



MIND THE GAP

Touchpoints & Ecosystems

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“Busy NYC restaurant solves major mystery by reviewing old surveillance”

Having been in business for many years we noticed that although the number of customer's we serve on a daily basis is almost the same today as it was 10 years ago, the service just seems super slow even thou we added lot's more staff and cut back on the menu items.

One of the most common complaints on review sites against us and many restaurants in the area is that the service was slow and or they needed to wait a bit long for a table.

We decided to hire a firm to help us solve this mystery, and naturally the first thing they blamed it on was that the employees need more training and that maybe the kitchen staff is just not up to the task of serving that many customers.

“Like most restaurants in NYC we have a surveillance system..

The firm we hired suggested we locate some of the older tapes and analyze how the staff behaved 10 years ago versus how they behave now..”

We did find the recording devices, and luckily for us, each device has 1 tape in it that we simply never removed when we upgraded to the new digital system.

The date stamp on the old footage was Thursday July 1 2004, the restaurant was real busy that day.

We loaded up the footage on a large size monitor, and next to it on a separate monitor loaded up the footage of Thursday July 3 2014, the amount of customers where only a bit more than 10 years prior.

2004

Customers walk in.

They gets seated and are given menus, out of 45 customers 3 request to be seated elsewhere.

Customers on average spend 8 minutes before closing the menu to show they are ready to order.

Waiters shows up almost instantly takes the order.

Food starts getting delivered within 6 minutes, obviously the more complex items take way longer.

Out of 45 customers 2 sent items back that where too cold we assume (given they were not steak we assume they wanted the item heated up more).

Waiters keep an eye out for their tables so they can respond quickly if the customer needs something.

Customers are done, check delivered, and within 5 minutes they leave.

Average time from start to finish: 1:05

2014

Customers walk in.

Customers get seated and is given menus, out of 45 customers 18 requested to be seated elsewhere.

Before even opening the menu they take their phones out, some are taking photos while others are simply doing something else on their phone (sorry we have no clue what they are doing and do not monitor customer WIFI activity).

7 out of the 45 customers had waiters come over right away, they showed them something on their phone and spent an average of 5 minutes of the waiter's time. Given this is recent footage, we asked the waiters about this and they explained those customers had a problem connecting to the WIFI and demanded the waiters try to help them.

Finally the waiters are walking over to the table to see what the customers would like to order. The majority have not even opened the menu and ask the waiter to wait a bit.

Customer opens the menu, places their hands holding their phones on top of it and continue doing whatever on their phone.

Waiter returns to see if they are ready to order or have any questions. The customer asks for more time.

Finally they are ready to order.

Total average time from when the customer was seated until they placed their order 21 minutes.

Food starts getting delivered within 6 minutes, obviously the more complex items take way longer.

26 out of 45 customers spend an average of 3 minutes taking photos of the food.

14 out of 45 customers take pictures of each other with the food in front of them or as they are eating the food. This takes on average another 4 minutes as they must review and sometimes retake the photo.

9 out of 45 customers sent their food back to reheat. Obviously if they didn't pause to do whatever on their phone the food wouldn't have gotten cold.

27 out of 45 customers asked their waiter to take a group photo. 14 of those requested the waiter retake the photo as they were not pleased with the first photo. On average this entire process between the chit chatting and reviewing the photo taken added another 5 minutes and obviously caused the waiter not to be able to take care of other tables he/she was serving.

Given in most cases the customers are constantly busy on their phones it took an average of 20 minutes more from when they were done eating until they requested a check. Furthermore once the check was delivered it took 15 minutes longer than 10 years ago for them to pay and leave.

8 out of 45 customers bumped into other customers or in one case a waiter (texting while walking) as they were either walking in or out of the Restaurant.

Average time from start to finish: 1:55

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Customer behavior is indirectly negatively influencing their own experience... but behavior might be integral to the experience.

2014

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Reading...

“At the simplest level, a customer journey map is a linear, time-based representation of the stages that a customer goes through in interacting with a company”



“This will look familiar if you have used marketing funnels before... but the focus here is on what customers are doing at each stage, not on how the marketer is pushing messages out to them.”

User Centered Approach

The problem the user perceives

Business Centered Approach

The problem we defined

User Centered Approach

The problem the user perceives

The anticipated sequence of events

Business Centered Approach

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The ideal sequence we defined

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The actions required to execute
the sequence

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The ideal sequence we defined

The actions our engineers created

User Centered Approach

The problem the user perceives

The anticipated sequence of events

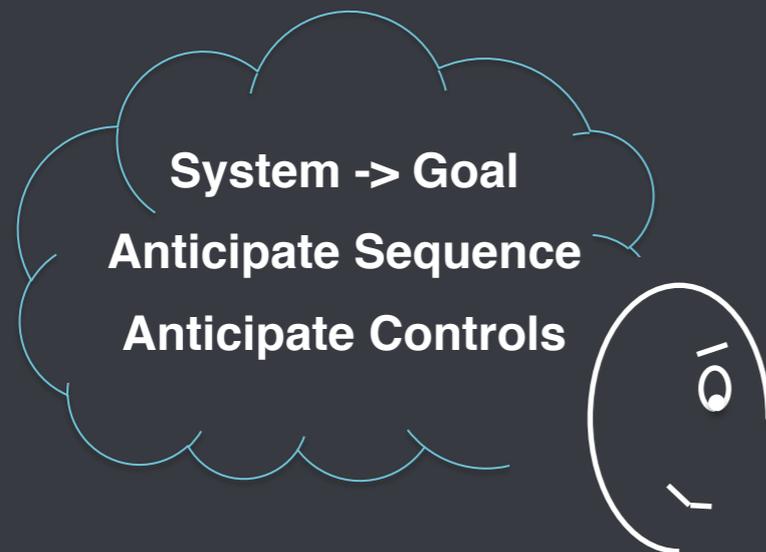
The actions required to execute the sequence

Business Centered Approach

The problem we defined

The ideal sequence we defined

The actions our engineers created



Breakdowns happen when a product, system or service is created without understanding the users mental model @ multiple levels

“The fact is, your company creates a customer experience whether you intend to or not; touchpoints will exist at the various stages regardless of whether you consciously control and integrate them.”

Richardson: Innovation X

“Collectively, the touchpoints define the quality of the experience offering”

Richardson: Innovation X

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Richardson: Innovation X

Touchpoints are agnostic..
and sometimes invisible

The user evaluates the value and quality of the service through the sum of their experience.

“Ecosystems can be hard to see”

Products tend to be tangible, but ecosystems can involve a lot of invisible and less glamorous components that make them hard to understand, and therefore difficult to work on.

Customers tend to experience the system through figurehead elements and take the less visible connective tissues for granted.

Richardson: Innovation X

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As a result, service providers tend to focus on the figure head elements rather than the less visible connective tissues.

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As a result, service providers tend to focus on the figure head elements rather than the less visible connective tissues.

The value of interaction design is making these often intangible connections visible - so that they can be examined and iterated upon

Kindle

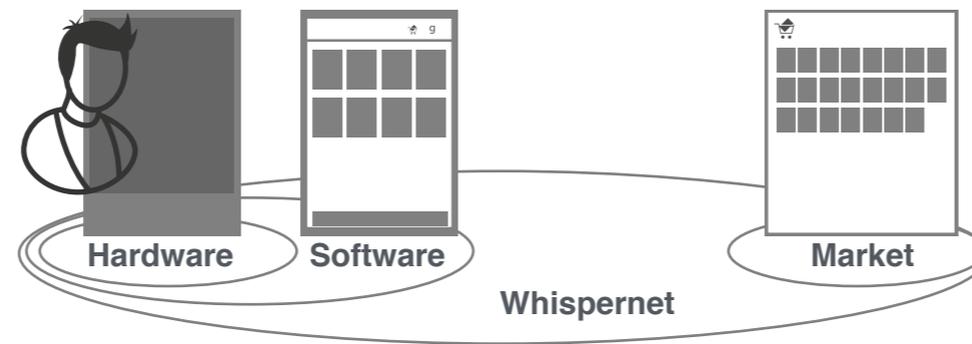
Ecosystem

“I think of [the Kindle] as a service. Part of [it] is of course the hardware, but really, it’s the software, the content, it’s the seamless integration of those things.”

- Jeff Bezos

Kindle

Ecosystem



User Goal

Read “my” book
Purchase books
Get the books to my device

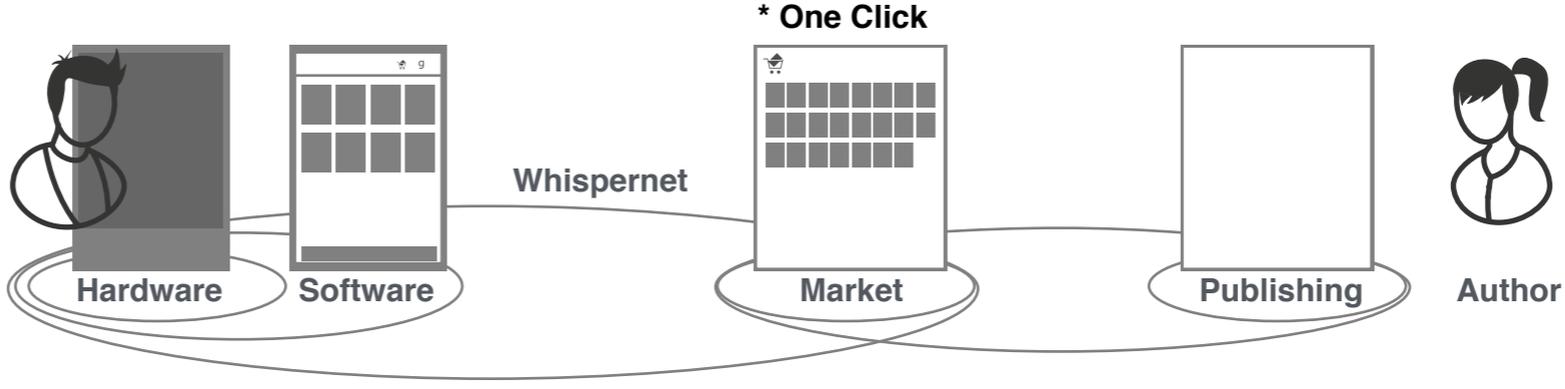
Policies

Purchasing Rules
Content Rights

Back End

Whispernet
Purchase System

Kindle Ecosystem



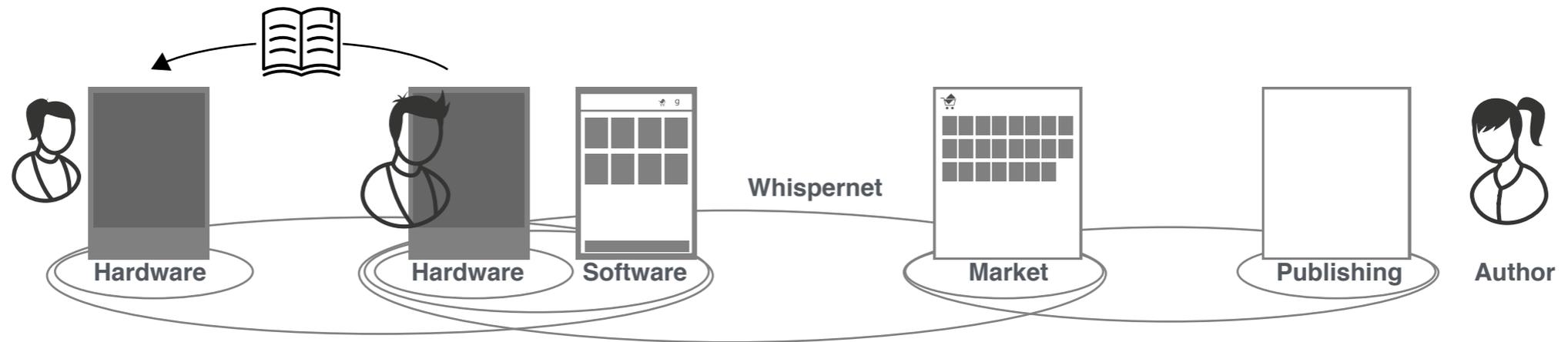
User Goal
Read “my” book
Purchase books (**faster**)
Get the books to my device

Policies
Purchasing Rules
Content Rights

Back End
Whispernet
Purchase System
Content Acquisition

Kindle

Ecosystem



User Goal

- Read “my” book
- Purchase books (faster)
- Get the books to my device
- Send “my” book to a friend

Policies

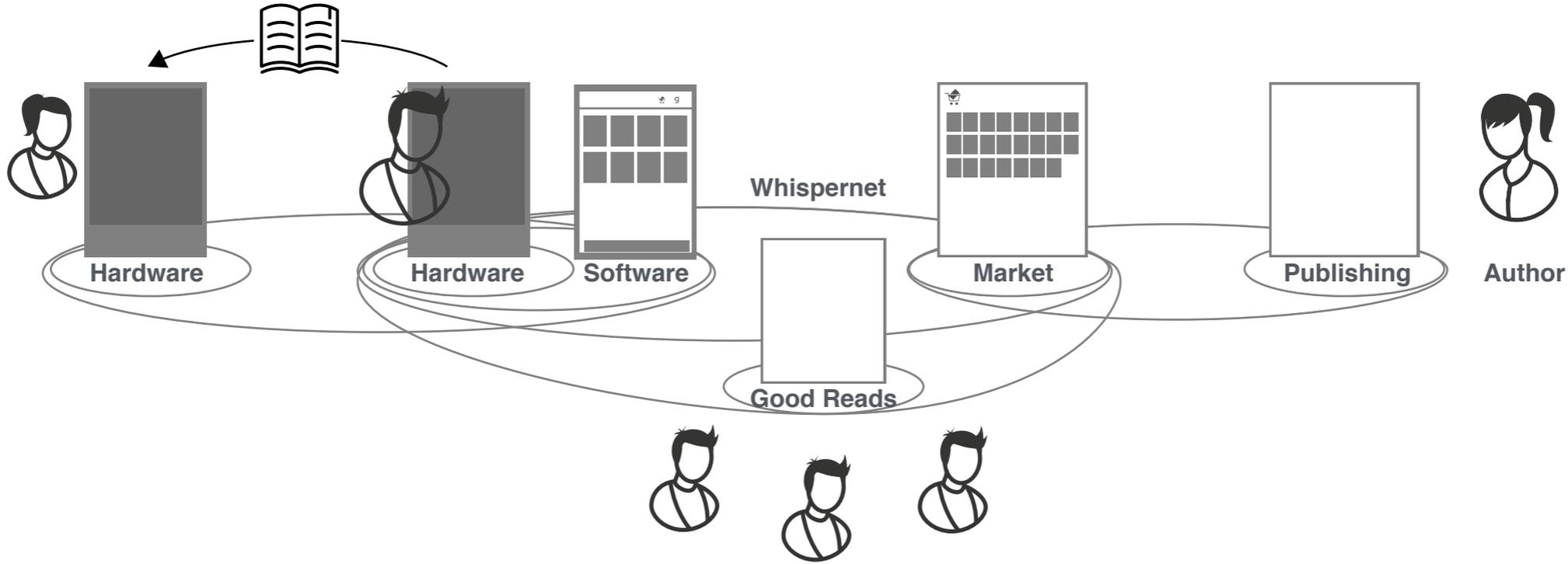
- Purchasing Rules
- Content Rights
- Sharing Policy

Back End

- Whispernet
- Purchase System
- Content Acquisition
- Ad Delivery System

Kindle

Ecosystem



User Goal

- Read “my” book
- Purchase books (faster)
- Get the books to my device
- Send “my” book to a friend
- See what my friends are reading

Policies

- Purchasing Rules
- Content Rights
- Sharing Policy
- Privacy Policy

Back End

- Whispernet
- Purchase System
- Content Delivery System
- Ad Delivery System

“In migration [products -> services] the ultimate vehicle for selling a service is not a store (which is for selling products) but a platform.

A platform allows you to sell services which you did not create, just as a store allows you to sell products you did not create. If you are trying to sell services and you don't have a platform, then you have to make them all yourself, and **it won't scale.**”

Kevin Kelly - Founder of Wired Magazine



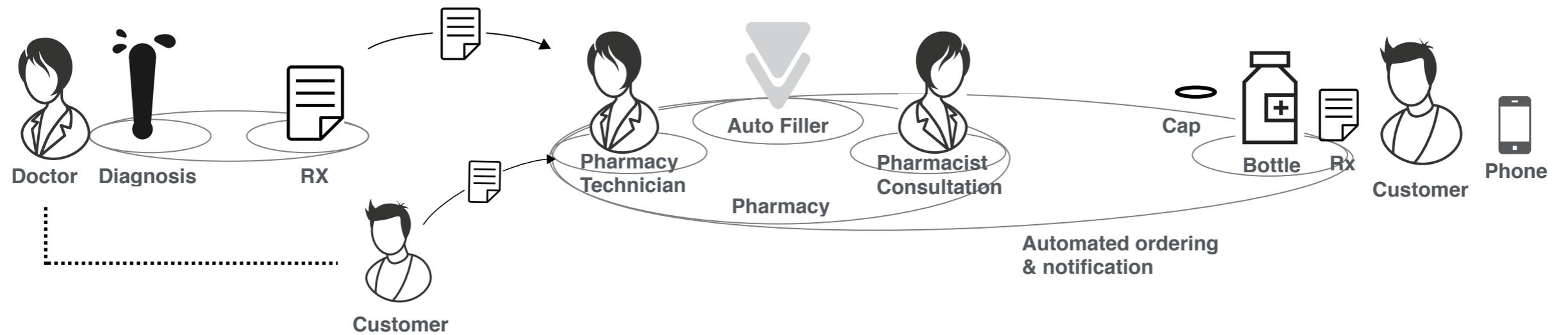
Scale | Intention | Control

Pharmacy

Ecosystem

Target Pharmacy

Ecosystem (Customer Perspective)



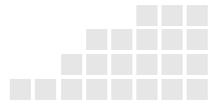
What is a Service?

The Design Process

Concept Map

The Design Process

Concept Map



Research



The Design Process

Concept Map



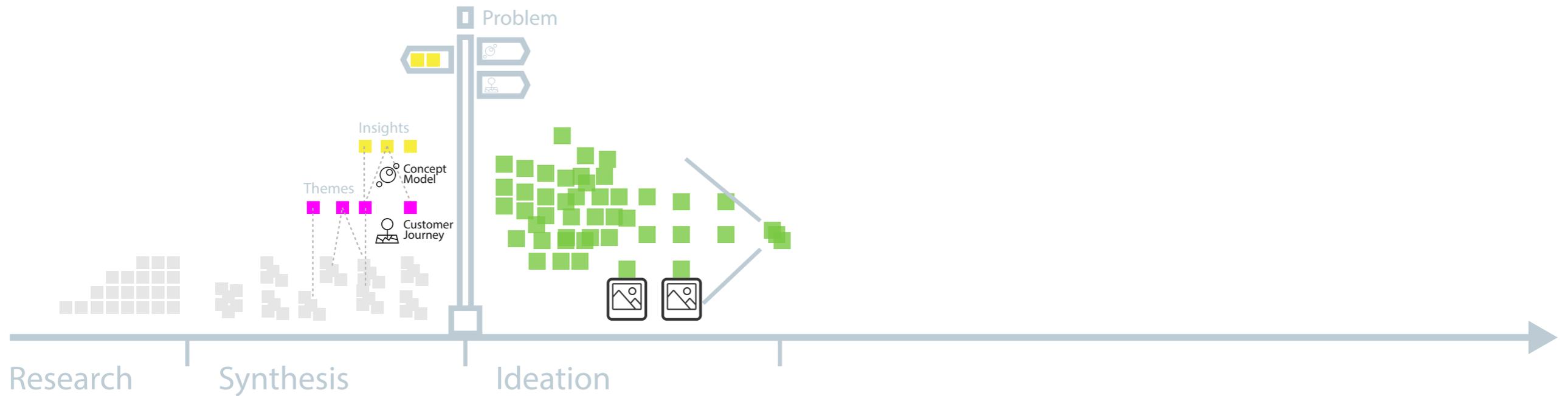
The Design Process

Concept Map



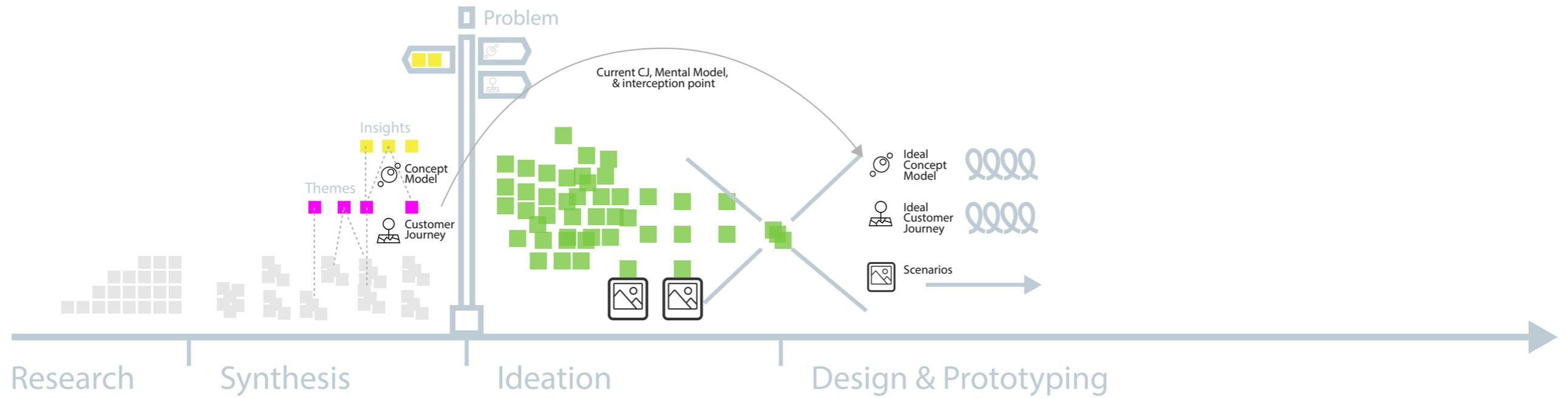
The Design Process

Concept Map



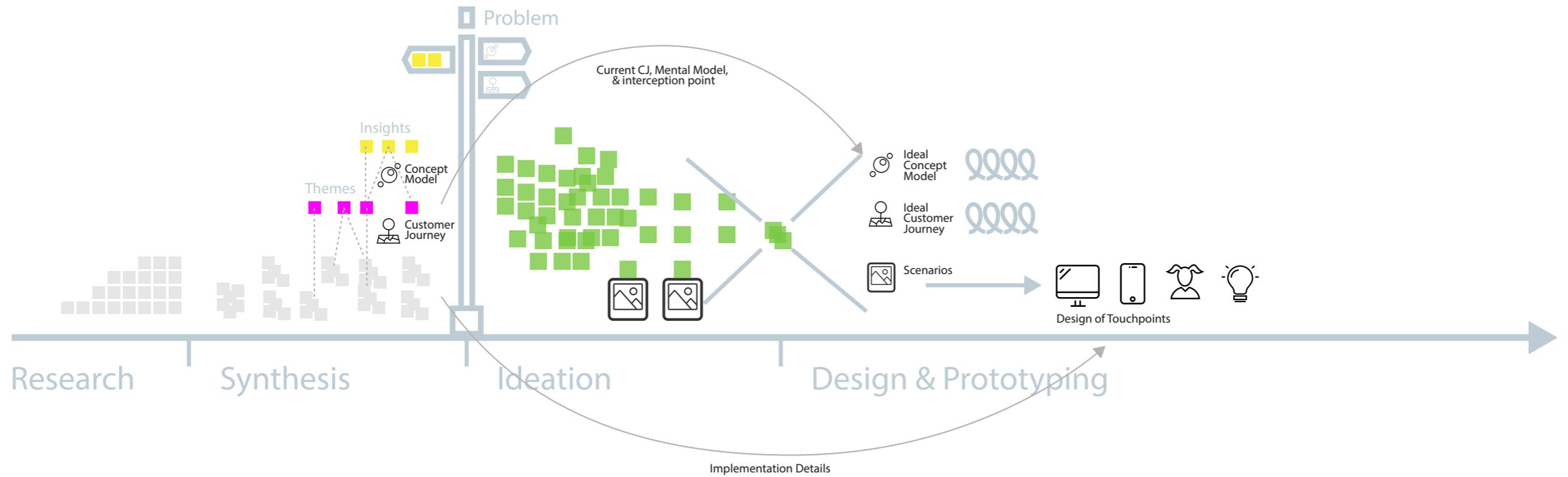
The Design Process

Concept Map



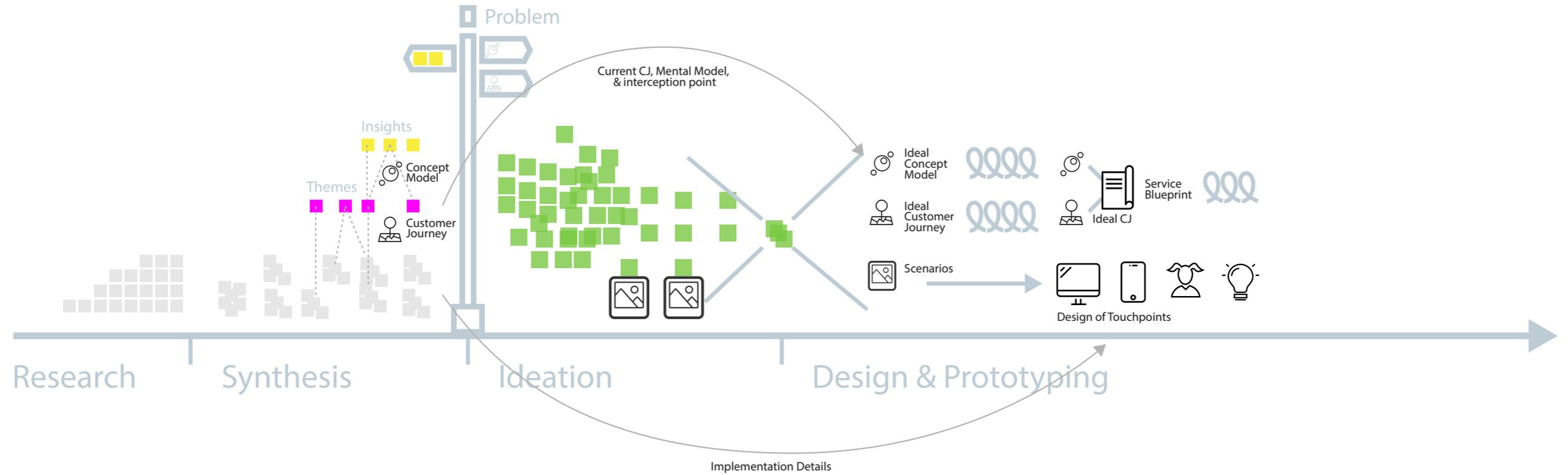
The Design Process

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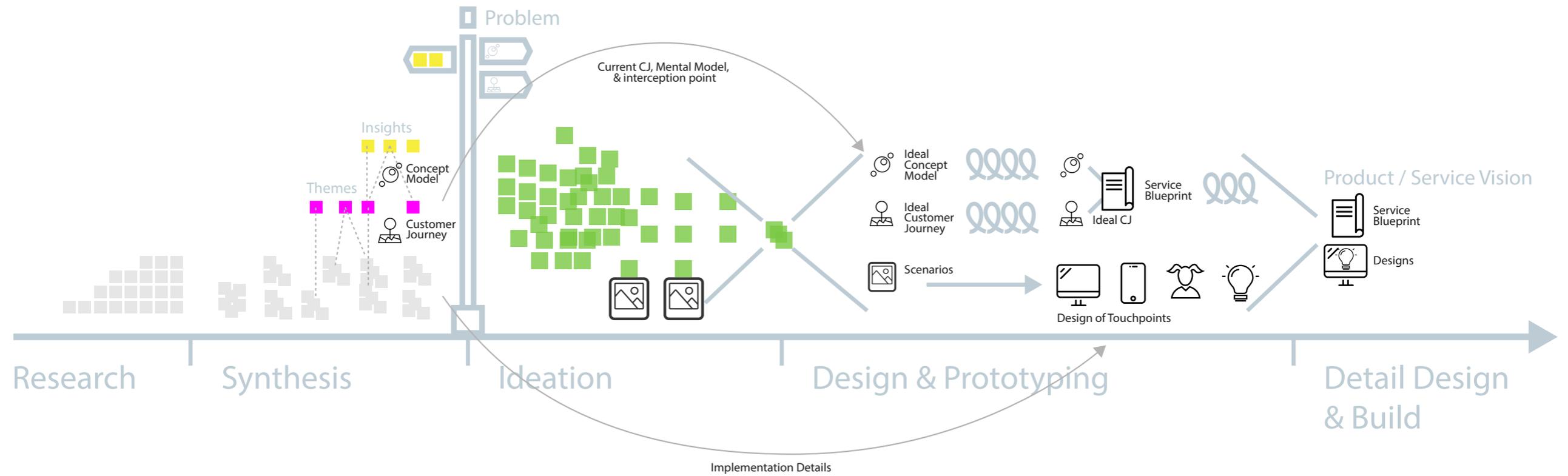
The Design Process

Concept Map



The Design Process

Concept Map



Service Design Assignment

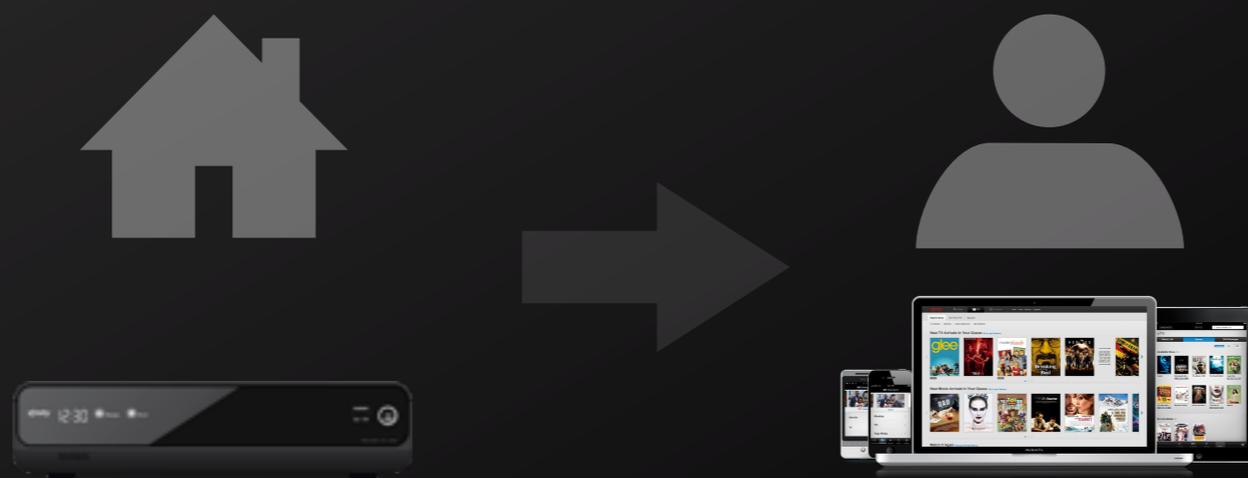
Let's Review!!

Example of problem framing
Comcast

The Opportunity

Getting customers 'on board' has strategic value to Comcast.

The XFINITY vision depends on making the transition from household relationships to personal relationships. This shift requires driving a deeper level of engagement with Comcast products and services.



The Hypothesis

Onboarding can also unlock a better experience for the user

Customers that become more deeply engaged with XFINITY products will get more value out of their service.



The Problem

There are obstacles to getting customers 'in the door.'

There are some clear obstacles to engagement, including a **lack of awareness** of products or features, as well as a **lack of trust** in Comcast (“customers think we’re trying to nickel and dime them”).



A close-up photograph of a dark wood door. The door features a brass handle with an ornate, circular, embossed design. Above the handle is a keyhole. The door is set within a decorative frame. The lighting is dramatic, highlighting the textures of the wood and metal.

But what happens *after* a customer is in the door?

The question

What should engagement with Comcast's services look like?



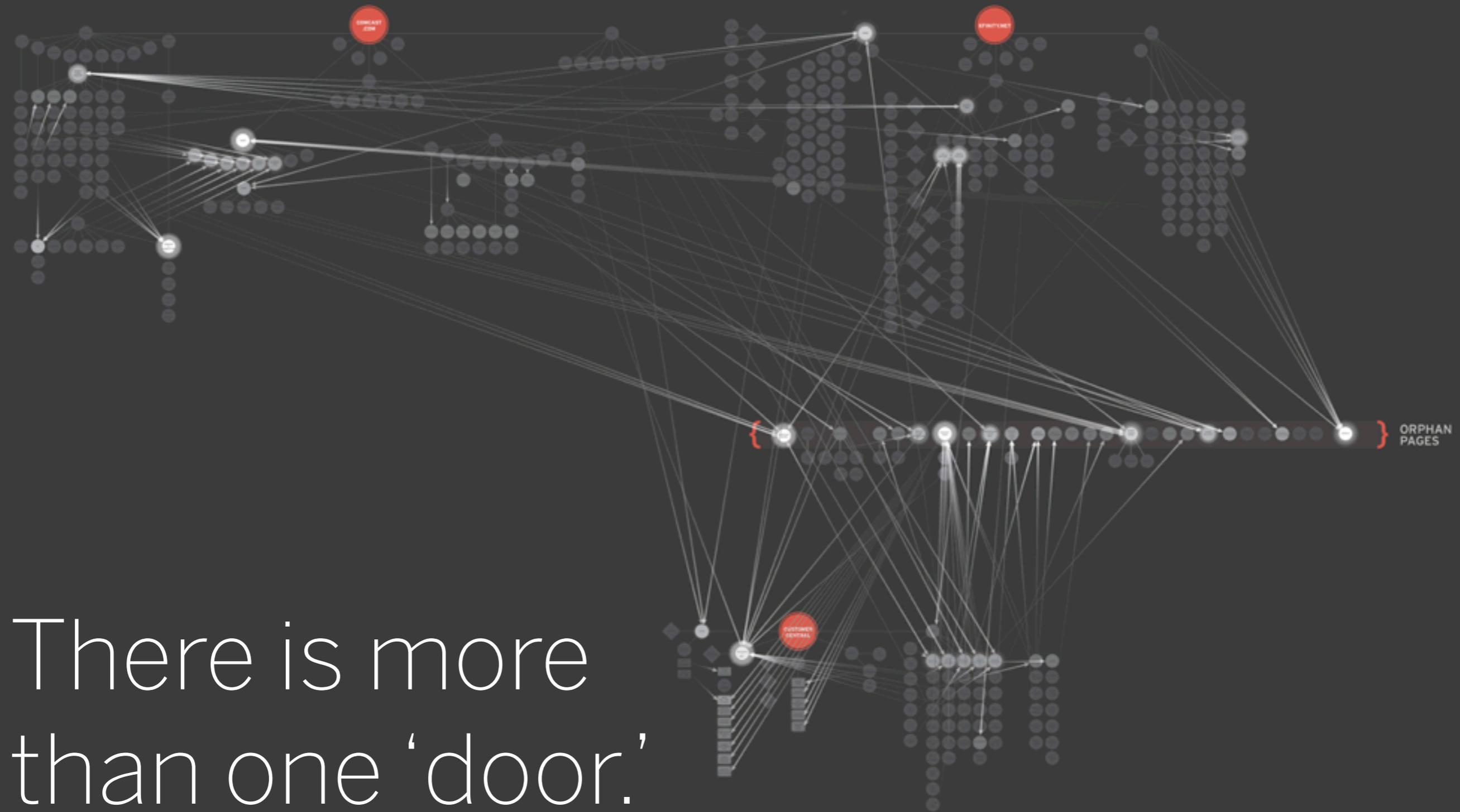
Awareness

Access

Engagement

- How do we prioritize which products users are presented with?
- How do customers navigate the ecosystem of Comcast sites?
- How and where does a user manage their identity?

Findings



There is more than one 'door.'

- Comcast users are forced to navigate across multiple disparate properties.
- Much of the navigation on each site actually consists of links, creating a confused sense of place.
- Completing basic tasks becomes complex, especially when sites don't seem to share credentials.

All visitors are treated the same.

All customers are presented with options that involve every facet of engagement. A better experience would be more **contextual** and **personalized** to their needs.



Because all visitors are treated the same, everyone is offered everything.

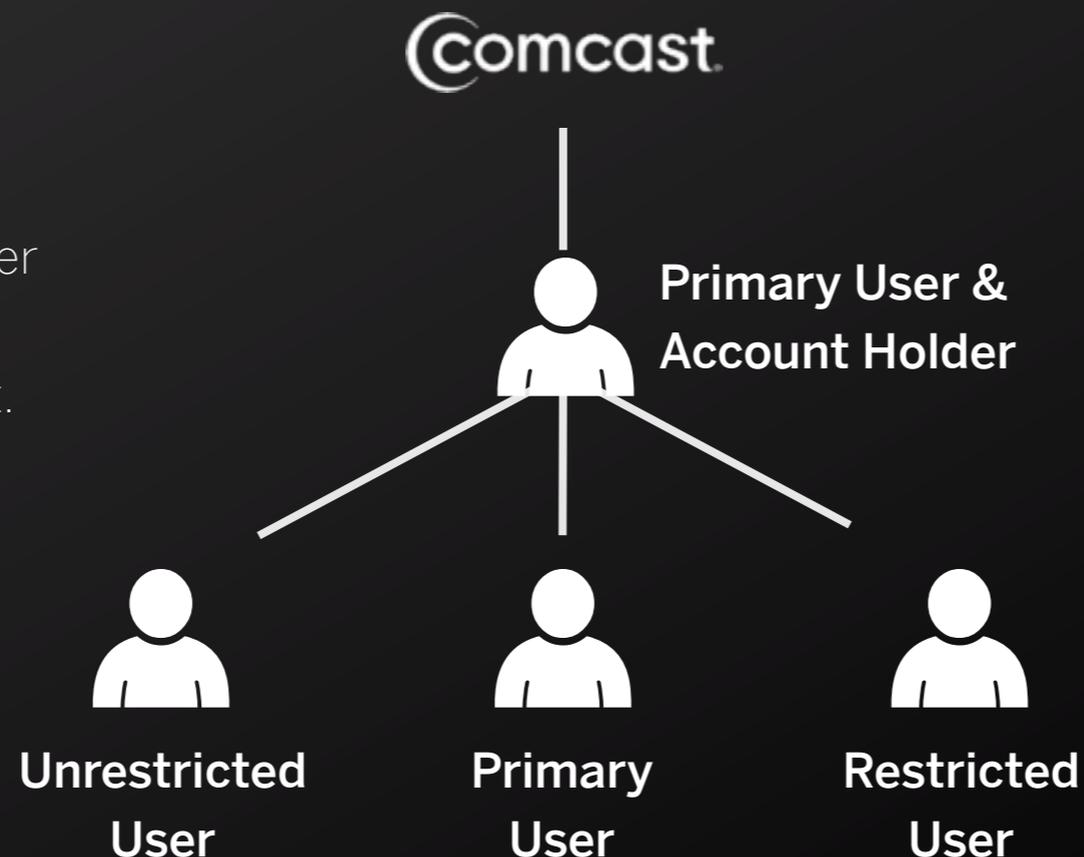


- | | | | |
|-----------------|--------------------|--------------------------|----------------------|
| Email? | XFINITYTV.com? | Bill Pay? | Norton's? |
| Greeting Cards? | SMS home phone? | Home Security? | Signature Support? |
| TV Listings? | Speed Test? | SMS Alerts? | |
| Remote Tune? | Parental Controls? | Voicemail Transcription? | Universal Caller ID? |
| Calendar? | News? | Contact Sync? | Search? |
| DVR Management? | Constant Guard? | Calendar TV Listings? | |

Identity still ultimately reflects a household relationship

Today's experience couples the account to a primary account holder, decreasing the flexibility of individual identity over time.

Example: If the primary user gets rid of the account, the associated user data is lost.



There are competing hypotheses about the value of onboarding within Comcast

Misalignment of onboarding's value leads to conflicting objectives for Comcast sites and a disjointed user experience.

"We need to prioritize these efforts based on direct business value to Comcast."

"If customers aren't paying us for it, why are we pushing it?"

"The amount of revenue tied to that advertising is not trivial."

"Don't jump over a dollar to get to a dime."

"Email customers are far less likely to churn and get us repeat visits."

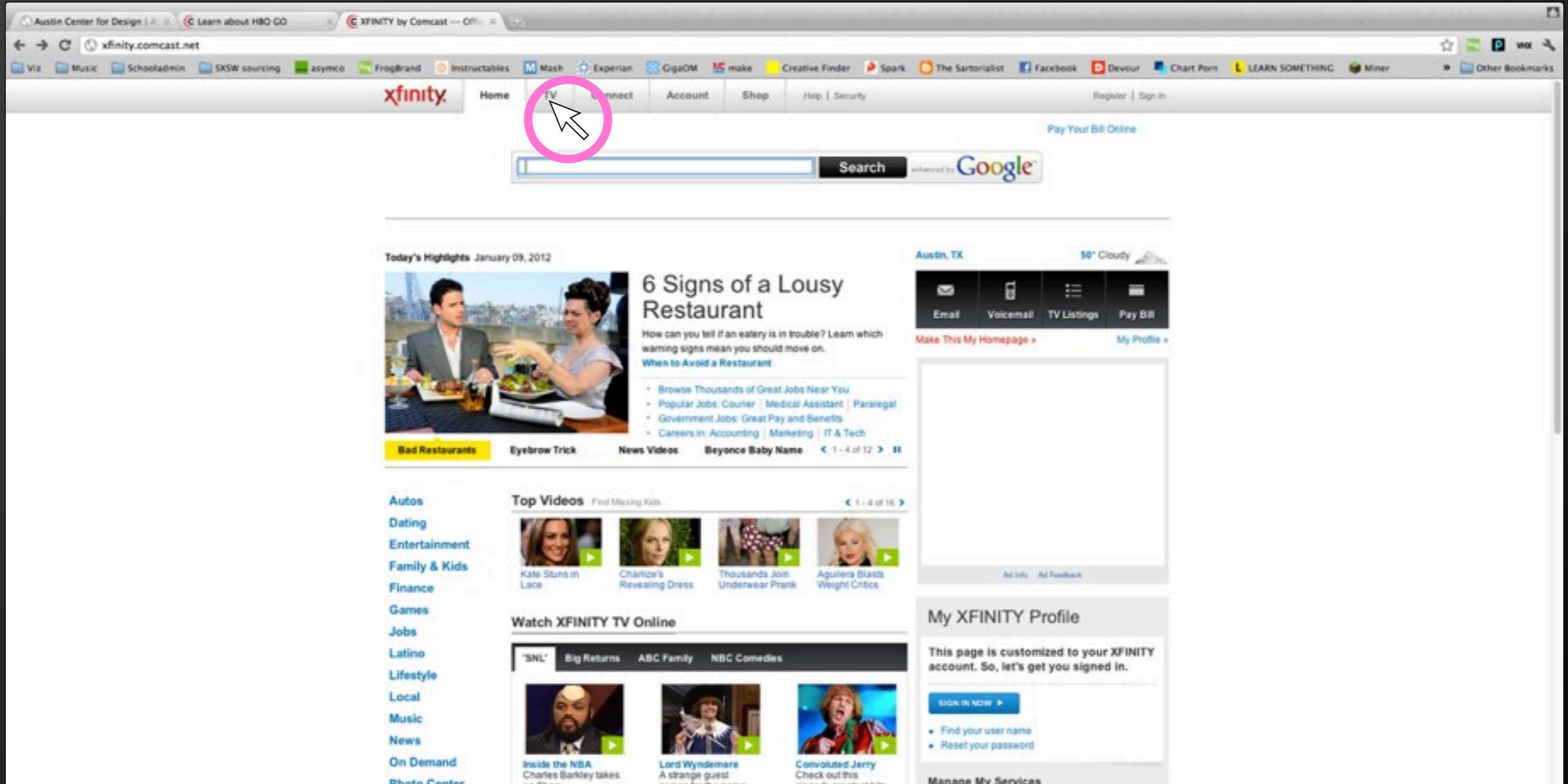
"We should treat this like a premium service."

Scenario

Using the existing system

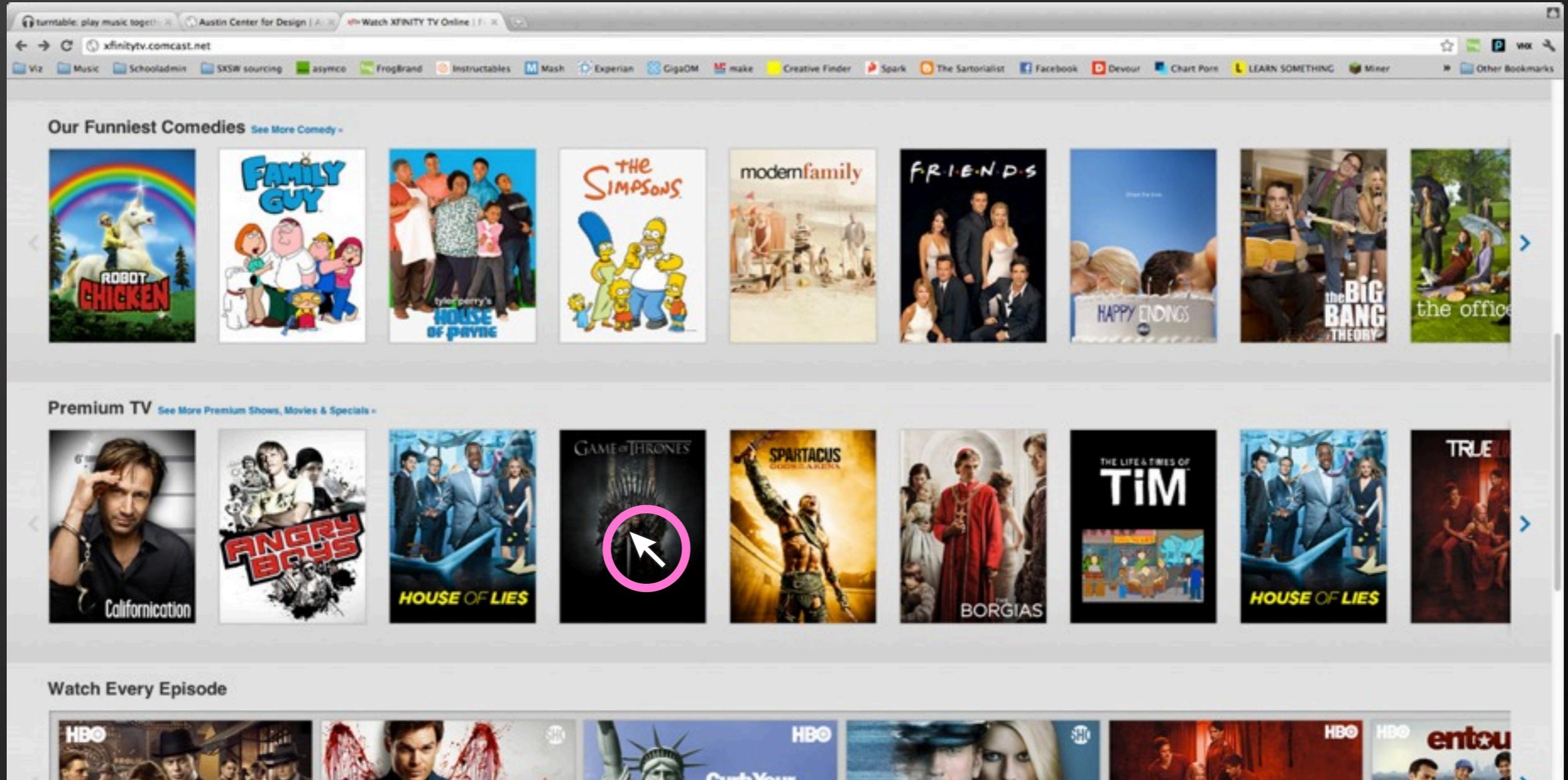
An existing customer tries to watch premium content on XFINITY TV, but is required to upgrade their subscription in order to do so.

Adding HBO on the fly



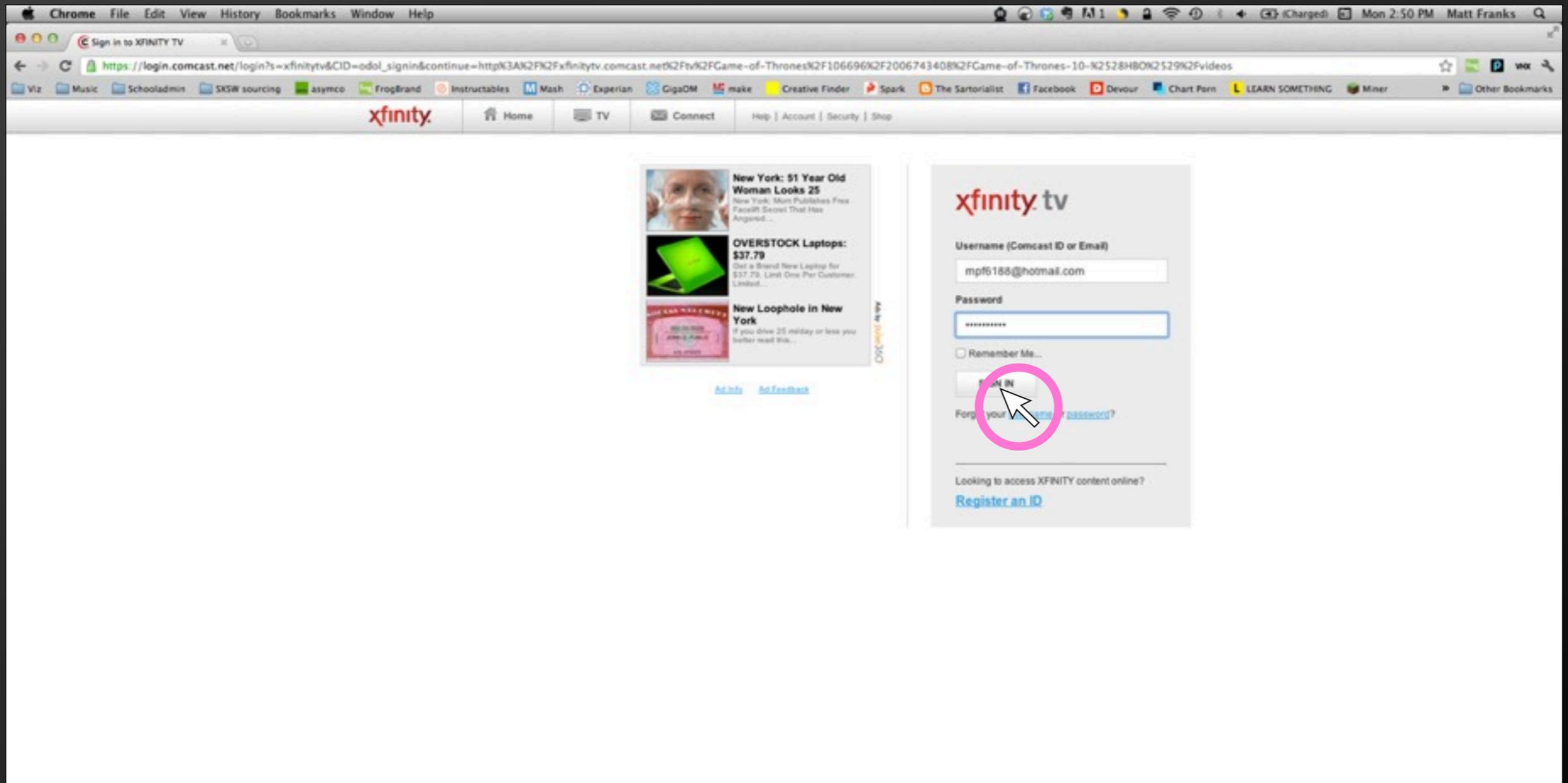
The user navigates to XFINITY.Net and clicks the TV tab

Adding HBO on the fly



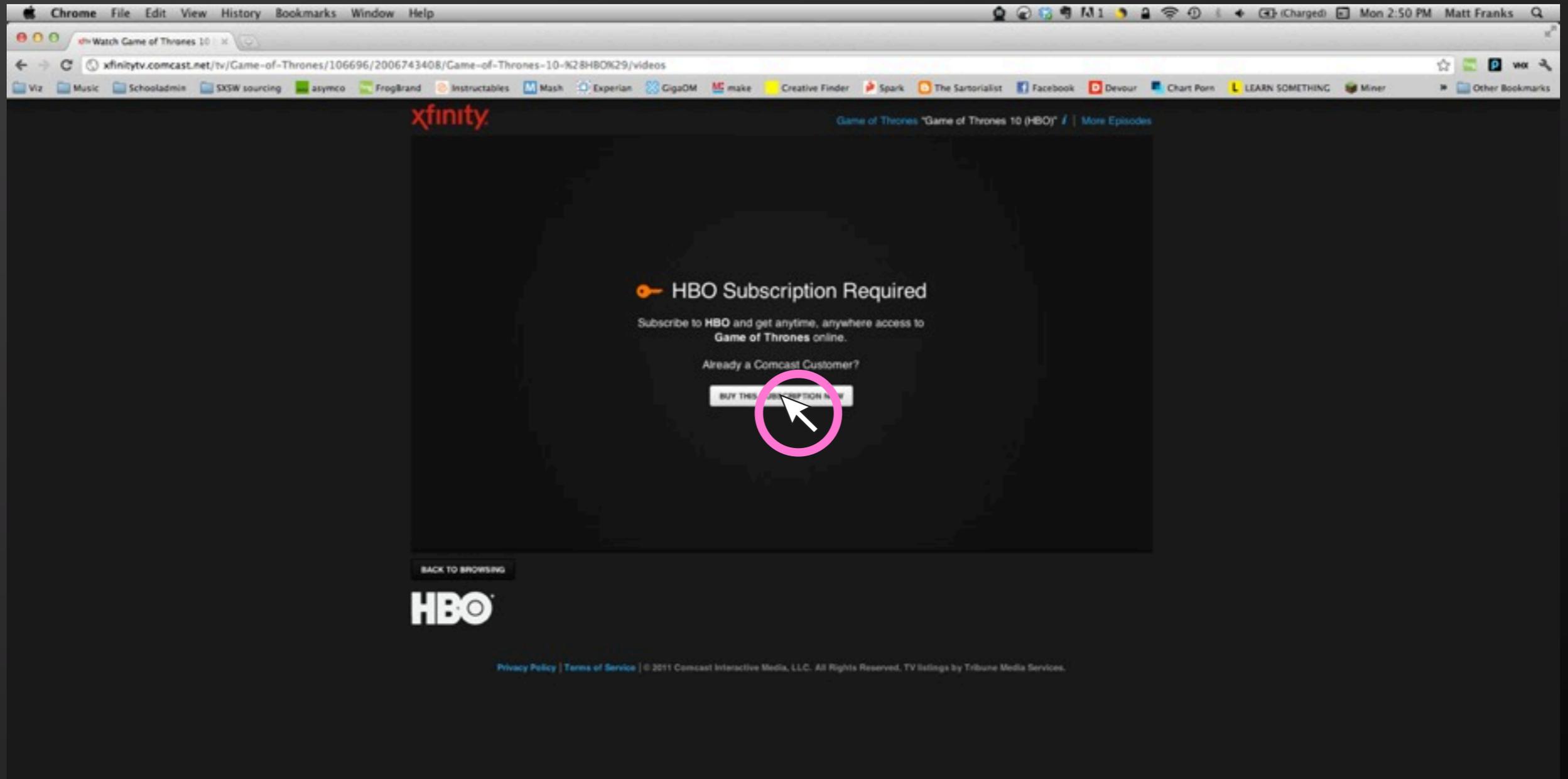
The user finds the desired content and tries to view it.

Adding HBO on the fly



The user is re-directed to a sign in page, where they sign in with their Comcast credentials.

Adding HBO on the fly



The user is directed back to the content page and presented with an error - "HBO Subscription Required". The user clicks Buy this Subscription Now to view the content.

Adding HBO on the fly

Looking for Products and Prices?

New Customers
Enter the address where you want to shop for Comcast services.

Street Address
(Example: 123 Main Street)

Apt #
(If applicable: apartment, unit, building or suite number)

ZIP Code
(Example: 19103)

Remember this information

CONTINUE →

Current Customers
Enter the phone number and the last four digits of the account holder's Social Security Number or [sign in to your account](#).

Phone Number -
(Example: (215) 555-1234)

Last 4 Digits Of Social Security Number
(Example: 4321)

SIGN IN →

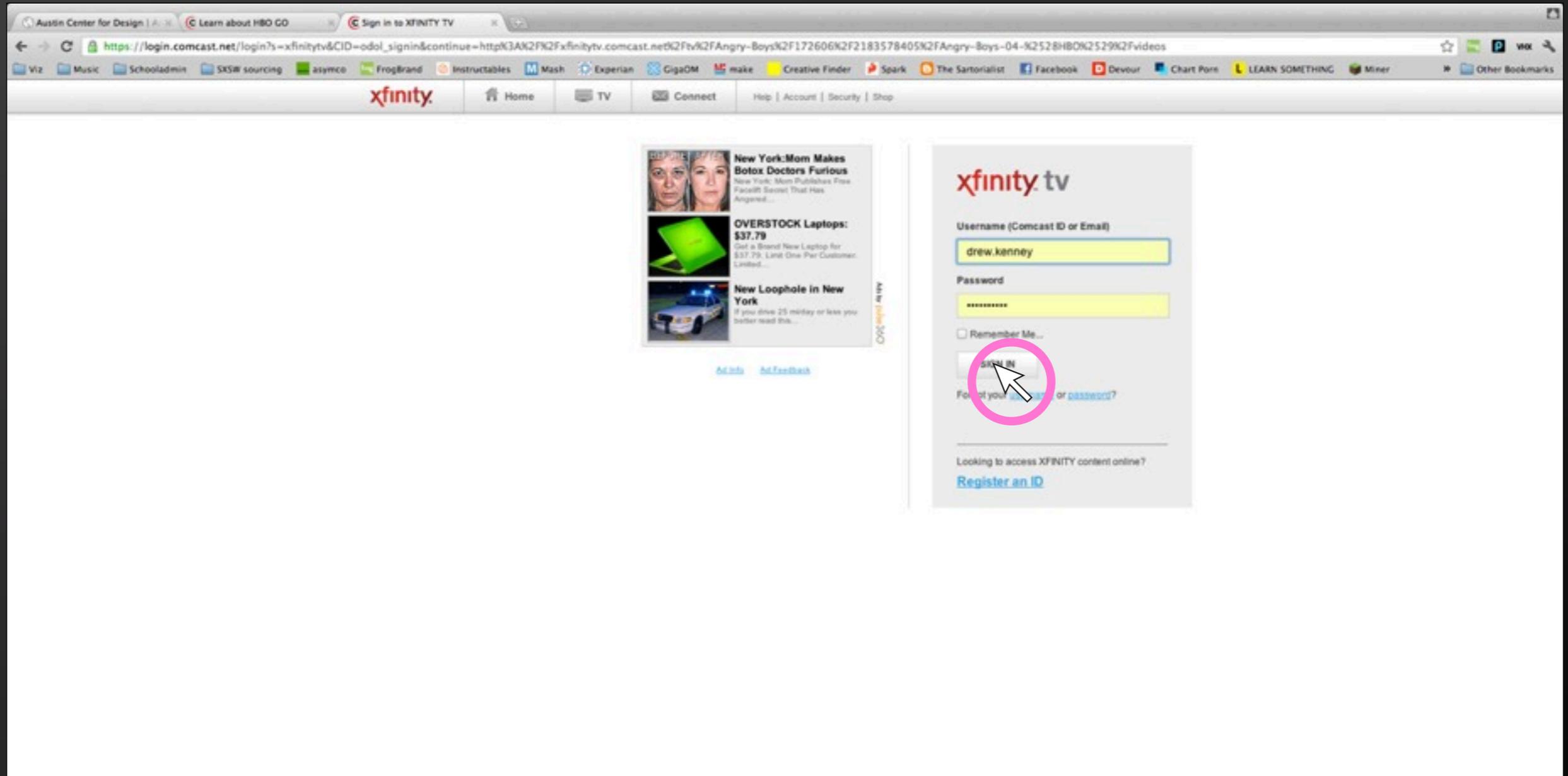
Are you moving your current services?
Let [Movers Edge](#) help you.

My Account & Help
View bill details, pay your bill, and get answers to all of your questions. [Try it today!](#)

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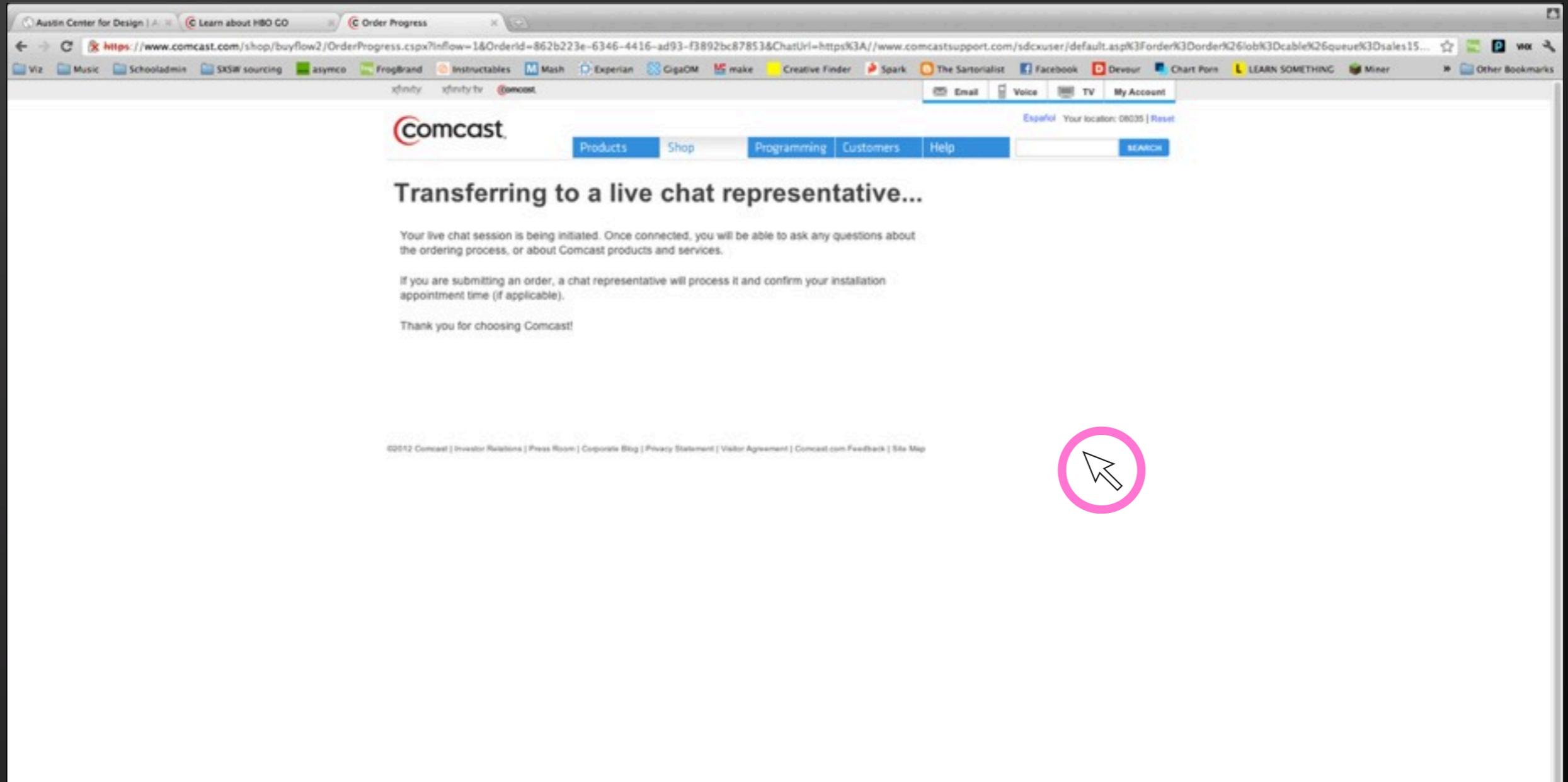
The user is re-directed to the shopping page on Comcast.com and they are required to indicate their customer status - New vs. Current. The user chooses to authenticate as 'Current' by signing in with their Comcast ID.

Adding HBO on the fly



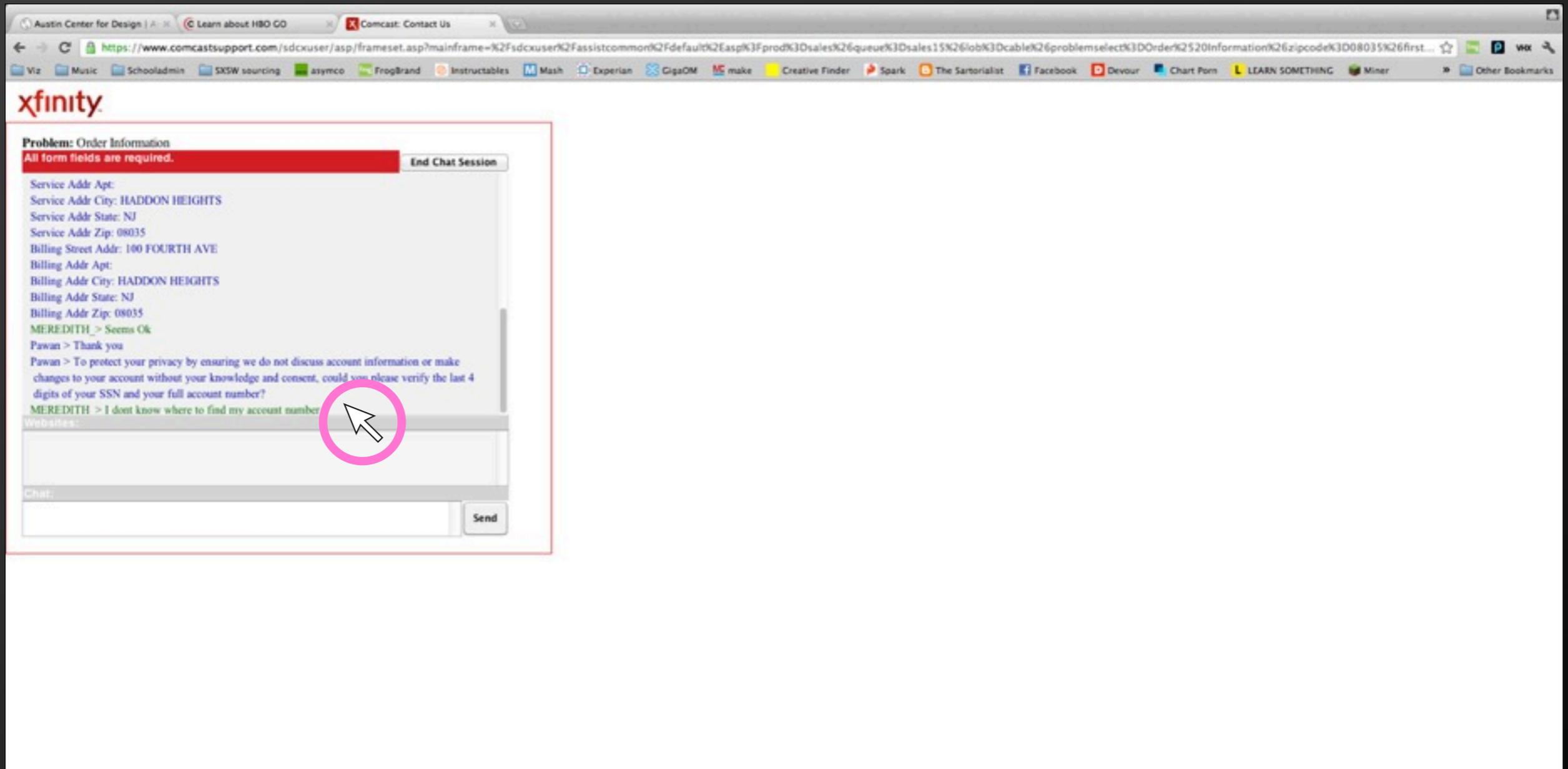
The user is re-directed to a sign in page, where they sign in with their Comcast credentials.

Adding HBO on the fly



The user is re-directed to a holding page, where they wait for a chat representative.

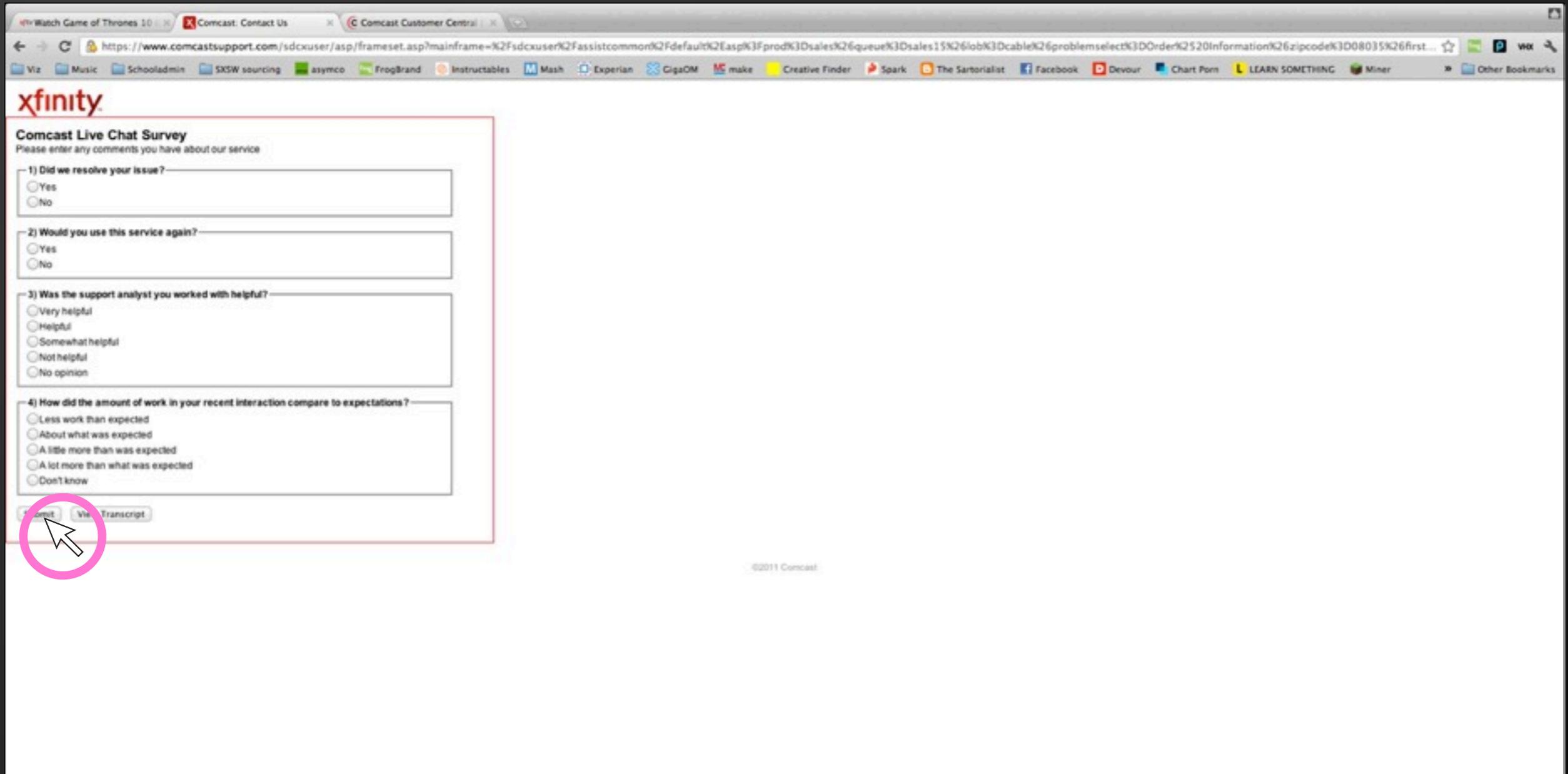
Adding HBO on the fly



The user is re-directed to a Chat page. The Comcast representative reviews their information and requires them to re-authenticate with the last four of their SSN and the Comcast Account number.

Note: The user signed in as Drew, a Primary Account (Unrestricted), but they system continuously refers to the user as Meredith - presumably the person listed on the billing statement.

Adding HBO on the fly



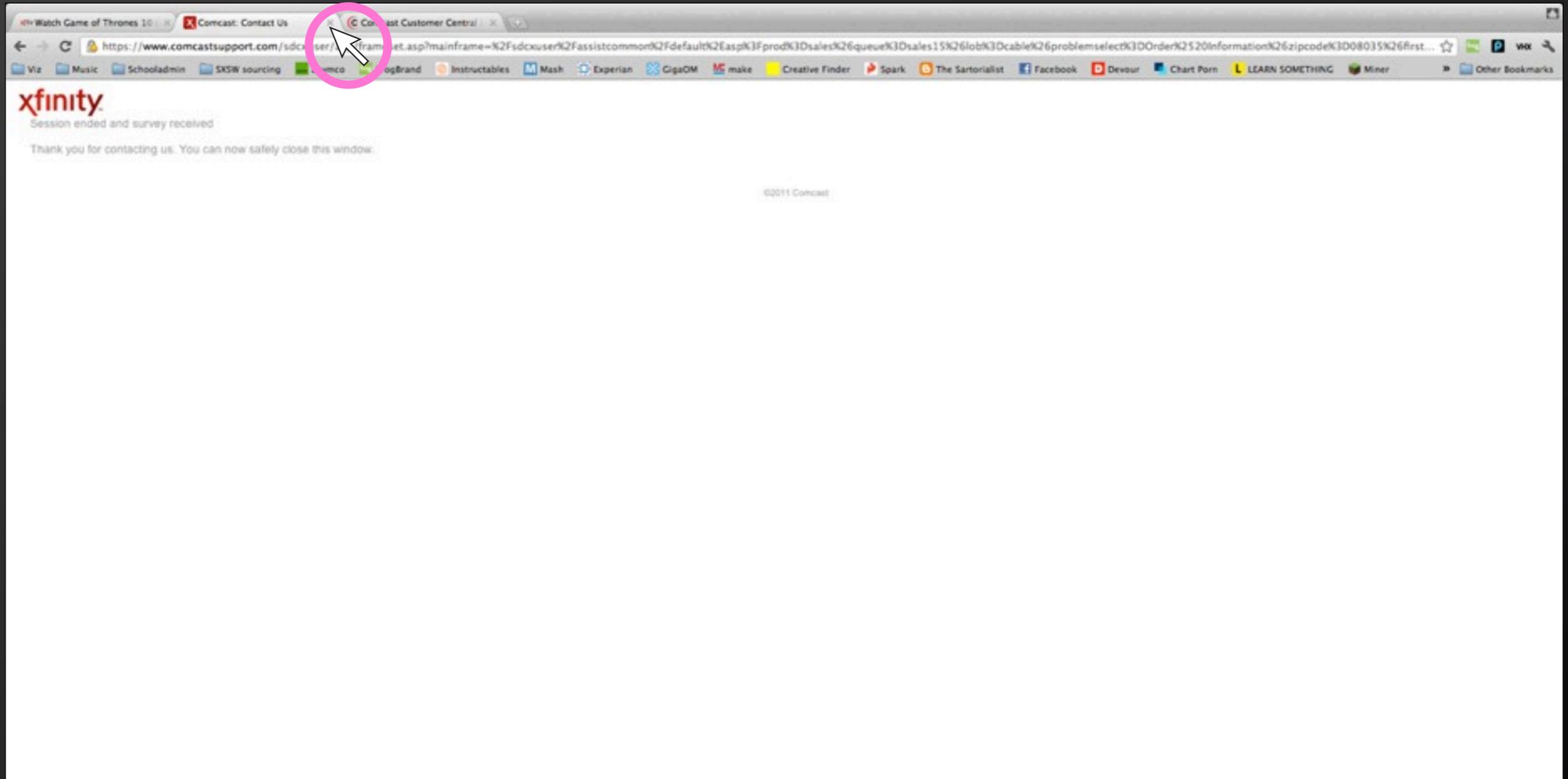
The screenshot shows a web browser window with the Comcast Customer Central page. The main content is a survey titled "Comcast Live Chat Survey" with the instruction "Please enter any comments you have about our service". The survey contains four questions:

- 1) Did we resolve your issue?
 Yes
 No
- 2) Would you use this service again?
 Yes
 No
- 3) Was the support analyst you worked with helpful?
 Very helpful
 Helpful
 Somewhat helpful
 Not helpful
 No opinion
- 4) How did the amount of work in your recent interaction compare to expectations?
 Less work than expected
 About what was expected
 A little more than was expected
 A lot more than what was expected
 Don't know

At the bottom of the survey, there are two buttons: "Submit" and "View Transcript". A pink circle highlights the "Submit" button, with a mouse cursor pointing at it. The Comcast logo is visible in the top left corner of the page. The browser's address bar shows a URL from Comcast's support site. The footer of the page contains the copyright notice "©2011 Comcast".

The service is added to the user's account and the chat session ends. The user is prompted to fill out a survey.

Adding HBO on the fly



The user is given permission to “safely close the window”

Note: This action closes down the web browser / browsing tab.

A review of what happened

- The user is asked to authenticate 3 separate times.
- The user is shuttled between 3 separate sites, each with their own navigation structure and interaction paradigm.
- The system does not recognize what the customer subscribes to, allowing customers who are already subscribed to a service to go through the buy flow.
- Adding / modifying services requires a conversation (online chat) with a Comcast representative, possibly leading to a phone call.
- The system seems to default to the primary account at times, losing sight of who the current user is.
- The user is not returned to their original task--watching video.

Adding HBO on the fly

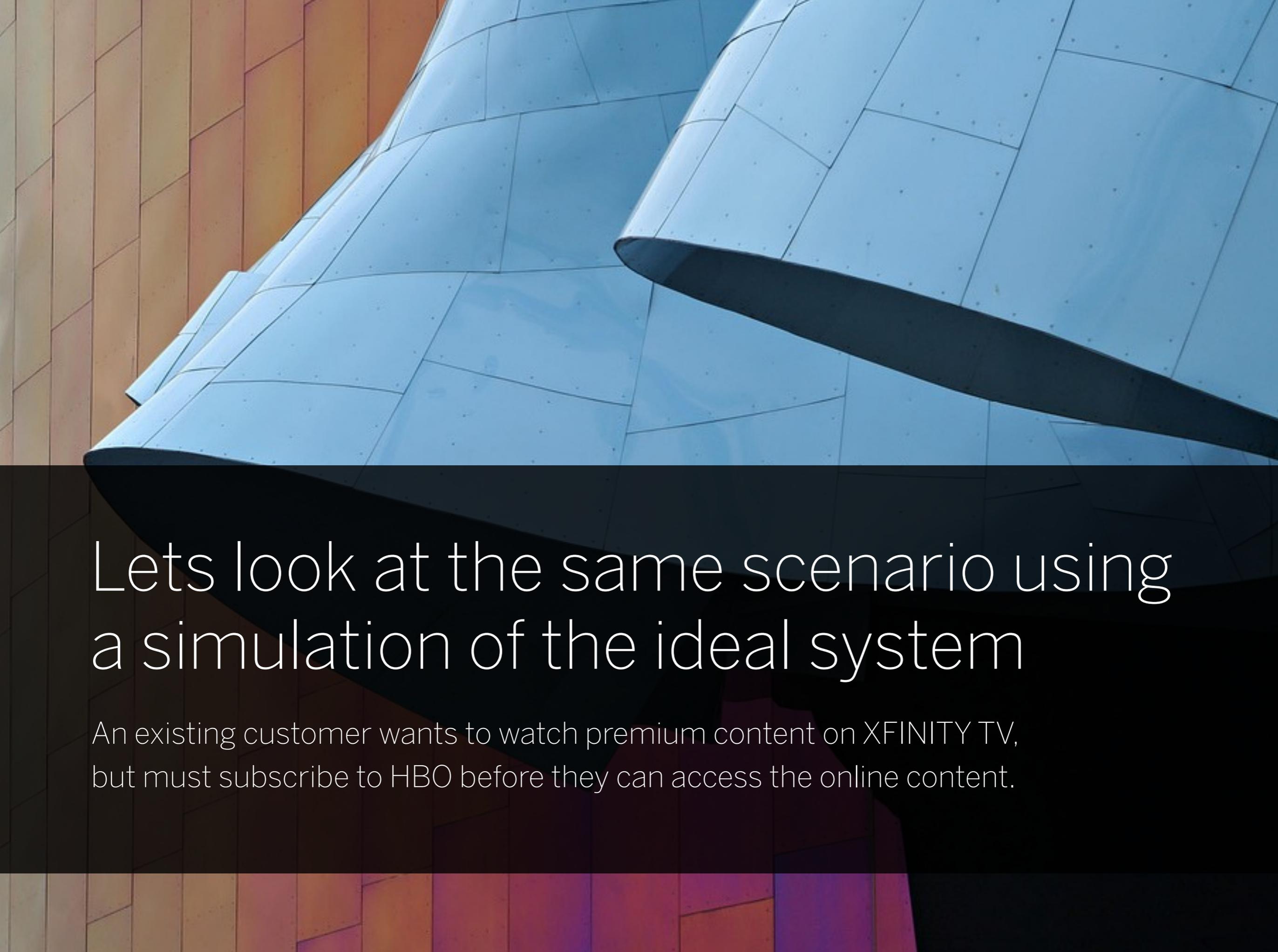
Implications

Cost impact: As the user gets further into this flow, they are likely to get frustrated and pick up the phone.

Brand impact: The experience has a detrimental impact on the Comcast brand in the eyes of the user. Comcast is not acting like a premium service provider, or even a single company.

Engagement impact: The user is not shown the benefits of engaging more deeply with Comcast's services.

Recommendation



Lets look at the same scenario using a simulation of the ideal system

An existing customer wants to watch premium content on XFINITY TV,
but must subscribe to HBO before they can access the online content.

Show Simulation

A review of what happened

The current system:

3 Disparate properties - .com, XFINITY.net, CCentral.

Business organization reflected in user experience.

The user is often not recognized. The same content is presented to all users.

The authenticated home page doesn't reflect user identity or champion Comcast's products.

Prescriptive account structure.



The simulation:

A single destination.

User needs and identity drive user experience.

Page content is personal, adaptive, and biased towards subscribed products / services.

The user's authenticated page is all about the enhancement of their services.

A flexible rule set that adapts to individual household dynamics.



Recommendation

Develop a single online destination, that transforms throughout the customer journey; to facilitate relationships with individuals as an extension of their services.

Recommendation

The Vision

Tomorrow's digital entity adapts to every user. It automatically configures navigation structure, information, and actions based upon a user's services, preferences, and interaction history. This helps the user get more value from their services and also allows Comcast to upsell in a more relevant and targeted way.

The screenshot shows a user dashboard for Jack Harrison. At the top right, the user's name "Jack Harrison" and a "Sign out" link are visible. Below the name is a profile picture, the text "Member since: Last Week", and a "My User Settings" link. A "My Offers (Gold Member)" button is also present. Three promotional cards are displayed: "Activate your new Comcast Email It's Free!", "Constant Guard Anti-Virus", and "Paperless Billing Go Green!". The dashboard is organized into three main sections: "Services" (Cable Television, Highspeed Internet, Shop for more services), "Devices" (Living Room TV, Box ID 203010, Wireless Router, Add an iPad or Another device), and "Accounts" (Pay Your Bill Online, Setup Automatic Billing, Add a user to your account, Get a Comcast email address). A "Support" link is located in the top right corner of the dashboard area.



The vision represents the “user facing” end of a holistic redesign. Realizing this design will require the following:

Unifying the
Navigation Structure

Developing an
Identity Platform

Enabling robust
Personalization

Recommendation

Navigation Structure

Individual Identity

Personalization

Navigation Structure

The global navigation should have a limited set of options that remain constant throughout the user's experience. When the navigation structure changes, the user can get lost or confused.

Today

Comcast.com

Xfinity XfinityTV Comcast Email TV Voice My Account

Customer Central

Xfinity XfinityTV Comcast Email TV Voice My Account

XFINITY

Xfinity Home TV Connect Account Shop Help Security Sign In

XFINITY

Xfinity Home TV Connect Account Shop Help Security Sign In

In addition to a completely different structure, these domains also have different visual treatments.

Recommendation

Navigation Structure

Individual Identity

Personalization

Navigation Rules

Consistent structure

Navigation structure, visual styling, transition, etc. never changes (for a given user) - unless it is to indicate a user's authenticated state.

Relevant to the user

Navigation elements are adaptive to what services the user pays for (a key dimension of identity). Example: If a user does not subscribe to TV, they should not see TV in the nav.

Represents a real “location”

A navigation item is never used to link to another website, display promotions, offers, or to raise awareness of features and functionality.

The system should never contain “orphan pages” - pages that appear to be associated with the navigation structure, but cannot actually be accessed through it.

No dead ends

Navigation items are never displayed if they require the user to be logged-in to utilize the page / functionality. This is a dead end. Instead, navigation elements which can only be used in an authenticated state, only appear once the user has been authenticated. In this way, the user only sees relevant, accessible options in the navigation.

Recommendation

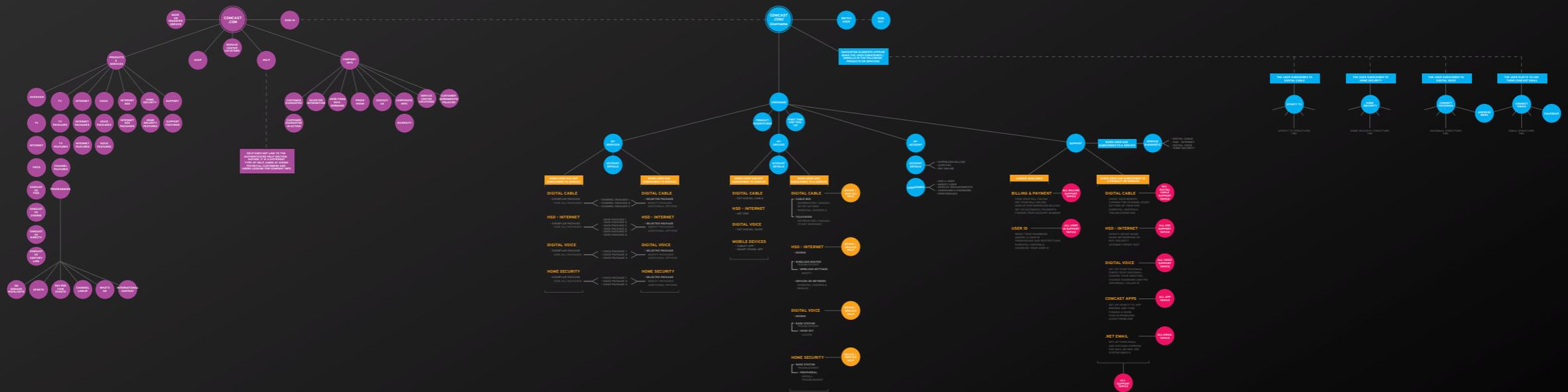
Navigation Structure

Individual Identity

Personalization

Unified Navigation Structure

Tomorrow's navigation structure features an authenticated and un-authenticated state. User's who have not signed in will always see the same structure (similar to Comcast.com today). When a user signs in, the structure is automatically configured to represent their services, preferences & interaction history.



Recommendation

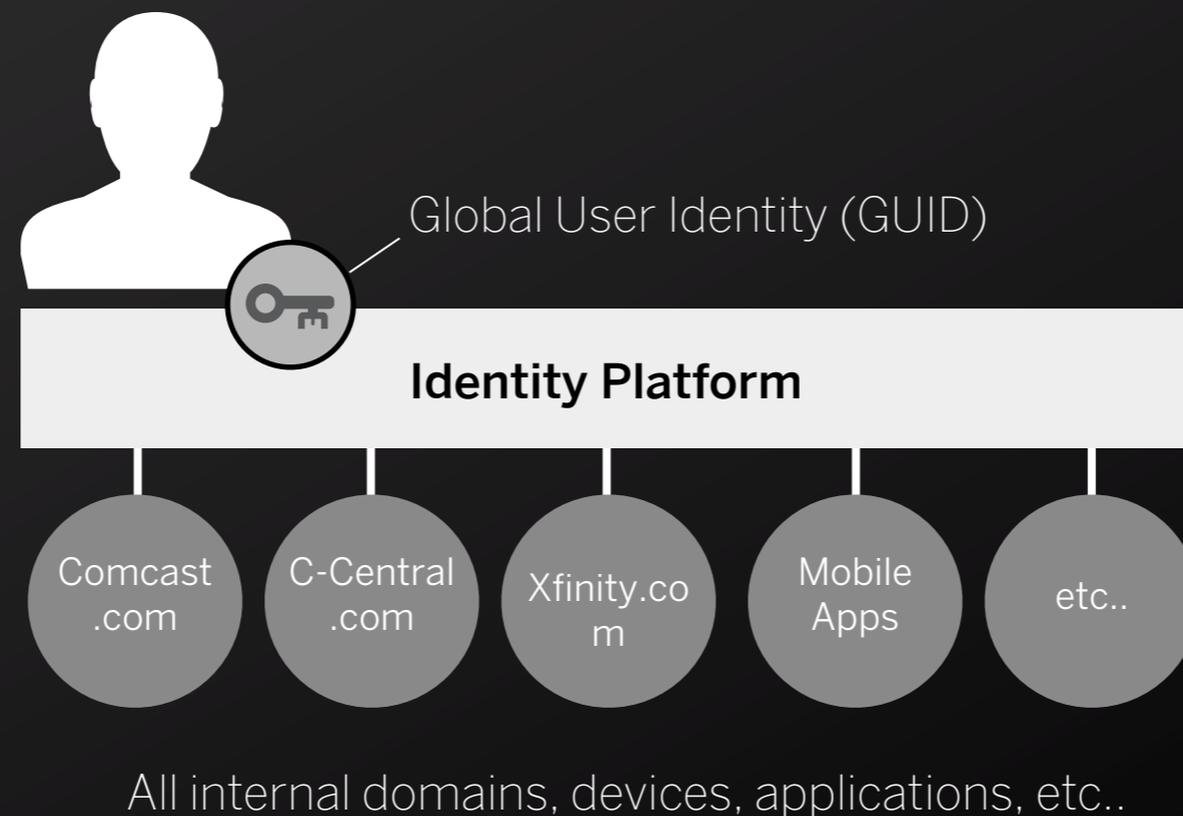
Navigation Structure

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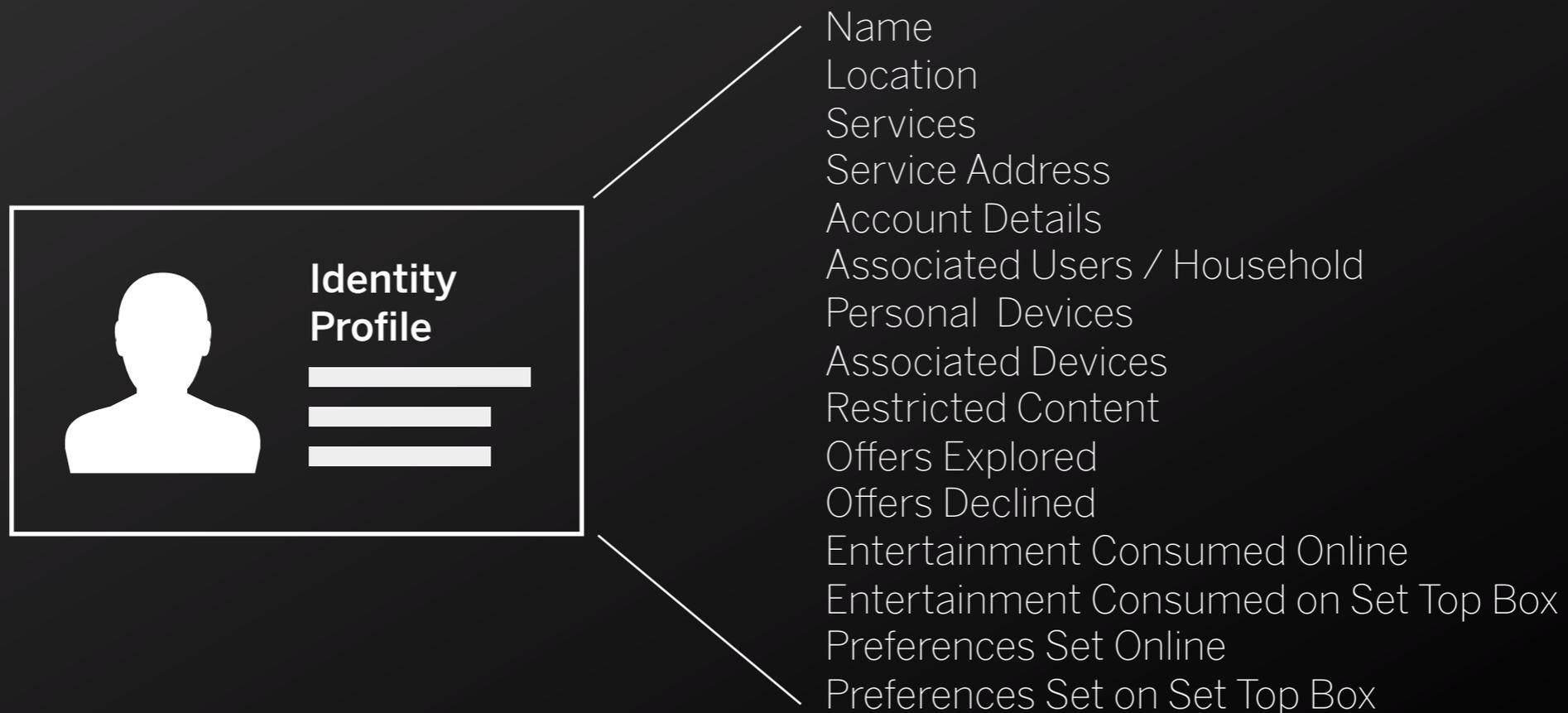
Identity Platform

The user's identity should be managed by a central service, so that it is accessible by any Comcast property, device, or application. This Identity platform will be able to capture an individual's information, behavior, and preferences so that they have a consistent experience with every product and service.



Identity Profile

The Identity platform will capture the user's activity and behavior, creating an identity profile and enabling a personalized experience. This includes everything from basic 'identifying information' to service usage details, programming selections, and device specific preferences.



Recommendation

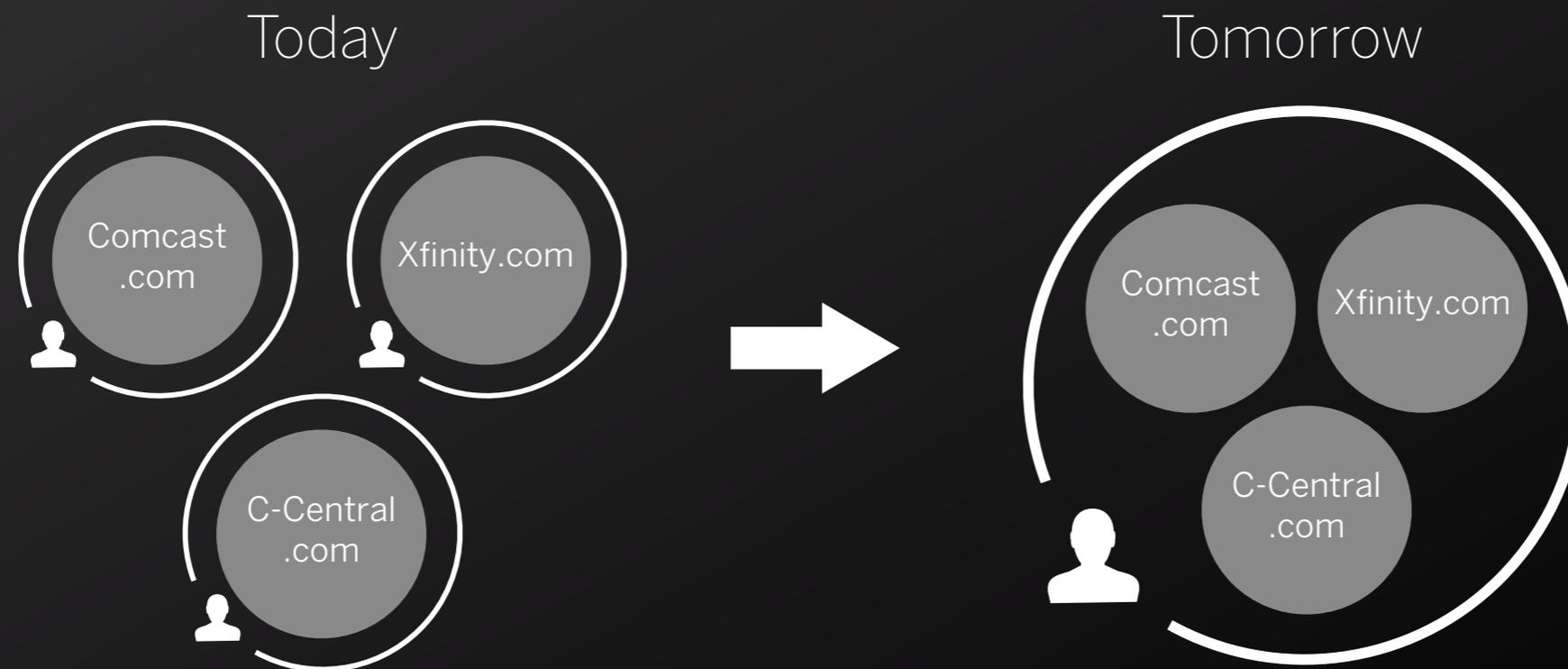
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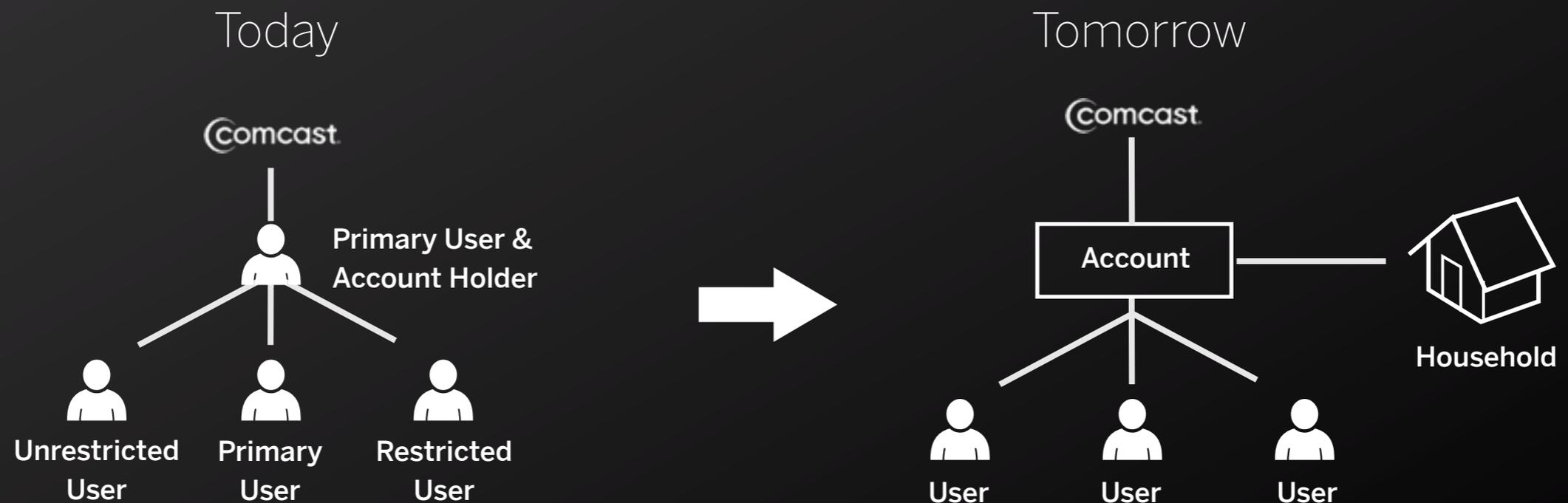
Shared Authentication

An authenticated state should persist across Comcast's web sites. Users should never have to re-authenticate unless they explicitly performed an action to 'sign out' or 'log off' or their session has expired after an extended period of time.



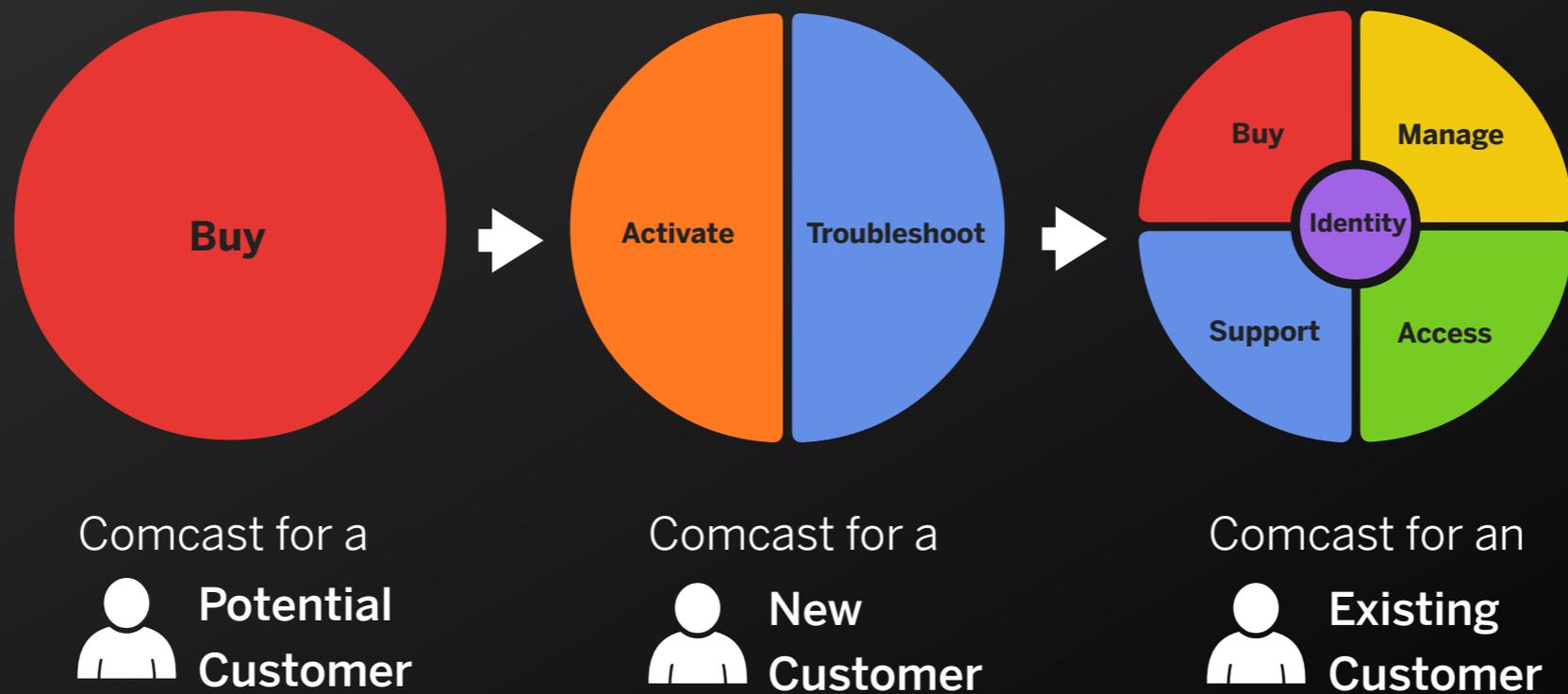
Flexible Identity

The identity structure should be de-coupled from a primary account or billing address. Allowing users to move freely between accounts while retaining their personal data, and enabling Comcast to build lasting relationships with every individual in the household.



Personalization

Tomorrow's experience is more **adaptive** and **personalized** to the user's identity and context. The system 'knows' the individual and is able to present only relevant, prioritized options.



Prioritization Framework

The experience needs a set of principles that determine what gets presented to the user. These principles are based on an underlying hypothesis about the role of personalization and prioritization in driving customer engagement.

Hypothesis:

Personalization and prioritization will help Comcast increase customer engagement and deepen customer relationships.

Principles:

Start with the user (their identity, history, and context) in order to determine the most relevant information or offer to present.

Help the user get the most value out of their existing services before telling them about anything else.

Allow users to express preferences - Data on what a user doesn't want is just as valuable as what they do.

This framework can be translated into a series of questions (Next Page)

Recommendation

Navigation Structure

Individual Identity

Personalization

What can we offer?

	Account	Television	Internet	Digital Voice	Home Security	Non Primary
Services		Television Service	Internet Service	Digital voice Service	Home Security Service	
Products	Online Bill Pay Auto Pay EcoBill User ID creation / management	XFINITY TV tablet XFINITY TV mobile XFINITY TV Online XFINITY TV Sports Remote	Internet to go Online Backup - Cloud Storage Internet Speed Test	Voice mail Address Book XFINITY Connect app	Home Security App	Signature Service Constant Guard E-mail Online Photos - plaxo Digital Cards XFINITY tool bar External Advertisement
Features	Parental Controls	Parental Controls DVR manager Online Queue Online Listings Favorite channel markers Change Channel via PC What to watch e-mail				

What should we offer?

① Who is the person?

Potential Customer
There is no understanding of who the user is, what they prefer or if they have interacted with Comcast before.

New Customer
This person has just signed up / is activating their service. Their primary goal is complete activation as quickly as possible.

Existing Customer
This person has completed activation and been engaged with their Comcast service.

② What is the user doing?

Buy - Shop for service
The user is shopping for service. There is no understanding of who the user is and their associated preferences / history.

Activate Service for the first time
The user is activating service for the first time. In this scenario, it is OK to showcase products and features for their service and their account. The system never shows them offers for the service they are in the process of activating.

Getting Support
No offers. Unless they are directly associated with the support goal. E.g. User searches for Automated Billing.

Buy - Shop for additional service
The user is shopping for an additional service. They never see offers for services that they already own or for services that are not available in their area.

Activate an additional service
The user is activating an additional service / completing an upgrade flow. In this instance, it is only acceptable to show them product and feature offers from this service.

Manage
The user is in their profile - they never see offers for services that they already have. They never see features for services they do not have. They never see advertisements.

Access
The user is accessing entertainment, entertainment devices (DVR), browsing entertainment content or communications products (e-mail / voice mail).

③ What have they done?

1. Has the user ever intentionally skipped or denied the offer in question?

2. How long has the user had the associated service?

3. Are there any behaviors or info or activity we can use to infer potential interest?

④ What is the business intent?

- Does it fall within an Internal Initiative (driving a particular product / service, etc)?
- Will it have a direct impact on revenue (upgrade, purchased VOD, etc..)?
- Will it have an impact on churn?
- Is there a direct impact to cost?
- Is there Indirect Business Value - Advertising?

Scores
Jah ✓
Cotta ✓
Angel ✓
Meringues ✓
Battenburg ✓
Lily Rings ✓
Sticks ✓

Tactical Next Steps

Next Steps

In the near term, create a single location (modeled on the simulation developed for this phase of work) where a user can manage their account and identity, connect with information and offers that help them get the most out of their service, and allow them to easily upgrade their service. Consider testing a version of this converged Account/Profile/Identity page to gauge engagement success.

Create an identity platform that underlies all digital and physical customer touch points, enabling a more consistent, personalized, and flexible experience for customers.

Leverage primary customer research to better understand what customers value within each service.

Revise prioritization framework with inputs from key stakeholders in marketing, customer care, and product management.

Align the organization around a single navigation structure and eliminate “orphan pages.”

Clarify the Comcast/XFINITY brand strategy and brand architecture. Align the web properties (and URLs) around this brand architecture so that potential and existing customers clearly understand where to go for their respective needs.

Let's Review What Happened

Identity still ultimately reflects a household relationship

Today's experience couples the account to a primary account holder, decreasing the flexibility of individual identity over time.

Example: If the primary user gets rid of the account, the associated user data is lost.

What should engagement with Comcast's services look like?

Awareness → Access → Engagement

How do we generate which products users are presented with?
How do customers navigate the experience of Comcast sites?
How do we manage user engagement?

Getting customers 'on board' has strategic value to Comcast.

The XFINITY vision depends on making the transition from household relationships to personal relationships. This shift requires driving a deeper level of engagement with Comcast products and services.

All visitors are treated the same.

All customers are presented with options that involve every facet of engagement. A better experience would be more **contextual** and **personalized** to their needs.

There is more than one "door."

Comcast users are forced to navigate across multiple disparate panes/pages. Much of the navigation on each site actually consists of links, creating a confused sense of place. Compacting basic tasks becomes complex, especially when sites don't seem to share credentials.

Adding HBO on the fly

The user navigates to XFINITY Net and clicks the TV tab.

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Perceived Problem

Established Actual Problems

Using our new vocabulary, we illustrate the breakdowns with a workflow

Described the ideal scenario (Using same user goal)

Described the system that supports the ideal interaction

Started discussion on how to achieve the vision

Basic CJ & concept models to craft mental model

Basic CJ & concept models to craft new mental model

For Next Class - Tuesday

Read: **Holmlid Interaction & Service**

Create: **Position Diagram 2**

Create: **Start Working on Assignment Part 1**

Consider the following starting points:

Pick your team

Pick a place (no duplicate service providers)

Make a quick research plan (15 min)

Go visit it and start to map things out

Start building a relationship with the service providers

Revise your research plan based on what you observe