

MODULE 4

THE CUSTOMERS'
WORLD

This is an interactive exercise that explores the impact that change has on our own world. The team will look at their own experiences as a customer and how their habits and expectations have changed. Together you'll explore how the world is continually changing and how that affects our customers' expectations.

WHAT YOU NEED:

- 1 Have what this module looks at and video on the screen ready to play.
- 2 Room for the team to be together in groups of two or three.

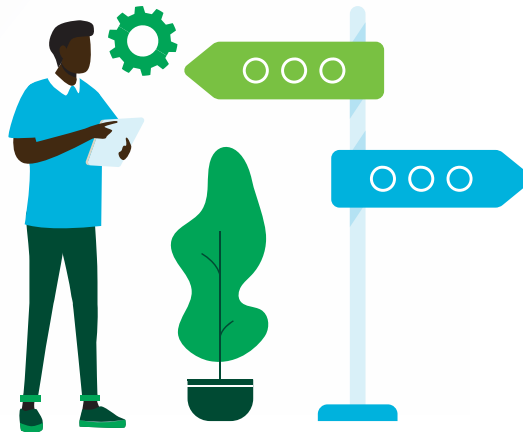
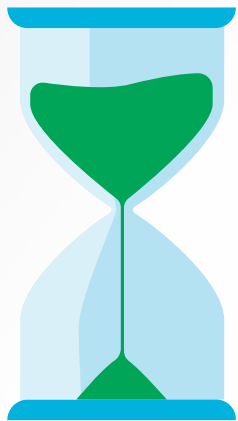
THE EXERCISE:

- Start the exercise by playing the video and explaining the purpose of the session.
- Split the team into smaller groups and give them a few minutes to think about their own experiences as a customer and how their habits and expectations have changed over time. You may need to give the teams some examples to get them thinking:
 - Shopping – 7-day trading, loyalty programmes (Tesco Clubcard), online shopping (Amazon), click & collect services (John Lewis).
 - Banking – ATMs, online banking (First Direct), Branchless banks (Starling), Mobile payments (Apple Pay).
 - Cars – Hybrid (Toyota), electric (Tesla), Lease plans, Driverless, Car sharing (Zipcar).
 - Airlines – Web bookings, on-line check-in (Ryanair), Hand baggage only fares (eastJet), Buy-on-board food (BA).

- Get the team to talk about how our industry is evolving, what is changing or needs to change for our customers? Is there anything we can all start doing now?
- If you have more time, explore together what happens if a company or industry does not change or keep up with customer expectations?
 - Use Nokia as an example. Nokia was world-leading and dominated the mobile phone market for many years. Ask how many people have a Nokia by show of hands? In the late 90's you would expect most of the room to put their hands up but today the reality will probably be none. The reality is that they failed to evolve and keep pace with customer expectations, so Apple was able to then take their place. Ask the team if they see anyone rivalling Apple now?
 - Ask the team to think of any other examples of change, the retail market is probably the best sector to look at. What's happening with online shopping (Prime by Amazon) and the impact of online shopping on the high street. Which retailers have failed or failing? e.g. BHS, Toys R Us, Debenhams and who are adapting? M&S Food partnered with Deliveroo during the pandemic and John Lewis have strengthened their offering with app services, click & collect and are even considering rental services for furniture to lawn mowers as well as going into the home rental market... all of this is to meet their loyal customers' changing demands.

TIPS:

- You may be able to reference some of the team's examples given to KPMG Nunwood's **'The Six Pillars'** so have a printout to hand. For example, if someone talks about Amazon or Uber you may want to pull out references to the pillars. Amazon recognises a customer's shopping habit (personalisation) and makes repurchasing easy (Time & Effort) while Uber has made booking hassle free (Time & Effort) and lets you know who will pick you up and when (Expectations).

**CBRE**

- Share the customer quote:

"We have stopped using non-recycling coffee cups as we had a total of 140 thousand used last year... it's important for our company to encourage sustainability and recycling, so we now have different bins, but I do wonder what happens when the cleaners empty these bins? Does it really all get recycled?"

- Share the story:

People can now ski in the middle of Copenhagen on top of the world's most advanced urban clean energy plant. Amager Bakke is a bio waste-to-energy plant and sports facility offering an artificial ski slope and recreational hiking area. The city has built a facility that meets two of its residents' expectations, green energy and space to exercise, and is one of the steps towards making the city the world's first carbon-neutral capital.

- Ask the team:

What changes do they think our customers have or are wanting to see from us? How can we help or prepare ourselves to better serve our customers?

TO CONCLUDE:

- Always ask the team at the end of the session, is there anything that they will **Stop** doing, **Start** doing or more importantly **Keep** doing to improve the customer experience? Note down any 'promises' individuals make as you can use these in future conversations with team members to keep the momentum going between modules.



In short, we can't stay still in creating great customer experiences. As a team we need to know our customers and their world. When we understand the changes our customers want, we can look to better meet their expectations.