JCurve digital
where growth gets **real**

We are moving to an Experience Economy. Are you Ready?

(Including in-depth Case Study on ServicePower)

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Foreword

Go Beyond The Transaction
Understand The Journey And The Value.

In this high-speed digital world, organizations across the board, from small to global enterprise, are thinking about the **Customer Experience (Cx)** and what happens to it in this digital world.

Rarely do you find anyone thinking of the Customer Experience as someone else's problem within a company, or isolated to the "Customer Service Department". Those days are long gone. Today the Cx is everyone's responsibility and must be considered a true "journey" that is affected by every stage of your value chain, and contemplated in every phase of product, service or new business model design and development.

The Cx cannot simply be an afterthought or just one person's or group's job. Nor can the Cx be about features and functions that you offer, it must focus on the value you are delivering.

Here are some staggering statistics in the sidebar regarding the importance of the Cx to the "C" suite, from a variety of analyst firms and consulting organizations.

These numbers are compelling and add credence to a recent Harvard article that talks about the shift from a feature/function, product-centric economy, to a high-value, **experience economy**.

The drivers for experiences versus transactions and value versus features and functions are many; rapid technology innovation and adoption by consumers/end-users, personalized experiences that accommodate fast-paced lifestyles and careers, the age of instant gratification given the speed of connectivity and a demanding generation that is growing up almost entirely "always-on" and connected.
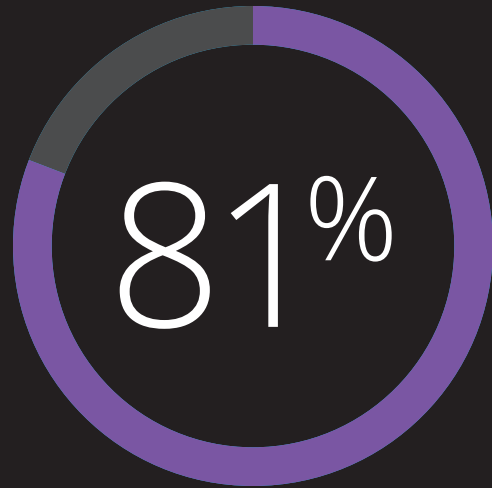
Facilitating this trend, is an abundance of data, and an enterprises ability to leverage data to continually optimize.
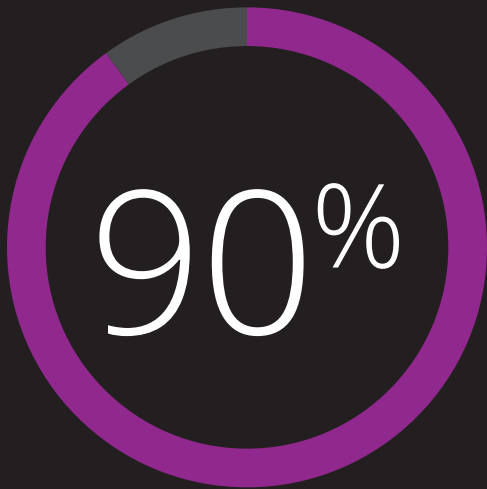
CX Stats & Facts

89%
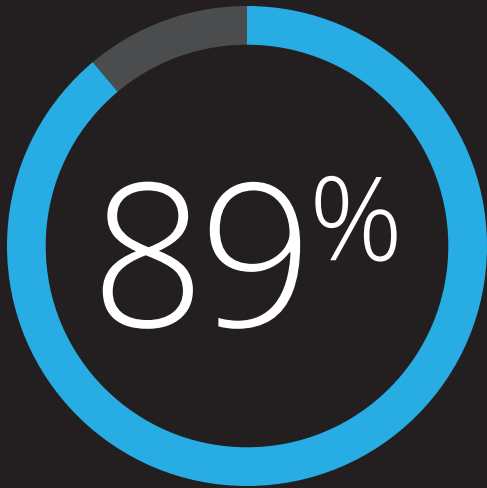
Of companies believe that customer experience will be their primary basis for competition in 2016 vs. 36% four years ago

–Gartner

81%

Of executives surveyed place the personalized customer experience in their top three priorities, with 39% reporting it as their top priority.

–Accenture

90%

Of executives surveyed agreed that customer experience and engagement are objectives of their corporate digital strategy

– mit sloan/deloitte

6X

More likely to buy with a positive emotional experience, 12x more likely to recommend the company and 5x more likely to forgive a mistake.

–Temkin

Money meet Mouth

Corresponding to the emphasis and prioritization the C suite are placing on Cx as described in the foreword, we see a commensurate amount of investment being redirected from **product development** or other enterprise activities towards Cx (see chart 2 below).

This is the defining moment when boards, executives and mid-level managers acknowledge and agree that customers and their experiences are paramount and start to "put their money where their mouth is" and truly focus on Cx in a meaningful way, to the point of an entire cultural shift.

In some cases, companies are built from the ground up with a customer-first/Cx mindset, and in other cases incumbent companies are re-strategizing their entire approach, driving significant transformation efforts and interrogating every customer touchpoint in their respective buyers' journey. For instance, in a Gartner survey, 50% of product investments will be redirected to customer experience innovation. And like wise, according to The Service Council's survey, they found 60% of organizations viewing customer service as the top source of competitive differentiation in the next 3 years.

50%
of product investment projects will be redirected to customer experience innovations, by 2017.
(GARTNER)

60%
of organizations see that customer service will be the top source of competitive differentiation in the next three years
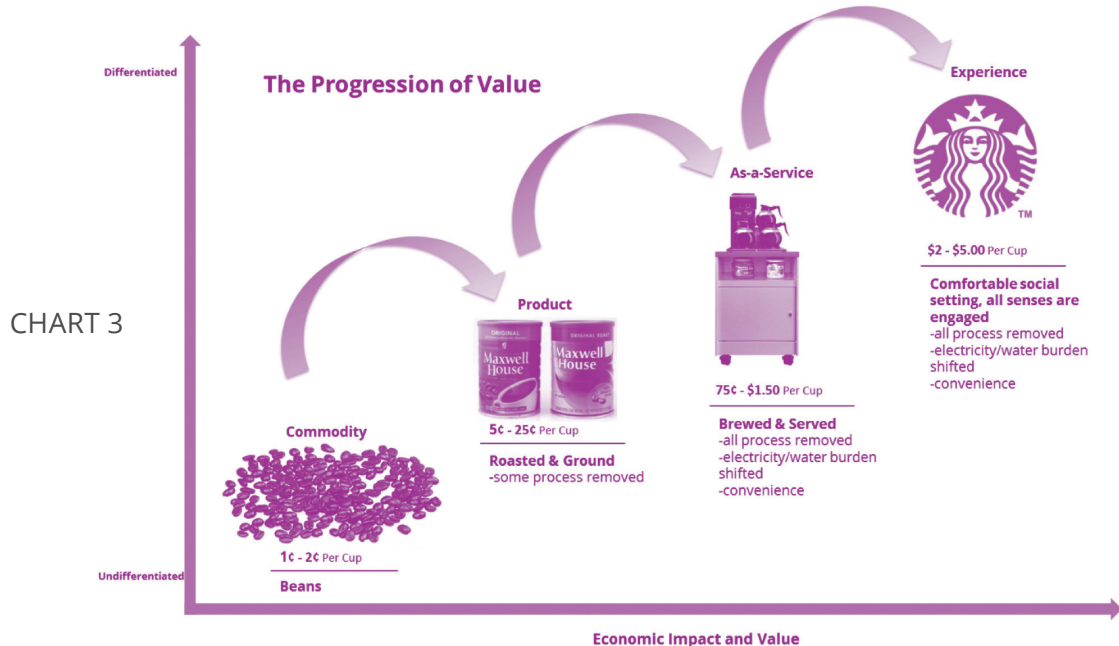(THE SERVICE COUNCIL'S (TSC) SERVICE TRANSFORMATION: THE BUSINESS CASE)
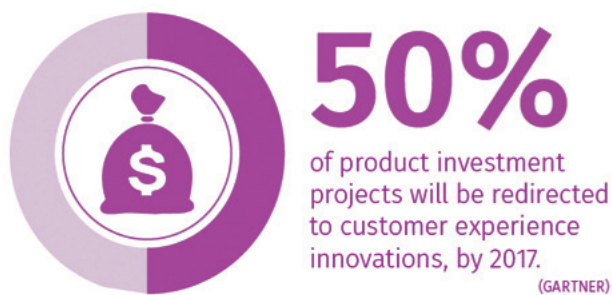
In this eBook we will provide some examples of both and a full case study on a company who was built from the ground up, with a customer-experience first orientation, and we will quantify the distinct benefits they are realizing. This company is called ServicePower, and you will find the Case Study at the end of the eBook. But let's look at some quick examples of both ground up, and companies who have transformed themselves entirely.

Let's look at some examples

Starbucks

When Howard Schultz sat in an Italian café, decades ago, sipping on coffee and contemplating life, an epiphany struck him. We don't believe he was thinking about technology, or infrastructure, or the magnitude of his success at that very moment, instead we believe he was thoroughly enjoying the moment and thinking about how to recreate it and share it with others. We also believe Howard and other entrepreneurs who are passionate about helping others and creating value for both themselves and others, always seem to be the ones who are successful. In Howard's case he was outrageously successful.

Those who are solely interested in the financial reward don't seem to be as successful, but that's a case study for another day. Howard was passionate and intent on recreating this enjoyable "Italian Café" moment with other people, and the success and money followed; his focus was recreating the comfort and joy he was "feeling" and sharing it. Today, his mission was absolutely accomplished, and the financial success absolutely followed. See chart 3 below to understand the economic impact of creating an experience versus selling a product.

CHART 3

The Progression of Value

Differentiated

Experience

$2 - $5.00 Per Cup

Comfortable social setting, all senses are engaged
-all process removed
-electricity/water burden shifted
-convenience

As-a-Service

75¢ - $1.50 Per Cup

Brewed & Served
-all process removed
-electricity/water burden shifted
-convenience

Product

5¢ - 25¢ Per Cup

Roasted & Ground
-some process removed

Commodity

1¢ - 2¢ Per Cup

Undifferentiated

Beans

Economic Impact and Value

Besides financially, most people go to Starbucks to take a break from the pressure of day to day life; relax in a comfortable leather chair, sip on delicious coffee, eat some tasty treats, and often times get productive on a laptop, while enjoying all of the above. This is a prime example of an **experience-first** business model. And one that customers will **pay a premium for**.

Kaiser Permanente

Kaiser Permanente shifted from being a "healthcare" provider to a "health" company and really moved the focus to **patient experiences and outcomes**, with an entirely new emphasis on preventative versus reactive care. This was an incredibly difficult transition, as the CEO, Bernard Tyson, recently explained to an audience in Austin, TX. He went on to say, it was the people and good communications internally, that pulled it together, like the glue and focused us.

*"The entire health care industry was built on the idea of people coming to our space for care," he says. "Whether that's a medical office, a hospital or a pharmacy, we've designed the health system for people to come in to us for their health needs. For the future, what we have to do is push care out to where the patient or member is. That's our reimagined idea—**care anywhere**. What we're trying to do now—what we will do—is turn this industry upside down."*

Intuit

Intuit went from offering a simple boxed tax-software product to delivering full-stack digital banking services, allowing them to cross-sell and up-sell entirely new types of digitally-enabled solutions and moving from individuals and accountants to capturing the SMB market and beyond. Intuit isn't just "hanging in there" and barely surviving, it's absolutely crushing it in terms of financial performance, and the company continually innovates and reimagines services and processes all the time.

The last we checked, revenue was at $5.2 billion, up 36% since 2012; profits also at an all-time high. Return on capital is a staggering 60%, while its cost of capital is a mere 6.9%.

And it ranks in the 99th percentile of all public companies.

What a record-the Wayne Gretzky of FinTech!

We are moving to an Experience Economy. Are you Ready?

Disney

Disney created guest magic, when they put the guest experience first and designed/deployed their IoT-based Magic-band solution. It has become the most widely acclaimed IoT enabled solution on the planet and has resulted in millions of dollars in accretive revenue for the organization.

The band's design principles reinforced two key values about the experience: *Everyone is equal, and everyone is welcome.*

Nick Franklin, former Executive Vice President of Next Generation Experience at Walt Disney Parks and Resorts worldwide said in a Wired article, *"What people call the Internet of Things is just a technological underpinning that misses the point, this is about the experiential Internet. The guest doesn't need to know how it happened. It's about the magic of the food arriving."*

Customer Experience in B2B – is grounded in value.

For B2B brands customer experience has become increasingly strategic from both a growth and relevance standpoint. If done right, it supports the entire customer lifecycle, from initial engagement and positioning a relevant and credible value hypothesis; to transacting at a premium-based on a value-based business case, to retention/renewal when value achievement must be demonstrated, or renewal rates are at risk and ultimately profitability. A better experience enhances customer lifetime value, lowers cost to serve, and provides team members a guiding light in terms of focus and direction.

As such B2B brands are striving to engage with one another differently and create trusted advisor relationships with existing customers and partners in order to increase share of wallet and profitability. This comes with a big focus on innovation and acquiring capabilities (or partnering for complementary capabilities) to,

in turn, deliver more comprehensive solution offerings in order to move from a "product supplier" to a "trusted adviser/solution partner".

DecisionLink is a B2B, SaaS based business that is betting big on the notion of "Customer Value Management" and offers customers something called the ValueCloud™ that enables a quantified, "value-based" approach to selling and customer relationship management in general. DecisionLink whole-heartedly believes that value is the missing link in customer relationship management systems, tools and approaches. And their vision is to help companies unlock their full potential by engaging their customers based on value versus price.

In studying DecisionLink over the past 12 months, it is our conclusion that they are winning 9 out of 10 deals over their competition for a few reasons:

1) because they engage and teach clients the value of "value-focused" relationships and 2) because they themselves "eat their own dog-food" and employ a customer-value/customer-first approach throughout their engagements.

For example, they religiously run a Customer Advisory Board meeting (CAB) and garner feedback from clients on a regular basis. In observing one such CAB meeting, they quickly engaged the customers on a point-by-point roadmap discussion accepting feedback openly; admitting setbacks or challenges quickly and showing gratitude to customers for their valuable input/feedback and collaboration on the roadmap journey. That kind of authenticity and humility went a long way in satisfying even the toughest critics in the audience, and it quickly turned into a love fest. The best part of the meeting was when they unveiled their newest offering, that one of their top customers – Caterpillar – had request. The audience was riveted with their new ValueCloud® Case Study Automation offering and of course, Caterpillar was extremely gratified with DecisionLink's immediate response to their needs.

DecisionLink is not only a caring and empathetic company towards their own customers, they in-turn enable their clients to have empathetic, valuable conversations with their customer-base. DecisionLink truly believes that to reach the coveted "trusted advisor" status with your customers, that those players who discuss value, and make it central to their culture, are those that will achieve the "trusted advisor" status and handily win over their competitors.

Driving a customer-centric focus is challenging and requires big investment in the B2B world. Business customer expectations for great experiences are high because these expectations are often set by their experiences in the
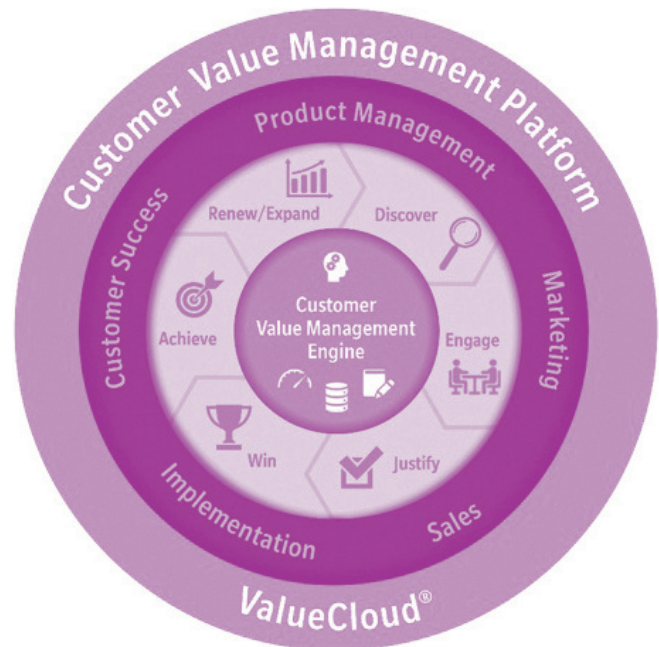
consumer world. The problem is B2B companies aren't set up to turn on a dime like some of the B2C brands who have focus groups, researchers, and all manner of human factors experts and resources on hand to evolve and implement experience strategies.

ServicePower developed an entire experience-first, digitally-enabled business model from the ground up very successfully. This offering helps OEMs ensure great customer experiences well after an end-user buys a product or service and helps some of the biggest brands in the world, keep their promises intact. Additionally, the solution provides incredible efficiency benefits and transparency, which add to its overall value proposition.

Ensuring consumers continually feel good about what they purchased, and the aftermarket services they experience is key to transferring equity into a brand. We felt this particular story of an "experience-first business model" is so compelling, we developed an entire case study around this powerhouse organization. You will find the case study below and you will take a number of things away from it, including the economic impact of designing with people-centric/experience top of mind.

These companies all started with people in mind, and successfully moved away from commodity-based offerings into delivering high-value solutions and experiences. As a result, they are enjoying sustainable and profitable growth.

In fact, here are some charts that summarize McKinsey's, Foresters' and Temkin Group's findings in terms of the measurable benefits.

Maximizing satisfaction with customer journeys,

increase customer satisfaction by

↑20%

can lift revenue by up to

↑15%

and lower the cost of serving customers by as much as

↓20%

(MCKINSEY AND COMPANY)

The revenue impact from a 10 percentage point improvement in a company's customer experience score can translate into more than

$1 billion

(FORRESTER BUSINESS IMPACT OF CUSTOMER EXPERIENCE)

+2% = -10%

A 2% increase in customer retention has the same effect as decreasing costs by 10%
(LEADING ON THE EDGE OF CHAOS, EMMET MURPHY AND MARK MURPHY)

Loyal customers are:

5x as likely to **repurchase,**

5x as likely to **forgive,**

7x as likely to **try a new offering,**

and 4x as likely to **refer.**

(TEMKIN GROUP)

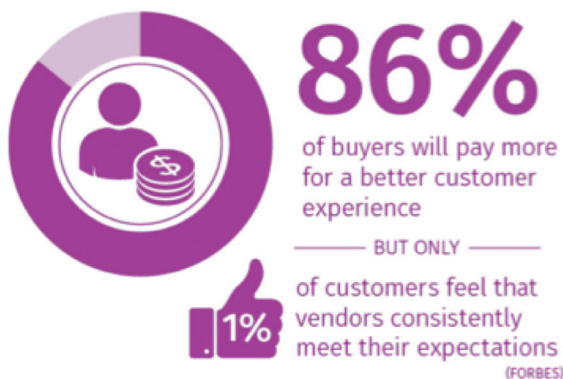We are moving to an Experience Economy. Are you Ready?

Where do you start?

Understanding your "customer's journey" in terms of how and when they engage with you, is critical. Every channel they use, everything they see and experience, the product they touch and how they touch it or interact with it, what kind of service they get before and after a purchase, how easy things are to use or unwrap, are all incredibly important elements of the journey and of the experience overall.

For example, in the Grocery Retail world, the customer journey insofar as traditional brick and mortar is concerned has gone from bad to worse. Most people do all their shopping online, because it has become so frustrating to shop in a traditional grocery store.

Today, for example, when I arrived at my local grocers, I couldn't find a shopping cart at the store's entrance, when I finally found one, the wipes to clean the cart handlebar, were empty. As I moved through the store, the price was missing from 3 of the products I was interested in purchasing. To add insult to injury, one of the products I wanted that was advertised on sale, was completely out of stock. And the most frustrating part of the entire experience was the self-checkout kiosk. It drove me bonkers—not recognizing when I put an item in the bag, and the clerk coming over to reset me about 5 times.

Really? Wow. This whole experience was more than annoying. It sucked. And look what happens when an experience doesn't come off properly:

89%
Of consumers have stopped doing business with a company after experiencing poor customer service
(RIGHTNOW CUSTOMER EXPERIENCE IMPACT REPORT)

VS

A customer is 4 times more likely to buy from a competitor if the problem is service related vs. price or product related
(BAIN & CO.)

86%
of buyers will pay more for a better customer experience
— BUT ONLY —
1% of customers feel that vendors consistently meet their expectations
(FORBES)

55%
of consumers would pay more for a better customer experience
(DEFAQTO RESEARCH)

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When we at JCurve Digital, engage with customers to develop new products, services or business models, we work with them from market discovery all the way to commercialization, with the customer experience and unmet customer needs as the **"thread"** that runs through the entire commercial value chain, to pull the people and the pieces together, within an organization. This focuses everyone in a consistent manner and essentially blows up silos and friction in its path.

This thread is further strengthened, by engaging a cross-functional team as soon as a project starts, and then facilitating workshops to get people "gelled" so to speak, but more importantly get them all focused on the customer needs and experience. This team approach ensures those two elements are maintained through every stage, right to launch and sales enablement, to sales and aftermarket.

The best road to a successful, end-to-end product or service introduction is paved with constant end-customer touch-points and deep empathy for their wants and needs. And even more compelling is paving this road with touch-points that provide customers with visibility. For example, think about all the frustration Uber removes when they give you instant access and visibility into your ride, via their map interface? Visibility is empowerment, and empowerment is what customers want to feel, so they feel more secure in their decisions. Visibility also engages more of the senses, and the more senses you engage in an experience the more satisfying and memorable it will be.

Sounds basic, I know, but in reality, staying in lockstep with the end customer you are servicing, is an iterative process that must be integrated into every phase of your development process — from insights, planning, discovery, design, and development to delivery.

Recently a few big retailers have called on us to talk about what cool new technology they could use in the face of this looming competition from the Amazon/Whole Foods union. We stopped them right in their tracks and said, "let's think about what your customers are feeling and their journey before we dive into sensors and beacons and near field communication devices". They appreciated that.

Another discussion with the CFO of DFW, was about how the simple things matter in the experience. For instance, we indicated how wonderful their simple red-light/green-light parking space indicator was for local travelers. And the frustration it lifts when you are in a hurry to catch a flight and get help finding a parking space. Not a hugely complex or high-tech solution, but the simplicity in the idea and the experience it created was incredibly valuable.

Technology is nice, but it's a means to an end. The end being a superior customer experience, that can't be touched by your competitors.

Here are seven tips you can use to help you during your transformation from a product focused company to a service or experience focused company, followed by the ServicePower Case Study. Please enjoy!

7 Tips to Help you Ensure a Great Experience:

1 Consumers Hold the Power—get connected

Make no mistake: your ultimate customer isn't the distributor or retailer dangling the promise of shelf space or digital media promotion in front of you. It's the END CONSUMER who actually **uses** your product or service. Make sure you take every opportunity to speak to them directly, listen carefully to their input and feedback and innovate with them at every opportunity.

Social media sentiment analysis is one of the most important ways to listen to customers, and the abundance of analytics tools will help you listen for both positive and negative sentiments about your latest product launch or offering. At JCurve Digital we use "VOCai" an internal tool that allows our customers to hear, in real-time, what their customers are saying from across the web. Those sentiments and experiences, throughout a "user's journey" are then factored into the full innovation and product development work we do. Also listen to SALES PEOPLE, they have direct contact with customers and end-users and get grilled regularly for missing features or poor experiences. They have the scar tissue and are generally willing to share with you.

2 Forego the Features Arms Race—focus on the Ease of Doing Business

Consumer buying practices are no longer driven by who ticks off the most feature checkboxes. So, avoid the race to produce a product overloaded with features. Instead, figure out which features deliver the most value and a compelling experience for customers. And find out what they like and dislike about the entire process of doing business with you. The experience throughout the entire journey, from signing up, to trying, to buying, to returning, to online or phone support, matter. Features and functions are so yesterday; simple, beautiful and making yourself easy to do business with is more important than one-upping your competitor in a features war.

3 Focus Groups Are So Mad Men—go with Try & Buy or CABs

Focus groups play better on TV than as a service or product development strategy. Instead, embrace ethnography to observe consumers or end-users interacting with products in their actual environments to uncover unarticulated needs and insights for innovation. Follow that with in-home user testing (IHUT), where consumers take home your product, use it for days to weeks, and chronicle their experiences. Or try & buy if your offering is software based. It's really the best way to get real-time feedback about how to optimize your product's value proposition.

If you are a large enterprise selling to large enterprises, there is nothing that beats a customer advisory board ("CAB"). 8–15 of your top customers, meeting regularly to review your strategy, your product road map, and to even help you trial run some of your new products before they enter general availability. CABs are an incredible thing, but the key is strong facilitation, constant report out and making customers feel like they are being listened to.

4 Value is KING

Deciding the final product price shouldn't require a divining rod if you understand what your customers value most. Value can come from the finish, quality, and a differentiating user experience. Value drives cost so never lose sight of the relationship between the two. One of our favorite tools for quantifying the economic impact of your solution is DecisionLink as mentioned earlier in the article. Their "ValueCloud®" solution helps you identify, quantify, present, justify and re-validate post implementation the economic value of your solutions. I wouldn't be a B2B enterprise sales person today, without one of these types of solutions. We highly recommend it if you are trying to get your arms around the value/cost equation.

5 Keep your Brand Pristine

Be a good brand steward and say "no" to all things that could affect your brand in a negative way and doesn't help you deliver on your brand's promise in some way. The best brand protection strategy is to build products with your customer's needs and experience at the center of everything you do, everything else emanates from that crucial point of view and will fall into place accordingly.

6 High-Velocity Commercial Value Chain

Gone are the days of 12–18-month product cycles. Customers/consumers, especially those buying online, want to see new value monthly, if not weekly. Think about your iPhone or Android and how quickly your apps get updated. That's the bar that has been set. If you don't continually provide VALUABLE improvements, customers will turn to your competitors.

Marketing can't do this alone, the entire internal value chain from the innovation process all the way to delivery, needs to move at the speed of digital. So, its important everyone in the organization is connected digitally and constantly collaborating. Customer Support, Sales, product marketing, product management, R&D, you name it, anyone that has anything to do with the end delivery of a product needs to be lined up and ready to go.

7 Technical/Customer Support

The only thing I will say here is, DO NOT FORGET to implement a strong support strategy. Regardless of the distribution channel, you sell through, never abdicate an opportunity to speak to a customer directly and build a relationship with them directly. Customer support is your way to stay engaged, show customers the love and develop new ideas for the value you can deliver by constantly monitoring and measuring their satisfaction level.

Ask questions during support calls like: if you could wave a magic wand and change one thing about this product tomorrow, what would it be? Record their answer, and if you implement their input, remember to thank them. You will earn a customer for life when you implement a change they requested. If your solution is software based, make change/enhancement requests easy, and based on "popular votes". Give loyalty points, discounts and offer other incentives to keep the feedback flowing. And remember everyone in the organization should focus on customer satisfaction, so everyone should be asking the Magic Wand Question.

And remember to deliver support in a manner in which your customers want. Whether it's a chat line, or phone, or online through the web, or in person, or all of the above. Customers/consumers want to operate the way they want to operate in this highly connected world.

If you are going to outsource support, make sure you do it with a company that ranks high, leverages state of the art technology, high-touch methods, provides endless amounts of data and dashboards to both you and your customers, and understands the value of visibility and traceability in the process. And also ensure you follow point 1 and take an opportunity to speak to end customers on a regular basis.
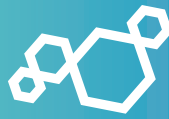
ServicePower

The essence of digitally-enabled customer experience comes to life through ServicePower's field service offerings, for some of the world's biggest brands. Their customers range from high-end consumer product manufacturers to financial services providers. They have mastered the art of customer experience in a B2B2C model, and in this case study you will learn about the quantifiable benefits of creating a truly customer-centric experience first model for both their customers and their customers' customers ("end-users").

END-TO-END SERVICE MANAGEMENT

Smarter Field Service Management

Service Provider BMS
A BMS solution for small and medium businesses

Reporting & Analytics
Intelligent data and analytics for better decision making and performance management

Claims Management
Fast claims processing and elimination of duplicate & fraudulent claims

Mobility & Parts Management
Parts, inventory and pricing data to improve first-time fix rates

Customer Engagement
Self-service digital portal delivering real-time job status and interactive communications

Work Order Scheduling
Optimize service schedule and routes using business driven constraints

Contractor Onboarding
Comprehensive contractor credentialing, drug testing and background checks

Third Party Dispatch
Identify and dispatch contractors for jobs seamlessly

Company Overview

From the start, ServicePower has grown with a focus on providing the exceptional consumer experiences, while delivering significant operational efficiencies. Trusted by organizations around the world such as GE Appliances, LG, AIG, Allstate, and Siemens, ServicePower offers the only SaaS platform that helps companies manage both employed and contracted technicians. Named a Visionary three times in Gartner's Magic Quadrant for Field Service Management report ServicePow-er provides a fully managed network of contracted service providers to enable on-demand and rapid field service delivery in hard-to-reach locations across North America and Europe.

ServicePower's proven technology helps enterprise operations to maximize the return on investment particularly for organizations managing high value assets, large volumes of work, and high personnel costs, whether technicians are full-time employees or contractors, or a mix of both.

Experience-First Approach

ServicePower leverages technology and data to create a powerful experience-first, field service management stack. From mobile app, to cloud to data to analytics and AI, you will find every significant piece of modern technology applied to ensure two major benefits are created:

1. **A frictionless and painless customer and end-user experience** when service is required, and frustration is already high and rising.
2. **Operational efficiency that delivers cost savings, agility, transparency, speed and traceability.**

To start the process of building a comprehensive, experience-first solution, the company leveraged a "design-thinking" approach and product management practices to uncover the most essential needs of their target market. They discovered preferences and emotions when being served by a field service organization. In doing this ethnographic research, they mapped out the entire customer and end-user journey. This

allowed ServicePower to ensure both the customer and end-user's requirements on a needs and emotion level were satisfied.
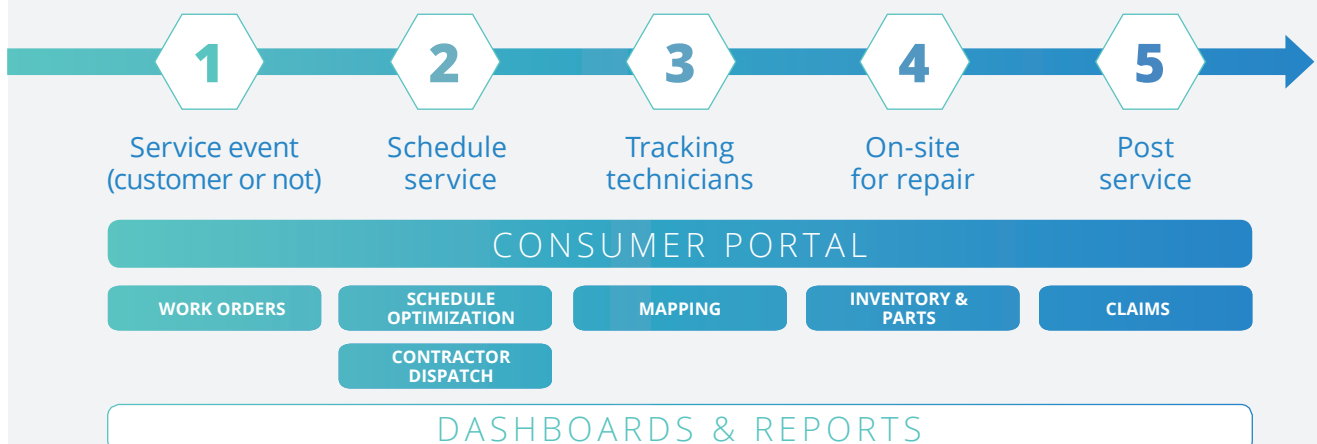
An example in Chart 1 provides some insight into the level of detail they analyzed to ensure customers and end-users were accounted for, and carefully mapped out into journey processes and interfaces.

No level of detail is missing from this journey flow, both interfaces and processes discovered and accounted for. And interestingly, ServicePower learned, as so many do, that the more detail is covered in the experience design, the less frustration the customer will feel during the product remediation process. This has to do with empathy, but we will save that for another eBook. It also has to do with providing the end-user visual access to information about the specific timing of a service visit. This Uber-esque location and mapping feature, provides the end-user with complete mobile tracking and instant access to their designated service representative.

Chart 1

DELIVER FASTER, SMARTER SERVICE

Customer Journey with ServicePower

1	2	3	4	5
Service event (customer or not)	Schedule service	Tracking technicians	On-site for repair	Post service

CONSUMER PORTAL

WORK ORDERS	SCHEDULE OPTIMIZATION	MAPPING	INVENTORY & PARTS	CLAIMS
	CONTRACTOR DISPATCH			

DASHBOARDS & REPORTS

While onsite, the service representative can check spare parts inventory, and resolve the service request in one visit (which is a God-send for those critical products and appliances) and post-service visit provides the ability to process claims for warranties and expediate reimbursements for any costs incurred.

All of these steps and digital touch points lead to a positive customer experience, and the increased probability of customer retention and further penetration, in terms of upsell and cross-sell at a later time.

ServicePower takes great care in working with its customers, to ensure end-user experiences are parsed out in detail, and they provide their customers with highly customizable interfaces and templates. This delivers higher value to the customer, and again translates into positive experiences and benefits to their respective end-users.

Benefits by Experience Stages

Let's break this down further, phase by phase in the journey, and quantify the experience from ServicePower's end-user perspective.

Service Event
(End-user or IoT activated)

A customer needs service when they logged a call for maintenance, or a machine generated sensor has notified the supplier that an error has occurred. To facilitate an expedient two-way communication process, a fully customizable mobile app and Customer Portal are implemented to ensure the end-users can communicate with the service providers, and the service provider can initiate the service orchestration process.

Additionally, the manufacturer/service provider, has the ability to have an ongoing engagement with the end-user, in order to present offers and engage in cross-selling and upselling activities.
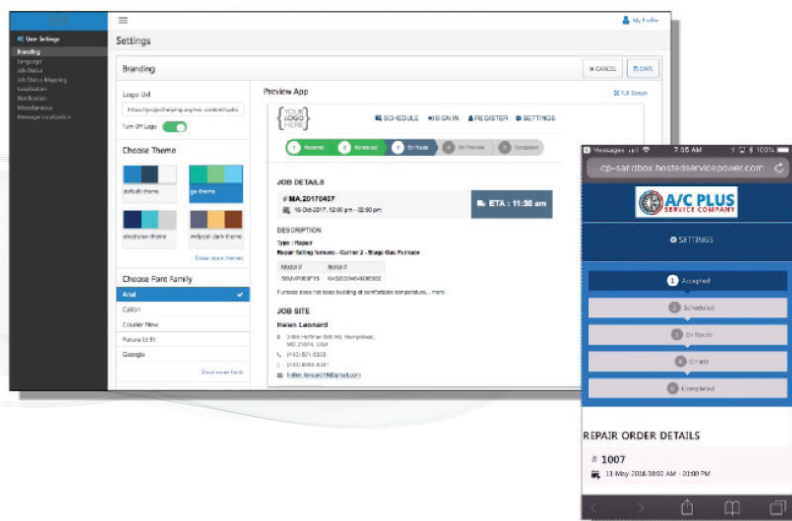

Messages and Status

Color Themes

Logos

Fonts

Languages

Therefore, the mobile app facilitates both operational and business benefits, and gives the end-user the sense that someone is always around and attentive to their service needs 24/7.

With IoT capabilities providing the added benefit of uncovering problems before they become visible to the end-user, and service events initiated proactively.
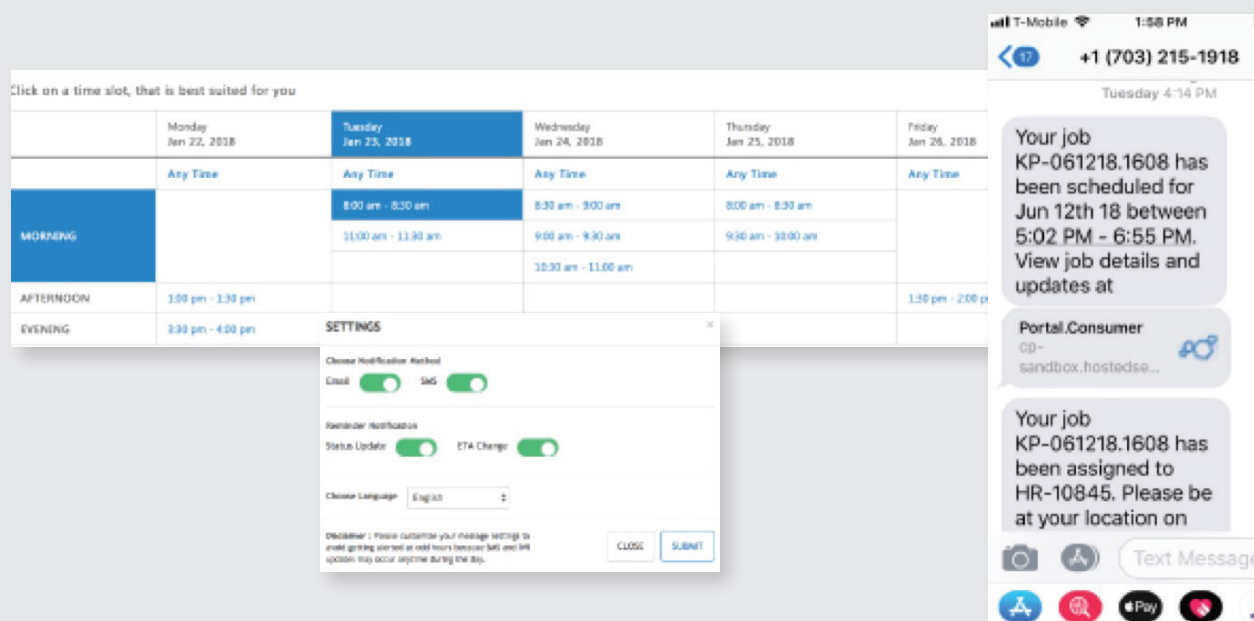
Scheduling Service

The challenges at this phase, and the risk to the customer relationship are high. For example, end-users must endure long call center hold times to get service scheduled, and often times they are transferred between agents and specialists like a ping-pong ball, until someone actually talks to them. In some cases, calls are automated completely, and there is no real human to speak to, adding higher levels of frustration. Remember, the end-user is already frustrated because their product or service isn't performing properly, exacerbating the problem with a poor call experiences is a recipe for disaster.

For this stage of the journey, ServicePower implements a simple yet powerful "self-service, any time, any device" interface. This creates a 100% improvement, giving end-user two-way communication and visibility through a Consumer Portal. And this approach gives both parties a sense of total control, which as mentioned earlier, drives up the satisfaction rate.

See Chart X and Chart Y to understand what the end-user sees through the Consumer Portal.

Here's what one of ServicePower's customers told us they saw for key business benefits experienced from these Scheduling capabilities:
1. A dramatic increase and improvement in the customer experience, during the appointment setting process.
2. A reduced length of jobs allows servicers to complete more jobs per day, thereby increasing revenue yield.
3. Improved first-time fix rates by assigning right technician for the right job, creates higher levels of efficiency, and again goes back to improving the customer experience again.

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The other important part of the scheduling process is contractor management. Some of the challenges about in this particular aspect of field service is that end-users want the earliest slot for repair, and of course their patience is little to none regarding the technician coming onsite. They expect the best and most qualified technician to arrive at their door.
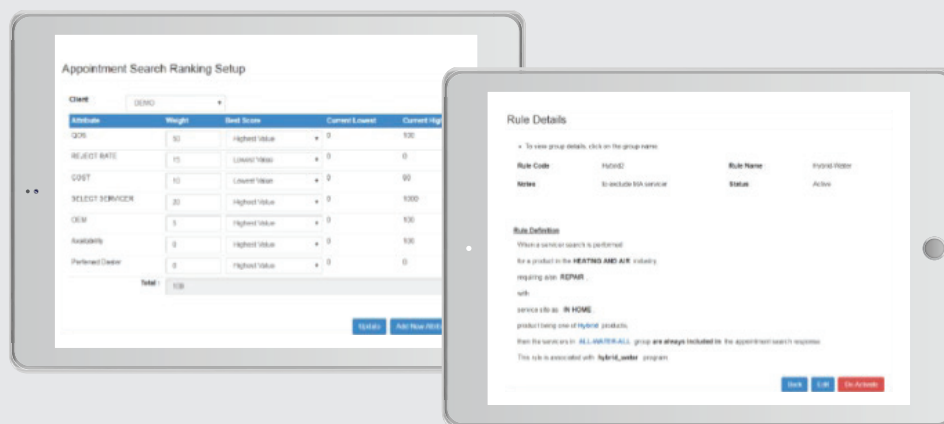
At the same time, service providers are growing, scaling and juggling a contracted workforce or a hybrid of both internal and external workers. This must be managed carefully, and the end-user must never see any "seams" in the process or sense any difference in the level of service. For these specific reasons, ServicePower has implemented a "wizard-based" onboarding and credentialing process for new contractors. With ServicePower, service providers can select the most qualified contractors based on multiple criteria and give them access to a fully mobilized portal.

Overall, the business benefits from Contractor Management, delivered in a clean and digital way, delivers:

1. Improved customer experience due to increased appointment availability
2. Improved agility to accept service jobs during a surge in customer demand, after power failures for example, or peak holiday season.
3. Higher efficiency in the contractor onboarding process from months to weeks to days

Segment 2 (Scheduling) of the digital platform and workflow that ServicePower has created, drives all of the major benefits enterprises look for when they decide they are going to do digital transformation (*according to a JCurve Digital Study on Digital Transformation, December 2018*), and those are:

1. Better Business Performance (efficiency, speed, agility)
2. Better Customer Experiences
3. The ability to drive accretive revenue through digitally enabled business models.

Service Request → **Eligibility** → **Ranking** → **Rules** → **Scheduling Logic** → **Technician Mobile Device** → **Job Completion**

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ServicePower has accomplished all three, in fact they have hit it out of the park and should be regarded as the "ones who got digital transformation right". But let's keep moving down the workflow to segment 3 – the ability to track technicians, because this very much plays into the Customer Experience.

Tracking Technicians

In the next part of the workflow, things get interesting in terms of challenges tracking technicians from the end-user's point of view.

The main challenges stem from customers who want and expect frequent updates with ETA information on the day of service appointment. And why not? They/we have busy lives and can't sit around all day waiting for someone to come and fix something. For this reason, the Consumer Portal is leveraged in this segment of the workflow. From a service providers perspective,

they need to prove and stay within given service level agreements they have with their customers. Given this SLA compliance they are always looking to optimize their routes and at the same time notify the customer of unintentional delays due to traffic issues or other slowdowns.

Let's start with the **Consumer Portal**: here ServicePower takes a page from the Uber handbook and built their system to deliver real-time end-user communications; complete with notifications and ETA information as well as updates and/or revisions as things change.

This Uber-like displays a map, the technicians smiling fact, multiple methods of contact, and can track the location of technicians to provide a real-time view of the status and the technician's location.

This is the ultimate in Customer Experience and expectation management. Giving customers visibility is empowering them, and when customers feel empowered, they feel great.


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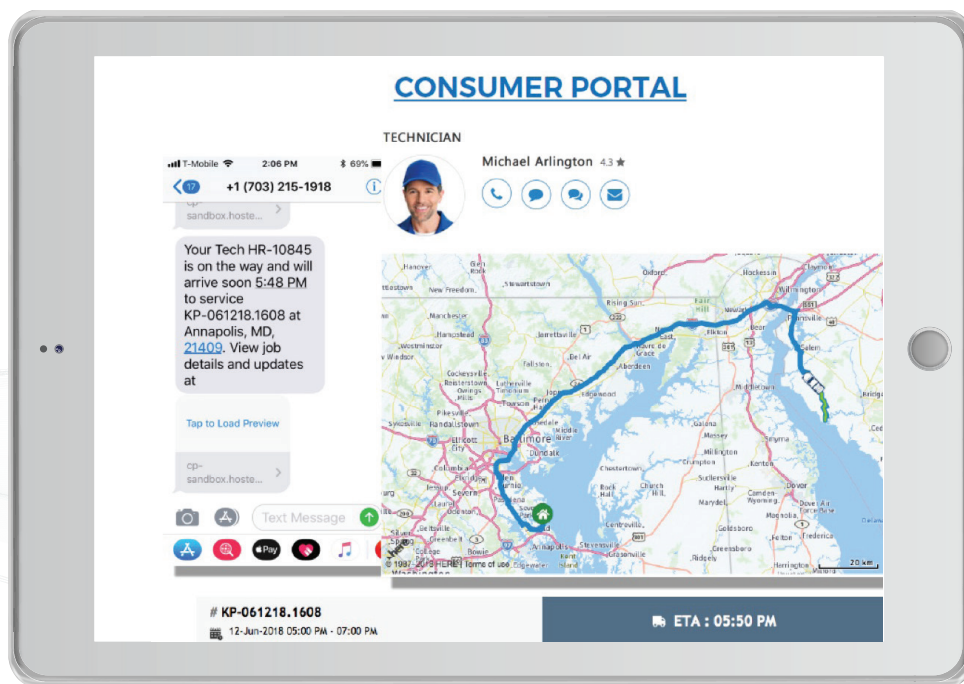
On-Site For Repair

The goals here is to get the repair done during that same visit. We call this the "first-time fix", and its just as important to service providers, as it is to the end-user, that both the time to repair is quick, but also that it's done this first time through, with no need for a second visit.

To address this *mutual need*, ServicePower delivered their mobile app with complete offline support and critical features to help the technician ensure he has everything he needs and is well informed, to do his job well, get things fixed on the first call, and move to the next call.

This critical capability provides access to all relevant job and customer and asset information. A trifecta of information that's paramount to keeping that first-time fix stat up and helps avoid return service calls. It also provides full activity management with triggers, alerts and forms, and helps the technician proactively plan their day with complete visibility in what's coming. And gives him/her access to an extensive parts catalog and documentation manual online. Finally, it gives the technician the ability to create quotes, invoicing, payments and surveys.
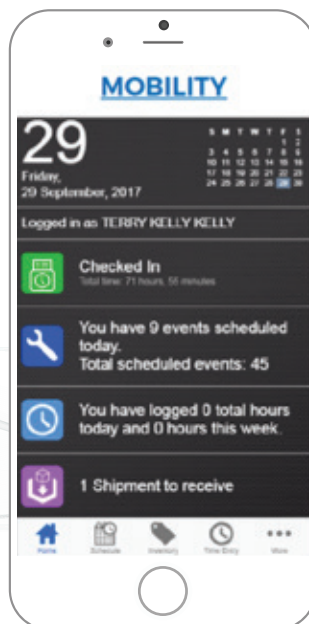
Post Service

You've all heard the saying "it ain't over till it's over". Well in the aftermath of a service engagement, customers generally want that freedom and flexibility to re-open tickets or provide additional information, pose a question or provide feedback they forgot to mention. At the same time, service providers want the ability to collect feedback, measure customer satisfaction, and get a "pat on the back" if at all possible, so as to reinforce how wonderful they are to their customers.

In order to facilitate that "post service" capability, ServicePower provided a simple feature to give end-users the ability to offer a service rating and feedback, re-open a ticket, ask a question, or just make some type of comment.

This capability alone, as simple as it sounds, provides a 33% improvement in customer satisfaction, according to ServicePower's analysis. That's a big number, so this piece, albeit at the end of the cycle, when you just want to move on and get to the next customer, is extremely important. And again, astute of ServicePower to ensure the cycle was properly closed off – digitally of course, but properly closed off nonetheless.
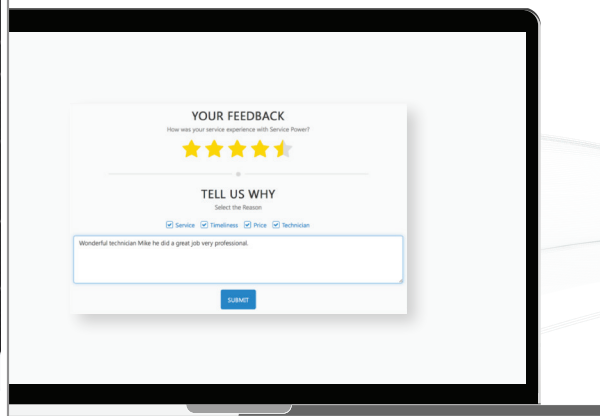
Conclusion

ServicePower did this "digital thing" right. Not only did they leverage digital technologies like mobile, big data, the cloud and AI analytics, in order to deliver a superior service to their customers, they leveraged digital technologies to enable their entire business model. That said, ServicePower didn't carelessly slap together a bunch of technologies, put a really cool front end on it and run to some VC investors with a "big idea"; they did three critical things to ensure their success and ultimately returns to their stakeholders:

1 **They identified their customers' business needs, challenges, and pain points.** I call this good old-fashioned product management and listening to the voice of the customer very carefully.

2 They empathized with their customers' customer **and understood the entire service journey and** what it takes to make people happy, who are really not in a very happy state at that moment in time. Not only did they empathize at the point of contact, but they took a full 360-degree view of the entire end-user journey, from the time they placed that initial service call right through to warranty claim fulfillment. ServicePower took the "full experience journey" as I call it, and really built this system to ensure people felt better when all was said and done.

3 **They considered the entire ecosystem.** There are many stakeholders in this business model. OEM's and if service is outsourced, the Service Providers and their contractors, end-users and even warranty providers.

In summary, thinking in terms of a buyer's journey is transactional and tactical. Thinking in terms of an entire customer journey and the related ecosystem to create an optimal experience for everyone, including your own employees is strategic! It will help you attract and retain your customers for life, grow revenues, cut costs, forge strong partnerships and retain great talent.

At JCurve Digital, we focus on helping our customers move from a product/transactional economy to an **experience economy**. Our biggest piece of advice: spend time with your most valued customers, partners, and employees understanding how they want to be served and/or supported. Creating a dialogue is the first step towards entering this new and exciting "experience economy" and per the numbers in some of the charts of this case study, we recommend you embrace such a shift sooner versus later, or your competitors will; especially the ones you've never heard of!

For more information on JCurve Digital and the experience economy or for specific product, experience, marketing or sales excellence strategies, visit www.jcurvedigital.com today.

For more information on ServicePower, and how you can delight your end-users through superior Field Service Management experience, visit: www.servicepower.com today

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