INDEX

Note: Page references in *italics* refer to figures.

A
Adoption journey, 117–124, 121, 123

Agility
approaches to, 157–159
developing, 154–157
insights, 152
overview, 151–152
in response to customer demand and technology, 152–154

Alignment
with customers, 6–7, 12
internal alignment and collaboration, 126–133, 131

B
Back-stage processes
back-stage view of customer experience, 37–44, 39, 41, 43
overview, 13, 12–13

Beginnings, of customer relationship, 20

Behavior
business behavior from inside out, 48–50
customer behavior from outside in, 44–48, 45
customer journeys and, 26–27

defined, 17
overview, 44
understanding, 9

Brand-driven behaviors, 49–50

Business concepts
defined, 89–90
developing, 90–93
insights, 89
internal alignment and collaboration, 130–131
overview, 88–89
solving business issues with new concepts, 95–96

See also Business impact

Business impact, 87–124
achieving higher customer performance, 106–116, 113, 114
becoming a more digital business, 96–106, 104
business behavior from inside out, 48–50
business objectives and solutions, 6
equating customer flow to business performance, 60
(See also Customer experience excellence)
innovating business concepts, 88–96, 94
Business impact, (continued)
launching and adopting new products or services,
117–124, 121, 122, 123
overview, 87–88

C
Challenges, applying foundations for, 50–52, 51.
See also Service design foundations

Channels
back-stage processes, 13, 12–13, 37–44, 39, 41, 43
cross-channel views as tool, 170–172, 171
designing customer journeys across, 27, 104, 104 (See also Digital business)
front-stage processes, 13, 12–13, 37–44, 39, 40, 41, 43

Coaching, for customer performance, 114–116

Collaboration, internal. See Internal alignment and collaboration

Complaints, of customers, 64–66
“Computer says no” phenomenon, 65

Cost to serve, managing, 108–109

Create phase, of design process, 136–140, 138, 139

Creative design workshops, 177–179, 177, 179

Cross-channel views, as tool, 170–172, 169

Customer-centric organizations
building, 144–146
business planning for, 146–147
creating, 148–151
customer centricity for moving organization forward, 125–126

defined, 142–143
implementation of, 147–148
insights, 142
mapping hotspots to customer lifecycle for, 148, 148
overview, 141–142
See also Lifecycle (customer); Organizational challenge

Customer experience excellence
approaches for understanding experiences, 59–60, 59, 60
defined, 56–57
developing, 60–62
insight for, 55–56
overview, 54–55
understanding organization from outside in, 57–59

Customer performance
approach to, 109–113
coaching high-performing customers, 114–116
defined, 107–109
insights, 107
overview, 106–107
tools for, 113–114, 113, 114

Customers
behavior of, from outside in, 44–48, 45
connecting, to business and organization, 4–7
INDEX

customer flow, 59–60, 59, 60
describing experiences of, 10–11
front-stage and back-stage of
customer experience, 13,
12–13, 37–44, 39, 40, 41, 43
lifecycles of, 23, 23–32, 29
meeting needs and
expectations of, with
information, interactions,
transactions, 28–32, 29
storytelling framework for,
18–22, 19
See also Behavior;
Customer-centric
organizations; Customer
performance; Customer
understanding; Movement;
Structures; Tools
Customer understanding,
53–85
to achieve customer
experience excellence,
54–62, 59, 60
to engage customers
effectively, 70–77, 75, 76
for high-impact customer
innovation, 78–85, 83, 84
for internal alignment and
collaboration, 128–129
overview, 54
to prevent irritation and
failure, 62–69, 67, 68

Design phase, of design
process, 136–140, 138, 139
Design process
design workshops, 178
overview, 8, 11
for staff engagement and
participation, 135–140,
138, 139
Digital business
approaches to, 103–104, 104
complexity of, 96–97
deleted, 98–99
developing, 105
“digital first” trend, 76, 96
guiding strategy for, 99–103
insights, 98

E
Economic trends, 2
Employees. See Staff
Enabling, customer
performance and, 114,
113, 114
Engagement, of customers
approaching, 73–75
defined, 71–72
designing, 75, 75–76, 76
insights, 71
overview, 70
Engagement and participation,
of staff
collaboration and creativity,
with structure and scale,
136–140, 138, 139
defined, 135–136
insights, 134–135
overview, 134
See also Staff

D
Day-to-day experience, of
services, 21–22
Decision making, shared
overview for, 13
Evaluation, to prevent customer irritation/failure, 66–68
Excellent experience, by customers. See Customer experience excellence

F
Front-stage processes defined, 13, 12–13
as view of customer experience, 37–44, 39, 40

H
High-impact customer innovation
approaches for developing innovative concepts, 82–83, 83, 84
developing innovative concepts, 81–82
innovating propositions and experiences, 79–80
insights, 79
overview, 78–79
See also Customers
High-value relationships, with customers, 5–6

I
Imagine phase, of design process, 136–140, 138, 139
Imagine workshops, 178
Information/interactions, meeting customer needs and expectations with, 28–32, 29, 155–157, 155
Innovation, high-impact. See High-impact customer innovation

K
Key Performance Indicators (KPIs), customer experience excellence and, 57

L
Lifecycle (customer)
consumer lifecycle, defined, 34, 35

Insight
customer insight, 164–166, 164
statistics versus, 9
Inspiration, customer performance and, 114, 113
Internal alignment and collaboration defined, 128–129
developing scenarios for, 129–133, 131, 132
insights, 127
overview, 126–127
See also Organizational challenge
Intervention, innovation and, 84, 84
Irritation, preventing addressing specific irritation, 68–69
customer irritation and failure, defined, 64
insights, 63
mapping and evaluating impact of irritation, 66–67, 67, 68
overview, 63
understanding and eliminating irritation, 64–66
customer-centric organizations and, 148, 148

customer journeys, overview, 23, 25–27

customer journeys, tool, 166–168, 166, 168
customer lifecycle tool, 168–170, 169, 170
defined, 35, 36
human lifecycle, 33–34, 34
identifying hotspots of, 25
innovating business concepts for, 91–93, 94
outside-in perspective for, 24
overview of movement, 23, 23–24
overview of structure, 33
stages of, and behavior, 46–47
trends and, 2–4, 24
understanding trends of, 24
user lifecycle, 36, 36–37
using, to understand range of actors, 25

Livework Studio Ltd., 52, 68, 84, 92, 132, 140, 158

to prevent customer irritation/failure, 66–67, 68

Migration, to digital business, 104, 104

Moggridge, Bill, 10

Movement
customer lifecycles, 23, 23–32, 29
defined, 15–16
overview, 17, 17–18
storytelling comparison and, 18–22, 19

N
Needs, innovation and, 84, 84

O
Opportunities, identifying, 82–83

Organizational challenge, 125–160
building agile organizations, 151–159, 158
building customer-centric organizations, 141–151, 148
customer centricity for moving organization forward, 125–126
internal alignment and collaboration, 126–133, 131, 132
staff engagement and participation, 134–140, 138, 139

Organizational impact analysis, 174–176, 175, 176

Outside-in perspective
customer behavior and, 44–48, 45
Outside-in perspective

(continued)
for customer experience
excellence, 57–59
for customer lifecycle, 24

P
Past customers, potential
business from, 22
Performance. See Customer
performance
Personnel. See Staff
Product-driven behaviors, 49
Products, successful
launch/adoption of,
117–121
Profiles, of customers,
162–164, 162, 163

Q
Qualitative research, 8–9

R
Relationship management,
111–113. See also Customer
performance

S
Service blueprint, 12–13, 13
Service design, 1–13

to connect customers to
business and organization,
4–7 (See also Customers)
key concepts of, 7–12, 13
overview, 1–2
trends in, 2–4
See also Business impact;
Customers; Lifecycle
(customer); Organizational
challenge; Service design
foundations; Tools
Service design foundations,
15–52
behavior, 17, 44–50, 45
challenges of, 50–52, 51
movement, 16, 17, 17–32,
19, 23
overview, 15–17
structures, 16, 32, 32–44

Services
high-performing services and
business goals, 113, 113
service-driven behaviors, 50
service scenarios as tool,
172–174, 172, 173
successful launch/adoption
of, 117–121

Social trends, 3
Staff
delivering better staff
engagement and
participation, 134–140,
138, 139
internal alignment and
collaboration with,
126–133, 131, 132

Storytelling
before/beginning/during/after
structure of, 18–22, 19
visualization and, 9–11
See also Business concepts;
Customer understanding

Structures
defined, 16
front-stage and back-stage of
customer experience,
37–44, 39, 40, 41, 43
human, consumer, customer, and user lifecycles, 33–37, 34, 35, 36
overview, 32, 32–33
Support, customer performance and, 113, 113

T
Technical trends, 3
Tools, 161–179
creative design workshops, 177–179, 177, 179
cross-channel views, 170–172, 170, 171
customer insight, 164–166, 164, 166
customer journeys, 166–168, 166, 168
customer lifecycle, 168–170, 169, 170
customer profiles, 162–164, 162, 163
organizational impact analysis, 174–176, 175, 176

service scenarios, 172–174, 173
Transactions, meeting customer needs with, 28–32, 29, 155, 157, 158

Trends
economic, 2
overview, 1–2
social, 3
technical, 3–4
understanding customer lifecycle trends, 24
See also Lifecycle (customer)
Truths, revealing, 58–59

U
Understand phase, of design process, 136–140, 136, 137
Understand workshops, 179

V
Visualization, 9–11