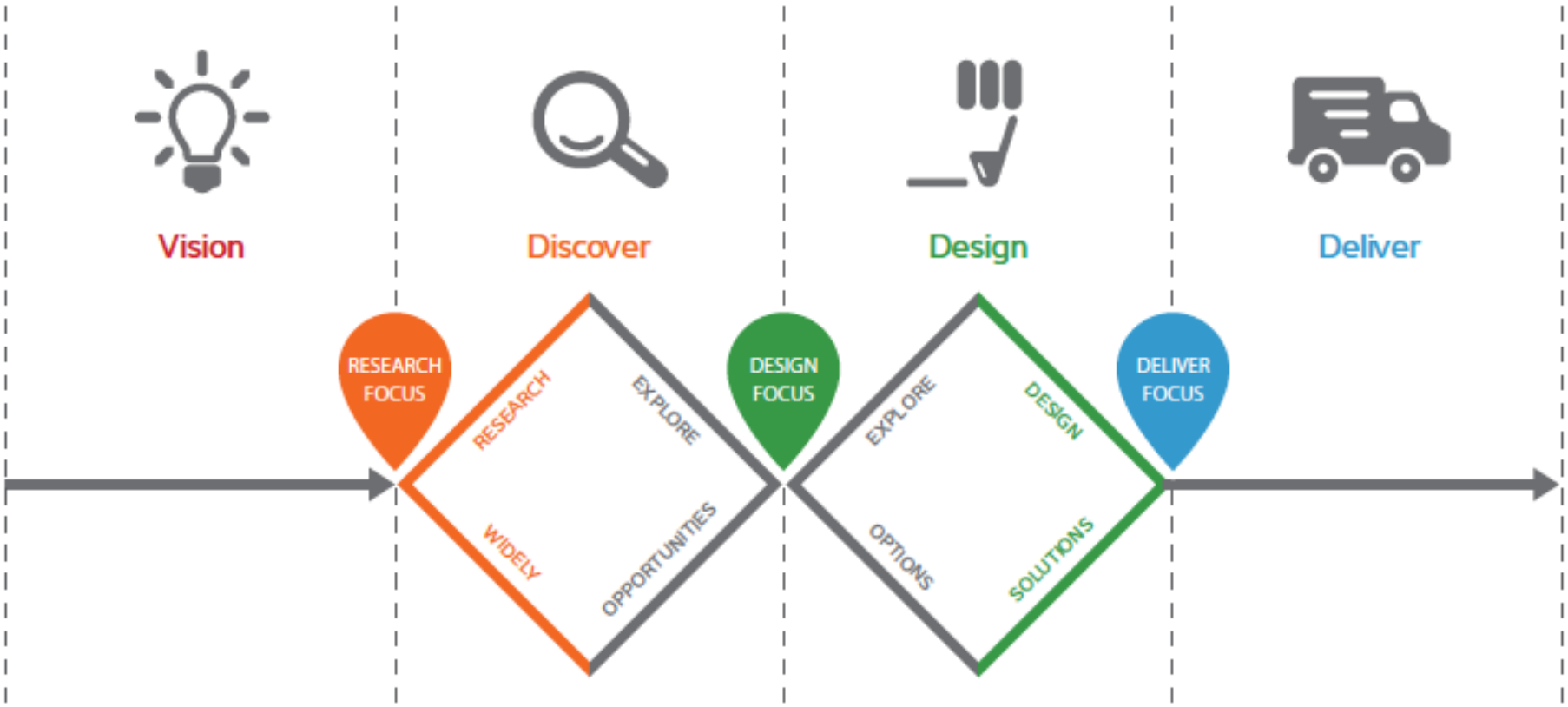


经过设计的、低费力度的
体验历程



好的客户体验的设计目标就是“降低客户费力度”

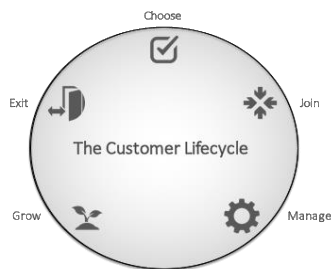
触点体验设计：步骤



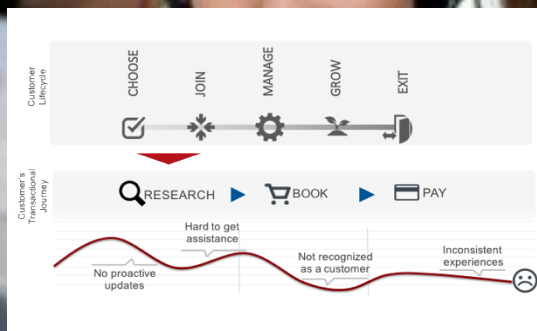
Vision 愿景

理解上下文情境信息：

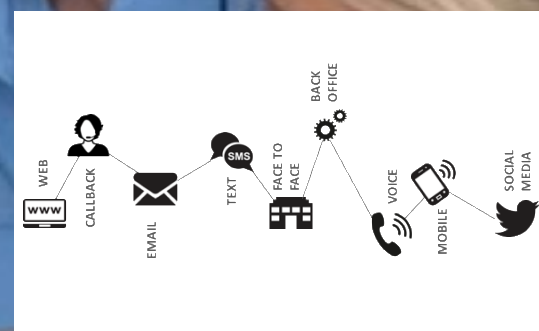
1. 客户生命周期
2. 客户历程
3. 远见思维



客户生命周期



客户历程



远见思维

Discover 发现

通过以下方法，识别客户的关键需求：

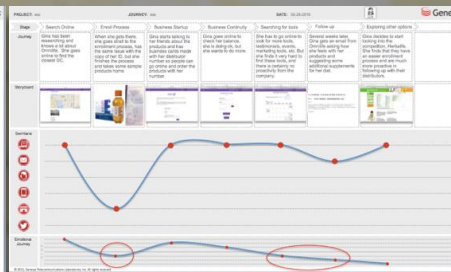
1. Data analysis 资料分析
2. Observations 观察
3. Personas 人物角色定义
4. Stakeholder and as-is journey maps 利益相关方和历程地图（现状）
5. CX priorities to brand values analysis 基于品牌价值的体验设计



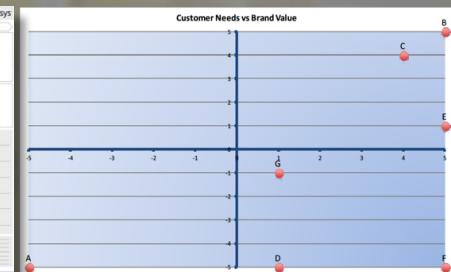
人物角色定义



利益相关方示意图



客户历程地图（现状）



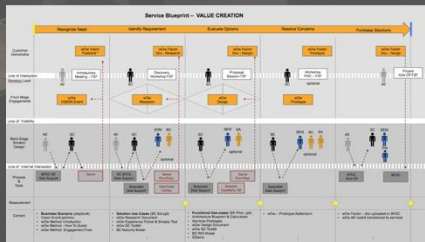
品牌价值及体验优先级矩阵

历程设计、架构和收益模型:

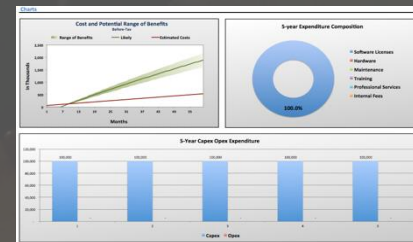
1. To-be customer journey maps 客户体验历程地图(未来)
2. Service blueprint 服务蓝图
3. Financial business case 财务分析案例



客户体验历程地图 (未来)



服务蓝图



财务分析案例

提供可执行的优化客户体验的路线图：

1. Standard use cases and best practices 场景设计和最佳实践
2. Customer experience blueprints 客户体验蓝图
3. Phased delivery roadmaps 分阶段的交付路线图
4. Architecture blueprints 架构蓝图
5. Delivery proposals 交付建议书

1. Increase Sales Revenue (Abandon/Drip/Online Application Leads) and Optimize Outbound Sales Resources

Strategy	People	Process	Technology	Revenue	Cost Savings	FTEs	CO/Staff Exp
●	●	●	●	\$4,761,873	\$2,584,486	34 staff	✓

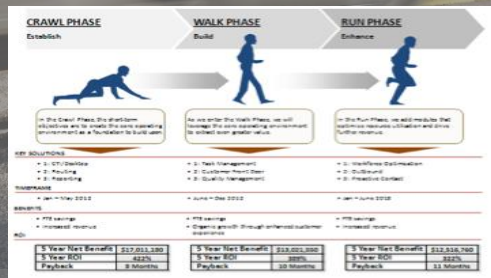
Current State
Sales make outbound calls to prospects who start but haven't completed online application within 20 min to capture revenue. Good communication product, web site, and sales skills. However, only minority of sales volume (48 out of 176) are contacted. This agent inefficiently trying to reach right person (18% KPI). Customers surprised by unsolicited calls. Screen-sharing is flustered and unsecure.

Future State / Recommendations
Increase sales revenue and optimize staff time by offering dynamic invitation (chat, callback) to online prospects in process of filling out applications. Sales conversions higher, since leads are "hotter" (customer opt-in), and greater volume can be targeted. Staff time used more efficiently (1% savings), since staff only occupied with accepted check/calls (no "fluff" for dollars). Desired solution should support chat-to-call transitions, and "co-browse" with agent restrictions on select data and actions.

How Genesys Can Help
Genesys Proactive Web Engagement offers dynamic invitation for chat or callback (driven by online behavior and business rules), which is more efficient and effective than outbound calls or static chat. Genesys Co-Browse provides better user experience and security than screen-sharing.

Get Started Now
Identify staff to be cross-trained in chat. Determine chat corporate policy. Create training and QA plan for chat, chat-to-call transitions, and co-browse. Design CO journey and business rules for Proactive Engagement. Plan for pilot and ramp up.

差距分析及改善建议



分阶段的路线图

财务收益分析

参与方



1. Customer Experience 客户体验
2. Customer Service 客户服务
3. Sales 销售
4. Corporate Branding 企业品牌
5. Contact Center 联络中心
6. Digital Channels 数字管道
7. Customer Satisfaction 客户满意度
8. IT 科技
9. QM 质量控制
10. Back-Office 后台

Wow 方法论

- 全面理解业务目标
- 企业和客户的痛点
- 共同绘制以客户为中心的体验蓝图
- 收益分析
- 基于最佳实践的设计方法
- 案例分享
- 更快、更好地优化客户体验并实现商业价值

