Defining both Customer and Service Employee Experience Goals for Industrial Service Design

Abstract
In the business-to-business heavy industry, service design for desirable experience addresses both side stakeholders’ mutual benefit and long-term relationship. Customer journey and industrial service offering process are actually intertwined through all the service touchpoints. This paper introduces an explorative case of designing a new touchpoint for Rolls-Royce Marine industrial service. Based on the insights from the customer interview and the in-house study, not only customer experience but also service employee experience were investigated and prioritized as service design goals. This case contributes to a conceptual framework that helps identify and design for a new service touchpoint through experience thinking lens.

Author Keywords
Service touchpoint; experience design; experience goal; service process; customer journey; employee experience; customer experience.

Introduction
Nowadays an increasing number of the business-to-business (B2B) companies provide long-term service and/or solutions to their clients instead of merely...
selling a piece of system (Roto et al. 2016). Besides the significance of quality products, these companies have become more aware of the added value of human experience, end-user experience (UX) of products, customer experience (CX) of service touchpoints and overall experience of a brand (BX). Furthermore, some leading B2B heavy industry companies, e.g., Rolls-Royce have paid extra attention to the consistency and coherence of UX, CX and BX when designing product and service (Roto et al. 2013).

In Business-to-consumer market, due to the fast maturity and spread of new technology, UX mediated by common technology can be hardly highlighted in the market competition. Norman & Verganti (2014) sought new approaches other than technology, and directed radical innovation by identifying what things mean. In the B2B heavy industry, although there is still huge space for technology-mediated UX design for product-oriented innovation, the design space for distinctive experience has not been limited by main products. Instead, it has expanded to the spectrum of various touchpoints by infusing meaningful experience into the targeted context (Lu & Roto 2014). Touchpoints are defined as “points of human, product, service, communication, spatial, and/or electronic interaction collectively constituting the interface between an enterprise and its customers” (Dhebar 2012). In the B2B heavy industrial contexts, service employees and customers interact with each other through a series of touchpoints in many phases of customer relations and product lifecycle, long-term experiences of the two should be both taken care of when designing for industrial service (Vaajakallio et al. 2016).

Experience design prioritizes experiential design goals (Xgoals) over usability and technical requirements in the design process. It has been recently studied in the B2B heavy industry context, e.g., designing for meaningful experience at work (Lu & Roto 2015). However, experience thinking related to new touchpoint design in the B2B industrial services has not been fully studied, especially lacking the consideration from both sides of service employees and customers. This short paper presents an explorative experience design case for the B2B industrial service. It provides insights into how to identify design opportunities of new service touchpoints addressing meaningful experience for both employee and customer.

Background
Rolls-Royce (RR) Marine has a world-leading range of capabilities and expertise in the marine market, and provides the comprehensive service support for customers. This design case is a 9-month master thesis project in the collaboration with RR Marine Finland. It focuses on the service process revolving around one type of power and propulsion equipment for big drill ships and platforms (Figure 1) - UUC azimuth thrusters (Figure 2). The main customer of UUC products is a shipyard that purchases thrusters from RR; the actual user of thrusters is the owner of a ship who highly influences the marketing; a ship owner supervises a shipyard in building ships. This design case aims to improve long-term UUC product service through the lens of experience thinking.

Mapping Experience by Exploring both Service Process and Customer Journey
In order to get an overview picture of customer-employee interaction in UUC service, both internal and
external studies were carried out. In the internal study, the designer interviewed 11 RR employees from different business areas. The results revealed detailed service steps for each stage, highlighted the most important interactions and interfaces between the customer and employee, and gathered the current CX and their expectation around touchpoints through internal employees' eyes. The data also provide internal understanding of CX, e.g., "apart from sales people and project manager, most staff are not familiar with customer’s behavior, emotion and experience during the service process", "the internal pay attention to the brand value when they are doing business with customers".

To investigate and track first-hand CX in UUC service journey, the external study was conducted with the shipyards and the ship owners, across three companies in two countries. Five customer interviews were conducted by a design firm and each of them had one RR employee to host a meeting without interruption. The designer received and analyzed the raw data including the interview transcripts, voice recording, photos, experience maps and some interviewers’ notes.

Experience mapping (Adaptivepath 2013) was utilized for managing data from both employee and customer sides, because this tool focuses on experiential aspects rather than operational angle, supports internal and external common understanding of customer journey, and helps articulate insights for design (Segelström 2012). The outline of the collected data for building UUC experience mapping is shown in Figure 3.

From Capturing the Design Opportunity to Defining XGoals

The experience mapping paved the way from empathic understanding of the UCC product-service context to Xgoal definition. The insightful findings for design are as follows: staff experience interweaves with CX; product material and customer manual are key touchpoints; the particularities and characteristics of marine industry should be considered. The key design possibilities fall into four topics: better communication with contact point, need for specialized and sufficient support, internal staff’s understanding of CX, and benefits for old customers. After a reflection session conducted in RR Marine, the design opportunity narrowed down to a shared touchpoint as the exclusive assistant for customers and the working interface for internal staff.

When exploring design opportunities, the designer started to define Xgoals for customers and service employees, combining Brand and Empathy approaches (Kaasinen et al. 2015). For customer side, importance of caring about customers, and the brand value ‘Trusted to Deliver Excellence’ stresses on the feeling of trust in the long run. The empirical data from internal and external reveals the importance that let customer feel the responsibility, relatedness, security and transparency of the service. Consequently, the CX goals are ‘Feeling of Being Cared Personally’, ‘Sense of Security’, ‘Professionalism for Trust’ and ‘Access to Information for Openness’.

As the company power, employees’ pride in what RR has achieved, their commitment to delivering excellence to customers and their vision of what the company could reach in the future are all fundamental
for RR’s continued success. It is meaningful to enhance the awareness and motivation for internal staff to gain empathic knowledge of their customer’s feeling in every stage. In order to provide secure service, the service employees need a sense of control in all steps of the UUC service process. All together, ‘Empathy for Motivation’, ‘Controllability on Respective Progress’ and ‘Sense of Achievement for Pride’ are Xgoals of the service employees.

**Concept Development**

Guided by the defined Xgoals, the profiles for shipyard and RR marine staff were respectively shaped and the story of the new touchpoint was constructed. The final design ended up with a serve design app Navigator (Figure 4) for a refined customer journey. The main features are described as follows.

The customer can start their new journey as early as making the contract. With the service app Navigator, the UUC customer can precisely know about ordered product information and their project progress. The new app reframes the information of customer manual into different layers based on sequential service stages and information classification, thus customers can know better about certain required expertise in advance. Navigator supports users to switch browsing information among all posts and checking the information for other journey stages. The profile of each project support team is transparent for the customer, and alternative ways of contact are also provided.

Through the Navigator calendar, it is easy to keep track of all UUC service’s important events. For the RR staff, the customer’s calendar is available to leave a note or mark a holiday, thus they can better manage the work of different projects simultaneously. Each decision for customer service can be trackable as well.

Due the difficulty of reaching customers in the B2B heavy industry, the Hi-Fi prototype of Navigator was evaluated against Xgoals by five internal experts of RR. For customer interface, ‘Professionalism for Trust’ and ‘Access to Information for Openness’ were greatly reached, because well-structured service with transparent information brings better accessibility. When it comes to the internal interface, the targeted experience ‘Controllability on Respective Progress’ and ‘Sense of Achievement for Pride’ had been successfully attained by in-house users because they felt that they are confidence, and the durable pride will be gradually increasing during their work. The evaluators considered that the rest Xgoals were not sufficiently addressed in the concept.

**Discussion**

This case describes an explorative process of experience design for a touchpoint of the heavy industrial service (Figure 5). Based on the internal study on service process and the external study on customer journey, the Experience map not only presents the overview of the actors’ actual interaction in the service journey, but also shares their evaluation and expectation towards different touchpoints and finally highlights design opportunities. Importantly, this map provides rich insights for different stakeholder Xgoal setting, e.g., whose experience should be taken care of, where the positive and negative experiences are, what the expected experience is. Xgoals are not necessarily derived from empathic underfunding of the
CX, but they should fit well in the holistic Experience mapping and be in line with brand image.

Creative thinking is required when generating concepts around Xgoals. Service experience mapping and Xgoal setting can reframe design space, however, the fuzziness of creating a new touchpoint can hardly be avoided. Design tools and methods should be further developed for identifying service design opportunities in a more structured way.

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References