Innovation in Hospitality *(T3)*

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Feb 2025 – Carcavelos

NOVA
NOVA SCHOOL OF
BUSINESS & ECONOMICS

Agenda

Session 3

1. Course Setup: group assignment
2. Deep dive into Customer Journey
3. Start mapping customer journey
4. Why and how to build a persona

Course setup

What we want you to do?
Explore the customer journey and experience within the NovaSBE community and develop innovative solutions to enrich campus life.

What is your goal?
To enhance students' experience by developing a holistic strategy that integrates socio-cultural, sports, and recreational initiatives.

There are three evaluation criteria, and each is ranked from 1 to 5:
- ✓ **Problem**
- ✓ **Solution**
- ✓ **Pitch** (client evaluation and peer evaluation)

Send the PowerPoint through email until March 7th
Presentations on the March 10th
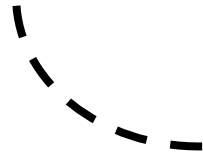
Course setup

GROUP FORMATION

Introduction

CUSTOMER-CENTRIC INNOVATION

What is innovation after all?
Being creative... or training our mindset and the way we look around us
Using a customer-centric approach and the right tools

Using **Customer Experience** and **Customer Journey** to ensure ideas and improvements are tailored to the needs, pain points, and desires of the customer, leading to more effective, impactful innovations that truly resonate with your audience.

CUSTOMER EXPERIENCE

"the sum or aggregate of customers' perceptions and feelings resulting from all their interactions with a business or brand. " IBM definition

A strong CX creates positive meaningful experiences that build satisfaction and loyalty.

Customer experience

customization

1¢ - 2¢
COMMODITY

5¢ - 25¢
GOOD

75¢ - $1.50
SERVICE

$2.00 - $5.00
EXPERIENCE

Extract commodity

Make a product

Deliver a Service

Stage an Experience

Time well SPENT

Time well SAVED

Source: Pine & Gilmore, "Experience Economy"

Customer experience

	UBER	Booking.com	NETFLIX	Nike
💔	Uncertainty when getting a cab	Complexity in choosing and booking hotels	Time waiting Fixed programming schedules	Healthy lifestyle ⭐
💙	Efficiency and time management	Convenience and easy access to travel	On-demand Entertainment Control over viewing time	Well-being Self expression

Customer experience

The customer as the center
"We see our customers as invited guests to a party and we are the hosts. It's our job everyday to make every aspect of the customer experience a little bit better."
Jeff Bezos

Focus on personalization
"If you want to have a great product, focus on one person. Make that person have the most amazing experience ever."
Brian Chesky

Premium and integrated experience
"We are looking at the consumer and they wanted to have a seamless, premium and personalized experience."
John Donahoe

Customer experience

Customer Experience (CX) is the sum of a customer's opinions, perceptions, and emotions formed through interactions* with a brand across all touchpoints and moments.

* online and offline
* before, during, and after

I need something, I am looking for solutions, exploring what exists, how I can solve my problem / satisfy my needs. **I look for ideas to solve my problem/need.**

I already know what I need/want, I am considering a small group of alternatives; **I look for where to buy, compare similar products, which criteria to decide.**

I decide what I need and what I want, and I take the decision. **And I buy it.**

I don't know how to use the product or I want to change it. **I need help or information after-sale.**
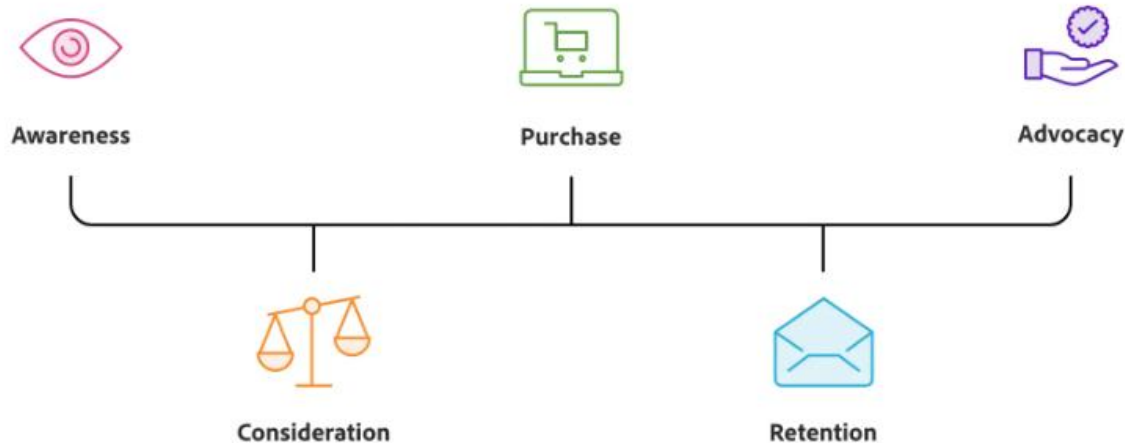
I share the experience, **I recommend it and become a loyal customer.**

Customer journey

The **Customer Journey** is the path a customer takes from their first interaction with a brand to the point of purchase and beyond.

By mapping and understanding this journey, we can identify moments that matter, optimize experiences, and innovate around customer needs.


Why do we do this?

✓ It is essential to better understand customer expectations
✓ Understand the complexity of the journey
✓ Identify Pain Points
✓ Improve customer experience (innovation)
✓ Increase customer retention
✓ Provide proactive service

80% of the customers consider the experience with a company to be as important as the product.

Image: Adobe Experience Cloud

Customer journey

There are different ways to represent it, you choose the right one for the goal and journey you are mapping.

Each map needs to reflect the specific touchpoints, needs, and behaviours of the customer in that sector, product, or service, ensuring a clearer view of how to optimize each interaction.
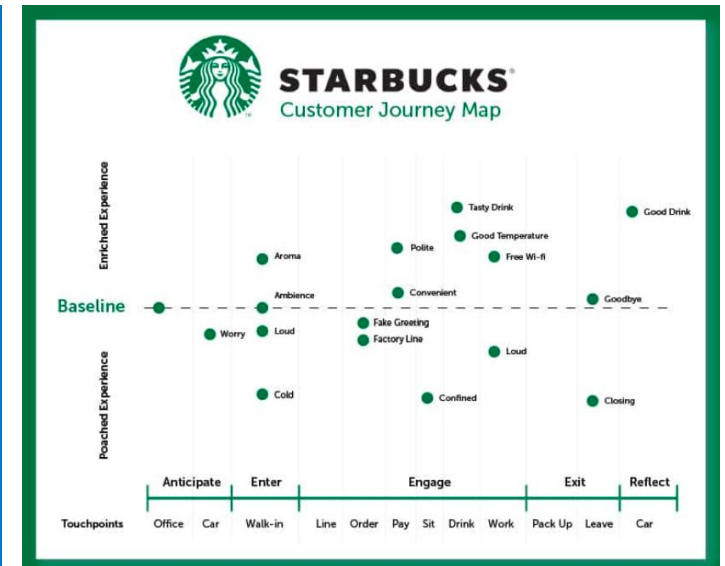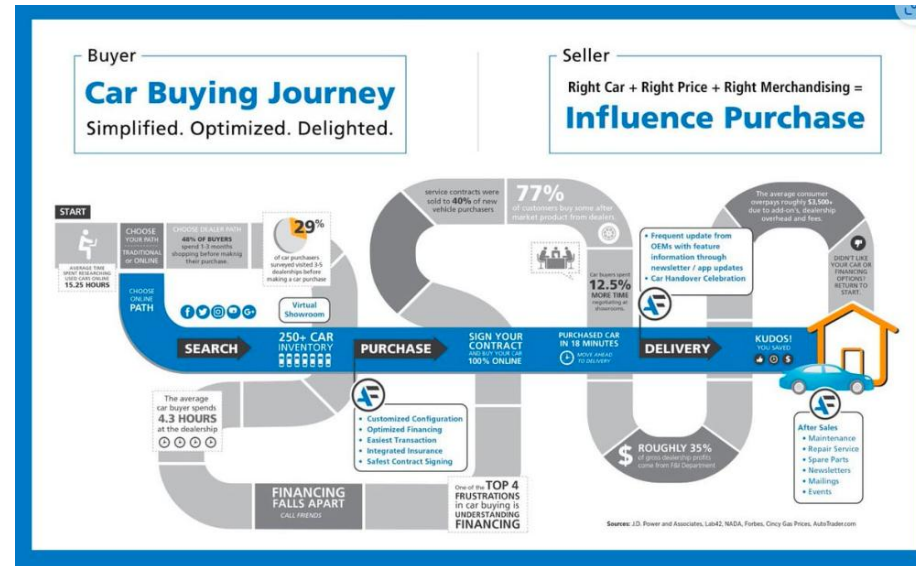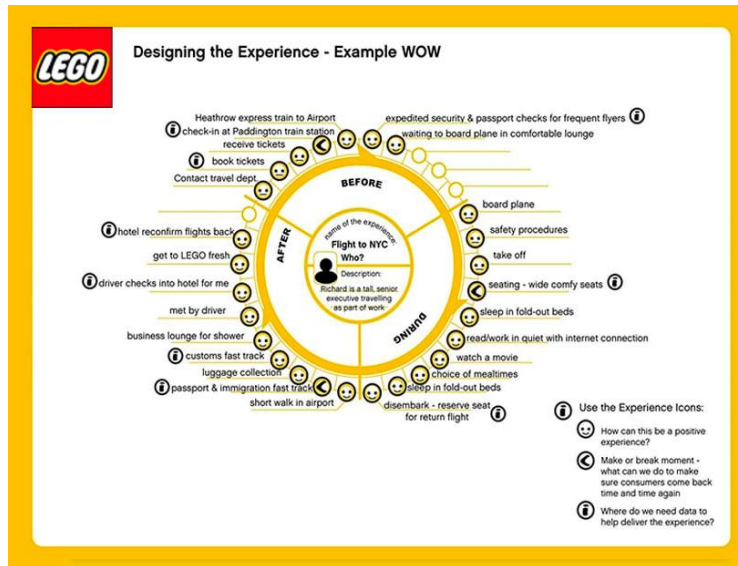
Customer journey

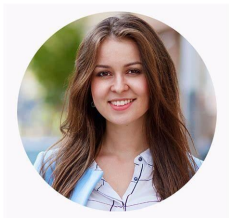Finding improvement opportunities:

| 1. Awareness | 2. Consideration | 3. Purchase | 4. After-sale | 5. Advocacy |

For each phase:

1. Detail the goal
2. Map the channels
3. Explore the content
4. Rate the experience
5. Identify improvement opportunities

Customer journey

Persona description

1. Awareness	2. Consideration	3. Purchase	4. After-sale	5. Advocacy

GOAL					
CHANNELS					
CONTENT					
EXPERIENCE	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★
INSIGHTS					

Exercise

1. Form groups
2. Map the customer journey of ordering a pizza on Uber Eats
3. Persona: a young student
4. Trigger: She has been studying late and is very hungry.

Customer journey

PROFILE
Maria is a third-year Economics student at Nova School of Business and Economics. She lives in Lisbon and commutes to campus daily by train. As a student paying rent, she is cost sensitive. During exam season, she often stays late on campus to study with friends.

GOAL
When studying late, Maria usually eats on campus, often sharing meals with friends. She likes healthy options, but she is very price sensitive so price will always prevail.

RELATIONSHIP WITH THE BRAND
Maria is a heavy user of Uber Eats due to the app's convenience and the attractive promotions she often finds, making it her go-to platform for food delivery.

MOTIVATIONS
She values a lot price and convenience, she prefers to eat healthy but loves pizza of all kinds. She likes to share food with friends as a way to take a break from the heavy study hours.

FRUSTRATIONS
She does not like to wait long to get the food.

TRIGGER: It is already 9.00pm Maria is starving and would like to get some pizza to share with her friends.

Customer journey

Persona description

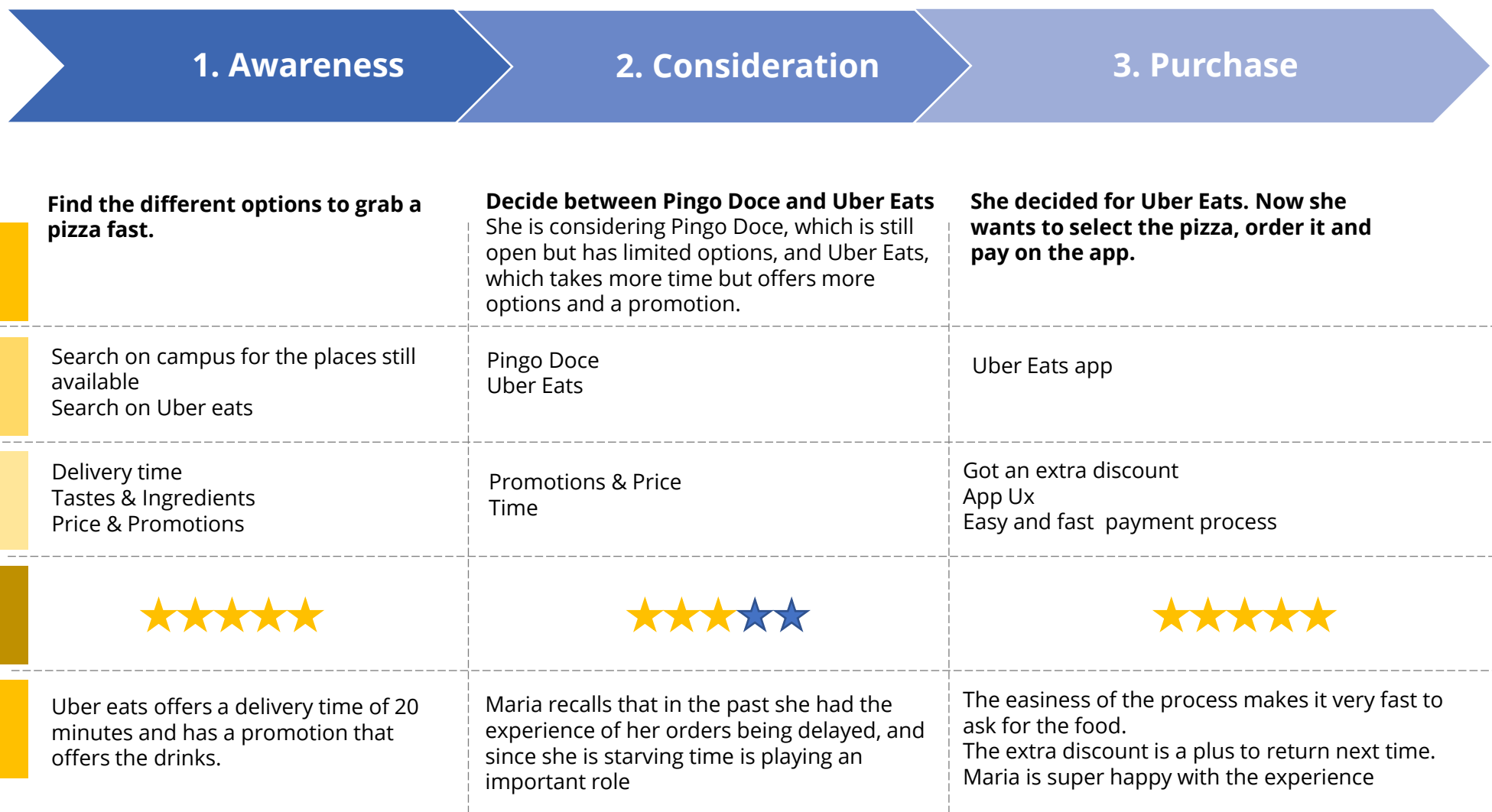|	1. Awareness	2. Consideration	3. Purchase	4. After-sale	5. Advocacy
GOAL					
CHANNELS					
CONTENT					
EXPERIENCE	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★
INSIGHTS					

Customer journey

	1. Awareness	**2. Consideration**	**3. Purchase**
GOAL	**Find the different options to grab a pizza fast.**	**Decide between Pingo Doce and Uber Eats** She is considering Pingo Doce, which is still open but has limited options, and Uber Eats, which takes more time but offers more options and a promotion.	**She decided for Uber Eats. Now she wants to select the pizza, order it and pay on the app.**
CHANNELS	Search on campus for the places still available Search on Uber eats	Pingo Doce Uber Eats	Uber Eats app
CONTENT	Delivery time Tastes & Ingredients Price & Promotions	Promotions & Price Time	Got an extra discount App Ux Easy and fast payment process
EXPERIENCE	★★★★★	★★★★★	★★★★★
INSIGHTS	Uber eats offers a delivery time of 20 minutes and has a promotion that offers the drinks.	Maria recalls that in the past she had the experience of her orders being delayed, and since she is starving time is playing an important role	The easiness of the process makes it very fast to ask for the food. The extra discount is a plus to return next time. Maria is super happy with the experience

Customer journey

|	4. After-sale	5. Advocacy
GOAL	**The deliver came wrong Maria wants to complain.**	**Did not like the overall experience. She wants to give a bad review.**
CHANNELS	Uber Eats app	Uber Eats App App store
CONTENT	Rating the experience Contact the help center from Uber Eats asking for a refund. Or at least a discount	Sharing the bad experience she had with both the mistake on the request and the refund request was not attained, only after some time they gave her a voucher
EXPERIENCE	★★★★★	★★★★★
INSIGHTS	The Help center is not easy to find if you are not used to it. They refunded with a voucher to use on a next purchase.	Maria was able to write the review, and rate the experience. She did not have the possibility to rate the store where she bought the product. She got a refund with a voucher, so she is not completely unhappy

Customer Journey MAP

There is a clear path to make your **customer journey work**:

1 Define what you want to measure

2 Create your customer persona

3 Define your customer buying phases

4 Plot your touchpoints

5 Add customer actions, thoughts and emotions
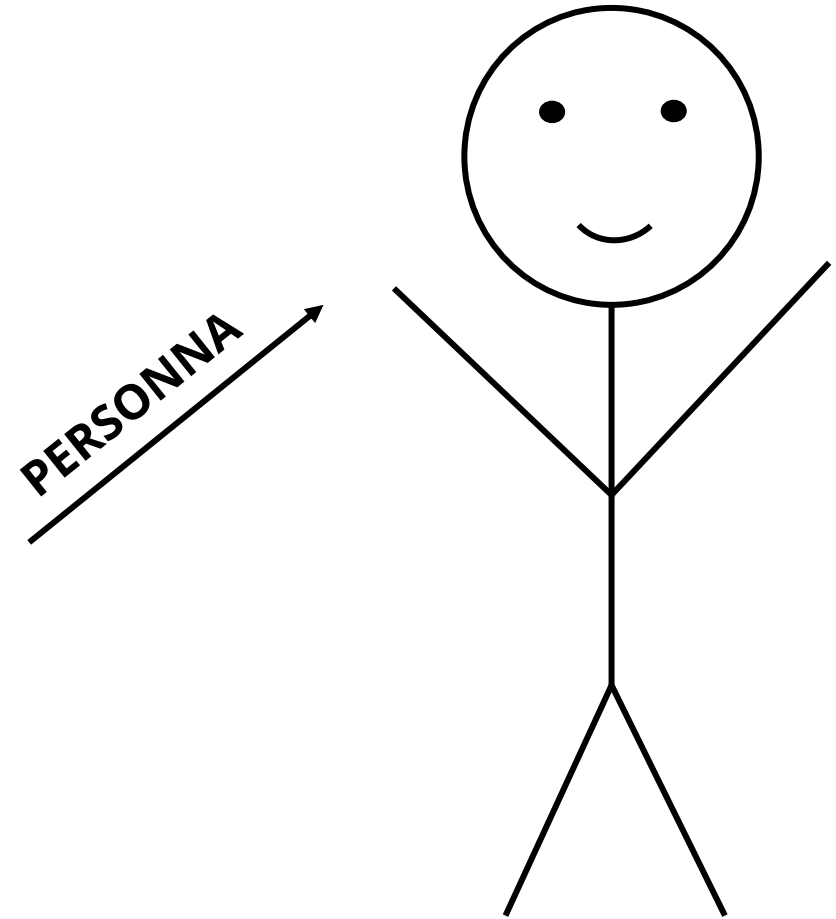
6 Note pain points and opportunities
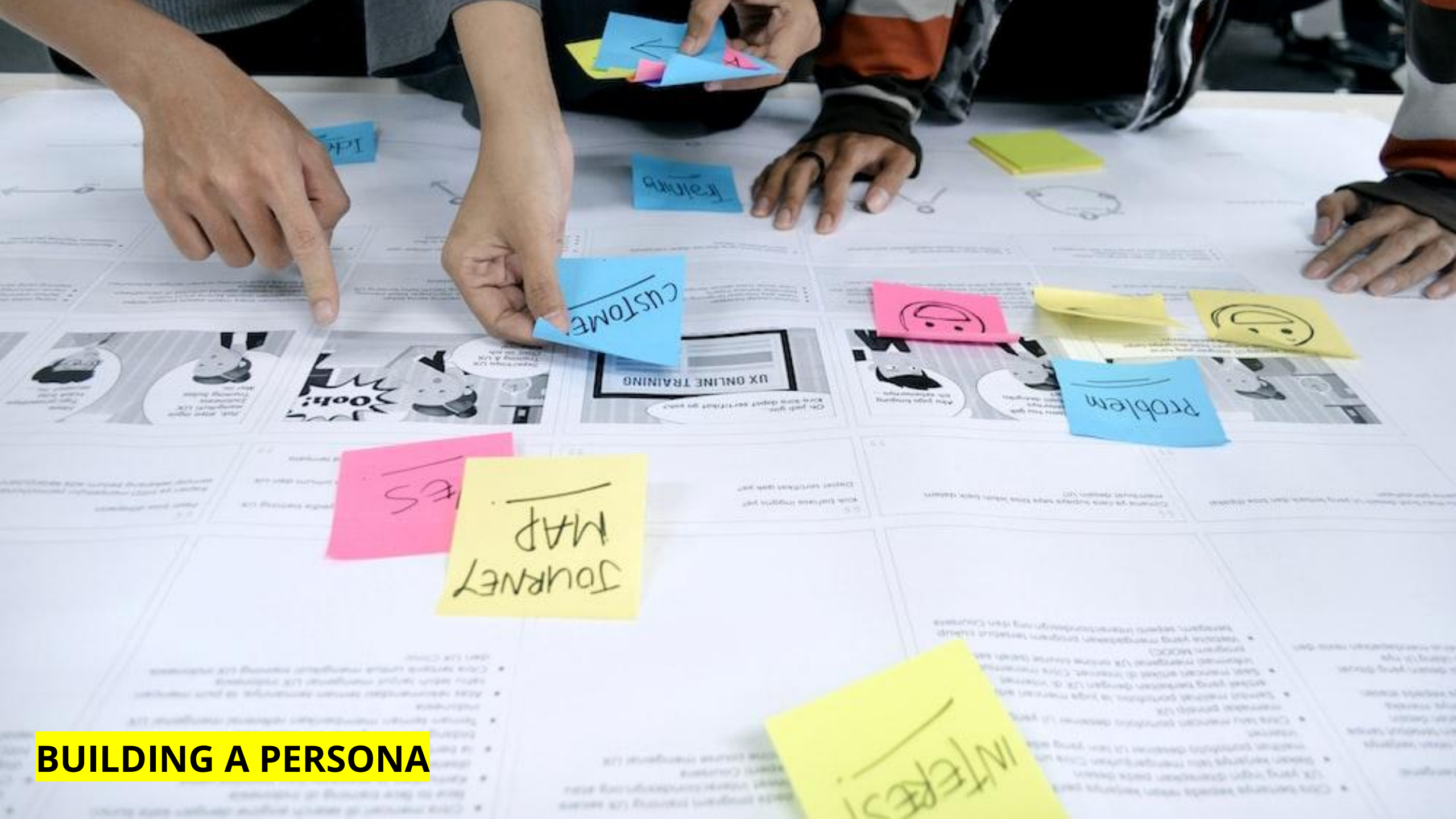
BUILDING A PERSONA

Building a persona

A buyer persona is a semi-fictional **representation of your ideal customer** based on market research and real data about your existing customers *(Hubspot)*
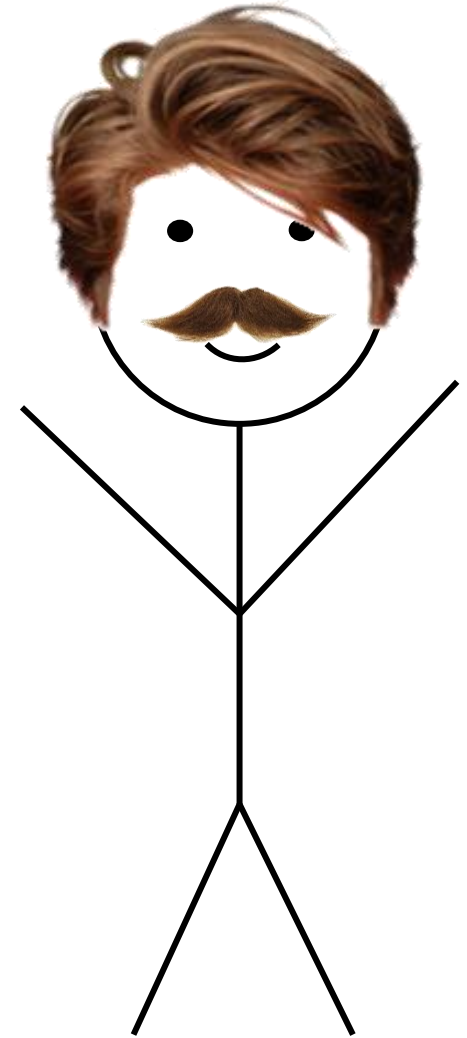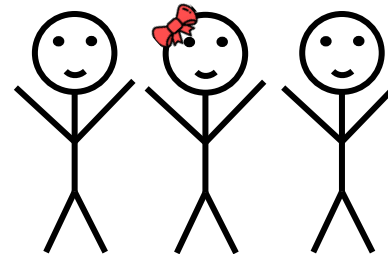
THE GOAL is to systematize the information about your ideal customer and learn more about him.

PERSONNA

Building a persona

1. What is the name?
2. What is the gender?
3. What is the age?
4. What degree of studies does he/she has?
5. What is the current job?
6. What is the current salary range?
7. What type of house does he/she has?
8. What is his relationship state?
9. Does he/she have a children?
11. What does he do in his free time?
12. How does he usually travel?
13. Does he have a pet?
14. Where does he go on vacation?
15. ....

Go specific on your project!

100 questions: 100 Questions to Ask Yourself When Creating a Buyer Persona (hubspot.com)
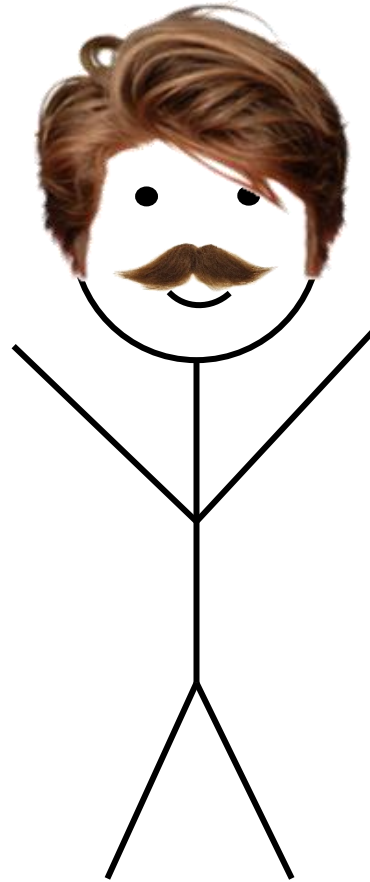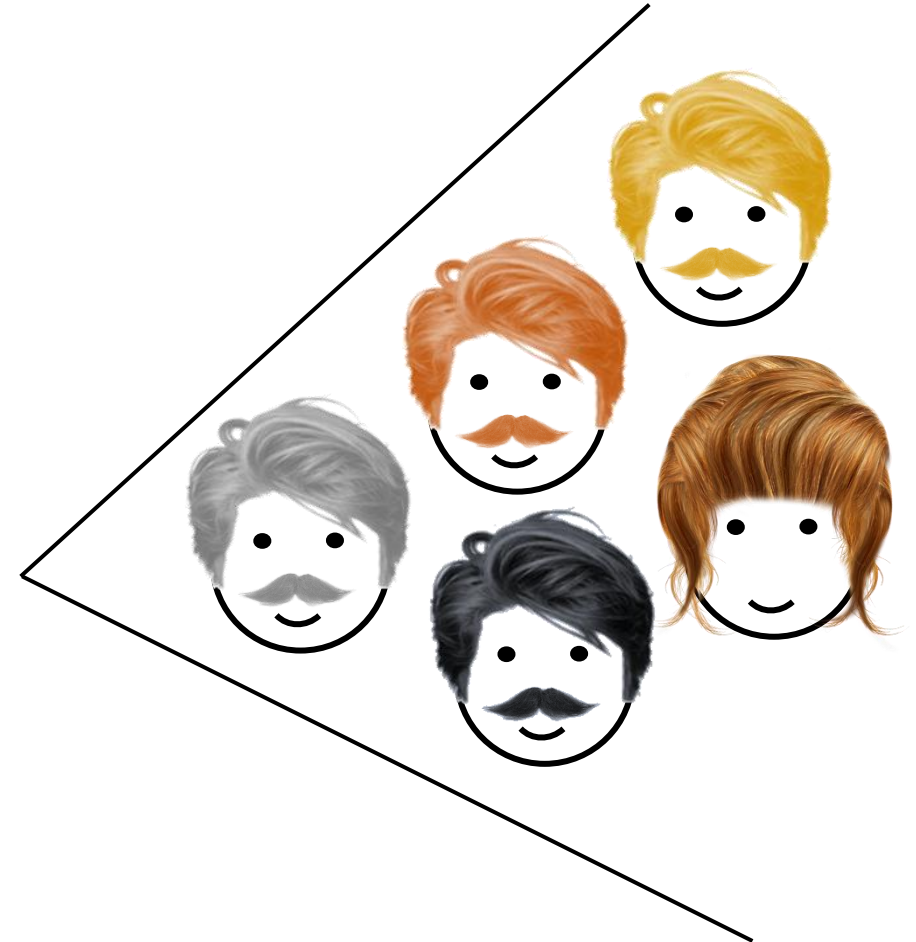
Building a persona

This persona will represent a group of people that will be your target.

With the information you have, what can you say about your customer?

Persona

Target group

Building a persona

Persona 1
Add a name and representative image

Key Attribute

Add adjectives to describe this persona

Short Description

Add phrases to bring this persona to life

Needs

Add the persona's reasons for taking this particular journey

Challenges

Add pain points or potential frustrations

Opportunities

Add ways that your product or service can address the pain points

Analyse and improve Customer Journey

1. Collect **INSIGHTS**

2. Translate them into **ACTIONS**
      - Identify opportunities for improvement based on insights.
      - For example, if customers complain about slow checkout, an action could be optimizing the payment process.

3. Map actions on an **ACTION MAP**

IMPACT

QUICK FIXES
(easy wins, should be prioritized)

STRATEGIC
(Long-term)

EFFORT

NOT INTERESTING
(minimal benefit, can be ignored)

NOT STRATEGIC
(avoid or reconsider)

Analyse Customer Journey

4. Decide and improve with **DATA**

✓ Collect the maximum data you can (taking into account privacy)
✓ Use data to understand the preferences and the behaviour of customers at every stage
✓ Use market studies and trend analysis to stay ahead and know what your customers will want next.
✓ Let data guide your decisions to ensure each customer interaction is better than the last

5. **ITERATE** continuously - the customer journey isn't static. Keep gathering insights, implementing actions, and analysing results.

NETFLIX	98,6	⬆ #2 em 2020
SAMSUNG	93,3	⬆ #6 em 2020
Apple	85,6	⬇ #1 em 2020
Spotify	79,1	★
IKEA	72,3	⬇ #3 em 2020
YORN	68,2	⬆ #7 em 2020
LIDL	68,1	★
multiópticas	62,8	★
SEPHORA	58,9	★
HUAWEI	57,4	★

Analyse Customer Journey

Meet Tom – The Owner of a Cozy Bakery in Lisbon

1st visit: Tom warmly greeted me and asked my name.
2nd visit: He remembered me and suggested a dish he thought I'd enjoy—and he was right!
3rd visit: He knew my favorite table and had it ready for me.
**4th visit:** I didn't even need to order—he already knew what I wanted.

Analyse Customer Journey

Small incremental steps that improve the product and user experience

- A **personalized** weekly playlist tailored to user's taste.
- Daily mixes that adapt to user's listening **habits**.
- A year-in-review summary, **turning data into** a nostalgic music journey.

By combining personalization and human touch, Spotify creates a unique experience that builds loyalty and keeps users engaged.
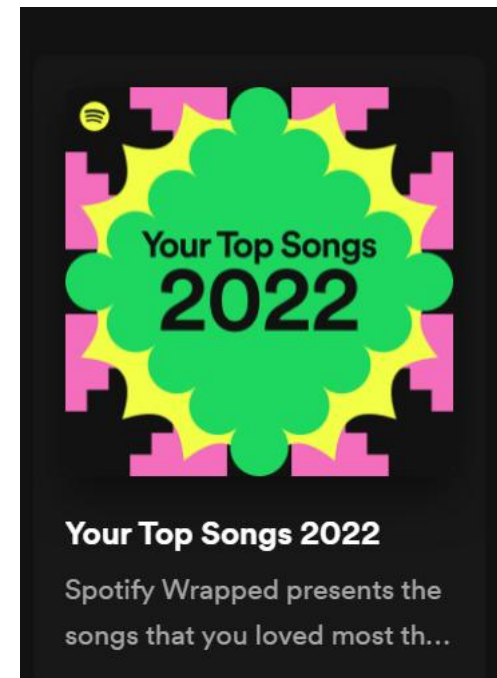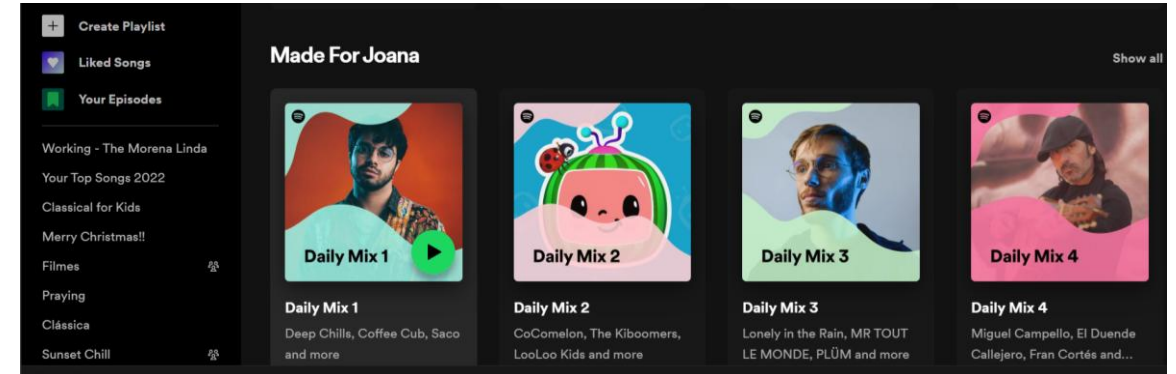
Things to remember

1. **Experience** is a superior engagement opportunity.

2. **Customer journey** maps the different touchpoints from the client with the brand.

3. Customer Journey allows to collect insights and **opportunities to improve / innovate.**

4. Transform **insights into actions** makes the customer journey alive!

5. Crucial to collect and use **data** to define priorities.

Let's work?

1. Start analysing the challenge

2. Define your persona or at least a target

3. Make a roadmap of steps until the final presentation, that should include:
   - Interviews
   - Doing/simulating the customer journey you are plotting, to really understand the "as is"
   - Identifying improvement opportunities
   - Prioritize them and frame a proposal
   - Make an interesting pitch focusing on the customer experience of your client!

Thank you!

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Customer journey in 4 steps

1 IMMERSION	2 RESEARCH	3 PERSONA	4 MAPPING
• Know the market • Know the business • Know the consumer • Main competitors • Interviews with internal stakeholders	• Market data • Quantitative research • Qualitative research • Internal database or panel	• Define 3-4 personas • Identify a trigger for each persona	• Mapping real experiences: - brand - competitors • Identify pain points and opportunities
Emphasize and explore the problem	Define the problem / challenge	Build a persona	Build a journey

Customer journey vs customer experience

	Customer journey	Customer experience
Definition	The specific path or series of touchpoints that a customer goes through when interacting with a business	The overall sum of all interactions, impressions, and feelings a customer has during their journey
Focus	Sequential steps and touchpoints in the customer's interaction with a company	Holistic view of the entire customer-brand relationship
Timeframe	Typically viewed as a structured sequence of interactions over time	Encompasses all interactions, whether they are part of a journey or not, and may not be limited to a specific timeframe
Scope	Emphasizes individual touchpoints, actions and channels within the customer's path	Encompasses all touchpoints, whether planned or unplanned, and includes pre-purchase and post-purchase experiences
Key Elements	Phases and touchpoints	Emotions, perceptions, satisfaction and overall impression.
Metrics	Customer journey metrics assess each stage and touchpoint in customer interactions. Eg: conversion rate, call abandonment rate, first-contact resolution, Average handle time (AHT) and Customer effort score (CES)	Customer experience metrics gauge overall customer satisfaction and perception across interactions. Eg: Customer satisfaction (CSAT), Net promoter score (NPS), Customer lifetime value (CLV) and average customer retention rate.

Empathy Map Canvas

GOAL

1 **WHO are we empathizing with?**
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

2 **What do they need to DO?**
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

7 **What do they THINK and FEEL?**

PAINS
What are their fears,
frustrations, and anxieties?

GAINS
What are their wants,
needs, hopes and dreams?

3 **What do they SEE?**
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

6 **What do they HEAR?**
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

What other thoughts and feelings might motivate their behavior?

4 **What do they SAY?**
What have we heard them say?
What can we imagine them saying?

5 **What do they DO?**
What do they do today?
What behavior have we observed?
What can we imagine them doing?