

How to communicate user experience in a consistent and effective manner?



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Telenor Research

The PLAIN 2019 conference,
Oslo 26-27. September 2019.





Opening hours

Monday – Friday:
08:30-16:30

Saturday – Sunday:
Closed

Weekend offer:

30% discount



Touchpoints have many names

service encounter
episodes
incidents
interaction point
moment of truth
contact point

Customer journeys have even more names



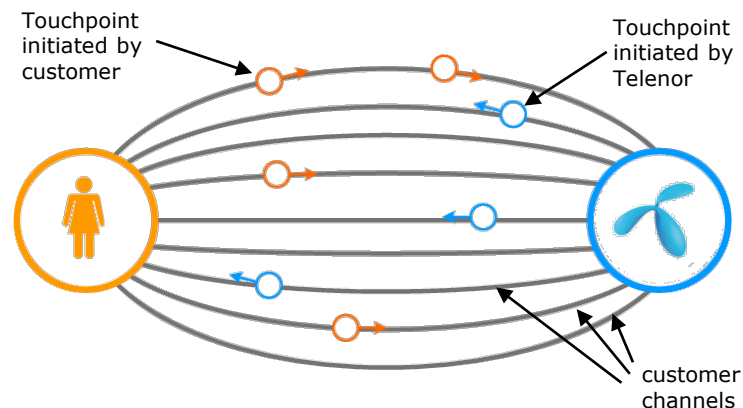
Hence, we need a common set of definitions of touchpoints and customer journeys, and a set of guidelines on how we actually apply them in practice.

Touchpoints

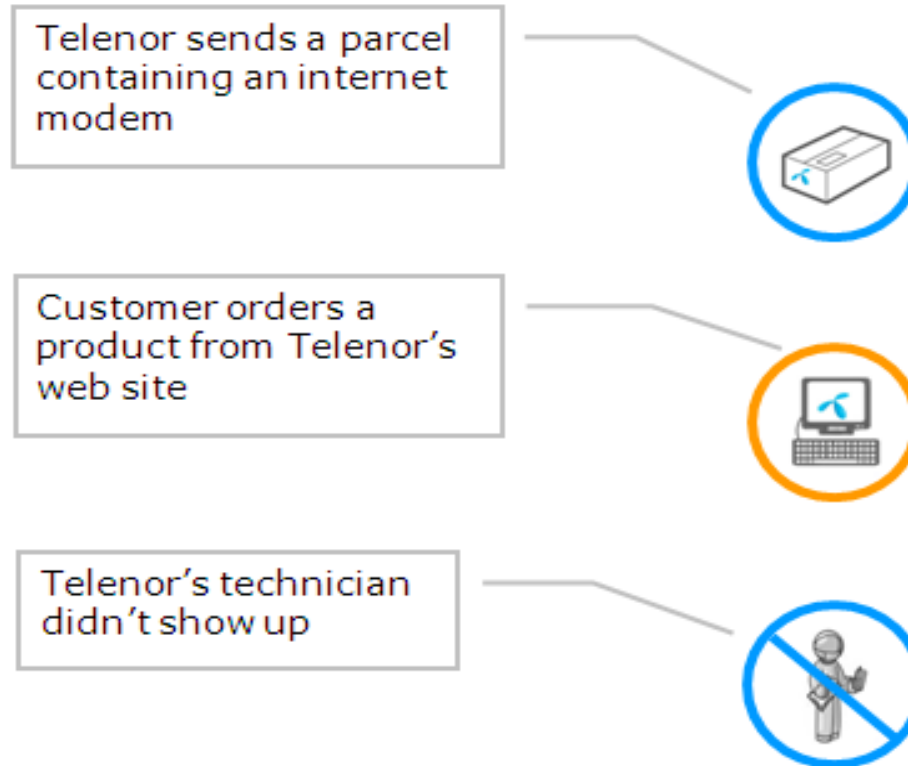
Touchpoint (def)= instance of communication between a customer and a company

Essential attributes:

- <time stamp>** the time when the touchpoint took place
- <channel>** the customer channel that mediate the touchpoint
- <initiator>** the initiator of the event (Telenor or the customer)
- <trace>** physical or electronic content that emerge



Touchpoints - examples



Customer journey

Customer journey (def) = a customer's interactions with Telenor to achieve a specific goal

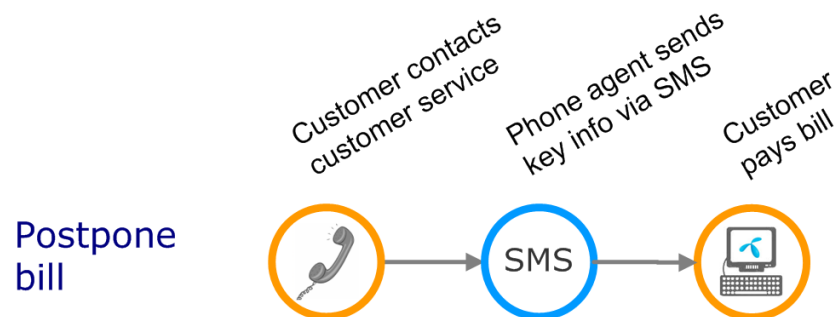
Essential attributes:

<journey start> first touchpoint

<journey end> last touchpoint

<# touchpoints> number of touchpoints in the journey (n = 1,2 ..)

<duration> duration of customer journey (sec., days, weeks)



Customer *lifecycle* vs Customer *journey*

Customer lifecycle:

a customer's overall relationship with the operator, from beginning to end



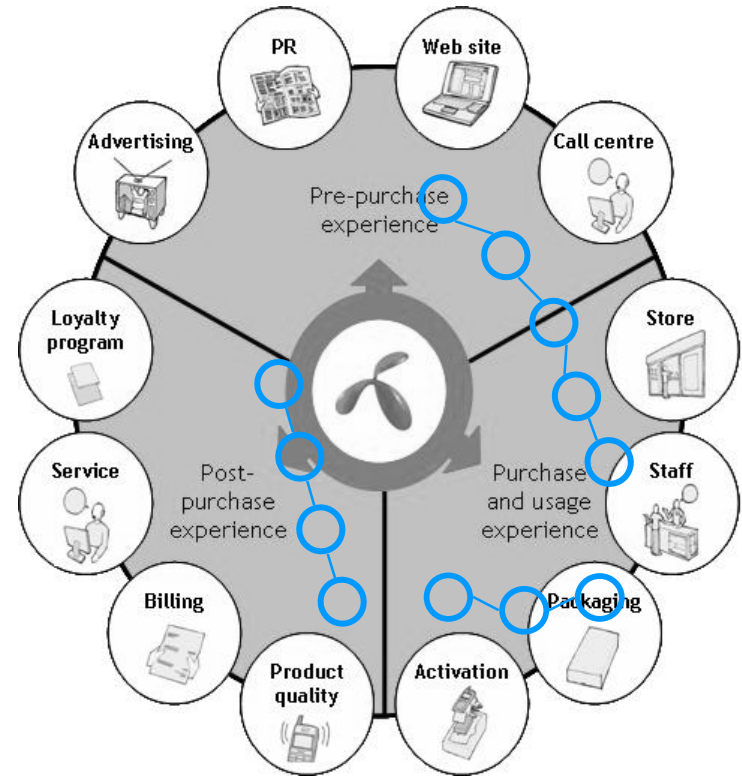
Customer lifecycle



Customer *lifecycle* vs Customer *journey*

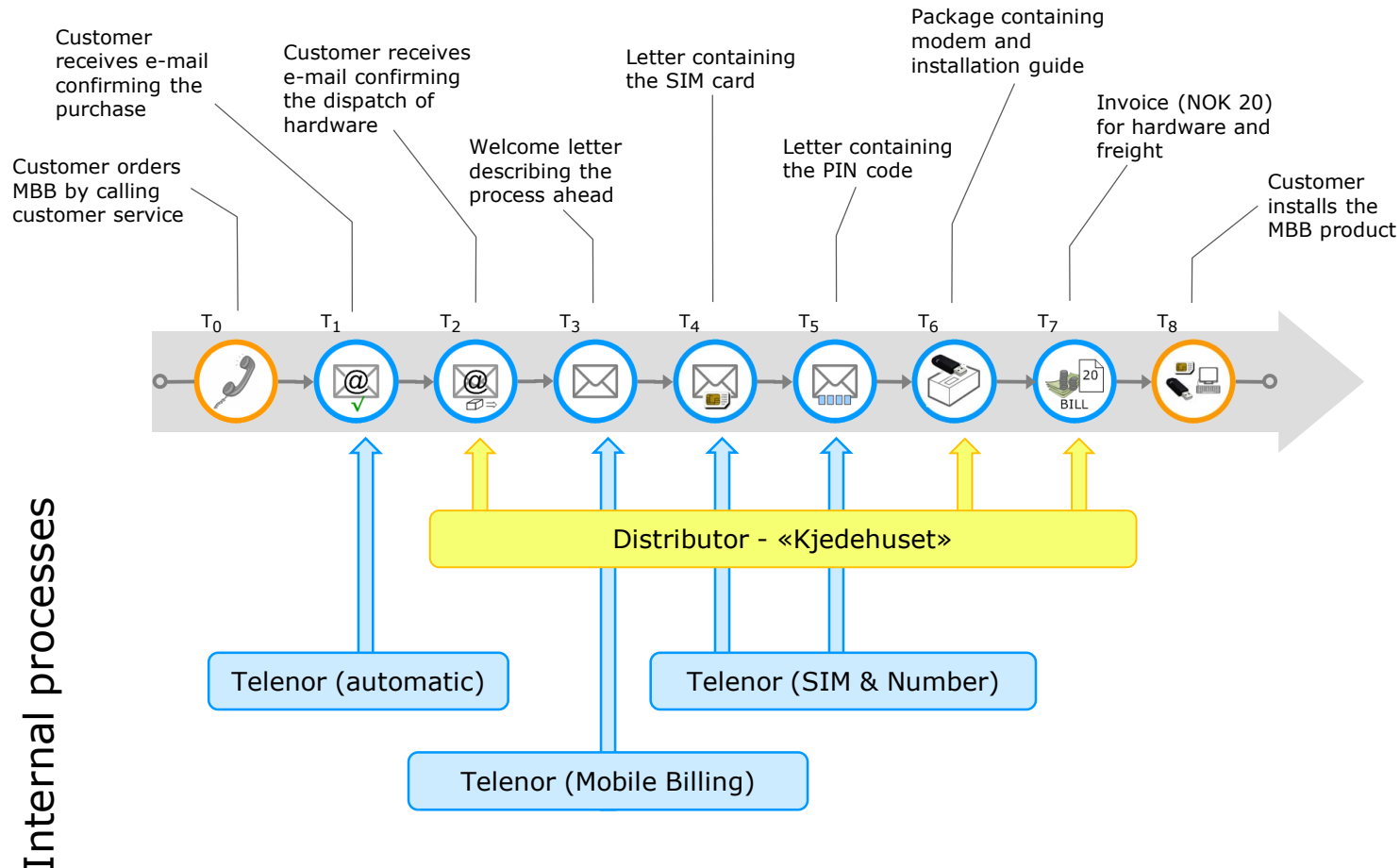
- **Customer lifecycle:**
a customer's overall relationship with the operator, from beginning to end
- **Customer journey:**
a customer's interactions with an operator to achieve a specific goal
 - involves one or more touchpoints
 - involves one or more channels
 - the customer experience is influenced both by achieving the goal, and the experiences during the journey
 - a generic customer journey: e.g. ordering and installing Mobile broadband

Customer lifecycle



Customer Journey Design: The expected journey

Example: Mobile Broadband (MBB), Telenor Norway, 2010

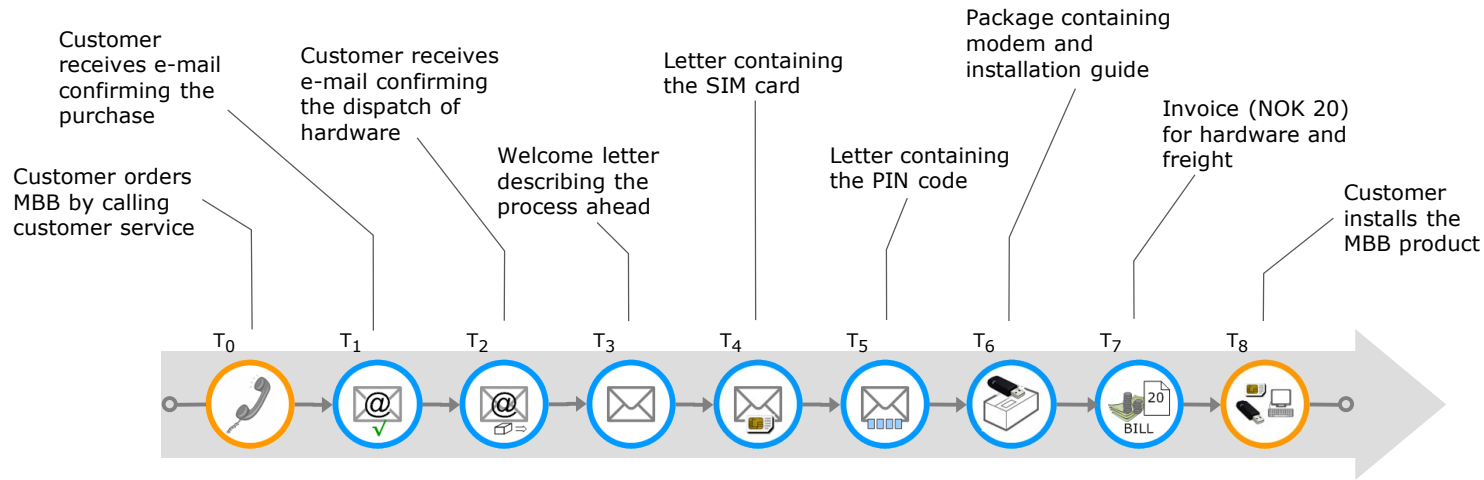


Sources:

- Communication with responsible units
- Communication with customer service
- Mystery shopping
- Logics deduced from content (e.g. process described in a letter)

Customer Journey Design: The expected journey

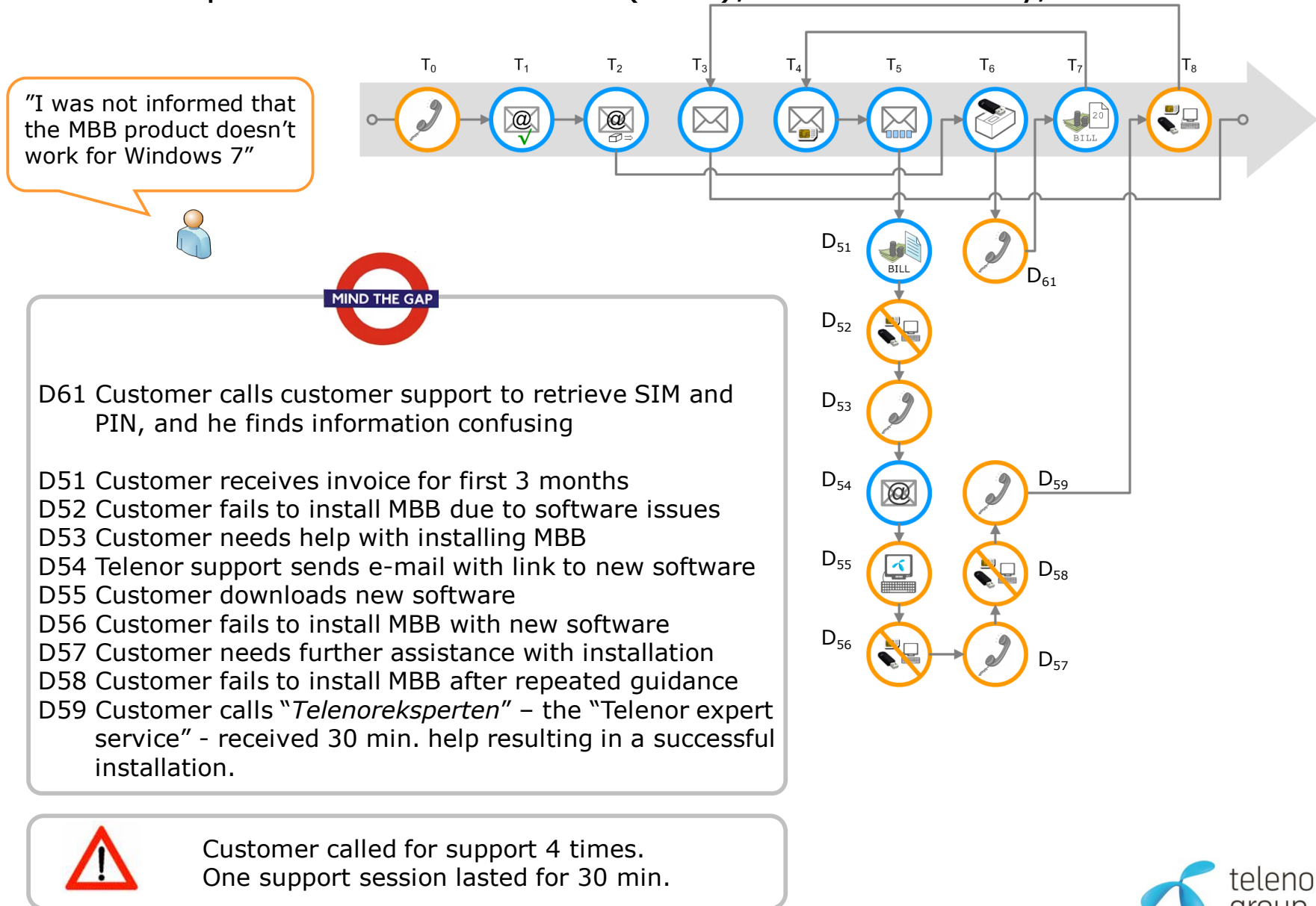
Example: Mobile Broadband (MBB), Telenor Norway, 2010

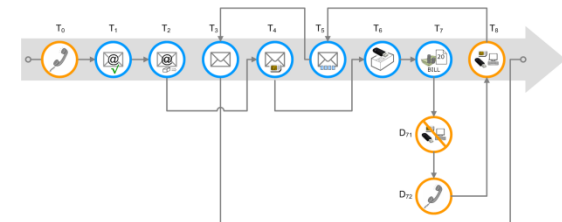
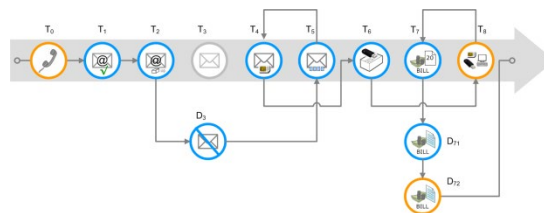
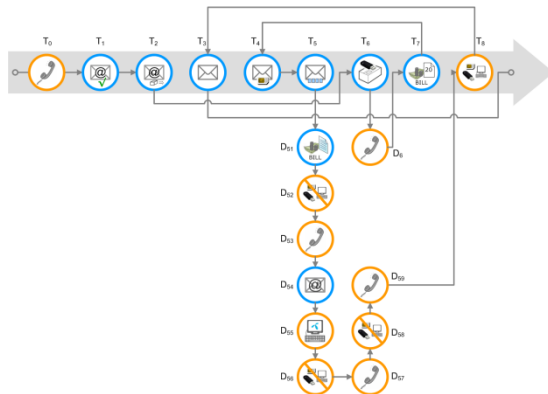
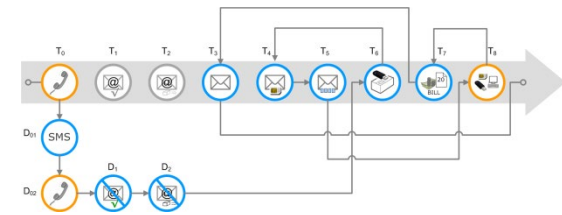
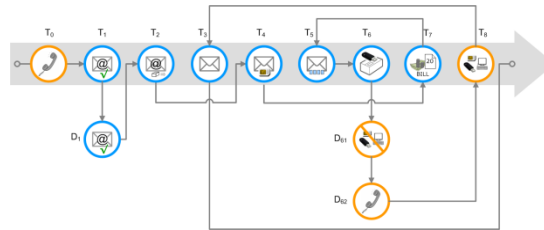
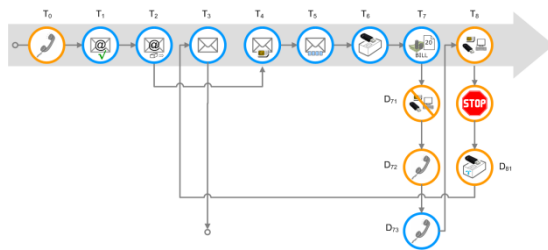
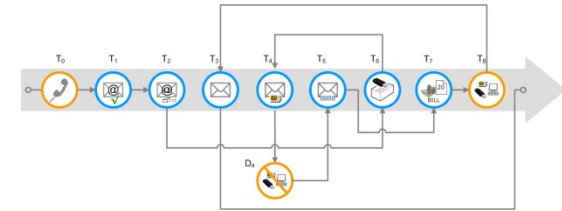
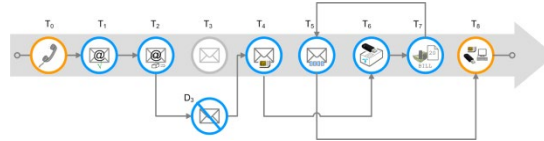
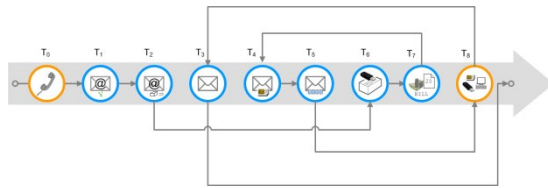


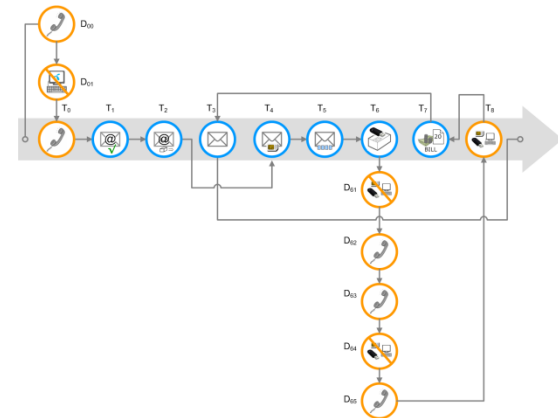
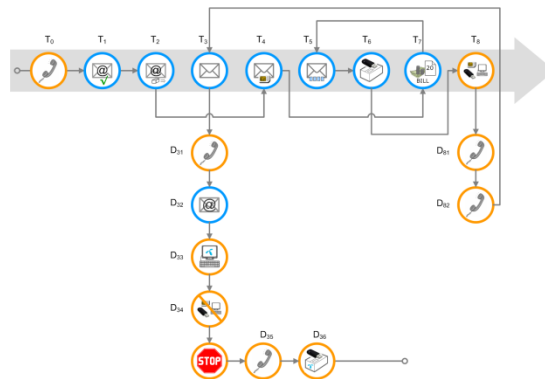
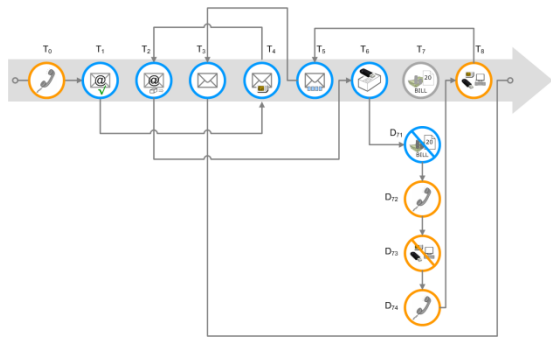
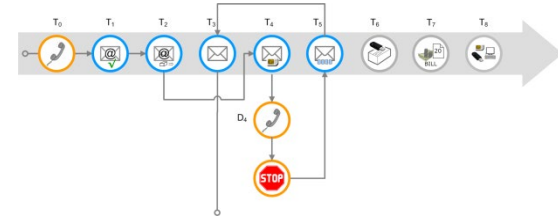
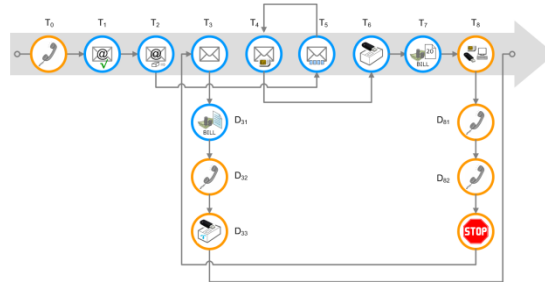
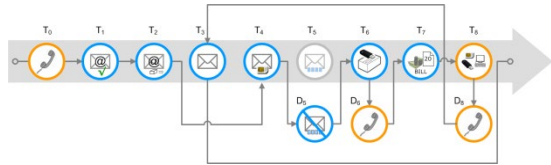
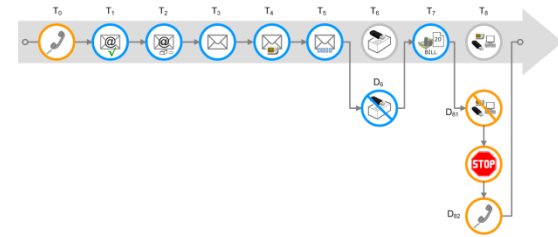
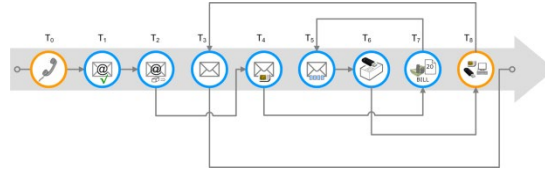
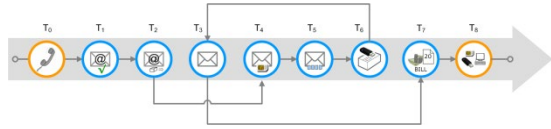
Date and time	Type of contact	Description of what happened	Your experience (Cross)	Comments	Suggestions on how to improve
12. Nov. Kl 17:30	E-mail	I received an e-mail that confirmed my order	  	OK, but the information was a bit confusing	Make price and subscription type more clear.
13. Nov. Kl 13:30	Written letter	Received a welcome letter from Telenor	  	The information was clear. Short and to the point.	Nothing special.

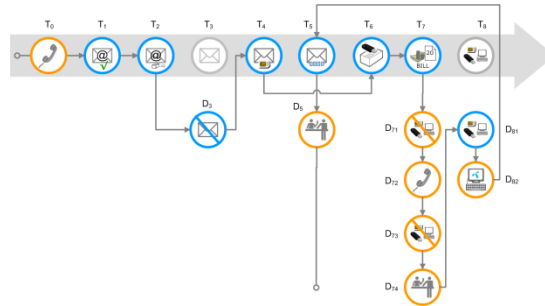
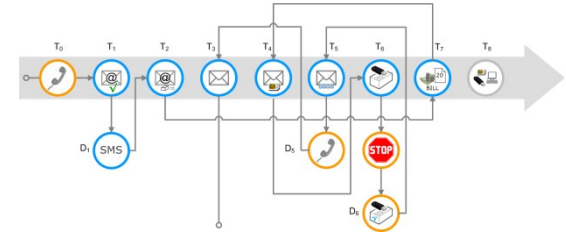
Customer Journey Mapping: The **actual** journey for each customer

Example: Mobile Broadband (MBB), Telenor Norway, 2010









No one followed the expected process !

The best Mobile Broadband product in Norway

telenor

ALT INNHOLD

Hjem > Privat > Mobilt Bredbånd

Mobilt Bredbånd

Alltid på nett - med suveren dekning

Med Mobilt Bredbånd...

Best test

amobil.no
BEST TEST

7&Til... fvelo&Helg... Dag&N...

Månedspåskudd	Månedspåskudd med USB-modem	Dataforbruk inkludert i Norge
12	12	12
299,-	299,-	299,-



"Norges beste mobile bredbånd"

"Vi har testet og målt landet rundt, og vinneren er klar".

Amobil 12. feb 2011

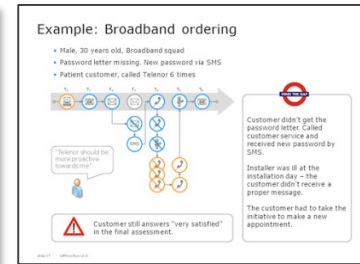
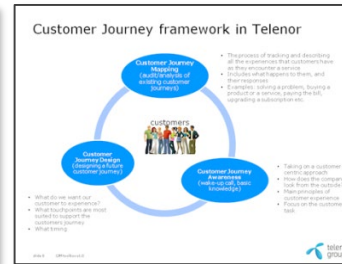
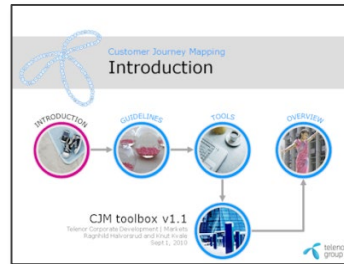


Telenor Customer Journey Framework

Introduction

What: General introduction to CJM:
Background, key principles,
walk-through of case studies, and
executive summary

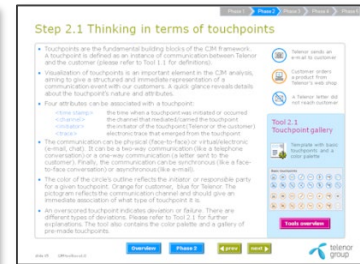
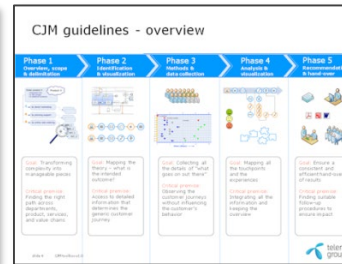
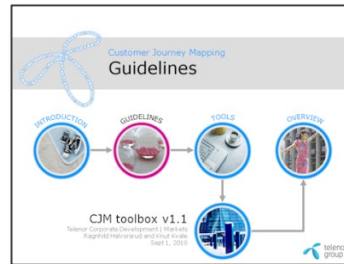
Who: General audience, decision makers



Guidelines

What: Detailed guidelines for carrying out a CJM analysis. The guidelines consist of 5 phases and 26 steps

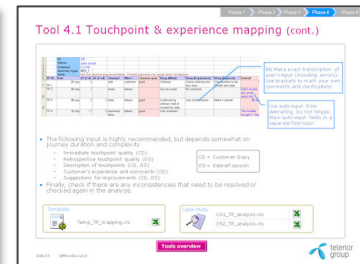
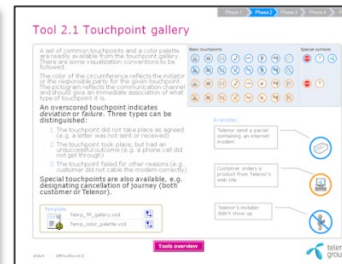
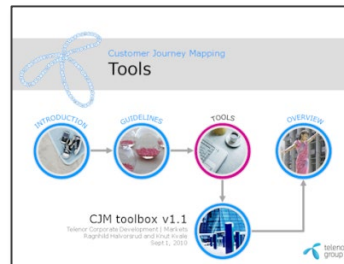
Who: CJM coordinator + team



Tools

What: Tools and templates that supplement the guidelines, and case studies that exemplify their use and potential

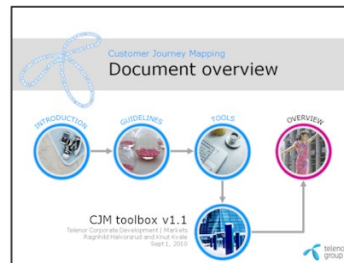
Who: CJM coordinator + team



Document overview

What: Detailed overview of toolbox content, sorted by templates, case studies, file formats and language

Who: CJM coordinator + team

[illegible]

Telenor Service Design Academy

– Training program 2014



GOALS

A shared and common understanding of what service design is in a Telenor context

Understanding how service design is and means for driving customer centric transformations and differentiations in market place

Make the participants be able to practice service design in daily operations

Tools to take this area further in the daily operations

Individual trainings and further education, list of contacts to internal and external competence



TELENOR'S SERVICE DESIGN ACADEMY

Improving service quality through customer journey analysis

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SINTEF, Oslo, Norway*

Abstract

Purpose – The purpose of this paper is to propose a framework based on customer journeys for a structured portrayal of service delivery from the customer's point of view. The paper also introduces customer journey analysis (CJA) for empirical investigation of individual service experiences in a multichannel environment.

Design/methodology/approach – The paper presents case studies for onboarding new customers on broadband services. CJA starts with modeling of the service process in terms of touchpoints. The individual customer journeys are reconstructed through methodological triangulation of interviews, diary studies, and process tracking.

Findings – The paper provides empirical insights into individual customer journeys. Four types of deviations during service delivery are identified: occurrence of ad hoc touchpoints, irregularities in the sequence of logically connected touchpoints, occurrence of failures in touchpoints, and missing touchpoints. CJA seems effective in revealing problematic and incoherent service delivery that may result in unfavorable customer experiences.

**Outstanding Paper of
the Year award 2017**

in the
Journal of Service Theory
and Practice

*"for its contribution and
impact on the service
management field in
Emerald".*



Ragnhild Halvorsrud, Knut Kvale and Asbjørn Følstad (2016).
"Improving Service Quality through Customer Journey Analysis".
Journal of Service Theory and Practice, (2016) Vol. 26, Issue: 6, pp. 840-867.