

Customer experience design at the heart of digital service delivery

An excerpt from SPP approach to digital projects

By SPP

Published October 2015

SPP



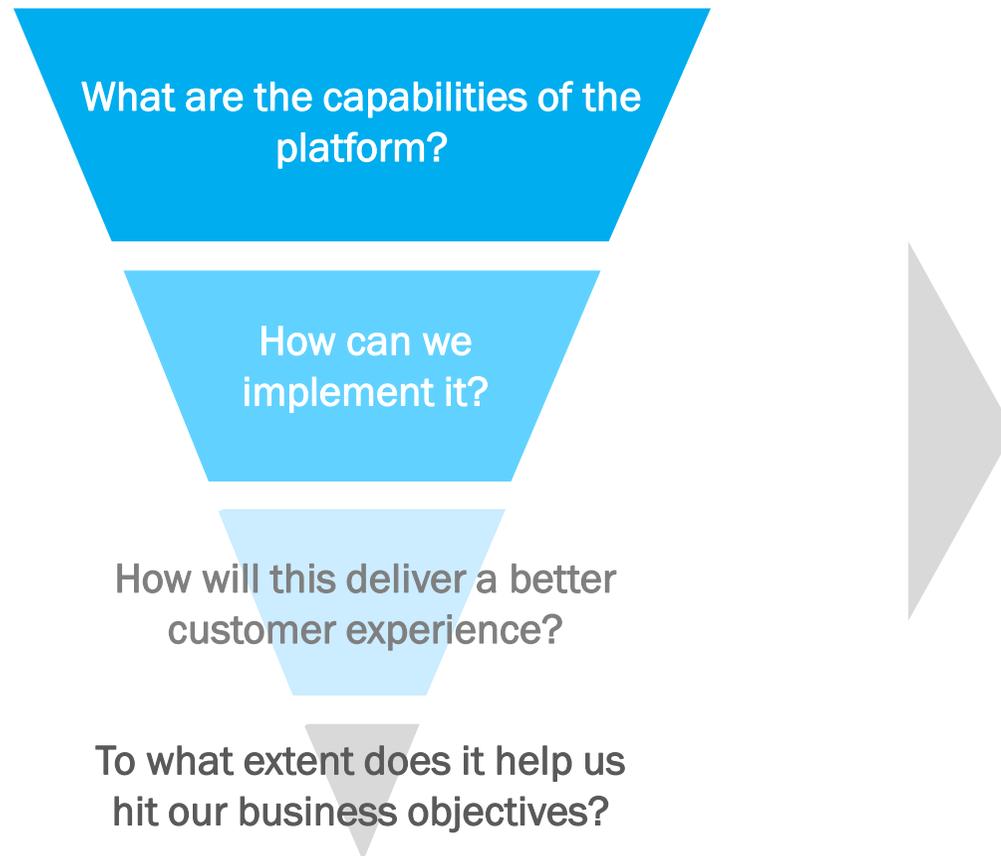
Overview

- ICT and digital strategy are becoming increasingly intertwined with organisational strategy for most businesses
 - However many projects in this space run over time, over budget and/or fail to deliver the benefits originally stated in the business case
- SPP believes there are a range of factors driving this: foremost among them is a failure to start by considering the strategic goals and customer experience that the organisation is there to deliver
 - Customer experience design involves an agile approach to consultation, user testing and prototyping with strong feedback loops
- A clearly articulated customer experience is the platform for the design of internal business processes, and for the clear specification of system/technology needs
 - SPP has helped many clients to deliver impactful projects with technology at the core, by taking a customer centric viewpoint

Strategic objectives and customer experience should be the prime movers in technology projects

A common pitfall of technology procurement is solution sourcing without a clear picture of the customer goals. SPP always starts by asking what are the customer goals the organisation is trying to achieve; the final consideration (although just the start of a longer journey) is to ask what system do we need?

COMMON APPROACH TO TECHNOLOGY PROJECTS



SPP APPROACH



A three phase approach delivers the most valuable outcome

Defining the desired customer experience first, designing business processes to enable this experience and then specifying and developing technology will generally deliver a better outcome.

Phase 1. Define the customer experience



What drives value for customers?

What do we want the service experience to look like?

How is the experience different to what exists today?

Phase 2. Design business processes

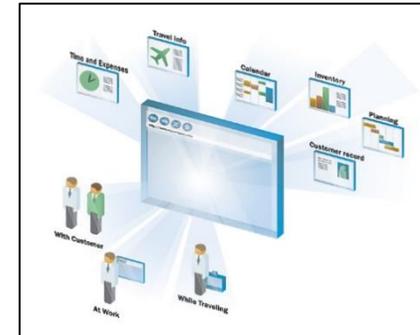


What processes do we need to enable this experience?

What process change might we deliver (staff-identified!)?

What innovations in approach might we consider?

Phase 3. Develop technology solution



What technology is needed to execute these processes?

What specifications and applications?

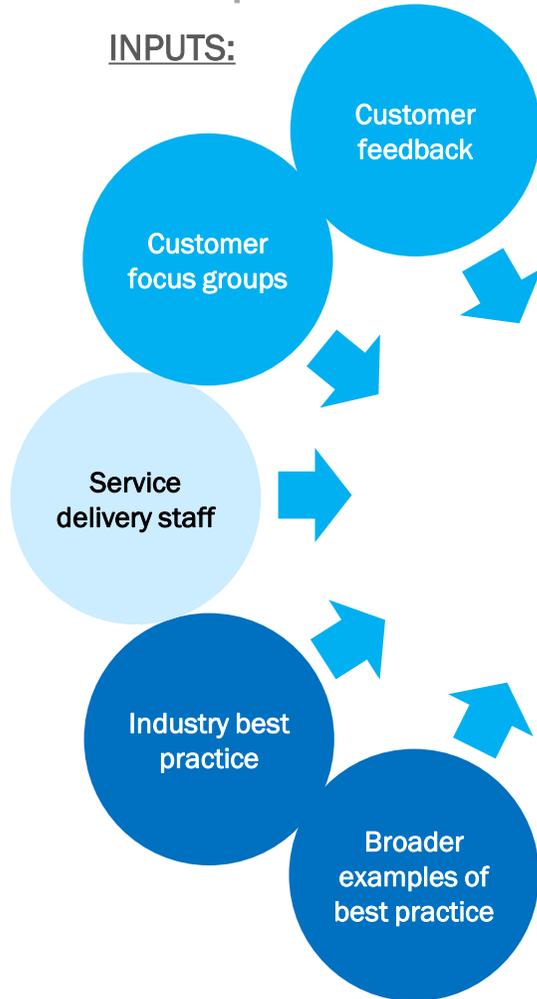
How best to deliver within environment?

Source: SPP approach

A customer-based design approach considers multiple inputs

Input from a number of stakeholder groups assists an organisation to define its desired customer experience. SPP grounds our approach in what is likely to drive value for customers, and for the organisation. We facilitate rapid feedback loops with customers to iterate design options in real-time.

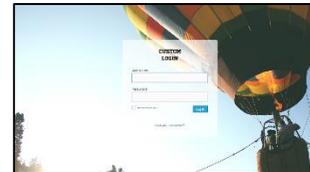
INPUTS:



Determine what is important to customers, and what principles will be used to guide the creation of all customer interactions.



Define desired customer experience



Design customer experience



Iteratively test with customers and validate design



Design the individual customer experiences, from a customer's perspective. Validate and test with stakeholders and customers.

Source: SPP approach

About SPP

Strategic Project Partners is a generalist, strategy consulting firm. We support General Managers on difficult strategic and operational challenges.

Established in 2005, SPP has delivered successful outcomes for a broad range of commercial and Government sector clients. As a result, we have strong relationships with many businesses, from Top 50 listed companies through to small enterprises.

When we deliver our projects, whether it's a strategic study or the implementation of large-scale change, we focus on:

- Strong project management
- Clarity of outcome
- An obsessive focus on project benefits
- Robust, fact based analysis
- Simple communication
- Bringing experience to bear

About the authors



Ben Apted Partner

Ben leads SPP's Government, Education, Research and Digital Practices. Ben is a thought leader and contributor nationally and internationally on higher education strategy, engagement, and operations. His work in the University sector has helped a number of Australia's universities to develop sustainable business models, clarify and prioritise demand-based opportunities, and improve operations. Ben has also led projects to transform government service delivery, and helped developed new policies and programs in innovation, ICT, growth and productivity, and sector development. He brings a customer-centric approach to SPP's partner organisations, developed through over ten years in the retail industry prior to joining SPP in 2006. Ben has an MBA from the Melbourne Business School.

Contact us for more information

Strategic Project Partners



- ▶ *Insight*
- ▶ *Influence*
- ▶ *Impact*

Ben Apted

m 0407 683 242
e ben.apted@spp.com.au