Solving for the Customer in Crisis through Recovery

Rapid Customer Insights Assessment and Experience Design Adaptation

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The Toolbox

How do you retain and grow customer loyalty during a crisis? Maintaining trust in your product or service is the foundation of your relationship with your customer and it is important to recognize that a crisis will quickly change how your customer interacts with and trusts your brand. Listen to your customer to learn how those needs have changed and plan to meet them.

What customers want and need during a crisis and through its recovery can be different from what they usually want or need. In a situation of high stress, buying habits are heavily influenced by basic hierarchical needs to retain health and safety. Consumers tend to rally behind companies that enable safety, show a desire to 'do good' in their communities, and meet their needs creatively. An organization must align all three of these considerations to reinforce purpose and brand promise.

Being authentic, transparent, and reacting quickly with empathy and relevance now will help drive brand loyalty into the next normal. Remember that your approach to customer loyalty must be able to evolve through the crisis and into recovery.

As a Customer Experience owner, you must quickly identify and understand the new Moment of Truth (MoT) and Moments that Matter (MtM) for your customer in order to alter your company's experience design. Your goal is to retain customers, build loyalty, and even grow your customer base through the crisis. Rapidly perform new assessments to understand changes in customer needs and create a journey-aligned employee service blueprint. Use the Voice of the Customer across your organization to adapt the policies, procedures, products, services, and enabling capabilities.

Use the contents of this toolbox to inspire your voice of the customer activities –from rapid insights assessment through experience design and implementation.

LET'S GET STARTED

Framework

During a crisis, CX leaders should be asking themselves: "Am I rapidly gathering the Voice of the Customer insights and do I plan to enable iterative experience design adaptations?"

In order to answer these questions thoughtfully, we've created a tool to walk you through this self-assessment.

There are two key phases to deliver on the changes needed for your customer experience during a crisis: Rapid Insights Assessment and Experience Design.

Explore the numbered concepts within each phase and answer the questions each pillar poses. The results will help you answer the big question above.

PEFORM RAPID INSIGHTS ASSESSMENT (KNOW YOUR CUSTOMER AND BUSINESS)	DESIGN AND IMPLEMENT DESIRED EXPERIENCE

1. Determine	2. Gather	3. Create	4. Promote	5. Adapt	6. Evolve

PEFORM RAPID INSIGHTS ASSESSMENT (KNOW YOUR CUSTOMER AND BUSINESS)

1. Determine

2. Gather

3. Create

4. Promote

Do I understand my customer's changing expectations?

Have I uncovered the MoT/MtM to solve for?

Do I share focused insights with my organization?

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INITIAL AND AD-HOC

+ Initially, do I perform a minimal viable product (MVP) rapid assessment to support defining a path forward?

+ Amidst the crisis, do I react quickly to escalations of issues raised by customers and employees?

CONTINUED RHYTHM

+ Do I plan continued insights efforts to review customer reactions to our evolved experience offerings?

+ Can I increase the frequency with which I drive high-value MVP Voice of the Customer (VoC) insight activities to understand the evolving landscape in real time?

2. Gather

Gather quantitative and qualitative information – utilizing observational data gathering, rational intuition, and enabling creative light touch feedback mechanisms

OBSERVE (Passive VoC)

+ Do I observationally review customer behavior using available data (e.g. contact center sentiment) coupled with capturing data from internal customer and client relationship owners (e.g., customer success/account owners) to quickly pull insights?

+ Do I continue to stay abreast of healthcare, policy, and legislative updates regarding impact to customer behavior and safety needs?

+ Do I observe trends in behavior of look-a-like customers and competitors in the market?

+ Have I layered on rational intuition to supplement data quickly and enable later test/adapt iteration?

+ Do I understand our supply chain gaps, hoarding behavior, and increased demand for select items leading to product scarcity?

+ Do I understand risks for waste and over-indexing on inventory and resources due to reduced customer demand for other products/services?

CREATIVE 'LIGHT TOUCH' (Proactive VoC)

+ Have I enabled a light-touch mechanism to enable direct customer feedback on remaining concerns (such as safety gaps) with our experiences at and/or after point of service, respectfully and unobtrusively?

+ Have I adjusted or paused business as usual proactive VoC activities to accommodate light-touch crisis/recovery efforts (and not overwhelm, or seem out of touch, with typical outreach efforts)?

+ Through recovery, have I enabled new ways to help answer specific questions, validate hypotheses, and receive feedback virtually?

CREATE SITUATIONAL SEGMENTS/LIGHT PERSONA 'ARCHETYPES'

UNCOVER NEW MoT/MtM AND EXAMINE REACTIONS TO CHANGES

+ Do I need to quickly create a perspective on new segments or very light-touch weight persona 'archetypes' to design the in-crisis through recovery experience against?

+ Have I identified any segments that are particularly loyal or experiencing the biggest friction across our journey?

+ Have I identified any trends in new use cases for my products and services?

+ Have I assessed the rapidly gathered information to highlight the new situational moments tied to key customer priority shifts? Have I tied these moments to locations in the journey map as pain points and moments we want to win?

+ Do I review customer reactions to our adapted and evolved experiences?

+ Do I assess sentiment changes amidst the changing crisis landscape and into the next normal - as external forces continue to change?

+ Do I look for changed situational trust expectations throughout recovery?

SHARE CURRENT-STATE
(Pain Points and Positive Experiences)

+ Do I highlight the experiences (MoT/MtM) required to generate trust, loyalty, and retention during a time of crisis to enable focus for my organization? Do I use crisis-tailored journey maps and other insights assets to tell a story of the current-state?

+ Do I include the company's current gaps/pain points?

+ Do I call out what is working well (including new experiences created) that I should continue to do or do more of?

+ Do I proactively showcase these findings to key teams impacting the aligned service blueprint in order to advocate for the change more quickly and to create momentum?

SHARE POTENTIAL FUTURE-STATE
(High-Level Journey Solutions)

+ Do I story-tell the possible future-state key MoT/MtM improvements through crises-tailored journey maps and other assets that uncover insights?

+ Do I relay desired experience findings? Do I share ideas to create positive experiences/quick wins?

+ Do I share root cause issues in the context of potential solutions, hypotheses, and recommendations for design with the right teams to solve?

+ Do I consider what are short-term changes vs possible long-term changes?

Design concepts to consider in high-level solutioning:

+ How might we service our customers and communities differently through the crisis?

+ How can we reinforce and communicate safety in our way of working? Have we adjusted communications to reflect our understanding of how customer needs are changing in this new environment? How do our employee and partner experiences overlap with our customer experience?

+ Have we explored opportunities to provide the community with free or reduced price offerings?

For more on this see

https://www.jabian.com/planahead/planning-for-the-recovery-and-preparing-for-our-next-normal

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DESIGN AND IMPLEMENT DESIRED EXPERIENCE

5. Adapt

6. Evolve

Do I support changes (from products to policy) to retain customer confidence, build loyalty amidst the crisis, and support evolution through the recovery?

EXPERIENCE DESIGN

+ Do we act on identified pain-points and proposed high-level solutions to solve the new MtM? The detailed micro-level experience design is often owned in partnership with other groups, from product to marketing to operations and IT enablers.

+ Do I represent the VoC with partnered teams to redefine products, services, and policies?

+ Am I building empathy by sharing an understanding of my customer and representing that voice with partnered teams as we redefine products, services, and policies?

PEOPLE, PROCESS, AND TECHNOLOGY ENABLEMENT

+ If we weren't set up to understand the situational VoC, partner with teams to align delivery, and pivot in an agile way to quickly react during the crisis, then how do we adjust to be ready as we shift into recovery?

+ Are we communicating transparently with our customers about the gaps that we've identified and are working to solve?

+ If we identified gaps in our digital presence, have we performed vendor selection or explored in-house options for new digital capabilities?

+ Have we adjusted operations (e.g., supply chain, policies, product/service, etc.)? Specifically, have we adjusted how we source and stock core goods to meet new customer demands?

AS YOUR ORGANIZATION CHANGES

+ To support ongoing experience design improvements as we work on, ship, or release changes, do I continue to represent the VoC with partnered teams to evolve products, services, and policies?

+ Do I take into account how customers are reacting to the changes we put in place?

+ Have I established a feedback loop or a mechanism to ensure partnered teams maintain an understanding of the latest customer feedback on our product/services?

AS THE WORLD CHANGES

+ Do we monitor our feedback loop to ensure partnered teams continue to be aware of changing customer views of the world around them?

+ Do I represent the VoC with partnered teams to evolve products, services, and policies to meet changing sentiment as external forces continue to change – from sustained waves through recovery?

+ Have we determined what changes were short-term and require sunsetting, versus what should remain into the next normal?

How Can Jabian Help?

We are committed to guiding our clients into positions of strength through this crisis and into recovery. All organizations have been affected by COVID-19 in some way and will continue to experience effects as we move into the new normal. Acting now is critical to sustain operations and optimize your position for a rebound. We are here to help.

For "Rapid Insight Assessment"…

we can help with a Customer Assessment.

Starting with the data and information already available, we can help you enhance your VoC by using leading practice methodologies and cross-industry trend perspectives. We can also assess your customer segmentation and provide recommendations to increase ROI and lower overall cost to serve. Using existing current vs. future journey assets, we can support subsequent design and implementation efforts to prepare you for enhancing key interactions.

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For "Design and Implement"…

we can help through running a Product Innovation Workshop.

We will help you leverage design thinking concepts - from listening to customers to building empathy - to truly understand your customers' needs and solve for the challenges and Moments that Matter most. By starting with empathy and clearly defining the challenge, cross-function teams (e.g., teams that represent, CX, Product, UX, Architecture, and Engineers) can together generate ideas to best support customers, and then rapidly design and test 'rough prototypes' to gather reactions. With input from customers, teams can continue the cycle of revising and testing protypes until an initial launch with a broader set of customers.

CONTACT US