A STUDY ON CUSTOMER'S EXPERIENCE TOWARDS SCG EXPERIENCE'S SERVICE

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ABSTRACT

Traditional marketing which states that consumer' decision to buy goods is based on the goods' function and benefits becomes less important while experiential marketing becomes more in spotlight (Schmitt, 1999). SCG realizes this event as well so they developed SCG Experience to promote their customer experience. This study adopts the Customer Journey Map (CJM) as a tool to capture customer experience at each station of the service. Together with CJM, Strategic Experiential Modules (SEMs) is also introduced. SEMs focus on 5 modules; Sense, Feel, Think, Act, and Relate. Integration of all 5 modules is recommended to have the best experience. The applied methodology is qualitative method; Interview. The interview questions are designed based on CJM and SEMs. Interviewees are divided into 3 groups; Managerial Staff, Customer Service Officer, Walk-in Customers. And, the interview took place at SCG Experience. Findings from the interview are that whether Customer Experience is positive, neutral, or negative depends on prior expectation to the visit. This could be summarized that policy implementation and inspection are essential to create designed customer experience. Either of policy implementation or inspection is not successfully conformed, customer expectation will be uncontrolled and customer experience will be unpredictable.

KEY WORDS: Customer Experience/ Experiential Marketing/ Service Marketing

27 pages

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CHAPTER I
INTRODUCTION

In order to be competitive in retail business, low price and innovative product are not enough to bring success to a company. Traditional marketing which states that consumer' decision to buy goods is based on the goods' function and benefits becomes less important while experiential marketing becomes more in spotlight (Schmitt, 1999).

Firstly a company must understand how customer experience is defined. Customer Experience is every touching point that customers have interaction with a company; product or service (Grewal, Levy, and Kumar, 2009). Customer Experience is believed to have a tremendous effect on business performance. Nowadays, the differences of price and quality may not be a sustainable strategy anymore. People spend less time in copying new invention. Therefore, thing that brings real sustainable competiveness is Customer Experience (Shaw and Ivens, 2002)

Understanding "Strategic Experiential Modules ("SEMs"): Sense, Feel, Think, Act, and relate (Schmitt 1999) to the brand can boost up relationship between the brand/ product and customer. This relationship seems to be intangible; however, it could bring tangible benefits to a company. Each interaction with customers through every touch point can create emotional effect on customer experience which could lead to "Loyalty". Once, a company has a strong bond with its customer, the commitment occurs.

SCG or Siam Cement Group was founded in 1913. SCG is well known among Thai people and neighboring counties. SCG started its business with cement production and distribution and later on expanded to the businesses of building materials, packaging, and chemical. SCG has been the top brand on customers' mind since then.

However, in crucial business competition, SCG has faced challenges. As the quality of product and price cannot promise a sustainable business strategy anymore and SCG has noticed this. After being dependent on dealers, SCG decided to launch SCG Experience at Crystal Design Center (CDC) in 2009 as a place where customers will not only see the products but also experience professional consulting service along

with SCG's innovative products and ideas. What they learn from customers' requirement can be developed into new product development (http://www.scg.co.th/100th/ebook-100y/m/page_072.html). In 2012, SCG opened another SCG Experience at Mega Bangna Department Store. However, the new branch has been terminated in 2015.

Per the objective of SCG Experience, it is believed that through SCG's product and service to its customer, the great experience could be successfully delivered. However, this is still questionable whether these objectives are achievable or not. This paper will be focusing on the study of Customer's Experience at SCG Experience; how SCG Experience has designed its strategy to enhance customer's experience.

As SCG believes in the dominance of customer's experience power towards the growth of business, SCG Experience is well designed to be a three-storied modernly designed building to catch the eyes. The variety of products and services is ranged from Starbucks, Consulting Services, Elder Care Corner, Library to Meeting Room Service for Designers, and every product of SCG Building Materials.

The plan of the building has been designed to enhance customer's experience; both physically and emotionally. Therefore, in order to study on the strategy in which SCG Experience has applied, the methodology of this study will be in responsive to both physical and emotional point of view.

1.1 Problem Statement

Even though SCG is the leading company in building material sector, to maintain its status in this position, SCG needs to continuously innovate themselves in term of product and service all the time. SCG Experience has been created for this mission. However, it is still questionable whether this creation is successful in term of customer satisfaction betterment and higher profitable performance.

This paper aims to study how SCG Experience implemented its strategy to enhance customers' experience by considering both in term of physical and emotional factors. Also to examine whether the applied strategy is aligned with Marketing Theory on Customer's Experience.

This study will mainly focus on the strategies SCG Experiences applied to enhance customers' experiences and examine on the current situation then suggest the solution to the potential inquiries.

1.2 Expected Benefits

This study aims to clarify whether the direction SCG Experience has been executing is beneficial to the company and able to elevate customers' experience or not. The suggestion or findings may be the guideline to SCG Experience Strategy.

CHAPTER II
LITERATURE REVIEW

In 1980s, the key to success is to be the leader in quality. In 1990s, being distinctive in brand is the key, while, for 2000s, customer experience will be the trigger to business success (Shaw, Iven 2002) Customer's decision is not made only in rational and functional basis but also emotional basis (Schmitt 1999). Pine, Gilmore 1999 stated that if a company is able to offer the distinctive customer experience, the company can be tremendously successful.

In order to conduct a study on Customer Experience, it is not only considering the methods of making the service (Jiranat 2015). The customer experience is a combination of company's physical performance and emotional stimulation. Customer Experience includes every touch point customer contacts and interacts with (Shaw, Iven 2002). Therefore, the study will deeply examine in both physical and emotional basis.

According to Shaw and Ivens (2002), they introduced "The Seven Philosophies for Building Great Customer Experiences". These philosophies enable the company to extract the element to create the great customer experience and the reason why building the customer experience is important to business. *The Seven Philosophies for Building Great Customer Experiences* can be described as follows:

1. *"Great Customer Experiences as a source of long-term competitive advantage"* Great Customer Experience can bring customer's emotional bond to the company. And, once the bond has been made, it is hard to break. This bond can be the sustainable competitive advantage to the company.

2. *"Great Customer Experiences are created by consistently exceeding Customers physical and emotional expectations"* To create the great customer experience, it is required that Services need to overcome and surpass the expectation of the customers. However, to meet the expectation and go beyond is not easy since the company does not know what customers physically and emotionally need at each moment and each contact point. To purchase things, customers do not just make a contact only at one

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point, the process involves various points altogether. The company, therefore, has to be aware that every point is required to exceed customer's needs.

3. *"Great Customer Experiences are differentiated by focusing on stimulating planned emotions"* The company has to plan what emotions is planned to happen when the customer reaches each contact point. Enjoyment? Love? Surprise? It is stated in "Building Great Customer Experiences" by Shaw and Ivens (2002) that Mr. Buck Rodgers illustrated that "People buy emotionally and then justify with logic". And only 5% of the brands attempt to evoke the specific emotion while the rest does not. Therefore, 95% is huge in number and opportunity.

4. *"Great Customer Experiences are enabled through inspirational leadership, an empowering culture and empathetic people who are happy and fulfilled"* It is undeniable that fulfilled employees bring pleasure to customers. Therefore, how to make employees happy is the job of the employer and the company. Bad management and leadership style can be the source of unsuccessful services. i.e. if the company's culture is to "blame" each other, employees will be a risk averse person who avoids any chance of uncertainty rather than looking for opportunity. Recruitment process may be involved. Human Resource Department can help in designing the quiz or interview that can proof whether the candidate can deliver happiness and evoke the sense which the company tries to deliver or not.

5. **"Great Customer Experiences are designed "Outside In" rather than "Inside Out"** Inside-Out is the process when company sees what is good to them not to the customers. However, in order to go beyond customer's expectation, the company should focus on the needs of customer and align it with the company responsively. Outside-In is recommended as the ideas to exceed the needs of customer and the company is able to build great customer experience.

6. **"*Great Customer Experiences are revenue generating and can significantly reduce costs"*** Many companies believe that building customer experience costs a lot and would not bring satisfaction in return. However, Shaw and Ivens (2002) believe this is not true. As long as the company can provide what customer wants and be able to go beyond what they need. Peer-to-Peer culture can bring a lot of revenue as people believe experience can be told. On the other words, when there is a customer

complaint, it costs unpredictably. Therefore, to be well prepared might cost at first but bring a fortune at last.

7. **"*Great Customer Experiences are an embodiment of the brand*"** Customer experience is the image of the brand itself. However, nowadays, there is a huge gap between Brand Management Team and people who actually convey customer experience at the company. The brand is believed to be a promise the company makes to the customers and it needs to be delivered throughout the company and every point customer has contacted with.

As mentioned earlier, customer experience involves with every touch points, therefore, to examine the effectiveness of business ability to provide a satisfied service, Customer Journey Mapping is recommended.

Customer Journey Mapping (CJM) is introduced to let the company know the strength and weakness of the company's service from the perspective of customer experience. CJM is the diagram that represents every step of customers going through when receiving the services/ goods from the company. This diagram is designed towards the point of view of the customers not the way the company designs its business. Therefore, the map can truly show the real information from customer's side (Adam R, 2010).

Each element/point of the journey represents the action of customers. At each point, the company is able to know the "emotion" and "comment" of customers. The map will be designed on timely basis:

1. Before: "the Awareness" is the period when customers;

- Hear about the service/ goods

- Search information about it; reading reviews on internet and ask from friends

- Find the way the shop or service

2. During: "Receiving service/ goods" is the period when customers;

- Arrive at the shop

- Go through the shop

- Talk to staffs

- Buy goods/ service

- Wait for bills

- Leave the shop

3. After: "Review and Revisit" is the period when customers;

- Review the goods/ service online or with friends

- Make a revisit

Each point is attached with emotions, if the customers are satisfied with goods/ service, there is potential that they will revisit, talk to friends, and become a loyal customer which is believed to be the highest expectation of the service conductor. Following is an example of CJM:
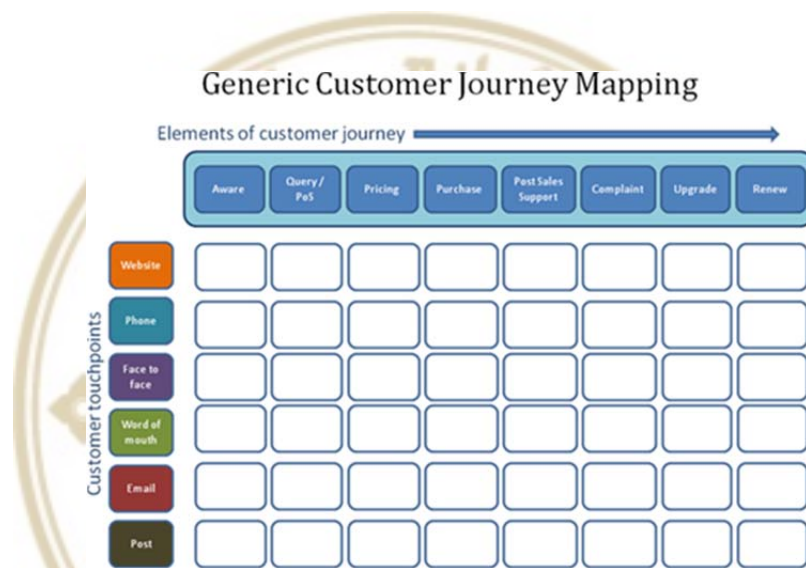
Figure 2.1 Customer Journey Map

Source: Richardson (2010)

To fully use the map, Richardson (2010) suggested taking a look at the following:

- Actions: What customer would do at the each touch point/ stages?

- Motivations: What motivates customer to move to the next step? What would they feel? The emotion related in each stage.

- Questions/ Barriers: What obstructs customers to move to the next stage? Which factors block customers from satisfaction/ happiness at each stage?

To conduct the CJM, the researcher is required to prepare the information prior to this: Customer Personas, Lead-time, Customer's activity at each touch point, Channel and places that each action would take place. The complete CJM could be illustrated as follows:

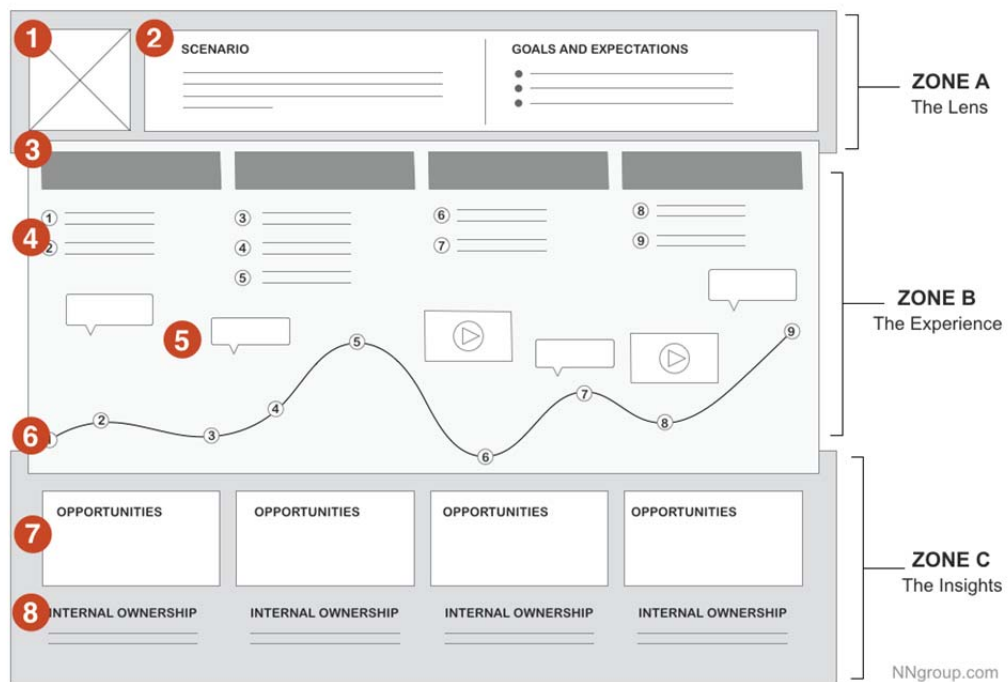**Figure 2.2   Complete Customer Journey Map for each persona**

Source: https://www.nngroup.com/articles/customer-journey-mapping/

1. Zone A or the Lens includes;
- Persona: who is the person in which this map belongs to
- Scenario: what will be considered
2. Zone B or the Experience includes;
- Journey phases: the stages ranged from awareness to revisit
- Action: what does customer do at each stage
- Thoughts: what does customer think at each stage
- Emotion: what does customer feel at each stage
3. Zone C or the Insights (Pain points) includes:
- Opportunities: what can company improve at each stage
- Internal Ownership: which department or who is responsible at each stage

To be successful, the company should have well planned strategy to gain superior customer experience above competitors. The implementation of customer journey would allow the company to perceive how customers would act, do, feel, and wish at each touch point. The company may use the information from this and create the proper strategy that well responses to what customer expects or even go further beyond it.

Since Customer Experience focuses on the feeling of the customers towards each touch point, Manager can use Strategic Experiential Modules (SEMs) to manage the experience of the customer (Schmitt, 1999). SEMs are inclusive of 5 modules:

1. Sense: The sensory experience via 5 senses; sight, sound, taste, smell, and touch

2. Feel: The emotional experience (Nagasawa, 2015) that can create effective experience ranged from mildly positive to intense (Schmitt, 1999).

3. Think: The cognitive experience that creates creativity and intelligence

4. Act: The physical experience that relates to lifestyle, behavior, and interaction

5. Relate: The experience that involves the early modules; sense, feel, think and act, but in collectivism not individualism.

Each module may be related to each other; as it is connected. Many of the successful companies use multi modules to create the great customer experience (Schmitt, 1999). Integration of all 5 modules is recommended to have the best experience.
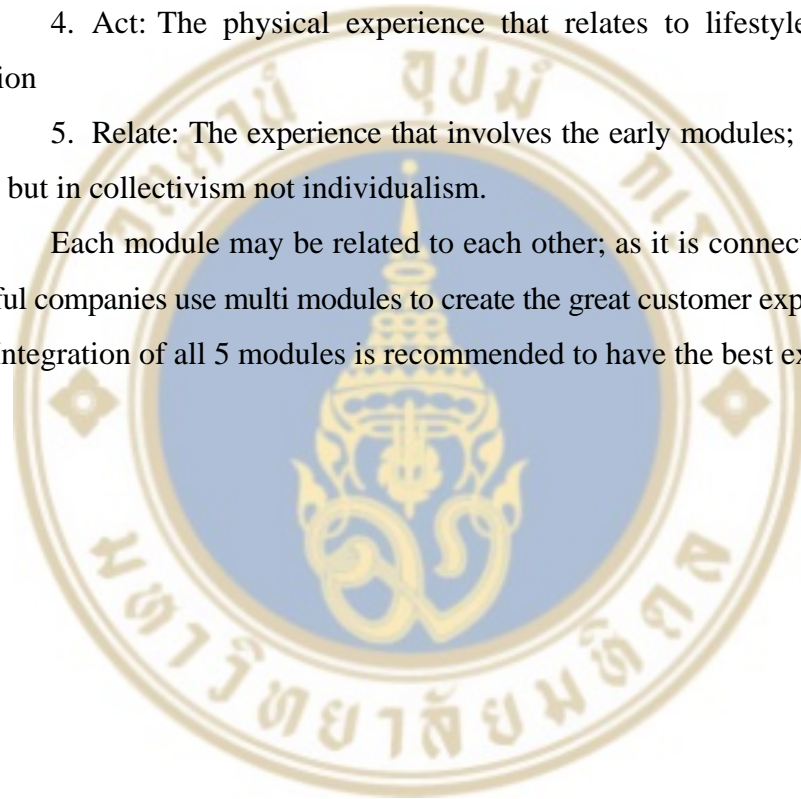
CHAPTER III
RESEARCH METHODOLOGY

The research would aim to understand "how SCG Experience has implemented its strategy to enhance customer experience" In this chapter, the methodology is outlined. The research approach and data collection of this study are described as follow:

3.1 Research Approach

"To understand how SCG Experience has implemented its strategy to enhance customer experience", the methodology that would give the consistent result would be qualitative methodology.

Qualitative methodology is suitable for the researcher to get the information regarding the perception and insight of the customer who have entered SCG Experience. The interview will be taken to 1) Managerial Position Staff 2) Customer Service Officer and 3) Walk-in Customers. Open-ended questions will be asked to let the interviewees freely explain their perspective.

3.2 Data Collection

In order to conduct a complete study on SCG Experience's customer experience, data collection would be gathered from 3 stakeholders:

1. 1 Managerial Position Staff

The interviewing questions for Managerial Position Staff will be focused on policy, process, and measurement on services and marketing plans. How the policies are designed to response customer's expectation and experience along with their journey before-during-after the service.

2.   1 Customer Service Officer

The interviewing questions are on their opinions towards SCG Experience's environment, what should be improved, what is the basic process during the customers visit, and how she thinks SCG Experience could be improved.

3.   20 walk-in customers

The interviewing questions will be intensely focusing on the customer perception before-during-after the entry to SCG Experience.

Followings are the questions for walk-in customers: The questions will be based upon Customer Journey Map which could be divided into 3 main stages; before-during-after the service. Followings are the samples of questions:

Table 3.1 Interview Questions

Stage/ SEMs	Questions
BEFORE visiting at SCG Experience,	
Sense	have you seen or heard about SCG Experience?
Feel	what do you feel about SCG Experience before entering?
Think	what do you expect SCG Experience would be?
Act	before coming, do you have any ideas what to do here?
Relate	have your friends talked about SCG Experience before?
DURING your visit at SCG Experience,..	
Sense	does SCG Experience offer the comfortable circumstance?
Feel	does SCG Experience provide what you expected? which part of SCG Experience creates good/ bad feeling?
Think	do you think you have gained information you need? can staffs provide you the answer?
Act	how do staffs provide you the service? can SCG Experience's offer response your lifestyle?
Relate	has overall activity at SCG Experience well response to your expectation? what do you think SCG Experience can do best and worst and why? what is the best/ worst thing at SCG Experience?
AFTER visiting SCG Experience,	
Sense	does SCG Experience offer what you expected?
Feel	can you give one definition about your feeling to the service at SCG Experience?
Think	do you think you will return or recommend your friends to visit at SCG Experience?
Act	is the after sales service satisfying?
Relate	what should be improved?

CHAPTER IV
RESEARCH FINDINGS AND RESULTS

The interviews were taken place at SCG Experience. The interviewees would be divided into 3 stakeholders: 1 Managerial Position Staff, 1 Customer Service Officer, and 20 Walk-in Customers.

1. The Managerial Staff

The Managerial Staff provided the information regarding the company policy on services and marketing plan. She stated that the SCG Experience was designed to be the place where all SCG building materials are shown and sold. In customer's perspective, SCG Experience is the place where customers can experience the products through professional service and friendly atmosphere.

Communication Channels and Service Policy: Communication channels were taken through various media; exhibition, magazine, website, and social media. Events and workshops were set to attract and let the customers know the place. The service was designed to ensure its Excellency and Difference. Service staffs would be recruited and trained on product knowledge and service standard before welcoming customers. She added the service at SCG Experience to ensure that customers would feel comfortable to walk and experience the products by themselves without the pressure from service staffs who would be around when customers ask for help only.

The atmosphere would be set to be fair; Voice is not too loud nor too low while lights are always in the proper condition not too bright nor too dark. Even though there has been an event, the volume should still be in standard.

SCG Experience uses many measurements. Voice of Customers (VOC), an intranet site, is reported everyday by staffs who listen to customers' complaint or complements. Customer Survey is taken quarterly by both qualitative method; calling and interviewing customers after they leave the service and through quantitative method by conducting a survey. SCG Experience will study on the survey result; what is good thing to be developed and bad thing to be improved.

For complaints, SCG Experience as a hub of products, customers usually call and complain via SCG Experience rather than directly contact to the product itself. After getting complaints, SCG Experience would contact each product and let them solve the problem. For the complaints via www.pantip.com, where people tend to criticize and express their opinions, SCG Experience has set up the team who keep monitoring and responding responsively.

These days, word-of-mouth has been a major channel to attract people to visit SCG Experience. SCG Experience has spent fewer budgets on media while increased in term of the frequency and variety of posts on Facebook to maintain and draw new attention. Less events and workshop were held. The statistics shows that walk-in customers have been lessened. However, she said that the volume of sales has been increased for the responsive operation as the current visitors re-visit and persons who intend to buy SCG products.

Management sees that, nowadays to draw customers attractions, social media is the most effective media with less budget than before. However, the best way to communicate is to provide the impressive experience to the visitors. Visitors who have high satisfaction would bring friends or their customers to SCG Experience. The experience that SCG Experience offers is the key to the increase in sales volume.

2. Customer Service Officer:

There is standard regarding services that every staffs is required to follow or else at the measurement process she/ he would be examined. SCG Experience is serious in this standard and it starts from the recruitment process. Customer Service Officer is recruited and trained to be able to answer customers' questions and provide professional services. From the recruitment process, applicant is required to demonstrate his/ her selling performance with politeness. Each year, there'll be a course for staffs to learn new knowledge especially about the products each staff is responsible for.

During the study, the interview has been conducted with one customer service on the standard and measurement. She said that the standard requires the staffs to stand up and welcome every customer. Staffs should not be hung with the customers but be prompted in case they ask for assistance to let the customers feel relaxed. Knowledge will be rechecked by seniors through questions randomly asked. Each staffs is responsible for attending the training sessions to brush up their knowledge.

For after sales service, staff will make a call to customers and ask for comments. Majorly, comments are about the delivery and quality of products. Then, staffs will put the comments to VOC to deliver the information to the responsible persons.

3. 20 Walk-in Customers

Interviewees were demographically mixed. The answers were varied and each provided different insights. The questions were asked based on Customer Journey Map and Strategic Experiential Modules (SEMs);

- Before visiting SCG Experience: Sense, Feel, Think, Act, and Relate
- During your visit at SCG Experience: Sense, Feel, Think, Act, and Relate
- After visiting SCG Experience: Sense, Feel, Think, Act, and Relate

The findings of each question are as followed:

1. Before visiting SCG Experience

This phase emphasizes on how customers know SCG Experience and what is their expectation towards this place. From the interview, the way customers know SCG Experience is varied depending on customers' backgrounds. If they are architects or designers, they would know SCG Experience from friends, colleagues, or exhibitions. If they are still a design/ architect students, they usually are stimulated to visit SCG Experience by their instructors or classmates. For homeowners, they know SCG Experience from various sources: their designers, social media, friends, or even see it from the road. Some of respondents mentioned as following samples:

"I've seen the ads and heard from friends.

"At the faculty of Architecture, everyone talked about SCG Experience"

"I've seen the ads and drove pass every day."

The expectation then varies by the way SCG Experience is seen by friends, colleagues, or teachers. For homeowners, their expectation is mainly on the professional service and the complete showcase of SCG products. Some of respondents mentioned as following samples:

"I expected that it will be the center of SCG's building materials and I'd be able to explore all of them."

"I hoped that staffs will be very professional and be able to answer my needs."

"I expected that there'd be service from structure to interior design for free."

While, the interviewees who are architect or designer expect that the atmosphere would be like Thai Creative and Design Center (TCDC) which provides products' information and contains of all SCG's material's library.

When asking about their feelings before experiencing, half of the interviewees felt excited and wondered what SCG Experience would have to offer. The reason of excitement is their high expectation. While another half felt so-so because they have heard what SCG Experience would get to offer already from their friends.

From the interview, it is said that the answers are varied based on the background of the interviewees and what they have heard before.

1. During your visit at SCG Experience:

This period, the questions will be mainly focused on whether the services and atmosphere meet the interviewees' expectations. From the interview, majorly customers like the architecture of the building; ceiling, lights, and lay out of the showroom. The architecture gives the airy atmosphere that customers feel comfortable. Some of respondents mentioned as following samples:

"The atmosphere is very nice; high ceiling with proper lights."

"The building looks so modern and has well organized lay out. I felt relaxed."

However, some of the customers feel that this kind of lay-out and atmosphere are too broad and silent. Some of them feel lost and do not know where to start and go. Some of respondents mentioned as following samples:

"It's too big and I feel a bit lost."

"I do not know where I should start. I can't find the directions."

In term of services, customers usually visit SCG Experience with purpose. Therefore, the questions directly asked whether the expectation is met or not. The answers are varied up to their expectation. Majorly, visitors think that their expectations are partly met. The unattainable expectations are less numbers of products. Customers expect to see every SCG's products while only selected products to be promoted are shown. Some of respondents mentioned as following samples:

"Partly no, because I expected to have a full service on design. But, in fact there're both free and paid services. Therefore, the free service has limited offer while the paid service offers better condition."

"This place doesn't provide the complete set of SCG's products as I expected. They show only what is new or what they want to promote"

While some of customers said "yes" since customer service officer can provide very good service and answer to their questions. Some of respondents mentioned as following samples:

"Yes, they have shown new things as I expected."

"Staffs are very nice. They let me have my own moment, but, always here when I need information."

Staffs are the issues. The answers to "Can staffs provide you answer?" are varied; from very impressive to disappointing. Some of respondents mentioned as following samples:

"I get the answers to my questions but I am not sure it's correct."

"Yes, they are well educated in what they sell."

"Yes, they are very nice and if they don't know the answer they'll find it for me later"

"They know some information but just the basic one."

"I am not sure the answer is right."

Further than the knowledge, service quality is also important. 80% of customers are happy with the service quality. They think that the way SCG Experience set as standard is good for customers. Staffs are polite as they give a space for customers to walk and experience things before they approach and only present when asked for. However, some customers do not like the way staffs do. They think staffs leave too much space that they cannot find if they need help. Some of respondents mentioned as following samples:

"I cannot find the staffs."

"They leave too far space. I cannot find them."

"They are really nice and well trained."

"They are polite and eager to serve."

"Some are so arrogant. I am not sure I can ask for help."

"I like the way staffs treat me. They keep distance so that I feel comfortable to shop around."

"The atmosphere is very good and relaxed. I feel like home. But, staffs are inactive. I need to call for help."

Regarding the atmosphere, customers' opinions can be separated into 2 groups: like and dislike. If customers are architect/ designer, they prefer the atmosphere that SCG Experience set. The atmosphere is bright and quite silent which is perfect for idea crafting. While another opinion is that they do not like since the lights are too yellowish and it is too silent. Silence makes them feel inactive and loss intention to purchase. Some of respondents mentioned as following samples:

"The atmosphere is too inactive."

"The best part is the building's architecture and store layout. The worst thing is its emptiness which makes me feels inactive and do not want to buy things."

"The atmosphere is very good and relaxed. I feel like home. But, staffs are inactive. I need to call for help."

"I like its uniqueness from other retailers. It's like I am at the showroom or museum not at a shop."

The results show that customer implies the action of service provider differently. It depends on the expectation of customers whether they come to SCG Experience for which purpose and which department they are at.

2. After visiting SCG Experience

The interview focuses on what they think of SCG Experience and how they would explain SCG Experience to others. Only few are not sure to recommend their friends to visit SCG Experience. While, others believe their friends will like SCG Experience and they'd revisit for sure. Some of respondents mentioned as following samples:

"Definitely return and recommend to friends."

"Not sure because I think other places can provide the same or better quality"

When I asked what they would tell their friends about SCG Experience, all of customers describe SCG Experience as a center of all SCG building materials. However, some customers added that SCG Experience is the place where to find ideas and information about house building. This group of customers does not focus only on SCG's product but the idea this place offers. At the end, customers may not buy the

products at SCG Experience but at the dealers. Some of respondents mentioned as following samples:

"The most complete center of SCG products."

"The place where provides complete information of SCG building materials both structural and decorative products.

"The place where there's design consulting service."

"The place where provides complete information about building materials and can create the atmosphere like home."

"The place where I can explore more idea about house and decoration."

For After Sales service, customers who have purchased at SCG Experience informed that the service is rapid and satisfying. For the recommendations, customers have different ideas which could be grouped as follows:

"Staffs should be more proactive."

"SCG Experience should create more activity so that the atmosphere is livelier and motivate customers to buy."

"The songs which play along should be more related to SCG or more active."

"All written name plate is in English. It should also be Thai as well"

"The atmosphere is too luxury. It makes the goods look pricy."

Although some customers are satisfied with SCG Experience, there are still points to be improved. The "After" service's comments are really important because only satisfied customers will return and recommend others to come.

4.1 Discussion

According to the findings, the interviewees of 3 groups were asked the questions based on the same framework; CJM and SEMs.

Table 4.1 Discussion Table from Interviews answers

Interviewee	Before					During					After				
	Sense	Feel	Think	Act	Relate	Sense	Feel	Think	Act	Relate	Sense	Feel	Think	Act	Relate
Managerial Position	- SCG Experience's communication channels focus on online and word-of-mouth strategy - Online strategy is to frequently post about the products and knowledge on Facebook and related website to maintain relationship with current customers and draw new customers' attention - Word-of-mouth strategy is the result from the satisfaction of current customers. If customers are satisfied with the SCG Experience, they tend to tell their friends to visit					- To provide great service to customers, SCG Experience set many criteria; staff recruitment, atmosphere, sound, lights, lay-out, and etc. - Staff recruitment: Applicants will be tested as if they were selling things to the committees. Staffs should be polite and teachable. Friendliness and professionalism are the core. - Atmosphere: Temperature, lights, and sound are designed to let customers experience the product in the best condition. Anything to break the criteria is not allowed. - Lay-out: Each products showcase is well-thought. Innovations are located on the 1st floor to attract attention. On the 2nd floor, there're ceramic tiles and sanitary ware. On the 3rd floor, there're cements, roof, and, other parts of the house. To let customers feel like the show starts from innovation-light-hard.					- SCG Experience set the policy that every orders will be followed up by sales person to make sure customers receive satisfying services and products. - Voice of Customer is implemented everyday. Staffs will call and get the feedback both positive and negative from customer and record via intranet. The information will be recorded and can be recalled. - Complaint is received through every channels; phone call, e-mail, social media, etc. SCG Experience has specific department responsible for complaints. - Each complaint will be delivered to product's manufacturer or service provider. Then, the complaints will be followed up. They believe that Word-of-Mouth is a key to customer expansion. Therefore, taking quick and serious action to customers' complaints and comments are essential.				
Customer Service	- Every staff is trained to realize the essence of service. Service is required to be align with the designed experience. Staffs realize of the sense of services criteria. - Staffs are trained about the products they sell. Updates are required when needed. They are supposed to offer professional services to customers as they are the frontline of SCG Brand.					- Policy requires that staffs will greet customers to let them know that service is ready. However, to maintain the privacy, staffs will let customers walk on their own, but, appear when help is required. - Professionalism is the key of service. Staffs will provide good service which means services and knowledge.					- Staffs conduct Voice of Customers every day. They record what they hear and are informed from customers on the intranet. This program lets the staffs in the same department and seniors know what happens during the day.				
Walk-in	- Word-of-mouth is the major channel that let customers know SCG Experience. If customers had been informed only good things, their expectation will be high accordingly. - Second thing that can manipulate the expectation is customers' background.					- Customers interpret the action of service provider differently. It depends on the expectation of customers whether they come to SCG Experience for which purpose and which department they are at.					- Even though, some customers are not fully satisfied with SCG Experience, most of customers still recommend their friends to visit.				

SCG Experience has crafted the policy to enhance customer experience. The policy includes all 3 phases; Before, During, and After. The policy has been deployed to every staff. If all policies are well conformed, the service quality will be as planned. Therefore, if the policy is not well conformed, service quality would be incomplete.

Customer Service Officer is the key to great customer experience especially in "During Period" stage. The action of staffs would lead to "happy" or "unhappy" status of customers. And, these statuses would affect story that will be told to others "After" the service.

From the interview, major channel that let customers know about SCG Experience is "Word-of-Mouth". The story told from others is attached with emotion and expectation. Therefore, the expectation that is attached "Before" the visit will be the benchmark to the service in "During Period". If the service by Customer Service Officer meets the expectation, it is likely to be happy status. In contrary, if expectation is not met, unhappiness will be informed to others after the visit and would lead to bad reputation afterwards.

4.2 Limitation

The interview was taken at SCG Experience during the operation therefore the limitation can be listed as follows:

1. Too light traffic of customers during weekdays:

Since customers can be mainly divided into 2 groups: home owners and architects/ designers, during weekdays, only architects/ designers visit SCG Experience. Homeowner usually makes a visit during weekends only. Therefore, the completed interview had to be taken place both during weekends and weekdays.

2. Uncomfortable interviewees:

The interviewees are divided into 3 groups; Managerial Position Staff, Customer Service Officer, and Walk-in Customers. For Managerial Position Staff, she is volunteered and happy to provide information while there are issues when interviewing Customer Service Officer, and Walk-in Customers.

- Customer Service Officer has to serve customer along the day. Therefore, during the interview, she needs to promptly response to customers. The interview was interrupted 2-3 times.

- Walk-in Customers were there for idea seeking and some of customers prefer privacy. Not every customer was happy to answer all questions at a time as they wanted to walk around or leave.

3. Too small sample size was taken. Only 1-Managerial Position Staff, 1-Customer Service Officer, and 20-Walk-in Customers cannot completely represent the ideas or comments of their group.

CHAPTER V
CONCLUSION AND RECOMMENDATION

The main objective of this study is to see how SCG Experience has been implemented in term of the plan to enhance customer experience. The methodology is to apply CJM and SEMs as structured. The interviewees can be grouped into 3: Managerial Position as a plan developer, Customer Service Officer as a plan executer, and Walk-in customers as service receiver. These 3 stakeholders are the key persons who drive the success of the plans.

From the interview, it shows that word-of-mouth is the major influencing factor to customer experience. Positive or negative opinion leads to expectation of customer. The expectation of customer is the standard to service level in customers' thought. Therefore, it is the challenge for SCG Experience whether their designed policy can response to customer's expectation or not.

"Happy" or "Unhappy" status will be another story informed to their friends and that comments would impact SCG Experience Operation.

The following diagram shows the relation of word-of-mouth and customer experience.
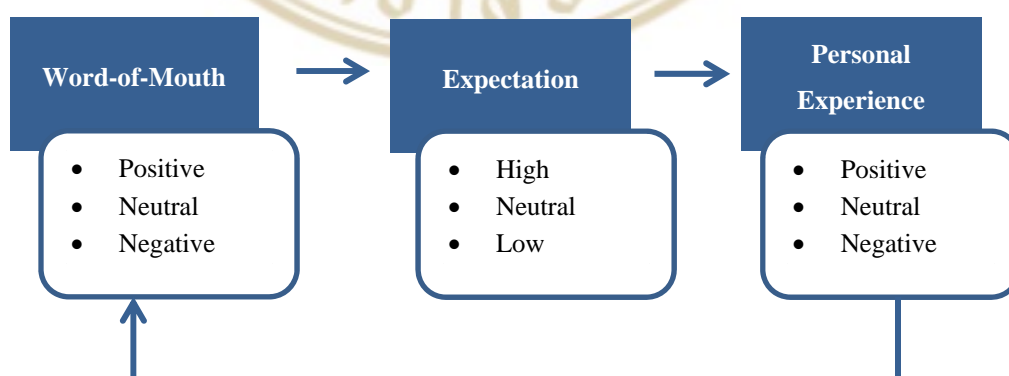

Figure 5.1   Relation of Word-of- Mouth Diagram

It means that whether or not the expectation is met depending on the service "During" the visit. SCG Experience has designed standard of service and deploy this strategy to their staffs. However, as a human, it is likely to be default. Consequently, inspection is required.

This could be summarized that policy implementation and inspection are essential to create designed customer experience. Either of policy implementation or inspection is not successfully conformed, customer expectation will be uncontrolled and customer experience will be unpredictable.

The impact of Customer Experience is immense. However, to be successful in service, the lack of outside-in policy or proper inspection would lead to ineffective service and failure at last.

5.1 Recommendation

It is recommended to SCG Experience that, in order to create great customer experience, they should gain more attraction, create strong control, and maintain relationship. These recommendations are divided on timely basis; Before, During, and After.

1. Before: At present, SCG Experience majorly relies on word-of-mouth rather than create demand by themselves. To make the place seen and remembered, SCG Experience should create followings:

- Make more online presence in other related websites and blogs. Nowadays, people get information through online media rather than offline channels. Therefore, SCG Experience should make presence to where people surf for news and comments to gain attention.

- Set more activities with other units or related products. Direct or indirect activities can make customers remember and familiar with the name.

- Support activity at design faculty to gain more familiarity. In the early chapter, one of the communication channels that attract the visit is through the design campus. Professor and students know SCG Experience quite well. Therefore, to create strong relationship or concrete remembrance of the brand, SCG Experience should officially support faculty activity to create more familiarity from students who are going to be the main customers of SCG Experience in the future.

2. During: SCG Experience, it has already set the standard for service. Staffs are controlled by this policy and monitored by their seniors. However, as interviewed, it would turn out that policy deployment is not as important as policy implementation and inspection. At present, staffs perform their duties based on the policy and are monitored by their seniors quarterly. Monitoring system is a gap. Staffs should be monitored by other units at the same as their unit. This system would overcome cultural familiarity among people in the same unit. And, the gap would be fulfilled.

3. After: The main customers at SCG Experience are designers. To maintain relationship, not only membership system is required, but non-member should be focused as well. Newsletter via e-mail about new product or promotion should be delivered to every customer without the limitation on membership status.

With these recommendations, SCG Experience will be able to create attraction, Control service quality, and Maintain relationship with customers. Customer Experience is not only one-time action but long-term action; therefore, business cannot only focus on only one phase.
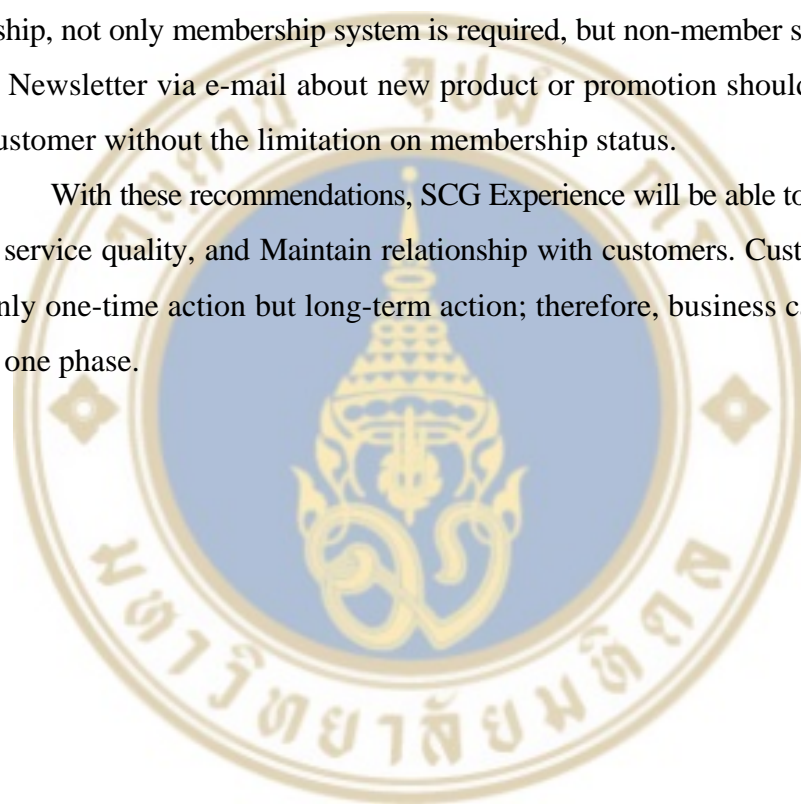
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