

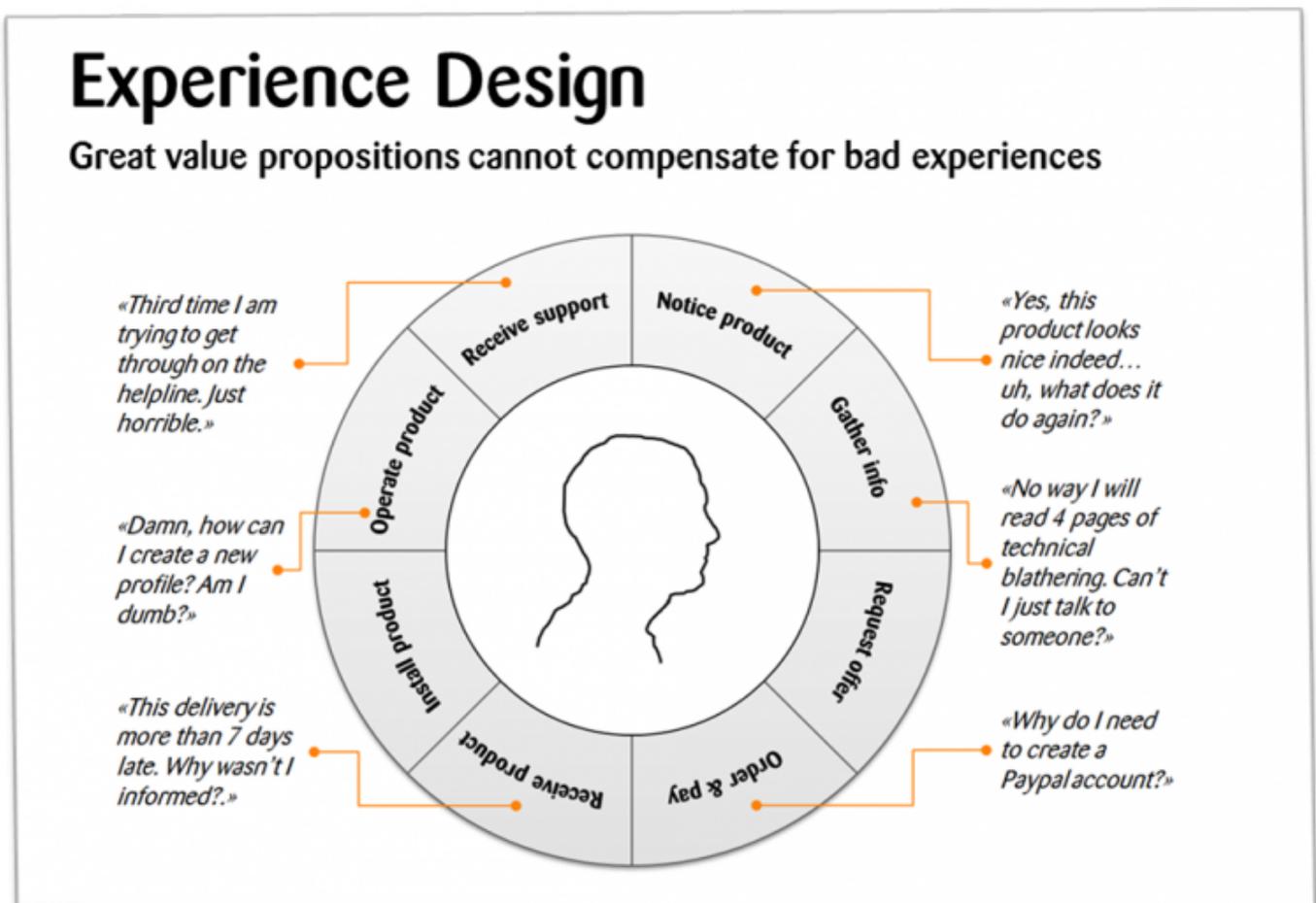
Kundenerlebnisse gestalten

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Lesezeit: 8 Minutes

Bei der Erstellung neuer Business Modelle konzentrieren sich viele Unternehmen vor allem auf die anzubietenden Value Propositions. Value Propositions liefern dem Kunden Gründe für seine Kaufentscheidung und grenzen das Produkt zur Konkurrenz ab. Auf der anderen Seite nimmt der Kunde jedoch nicht isoliert ein Produkt oder einen Service wahr. Seine Zufriedenheit bemisst sich vielmehr am Gesamteindruck einer Kundenerlebniskette.

Wie in der Grafik dargestellt, besteht eine Kundenerlebniskette aus allen Ereignissen in der Beziehung zwischen Benutzer und Produkt/Unternehmen. Die Ereignisse sind abhängig von Variablen wie Produkttyp, Verkaufskanal und Kundenbeziehung und daher spezifisch für jeden Fall zu definieren. Beispielsweise sieht eine Erlebniskette im Partner-Business anders aus als im Direktvertrieb.



Warum die Optimierung von Erlebnisketten so wichtig ist, kennt jeder aus seiner eigenen

Kundenerfahrung: negative Erlebnisse wiegen schwerer als positive. Um nicht Value Propositions überproportional durch Nachlässigkeiten in anderen Bereichen zu überschatten, empfiehlt sich daher, von Anfang an mit Hinblick auf das Gesamterlebnis zu gestalten.

Als Hilfsmittel zur Erstellung von Kundenerlebnisketten haben wir bei Zühlke begonnen eine Liste mit generischen Gestaltungsoptionen zusammenzutragen. Diese folgende Liste ist work-in-progress, kann jedoch bereits in einem Produkt-Workshop entscheidende Denkanstöße geben. Viel Erfolg beim Erlebnis-Design!

Update: Habe heute einen thematisch verwandten Vortrag auf der ONE Experience in Zürich gehalten. Der Vortrag beleuchtet das Zusammenspiel von Kundenerlebniskette und Business Model Canvas.

Die Kundenerlebniskette als Innovationstreiber

Sammlung Gestaltungsoptionen Kundenerlebniskette Customer notices products / services

- The value propositions are advertised in the most important media consumed by the target customer group
- The advertisement conveys our value propositions convincingly, comprehensively and completely as well as in context of the user's world (language, images, emotions, pains)
- The advertisement is verifiably successful in attracting customers (tracking of eyeballs and leads)
- Given the most frequent search channels and search behavior, the customer is certain to find our value propositions

Customer informs himself about products / services

- The advertisement provides a convenient lead to more product information (e.g. no media breaks)
- The lead to more product information is easy to remember and thus to follow at a later time
- The customer can inform himself quickly about our value propositions
- The customer can inform himself thoroughly about our value propositions
- We do not force the customer to commit himself when requesting product / service information
- The product / service information presented is centered around customer needs
- The product / service information is presented on multiple levels of granularity and detail to serve different information needs and proficiency grades
- The product / Service variants are comprehensive for the customer to distinguish

- The customer is informed about prices and delivery times
- The product / service information provides the customer with reasoning to justify the purchase to others (e.g. benchmark, ROI)
- Means are provided to make the value proposition tangible and to let the customer experience, how it would be to own and use the product / service (e.g. demo, trial or sample)
- The product / service is positively mentioned by third parties (e.g. communities, comparison tests, publications)
- It is quick and seamless for a customer to switch from self-service information to personal consultation
- It is easy and convenient for the customer to communicate his interest in our value propositions to others (e.g. to request the opinion of a family member)
- Terms and conditions are kept to a minimum and formulated in the customer's language
- Product / service should exceed the customer's expectations for (non-essential) excitement attributes (Kano)
- The fulfillment level of a performance attribute balances the customer's subjective benefit and the amount he is willing to pay for it (Kano)
- Product / service must fulfill all basic attributes that form a complete product (Kano)
- We do not perform a sales monologue but listen to the customer and point him to the right solution given his needs

Customer orders and pays the product / service

- It is seamless for the customer to switch from product / service information to requesting an offer
- It is seamless for the customer to switch from product / service information to ordering
- The self-serve customer is provided with instant on-demand support for ordering
- The customer knows up-front how long the ordering process will take, which steps it encompasses and what information is required from him
- The customer is supported to retrieve personal information required for the ordering process
- The customer is supported to configure and customize our product / service according to his needs
- The customer can interrupt the order process at any time and resume later on
- The customer can choose between multiple payment methods
- The payment methods include verifiably those which are most common among the target customer group
- The customer can change or cancel his order within a pre-defined and time span
- The customer receives an order confirmation right away
- The customer feels that we value his order
- The order confirmation increases the customer's anticipation and assures him that he made the right decision

- The customer is informed about the order status
- If the product setup or usage requires a tool or peripherals , these are either included, can be ordered along with the product or the customer is informed about the requirement before submitting the order
- If the product / service requires special skills or knowledge the customer is informed about this along with leads where to acquire those assets before submitting the order
- We say “thank you” to the customer for placing an order
- Financing options are integrated as part of the sales and order process
- Where reasonable the customer can choose between buying or renting the product / service

Customer receives and unpacks the product

- The customer can track the delivery of the product
- The customer is pro-actively notified in case of a delay
- The product is adequately packaged to lower the risk of damage during transport
- The product packaging convey the brand and marketing messages
- The product packaging shows what is inside
- The product packaging shows where and how to open it
- The product packaging does not require any tool to open it
- The product package foresees typical customer behavior to open it and prevents damage (e.g. using a scissor)
- The customer can see at a glance if the package’s content is complete
- The customer can express-order missing or damaged parts
- The package contains information where and how to receive support

Customer learns how to use the product / service

- Next to an extensive manual also a quick guide is available
- The manual includes examples, scenarios and visual representations
- The manual is formulated in the language of the customer
- The manual facilitates a quick look-up of information
- The manual presents functions not as a list but in the context of usage scenarios
- The manual is (also) provided electronically on the Internet not requiring a login or special software
- A lost manual can be easily replaced
- The manual content is clear and precise but kept to a minimum
- The manual appearance complies with our CI and CD
- The manual is (also) complemented with movie clips or animations
- Teaching is available on how to use the product (e.g. courses, online course)
- Community forums are available to research and ask questions about the product / service

Customer takes the product into operation (setup)

- The product guides the user in the setup
- Product foresees and prevents common usage pitfalls through design, system response or hint on product or in manual (in this order)
- If the product setup or usage requires a tool or peripherals, these are either included, can be ordered along with the product or the customer is informed about the requirement before submitting the order
- Setup must take less time than expected by the customer
- Setup must be easier than expected by the customer
- Setup must have a very low risk of getting it wrong

Customer uses the product

- First usage experience must be a success
- Product / service flow matches work flow and / or mental model of the customer
- Product / service must allow the customer to reach his goals in the expected time and quality
- Product foresees and prevents common usage pitfalls through design, system response or hint on product or in manual (in this order)
- Product / service design provides streamlined flow for the most frequent and critical functions / features of the primary personas
- Product / service design provides access to functions / features of secondary personas as long as the provision does not have a negative effect for the experience of the primary persona
- Wording of the product / service matches the language of the customer
- Verifiably no show stoppers or major design flaws with impact on effectiveness or efficiency (to be detected in usability tests)
- Visuals, acoustics and haptic of product / service convey the intended marketing messages and comply with CI / CD
- Product / service design matches the intended usage context (e.g. mobility)
- Product / service must have a concise and clearly comprehensible scope and purpose
- Product / service must accompany the customer's journey from exploration-focused novice to efficiency-focused expert
- Product / service design mitigates foreseeable but unavoidable usage experiences causing disappointment, frustration and anger
- Product / service design amplifies foreseeable usage experiences causing satisfaction, joy and positive amazement
- Product / service must anticipate but not enforce customer needs and decisions
- Unavoidable product / service breakdowns are accompanied by
 - a sincere apology
 - a report in the customer's language explaining what caused the breakdown and what impact it has on the customer

- A statement that we learn from this failure and are seeking to improve and optimize our value propositions
- A contact for further questions and assistance

Customer requests and receives support

- Product has integrated, context-sensitive help features
- The customer has a single point of contact to approach for support
- Support is available through multiple channels matching the usage context
- Support is available instantly or otherwise within a defined amount of time
- The customer does not have to request support more than once to be served (e.g. call customer back)
- Customer does not have to stay connected while waiting for support to be delivered
- Problems are detected proactively and support is offered (without giving the customer the feeling of being observed)
- Support requests are followed up by us pro-actively
- We show goodwill and fairness to undo mistakes done by customer
- Show the customer that support is a first-class attribute of the product / service and not a neglected obligatory act
- When dealing with a customer, we know his history of purchases, feedback and incidents and thus do not force him to repeat himself
- End issue resolution with asking the customer if there is “anything else we can do for you”
- Support should be available any time

Customer is contacted for feedback or promotion

- Verifiably the product / service achieves an above-average customer satisfaction score (e.g. System Usability Scale questionnaire)
- Feedback is collected as a follow-up to support requests
- Feedback is collected in a way most convenient for customers
- The customer knows what the objective of collecting feedback is, how many minutes it will take him to participate, and what he has to gain from it
- Legitimate negative feedback is followed up by resolution, conciliation or further investigation
- Show the customer that we are constantly working to improve the product / service for his benefit
- The customer is contacted with promotions in a planned way to avoid annoyance due to quantity
- Reward loyal customers and encourage / enable them to spread the word
- Wherever possible promote products / services through individuals not the company
- The customer can opt-out of receiving promotions
- Promotions are individualized by customer needs and interests

- Measure and optimize campaign success

Customer extends, upgrades or exits the product

- Upgrade of the product / service is seamless and effortless for the customer
- Customer can preview a product / service extension or upgrade before purchasing it
- The product / service has a sales channel embedded to lower the barrier for purchasing extensions and upgrades
- Clearly show the benefit of an extension / upgrade with respect to the customer's needs and goals
- Offer savings for batch purchase of extension / upgrades
- Where reasonable allow the customer of an extension / upgrade to differentiate from other customers (e.g. separate check-in line for business class)
- Follow-up customer exits to show that we care and want to learn what to optimize, and to prevent bad reputation through social media
- Make it easy for an exit customer to return