

Planning for Uncertainty in Customer Experience

How to address shifting customer priorities and capture opportunity for your business

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WHY RECONSIDER YOUR EXISTING OFFERING?

- ◆ Your customer experience needs to meet both public policy requirements and customer expectations under a host of new scenarios brought on by the coronavirus pandemic
- ◆ Competition has massively accelerated with the pandemic, meaning that your rivals may be quickly changing their own offerings to capitalize upon opportunity

WHY NEW MARKETS?

- ◆ We focus on understanding the primary needs and differentiators of customers, not simply what they are doing today
- ◆ We are experts at projecting futures for industries and understanding the ramifications of those futures, designing customer experience solutions for multiple scenarios
- ◆ Our solutions are bold and actionable, based on our long-standing expertise in the field
- ◆ We have extensive publications on the topic

Sample Project Structure

See how we helped a medical device company better understand their customer and find ways to improve their customer experience

TIMING &
OBJECTIVE

Phase 1 RESEARCH PLANNING

2 WEEKS: Developed a detailed research plan and set of contextual scenarios to explore

Phase 2 QUALITATIVE RESEARCH

4 WEEKS: Painted a clear picture of physicians' and nurses' Jobs to be Done across scenarios

Phase 3 TARGETING OPPORTUNITY

2 WEEKS: Generated solutions to capture opportunity and satisfy their customers under a host of potential futures

Phase 4 (Optional) CONCEPT TESTING

6 WEEKS: Prioritized various solutions and determined their best-fit consumer groups and scenarios

KEY ACTIVITIES

Conducted a brief, sprint-like workshop with the internal stakeholder team, developing a set of likely contextual scenarios under which the business may operate under in the future

Evaluated what components of their customer experience were critical, unique differentiators, and / or expensive to implement across hypothesized scenarios

Recruited healthcare professionals to understand their Jobs and journeys surrounding use of the medical device, beginning with a series of in-depth webcam interviews followed by online focus groups

Developed archetypal profiles of consumers, establishing sets of Jobs and user journeys per contextual scenario

Shared findings and implications from the research with stakeholders to build consensus, including recommendations on ways to address these findings

Facilitated an in-depth ideation session to brainstorm and develop solution concepts grounded in Jobs-based insights that mapped to the various contextual scenarios

Conducted concept testing through a quantitative survey on the potential solutions designed

Analyzed results to build out the best matches of potential solutions, consumer groups, and applicable scenarios that represented the strongest opportunity

Made recommendations on various concepts to prioritize MVP development

Case Studies

Reimagining delivery of care

Problem: A hospital system relied on a high-cost delivery of care model predicated upon frequent travel for its international patients, weakening patient satisfaction in the process. How else could it serve its customers?

Solution: New Markets identified opportunity to localize elements of patient care, minimizing travel and boosting satisfaction. The hospital system could partner with local facilities to manage pre- / post- operative care in patients' home countries, supplemented by remote consultations from the treating physicians

Differentiating financial services offerings

Problem: A financial institution faced an uncertain economic climate and entrenched competition that threatened to dominate the SMB banking sector. How could this company rethink its customer experience for its clients?

Solution: New Markets conducted in-depth primary research to understand the Jobs of SMB owners, learning what they really needed from a bank during their journey as they grew their businesses. This led the bank to no longer classify clients by industry / size but by need state, developing customer experience solutions to fit those needs

Innovating a professional services platform

Problem: The platform lacked a path forward for its development pipeline as the coronavirus presented volatility in the gig economy while competition remained fierce. How could they innovate their offerings around such uncertainty?

Solution: New Markets led internal workshops to map potential scenarios and mitigation plans to build clarity. Through Jobs research, we identified the most pressing needs of customers within their journeys. Combining scenarios and customer needs, we were able to prioritize CX products for further development in their pipeline



DEVELOP GROWTH STRATEGIES

Build innovative approaches to compete in fast-moving markets

UNCOVER JOBS TO BE DONE

Understand your market and customers more deeply

BUILD INNOVATION CAPABILITIES

Build teams and structures that can turn ideas into breakthrough products and services

ADDITIONAL RESOURCES

Access our [resource center](#) for leading through the Coronavirus, which includes working papers and articles with advice on how organizations can respond to the challenges posed by the COVID-19 crisis

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