Data PK-yrityksen työvälineenä: Asiakasymmärys

Ville Ilkkala

Valaa Technologies

+358 (0) 503 088 877

ville@valaa.com

Miksi?

Miksi?

- Asiakas pyytää tarjouksen, mutta päätöksessä kestää.
- Asiakas ei ole tyytyväinen tarjouksen sisältöön.
- Asiakkaat palauttavat tuotteen usein.
- Asiakkaat eivät tilaa uudelleen.
- Asiakkaat eivät vuorovaikuta sosiaalisessa mediassa.
- Asiakas ei osaa käyttää tuotetta ja vaivaavat asiakastukea.
- Asiakas ei suosittele palvelua ystävilleen.
- Asiakkaat ostavat kilpailijalta.

Negatiivisen käyttäytymisen syihin voidaan vaikuttaa, jos tiedetään miksi sitä tapahtuu.

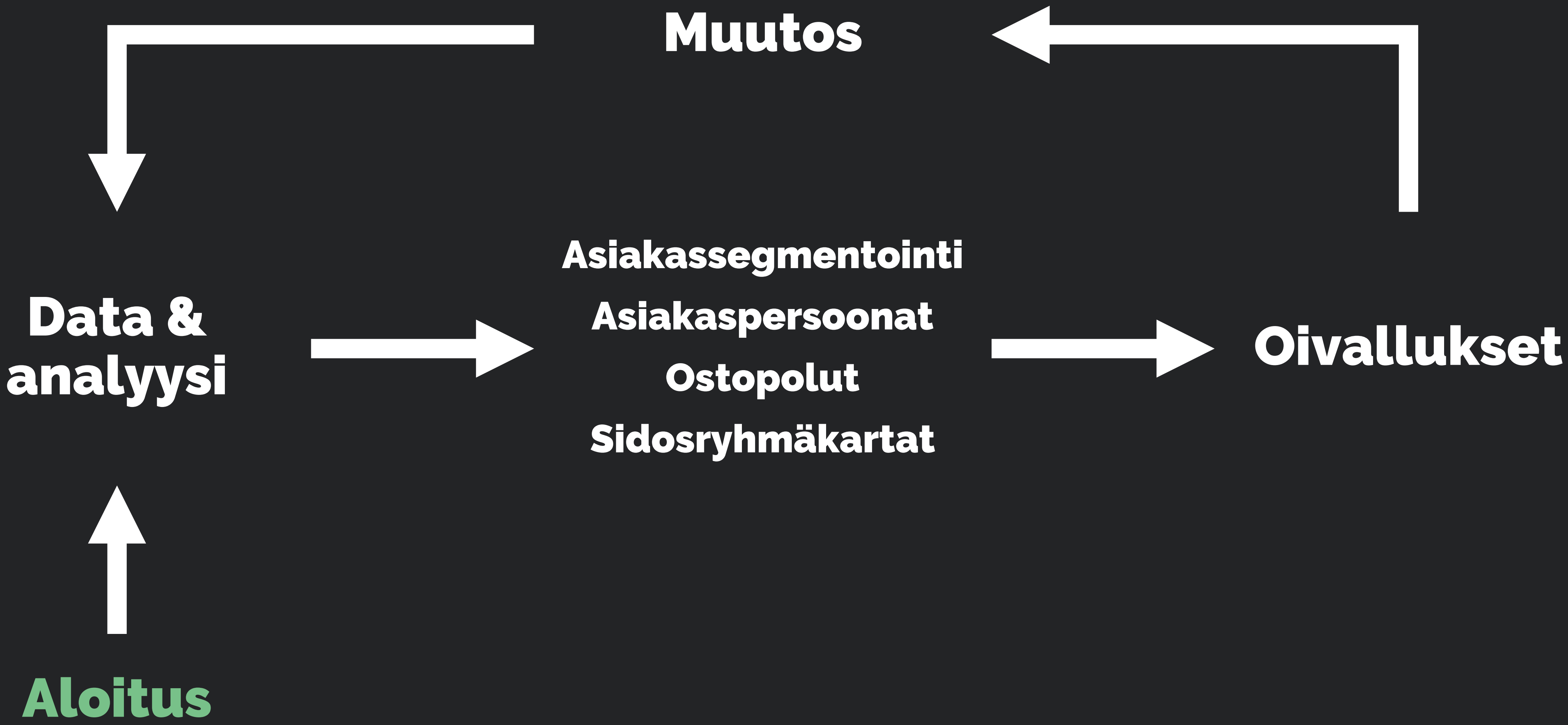
Miksi?

- Asiakas hyväksyy tarjouksen lähes välittömästi.
- Asiakas kehuu tarjouksen sisältöä.
- Asiakkaat eivät juuri koskaan palauta tuotetta.
- Asiakkaat tilaavat saman tuotteen uudelleen.
- Asiakkaat kommentoivat sosiaalisessa mediassa.
- Asiakas neuvoo muita käyttämään tuotetta.
- Asiakas suosittelee palvelua ystävilleen.
- Asiakkaat ostavat meiltä kilpailijoiden sijaan.

Positiivisen käyttäytymisen syitä voidaan vahvistaa, jos tiedetään miksi sitä tapahtuu.

Data on PK-yritykselle jopa arvokkaampaa, kuin isolle yritykselle.

PK-yritys on ketterämpi reagoimaan dataan. Datan avulla PK-yritys voi muuttaa suhteellista asemaansa liiketoimintaympäristössään.


Muutos
Data &
analyysi
Asiakassegmentointi
Asiakaspersoonat
Ostopolut
Sidosryhmäkartat
Oivallukset
Aloitus

Älä luota intuitioon.

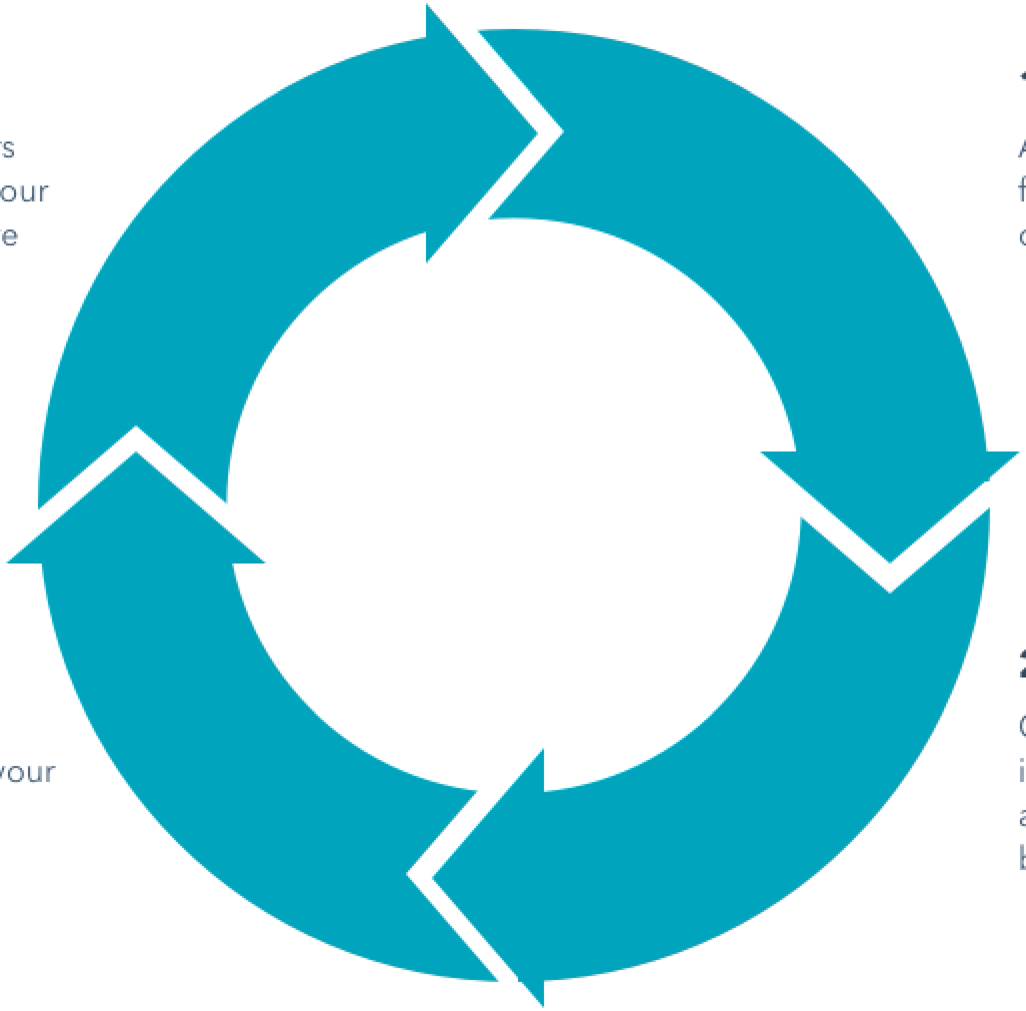
Mutta älä myöskään väheksy sitä.


Alustava strategia
Data & analyysi
Asiakassegmentointi
Asiakaspersoonat
Ostopolut
Sidosryhmäkartat
Intuitio
Aloitus

Muotisanat, kuten **big data** hämärtävät. Asiakasymmärryksen muodostaminen oikealla datalla on helpompaa, kuin luulet.

Kysyminen on aliarvostettua.

The A.C.A.F. Customer Feedback Loop



1. Ask

Ask your customers for feedback on your product or service.

2. Categorize

Categorize the feedback into different buckets that are meaningful to your business.

3. Act

Act on the feedback by sharing it with others at your company who can implement changes.

4. Follow-up

Follow-up with customers who gave feedback on your plans so they know you're truly listening.

Asiakassegmentointi

Customer Segmentation

Mitä?

Asiakassegmentointi on asiakkaiden jakamista ryhmiin markkinoinnin kannalta oleellisten ominaisuuksien perusteella.

Miksi?

Kohdistettu viestintä on tehokkaampaa. Segmentointi mahdollistaa viestinnän kohdistamisen kapeammalle yleisöille.

Kenelle?

Asiakassegmentointi on kaikkien datavetoisen yritysten ensimmäinen askel. Jos et segmentoi, et tee juuri muutakaan.

Segmentoinnin perusteet

	Demograafinen	"Firmagraafinen"	Psykograafinen	Käytöksellinen
Määritelmä	Luokittelu yksilön ominaisuuksien perusteella	Luokittelu yrityksen ominaisuuksien perusteella	Asenteiden, tavoitteiden, toiveiden ja arvojen perusteella luokittelu	Käyttäytymisen, kuten tuotteiden käytön perusteella luokittelu
Esimerkit	Sijainti, sukupuoli, koulutustaso, tulotaso	Sijainti, yrityksen koko, liikevaihto	Elämäntapa, persoona, mielipiteet, arvot	Käyttöaste, heräteostokset, ostopäätökset
Koska / miksi?	Olet PK-yritys, joka aloittaa segmentointia	Olet PK-yritys, joka aloittaa segmentointia	Kohdennat asiakkaille niiden arvojen ja elämäntavan perusteella	Kohdennat asiakkaille niiden käyttäytymisen perusteella
Vaikeusaste	Yksinkertaista	Yksinkertaista	Haastavampaa	Haastavampaa

22-vuotias naispuolinen opiskelija ostaa meiltä rahapulastaan huolimatta.

Asiakassegmentointi on dataan pohjautuvaa alhaalta-ylös –analyysiä.

Ideaali asiakkaamme on 35-vuotias itsestään huolehtiva uranainen.

Markkinasegmentointi on arvailuun perustuvaa ylhäältä-alas –määrittelyä.

Yleisiä virheitä segmentoinnissa

- *Likainen* data – vanhentunut, duplikoitu, virheellinen
- *Fiilispohjalta* – segmentointi ei perustu dataan
- Segmentointia ei ole sidottu liiketoiminnan tavoitteisiin
  - **SMART**: specific, measurable, achievable, relevant, time-based
- Rajallinen data
- Segmentointi tehdään unohtaen kanavat

Lähde

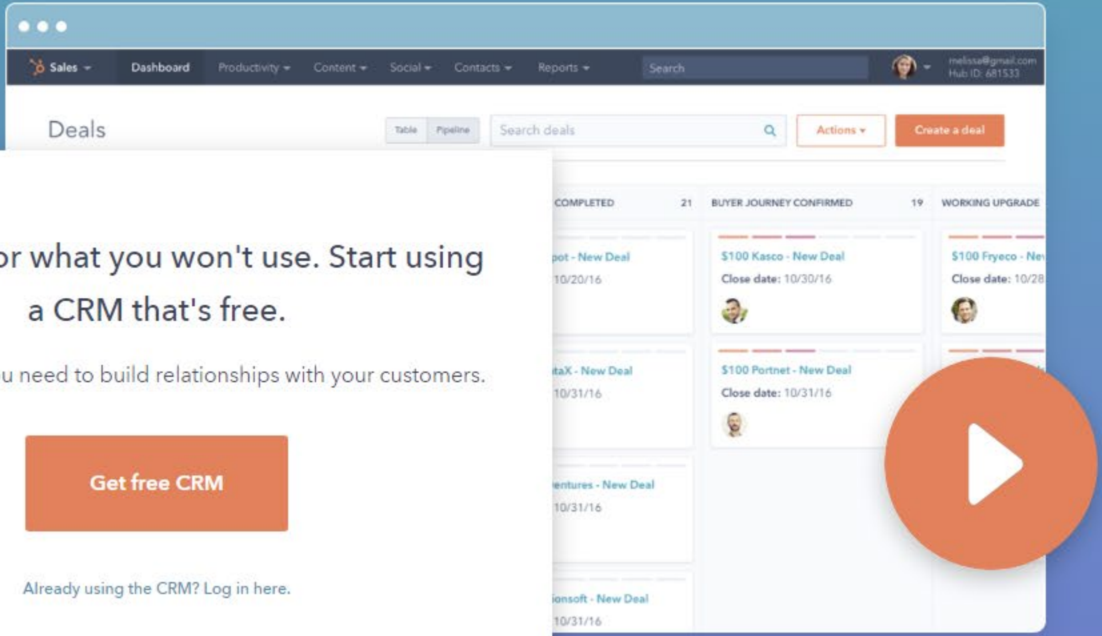
Mistä dataa?

CRM

Customer-relationship management
eli asiakkuudenhallinta on jokaisen yrityksen tärkein datan lähde.

Why Pay for a CRM When This One Is Free?

HubSpot CRM is everything you need to organize, track, and nurture your leads and customers. Yes, it's 100% free, forever.



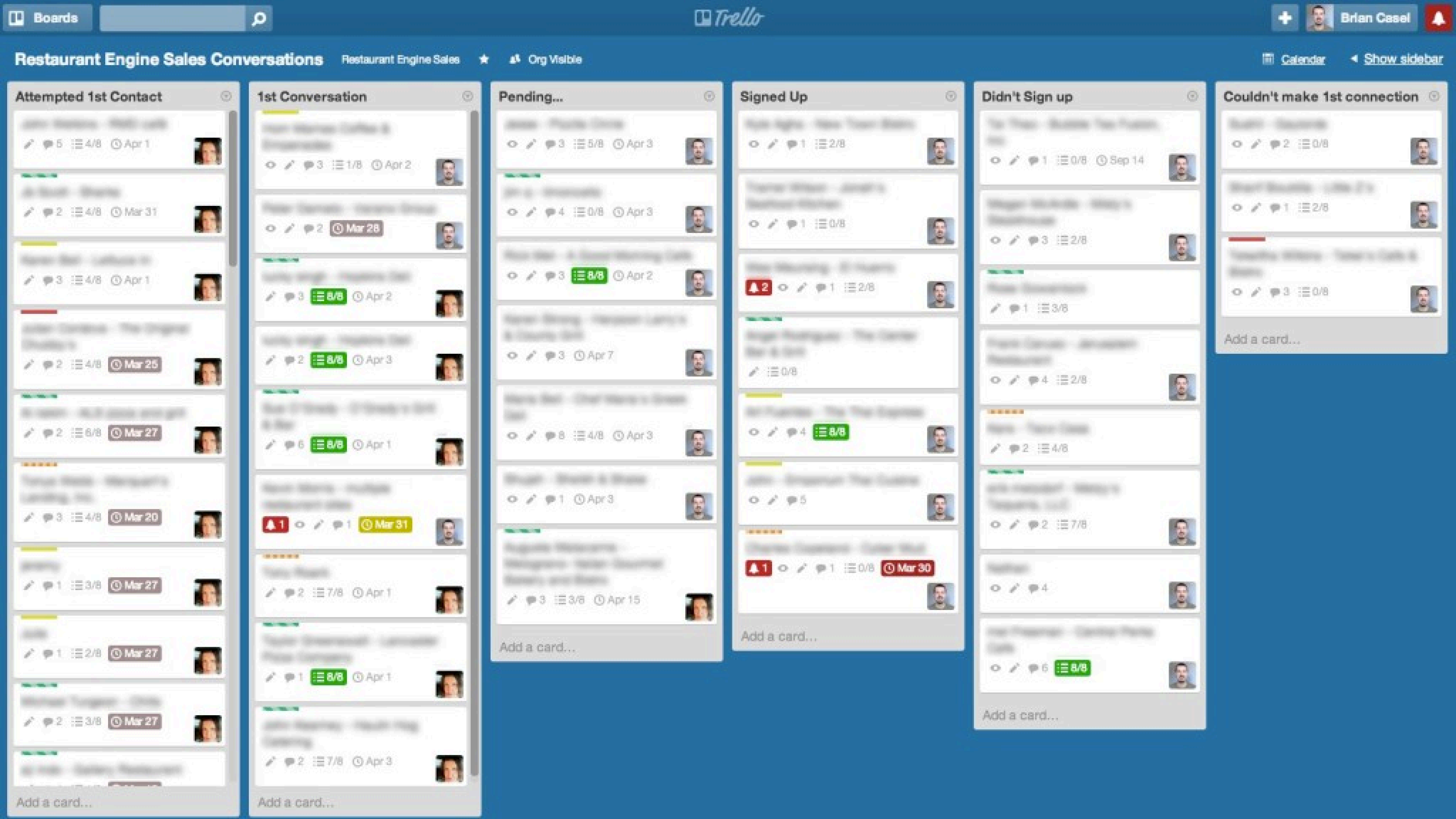
Don't pay for what you won't use. Start using a CRM that's free.

Get everything you need to build relationships with your customers.

Get free CRM

Already using the CRM? Log in here.

What is your business looking for in a CRM? I'm here if you want to chat about how HubSpot's CRM can meet your needs.


Boards
Trello
Brian Casel
Restaurant Engine Sales Conversations
Restaurant Engine Sales
Org Visible
Calendar
Show sidebar
Attempted 1st Contact
1st Conversation
Pending...
Signed Up
Didn't Sign up
Couldn't make 1st connection
Add a card...

Connect Your Apps and Automate Workflows

Easy automation for busy people. Zapier moves info between your web apps automatically, so you can focus on your most important work.

Sign Up With Google

OR

Work Email

First Name

Last Name

Password

Sign Up

By signing up, you agree to Zapier's Terms of Service.

Trusted at companies large and small

BuzzFeed invision Spotify Adobe FOX

Integrate

Link your web apps with a few clicks, so they can share data

Automate

Pass info between your apps with workflows called Zaps

Innovate

Build processes faster and get more done—no code required

Filter integrations

Search

Categories
- Advertising
- ABM
- Analytics and Data
- Calling
- Connector
- Content
- Customer Success
- Ecommerce
- Email
- Events and Webinars
- Lead Generation
- Live Chat
- New and Noteworthy
- Productivity
- Sales
- Social Media
- Video

Explore Collections
- Apps for Startups
- Apps for Agencies
- Free Apps

For Developers
- Build your own integration

CERTIFIED

Zapier

An integration platform that allows you to connect your HubSpot CRM and Marketing data to all the other tools your team uses automatically, like MailChimp, Google Contacts, FullContact and more.

CERTIFIED

Automate.io

Sync data or run workflows across popular apps. Facebook lead ads, GoToWebinar, Salesforce, Zoho, Google Sheets, Typeform, Intercom, MailChimp and more.

CERTIFIED

PieSync

An automatic 2-way sync between HubSpot & FullContact, InfusionSoft, Salesforce, Mailchimp, Google Contacts, Xero, Outlook, iCloud, PipeDrive, Quickbooks, Constant Contact, Insightly, Intercom, Zendesk, Aircall plus many more with a new integration added every Wednesday

CERTIFIED

Scribe

Measure, track & optimize campaign success with bi-directional data between HubSpot & your Microsoft Dynamics CRM.

CERTIFIED

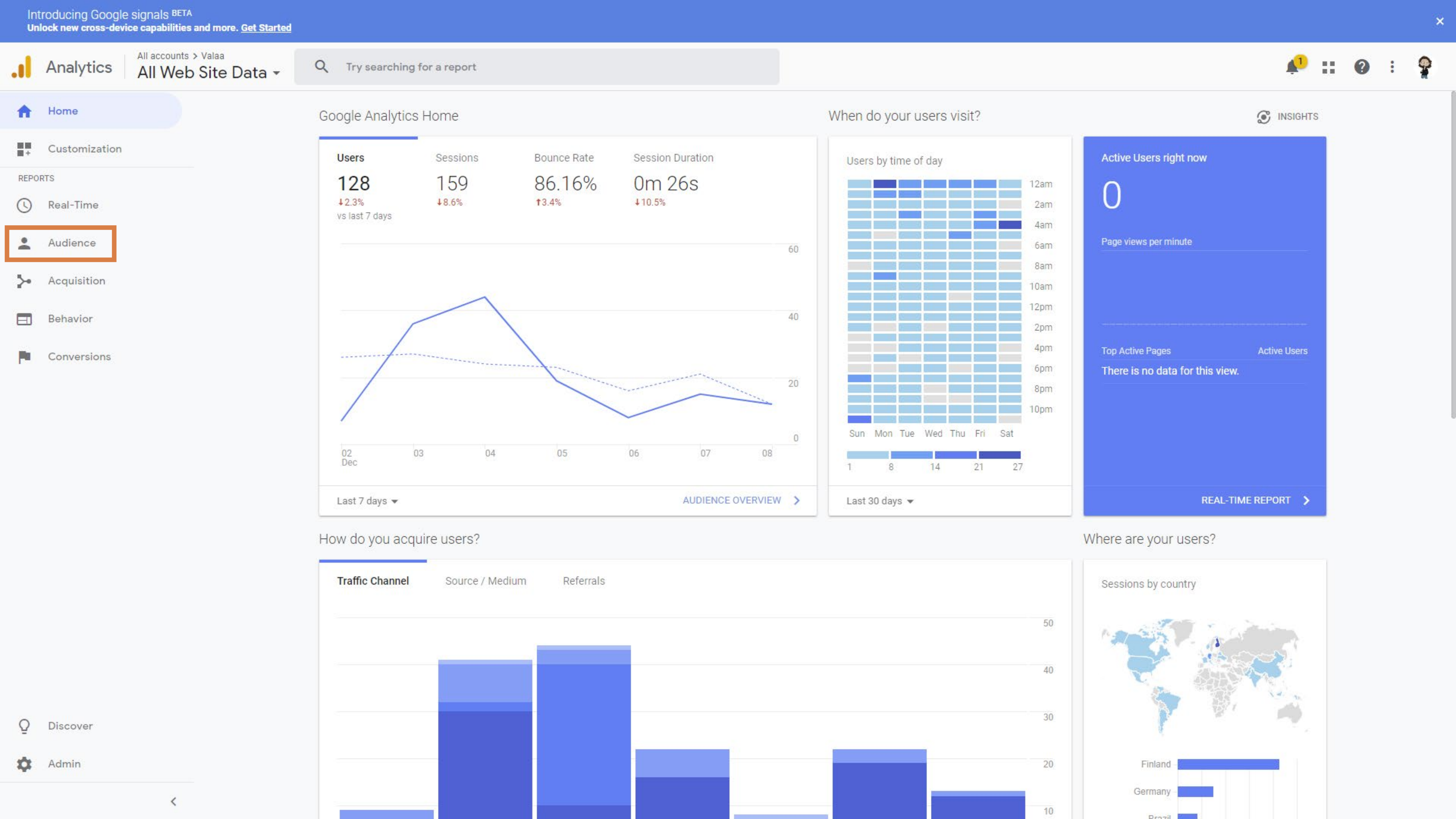
Import2 Wizard

1-Click Data Sync between HubSpot and favorite apps, including Google Contacts and more.

CERTIFIED

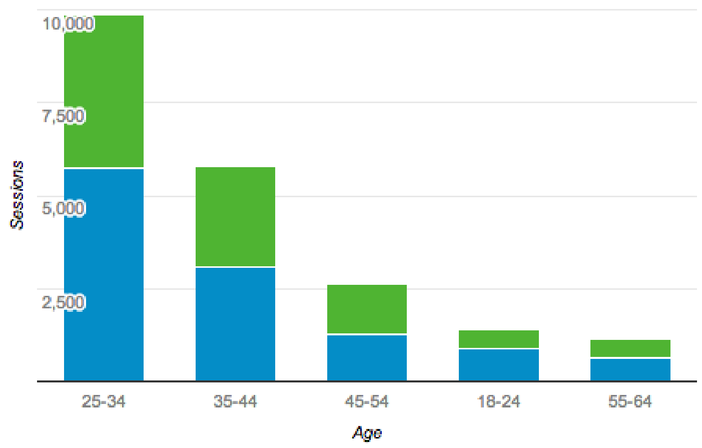
CData Software

Use the CData HubSpot Connector to see your HubSpot data as a database. Use standard protocols (JDBC, ODBC, ADO.NET, and more) to read and write live HubSpot data from popular BI, reporting, and ETL tools and from custom applications.

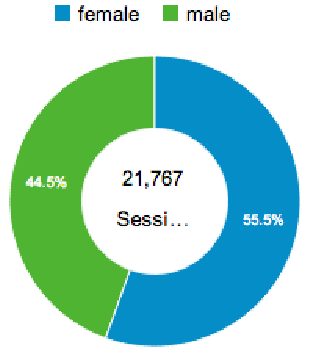


Introducing Google signals BETA
Unlock new cross-device capabilities and more. Get Started
Analytics
All accounts > Valaa
All Web Site Data
Try searching for a report
Home
Customization
REPORTS
Real-Time
Audience
Acquisition
Behavior
Conversions
Discover
Admin
Google Analytics Home
Users
128
2.3%
vs last 7 days
Sessions
159
8.6%
Bounce Rate
86.16%
3.4%
Session Duration
0m 26s
10.5%
60
40
20
0
02 Dec
03
04
05
06
07
08
Last 7 days
AUDIENCE OVERVIEW
When do your users visit?
INSIGHTS
Users by time of day
12am
2am
4am
6am
8am
10am
12pm
2pm
4pm
6pm
8pm
10pm
Sun
Mon
Tue
Wed
Thu
Fri
Sat
1
8
14
21
27
Last 30 days
Active Users right now
0
Page views per minute
Top Active Pages
Active Users
There is no data for this view.
REAL-TIME REPORT
How do you acquire users?
Traffic Channel
Source / Medium
Referrals
50
40
30
20
10
Where are your users?
Sessions by country
Finland
Germany

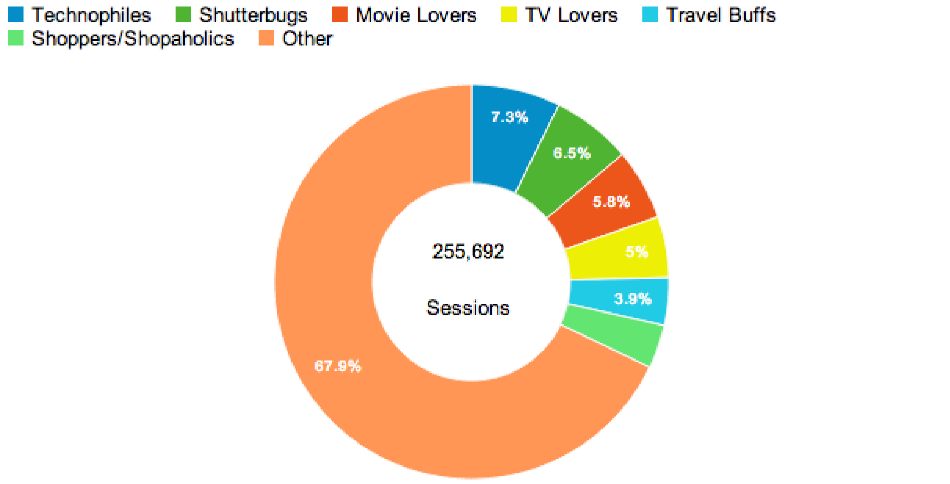
Audience Age



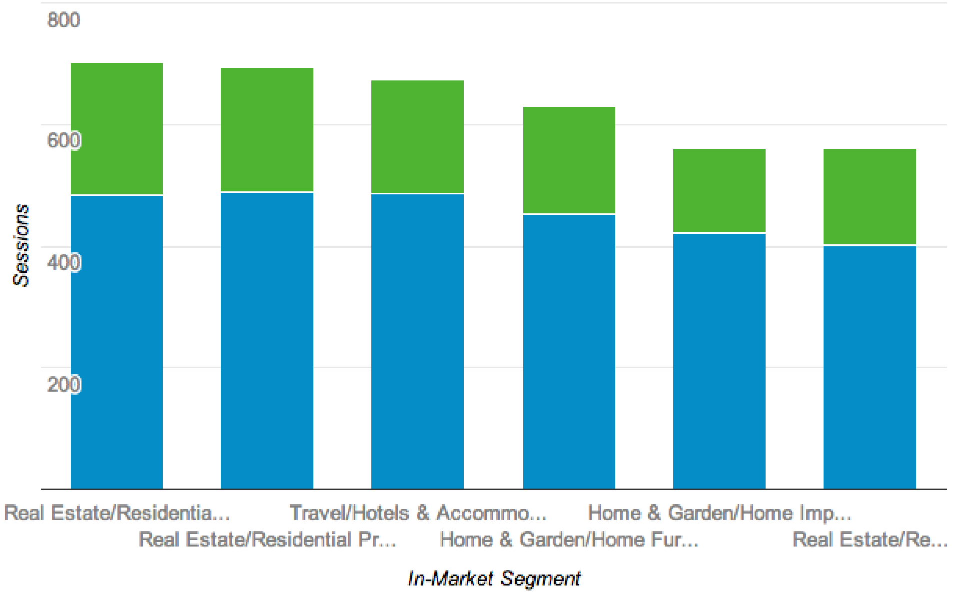
Gender



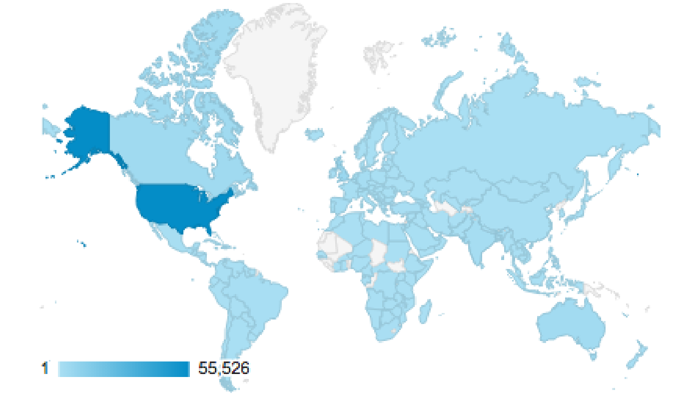
Audience Interests



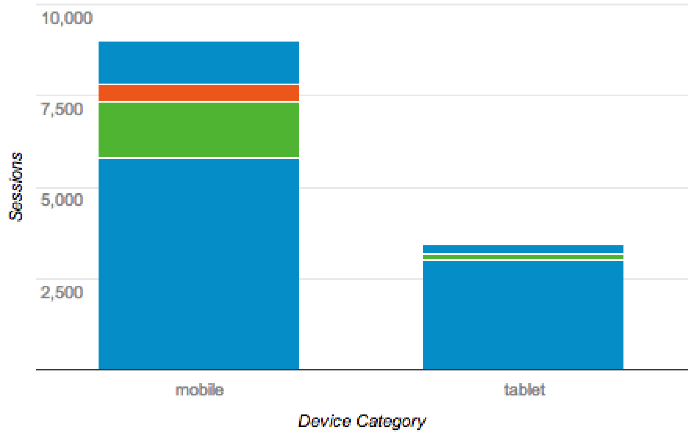
Audience Market Category



Audience Location



Mobile Use



Analytics | All accounts > Valaa | All Web Site Data

Try searching for "site content"

- Home
- Customization

REPORTS

- Real-Time
- Audience
  - Overview
  - Active Users
  - Lifetime Value BETA
  - Cohort Analysis BETA
  - Audiences
  - User Explorer
  - Demographics
  - Interests
    - Overview
    - Affinity Categories
    - In-Market Segments
    - Other Categories
  - Geo
  - Behavior
  - Technology
  - Mobile
  - Cross Device BETA
- Discover
- Admin

Demographics and Interest Reports

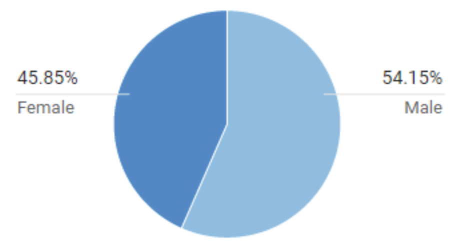
Enable Advertising Features include Demographics and Interest reporting, Remarketing, GDN Impression Reporting and the Campaign Manager integration. By enabling Advertising Features, Google Analytics will collect additional data about your traffic. You may need to update your privacy policy before enabling Advertising Features. Learn More.

The Demographics and Interest sections include Overview reports, along with new Age, Gender, and Interest Categories reports.

- They allow you to better understand who your users are.
- You can segment the rest of your Analytics data by these same characteristics so you can understand how converting and non-converting users differ (and many other such comparisons).
- These are the same demographics & interest categories used to target ads on the Google Display Network. Use these insights about your users to refine your ad campaign strategies.
- Not all of your users may have demographics associated with them, so these reports may only represent a subset of your users and may not be representative of your overall site composition.
- Learn more about how Google determines user demographics.
- Learn more about how Google determines user interest categories.
- Before enabling Demographics and Interest Reports you may need to update your privacy policy according to this policy.

Learn more about the new reports.

Gender 100% of total sessions



Policy requirements for Google Analytics Advertising Features

Google Analytics Advertising Features allow you to enable features in Analytics that aren't available through standard implementations. Advertising features include:

- Remarketing with Google Analytics
- Google Display Network Impression Reporting
- Google Analytics Demographics and Interest Reporting
- Integrated services that require Google Analytics to collect data for advertising purposes, including the collection of data via advertising cookies and identifiers

By enabling the Advertising Features, you enable Google Analytics to collect data about your traffic via Google advertising cookies and identifiers, in addition to data collected through a standard Google Analytics implementation. Regardless of how you send data to Google Analytics (for example, via the Google Analytics tracking code, Google Analytics SDK, or the Measurement Protocol), if you use Google Advertising Features, you must adhere to this policy.

You will not identify users or facilitate the merging of personally identifiable information with non-personally identifiable information collected through any Google advertising product or feature unless you have robust notice of, and the user's prior affirmative (i.e., opt-in) consent to, that identification or merger, and are using a Google Analytics feature that expressly supports such identification or merger. Irrespective of users' consent, you must not attempt to disaggregate data that Google reports in aggregate.

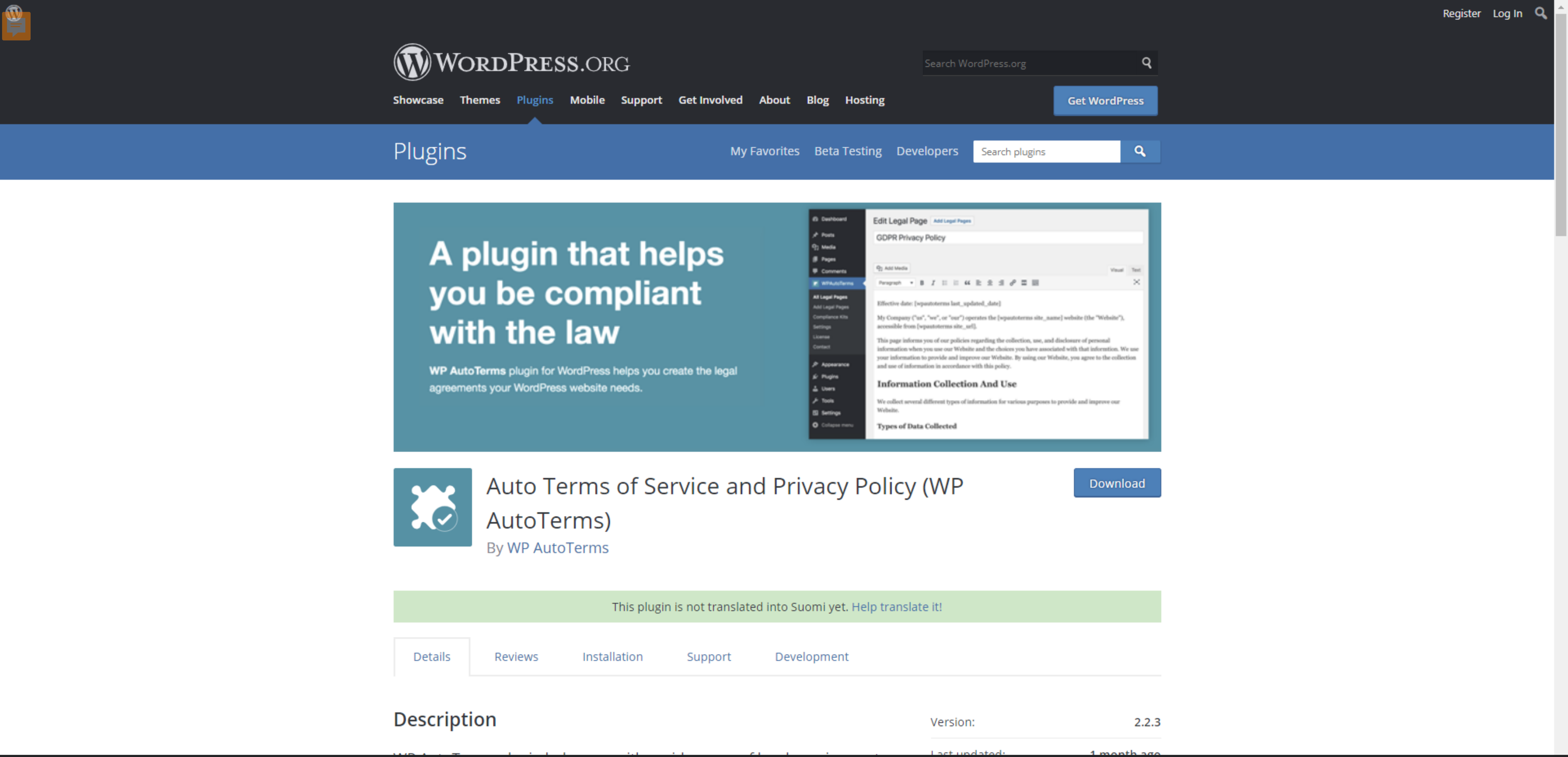
Learn more about PII in Google's contracts and policies

If you've enabled any Google Analytics Advertising features, you are required to notify your visitors by disclosing the following information in your privacy policy:

- The Google Analytics Advertising Features you've implemented.
- How you and third-party vendors use first-party cookies (such as the Google Analytics cookie) or other first-party identifiers, and third-party cookies (such as Google advertising cookies) or other third-party identifiers together.
- How visitors can opt-out of the Google Analytics Advertising Features you use, including through Ads Settings, Ad Settings for mobile apps, or any other available means (for example, the NAI's consumer opt-out).

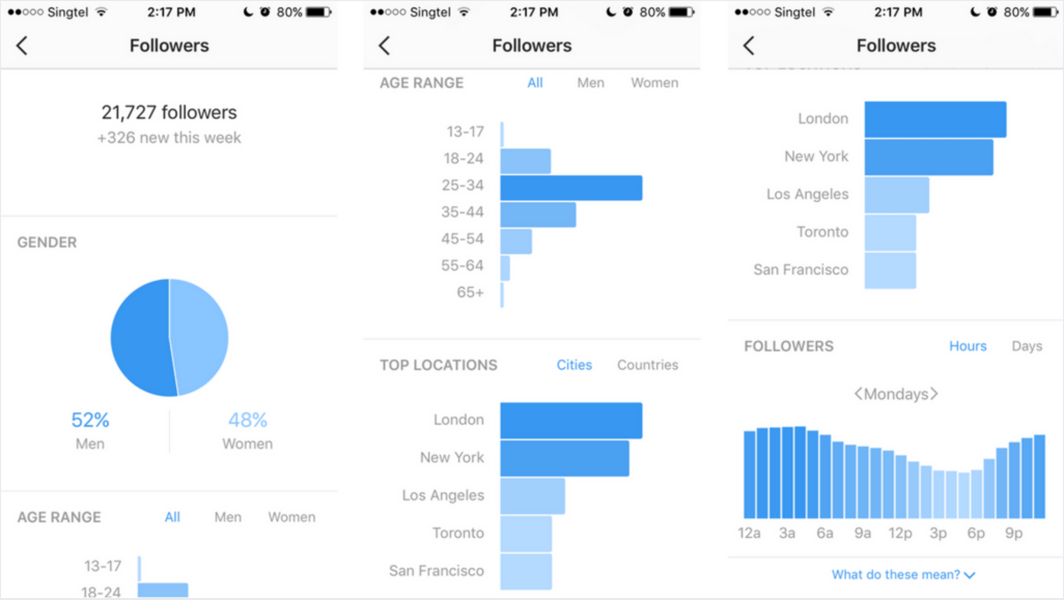
We also encourage you to point users to Google Analytics' currently available opt-outs for the web.

European Union user consent policy



https://wordpress.org/plugins/auto-terms-of-service-and-privacy-policy/

Sosiaalinen media on erinomainen datan lähde



Asiakaspersoonat

Customer & Buyer Personas


52%
kuluttajista vaihtavat todennäköisesti brändiä, mikäli yritys ei personoi viestintäänsä heille.


65%
yritysostajista vaihtavat todennäköisesti brändiä, mikäli toimittaja ei personoi viestintää heidän edustamalleen yritykselle.

Lähde

”Hei, sinä 30-vuotias miespuolinen tamperelainen, joka kulutat noin 300 euroa vuodessa kotimaan matkailuun!”

Tarkatkaan asiakassegmentit eivät yksinään mahdollista personoitua viestintää.

Mitä?

Asiakas- tai ostajapersoona on puolifiktiivinen kuvaus ideaaliasiakkaastasi, joka pohjautuu tutkimukseen ja oikeaan dataan.

Miksi?

Asiakaspersoona on työkalu, jolla markkinoinnista tehdään relevanttia ja persoonallista kohdeyleisölle.

Kenelle?

Asiakaspersoonien luonti ei ole vaikeaa eikä vaadi valtavasti resursseja. Asiakaspersoonat sopivat kaikille!

Asiakaspersoonat

1. **Profiili (demografinen ja firmagrafinen osuus)**
2. **Millainen asiakkaan päivä on?**
3. **Kipupisteet ja päänsäryt**
    - Mitkä laukaisevat uuden ratkaisun etsinnän?
    - Mihin asiakkaan ongelmaan tuotteeni on ratkaisu?
    - Kuinka turhautuneita asiakkaat ovat ostaessaan minulta?
4. **Onnistumisen syyt – miksi tuotteeni auttaa asiakasta?**
5. **Ostamisen esteet, kuten organisaatio tai budjetti**
6. **Missä he vaikuttavat verkossa?**

Negatiiviset persoonat

- **Siinä missä persoonat auttavat sinua kohdistamaan markkinointia, negatiiviset persoonat auttavat sinua olemaan kohdistamatta sitä väärälle yleisölle**
- **Syitä negatiivisten persoonien luontiin:**
    - Prospektit, jotka toistuvasti pääsevät pitkälle myyntiprosessissa (kuluttaen myyjän resursseja) ilman syntyvää kauppaa (ei tuloa)
    - Tiimi käyttää toistuvasti suunniteltua enemmän aikaa ja rahaa asiakkuuteen
    - Tavoitteet, joita tiimisi ei pysty täyttämään (juuri nyt)

Tunnista negatiivinen persoona

- **Kysy itseltäsi ja tiimiltäsi:**
  - Keiden asiakkaiden kanssa ette pidä työskentelystä?
  - Kuinka kauan kaupan saamiseen meni epämieluisimman asiakkaasi kanssa?
  - Ketkä asiakkaat eivät viihdy kanssasi? Miksi?
  - Mitkä asiakkaat tuottavat teille vähiten liikevaihtoa? Voittoa?
  - Keillä asiakkailla oli korkein hankintakustannus?

Yleisiä virheitä persoonien luonnissa

- Liikaa persoonia
- Ei huomioida negatiivisia persoonia
- ”Persoonat ovat vain markkinointia varten”
- Persoona on oikea henkilö
- Tavoitteelliset – ei todelliset – persoonat
- Pelkkiin demografioihin perustuvat persoonat
- ”Persoonien kehittäminen on vaikeaa”

Persoonat perustuvat dataan. Persoonat kehittyvät, kun data muuttuu.

Tarkkaan luodun asiakaspersoonan poistaminen saattaa tuntua ikävältä. Se kuitenkin kuuluu prosessiin: persoonia lisätään, muokataan ja poistetaan tilanteen muuttuessa.

Buyer Persona Profile | Priority Initiative | Success Factors | Perceived Barriers | Decision Criteria | Buyer's Journey

Persona name	Amanda
Roles	Digital Marketing Manager, Marketing Manager, Agency Owner
Education	Bachelors in Marketing, Advertising, Communications, or equivalent experience
Industry, geographic or other segments	B2B
Reports to	VP Marketing or Agency Owner
Solutions, Sales Play or Campaign	Email Marketing

MY RESPONSIBILITIES

- Effective planning and implementation of marketing content
- Establishing and adjusting strategies to meet goals
- Engaging in business partner relationships with clients and/or cross- functional resources
- Project management, executing reporting and presenting results
- Delivering work product and staying current with industry standards and trends.

HOW I AM EVALUATED

- Knowledge of marketing project workflow process and digital process lifecycle
- Attention to detail and accuracy
- Quality of written, presentation and verbal communication skills
- Knowledge of digital and social media analytics
- Budget management, metrics and reporting, especially demand generation
- Ability to work as a member of a persuasive and effective team

INFORMATION RESOURCES I TRUST

- Business professionals (peers)
- Consultants
- Internet / websites
- Business social media
- Events / conferences
- Personal social media

Buyer Persona Profile | **Priority Initiative** | Success Factors | Perceived Barriers | Decision Criteria | Buyer's Journey

What business conditions trigger this buyer's decision to look for a new email marketing solution?

Agency decisions are triggered by the requirements of new customers or newly targeted segments

We were looking for a solution that would be a better fit for the leads we were starting to see from small-to-medium-sized businesses. These smaller companies were going to be good clients for us, but they weren't going to have the budget for the setup costs that our existing solution required. High upfront costs would be such a barrier that we might not win their business.

###

Our client was doing email through an agency, a copywriter who sent the emails for them. But my client didn't have any insight into the data or statistics. I said look, you should really be far more on top of this and let's look for an appropriate system for you guys.

Decisions by in-house marketers are triggered when the company has a new focus on digital marketing

The CEO decided that we needed to get serious in the digital space. He hired a new VP of digital strategy and innovation, who came up with a vision for how to make it work for the 7 companies we owned.

###

As a content producer and curator, I thought it would make sense that once a month, and only a once a month, I would create a newsletter that would have only "the best of the best" and send it to my followers, customers, and prospective customers.

###

Our sales were starting to flatten out a little bit so we were talking about different ways that we could help our sales force do better follow-ups. And one of the options was e-mail marketing.

Buyer Persona Profile | Priority Initiative | **Success Factors** | Perceived Barriers | Decision Criteria | Buyer's Journey

What results or outcomes does this buyer persona expect from a new email marketing solution?

It will be so simple that infrequent users won't need training (Agency)

We need something that isn't complicated to setup and operate so we can have a partnership with the client. If they want to do a little bit more themselves, that should be an option. With our current, more robust solution, an untrained marketer won't be able to get in and operate it.

###

It should be easy to make segmented lists, look at the statistics, and send out the emails. Something where you can't really make mistakes.

###

For many or our clients, this is not a daily thing to do. They don't have marketing departments or someone who has this as a job. Many have someone who does a once-a-month or once-a-quarter mail shot.

I'll have a single, comprehensive view of my customers, including what they're doing and saying

I want to know if the person received the e-mail newsletter and acted on it, and ideally, I want to tie that into a social CRM system.

###

We don't want to look at different systems to get the perspective of our customer and what they're doing, and the conversations we're having.

I'll have a solution that can grow with me as my needs change

We want to be able to grow into a solution if we need to. We obviously have that initial need that we've got to solve today. But what if there are other needs next week or next year? We don't want to be moving solutions.

I'll have complete control over the content of automated responses

I've got an offer– say a PDF of a free report. Just give me your name and email. The confirmation email should say, "Thank you for signing up. And here's the thing that you asked for." Right there, with no additional steps.

###

We want transactional support for emails that aren't about marketing or promotions. You place an order and you get a confirmation, or you contact us and get a reply that says, "We'll respond to you in 24 hours."

Buyer Persona Profile | Priority Initiative | Success Factors | **Perceived Barriers** | Decision Criteria | Buyer's Journey

What attitudes or concerns prevent this buyer from investing in email marketing? Or why wouldn't they purchase it from you?

We're not sure that we can trust you

I was dissatisfied with all of the choices, so I just didn't do anything. And then your solution came along, and it could do everything. But it was brand-spanking new. I don't want be on the leading edge, so I'm waiting six months to a year to see if you are still around.

###

I have a problem with my clients, because they've heard about your competitors. But when I say, "this solution will do everything that you need to do," they haven't heard about you, and they say, "Gee, I don't know..."

To get the result we want, your templates require users to know HTML

We would need to help our client build an HTML template, and the whole idea is to make them more independent.

I can't accept your opt-in policies and email responses

When my customer opts in, I want them to experience instant gratification, building trust by attaching the offer to the confirmation email. Your solution can kind of do that, but not well. I have to send a second email and attach it there.

###

I should be able to import my list into my new email solution without forcing everybody to go through another round of confirmation. I think it's impolite and rude to ask people who have already opted in to go through it again.

###

Given that we already have their permission, we don't want to use a provider that will ask for their permission again. There is a danger that they won't accept it or won't remember.

I'm concerned about being blacklisted

The problem is when you start sending out a bunch of email through your own server, all of a sudden you find your address being marked as being a spammer.

I don't want one more system to manage

I get worried about how many systems I'm going to have to manage and look at. I'm concerned about how many I'm going to have to keep track of in order to really understand my customer and prospect. It scares me.

Buyer Persona Profile | Priority Initiative | Success Factors | Perceived Barriers | **Decision Criteria** | Buyer's Journey

Which features of email marketing does this buyer evaluate as they compare alternative approaches / vendors and make a decision?

I want ease-of-use, which means that I can figure it out on my own and it works like other software I regularly use

Of course it's easy to use. Everyone's saying theirs is easy to use. So It is a major criteria for me to see which one allows me to get to my goal before I have to consult help or call anybody. If it's easy to use, then I should be able to figure it out.

###

When I want to add a new piece of content, add an image or a video, I want to simply drag-and-drop.

###

I expect very little complication in terms of the backend work that I have to do to configure it. And another thing, I expect APIs and hooks into other systems such as social CRM systems for seamless integration.

I expect a lot of easy-to-customize templates, updated frequently

The first thing I look for is templates. I want a solution that has a lot of templates and is always adding more. I want to see at least five newsletter templates that are easy to use.

###

I expect templates that are integrated into the plugins, so that someone could just create the newsletter within the plugin, format it quite easily, and add a photograph. That is quite important, because it means that at some point my customer won't need to rely on me to do it for them.

###

I don't want to spend money for someone to build our templates. I want to be able to repurpose something, take something that's there that I really like and be able to customize it.

I won't trade off ease-of-use to get automated response capabilities

There are email marking platforms that don't have the logic built in to do email marketing automation, so although they might be easy to use and low cost, they don't have the complexity of being able to setup behavioral rules to automate your marketing. So those are out.

Agency: It needs to integrate with a wide range of web and CRM platforms

I need one that has at least a handful of integrations for the big guys that are used across industries.

###

There is one that is an awesome tool, but you have to use it with WordPress. So it's limited, it wouldn't apply to all of our clients. Or, it wouldn't have the integrations with some of the CRMs our clients need.

Buyer Persona Profile | Priority Initiative | Success Factors | Perceived Barriers | Decision Criteria | **Buyer's Journey**

What is this buyer's role in the decision and who else will impact the decision? What resources will they trust to guide the decision?

I'm familiar with many solutions and prioritize those where I have experience

I know a lot of options because we have worked with lots of systems for many clients. So I simply ask myself, "What are my two favorite options to propose to them?"

###

The new VP has some experience, so he knows what he wants to do and which vendors will get us there.

###

I ask people in the company what solutions they know about. Then I use Google to find more. But those that are mentioned are the most interesting.

I expect web access to basic prices

I appreciate being able to go to a site and look at features and pricing. Pricing isn't the only factor, but I dislike having to hunt for it or pick up the phone. I'm not even sure I want to talk to someone yet. I have grown up in the [fast] model of software services and I just want to know: is this $1,000 or $100,000?

I need to see it and use it before I decide

I'd say the websites are all about the same. What really helps is using it.

###

We want to see the product in a online demo and walk through it. We want to see it from the back end or the administrator's side so that we know what it will take for us to run it. We want to see a lot of features and capabilities, plus some cool use cases.

I'm calling to get answers, sure, but mostly to test your responsiveness

I called and asked them a few questions and that was another criteria. Are they easy to talk to and do they make sense?

###

I did call each of them, as well. Because one thing's that's really important to me is when I need support, I don't want to be doing e-mail and I don't want to be doing chat; I want to call somebody.

Agency: Clients defer decisions to us

I tell the office manager "These are the three, let's look at the differences." She had Googled some others. I said, "Look, I know these systems and I'm gonna help you in the future. It might be easier to choose the system that I know very well." She went with what I advised.

In-house: We have a team that's working on the assessment, but I decide

We worked as a team with a couple of people from marketing, product management, development and the ecommerce marketer to decide on the features and functionality. We took a couple of days to do that together and came up with a bunch of requirements. We put it into a tool that will allow us to track the vendor responses and where we are in the decision.

Mistä dataa?

- Haastattele nykyisiä ja uusia asiakkaita
- Kysy myyjiltä / tuelta / asiakaspalvelijoilta
- Kysy rajattuja datapisteitä massasähköpostilla
- Kannusta osallistumaan

Saa tarvitsemasi vastaukset

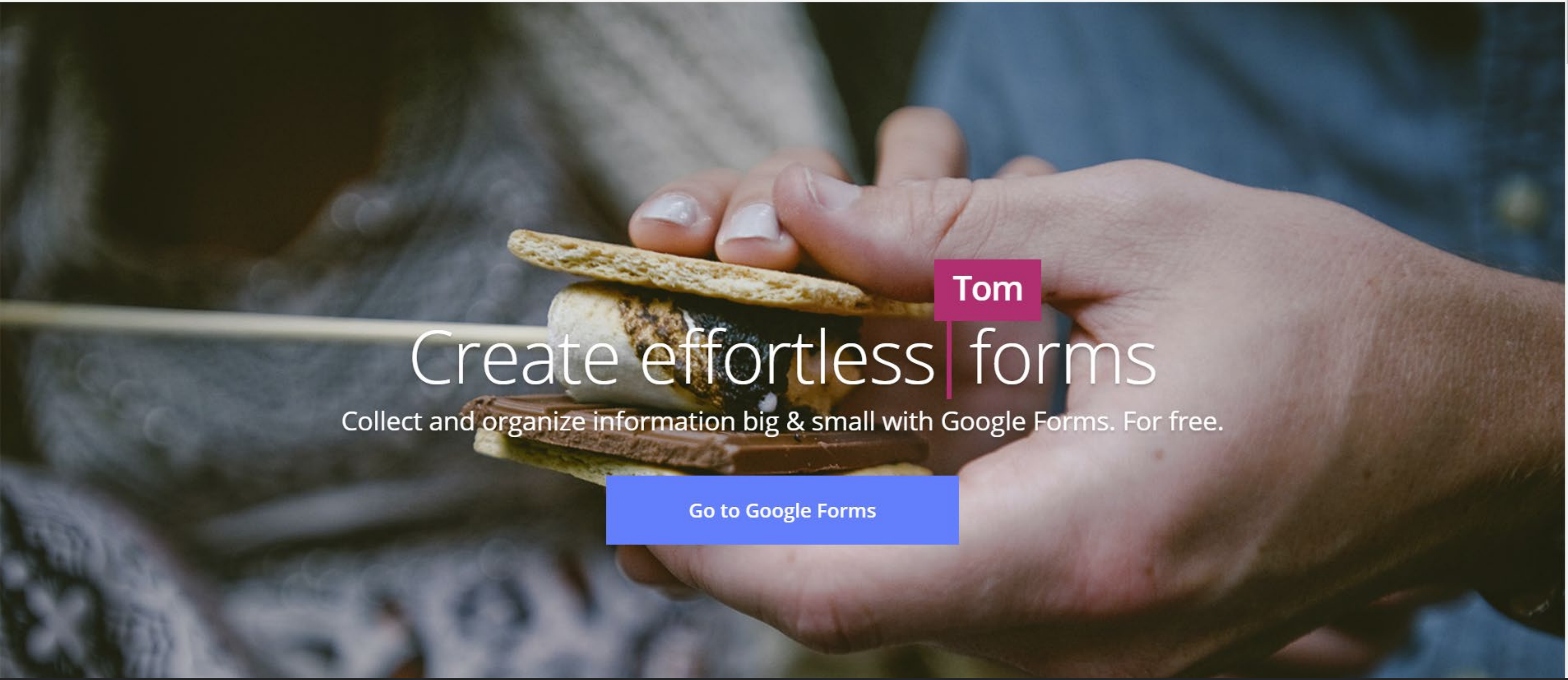
Saamme päivittäin vastauksia 20 miljoonaan kysymykseen. Hanki tarvitsemasi palaute maailman johtavan kyselytutkimusohjelmiston avulla.

PRO-REKISTERÖINTI

ILMAINEN REKISTERÖINTI

Ilmainen ja helppokäyttöinen kyselytyökalu

Google



Ilmainen ja helppokäyttöinen kyselytyökalu

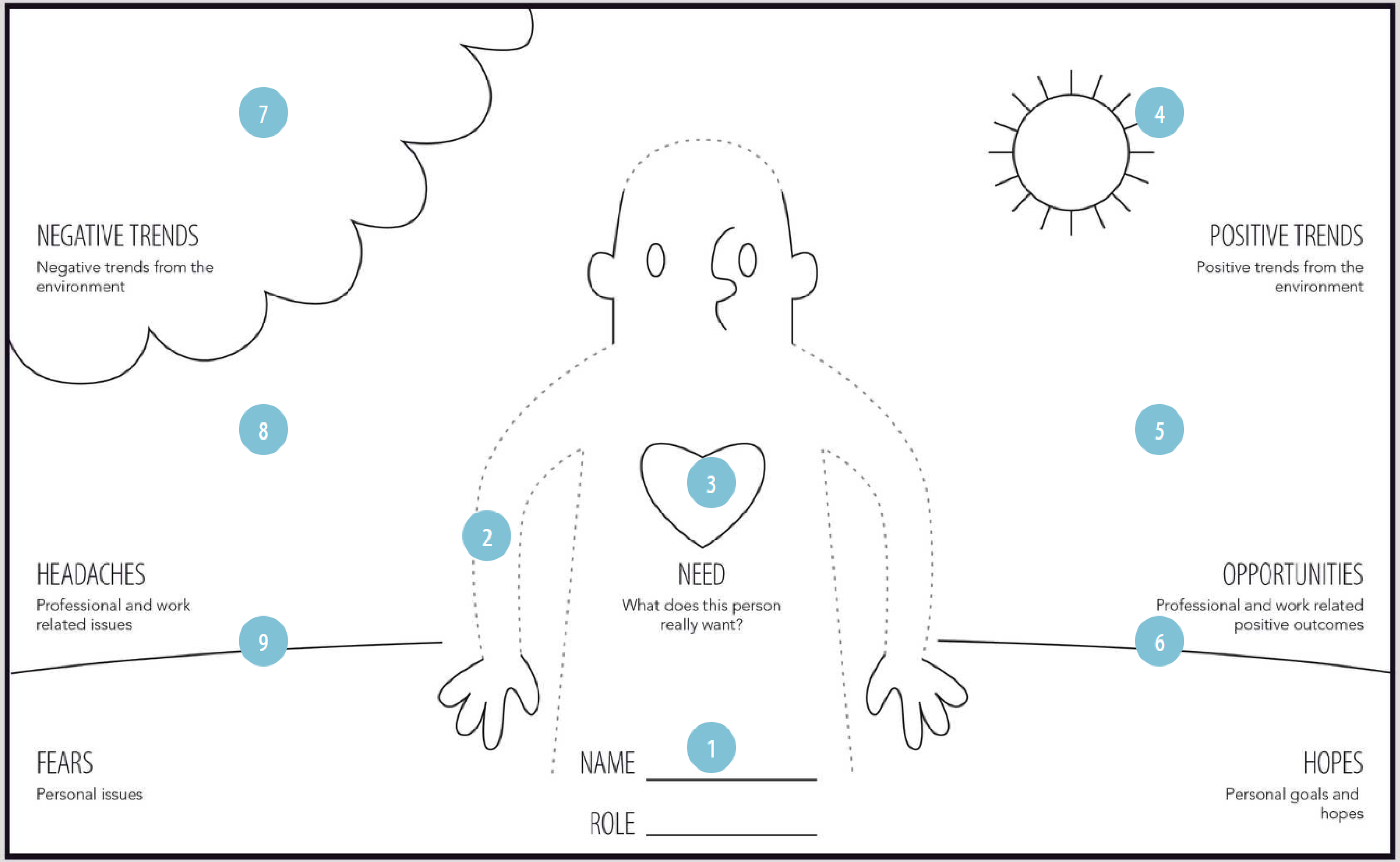
Workshop

Oman asiakaspersoonan luonti

https://designabetterbusiness.tools

PERSONA CANVAS

DESIGN A BETTER BUSINESS



1. NIMI
Anna persoonalle nimi.

2. HAHMO
Piirrä persoonastasi... no, persoonallinen.

3. TARVE
Tätä yritämme selvittää. Mitä he todella haluavat? Mitä päätöksiä he tekevät?

4. POSITIIVISET TRENDIT
Mitä positiivisia trendejä persoona kokee?

5. MAHDOLLISUUDET
Mitä positiivisia mahdollisuuksia persoonalla on?

6. TOIVEET
Mitä persoona toivoo tulevaisuudelta?

7. NEGATIIVISET TRENDIT
Mitä negatiivisia trendejä persoona kokee?

8. PÄÄNSÄRYT
Mitä ongelmia persoonalla on?

9. PELOT
Mitä pelkoja persoonalla on tulevaisuudelta?

Ostopolut

Customer Journey Maps

Mitä?

Ostopolut ovat visuaalisia kuvauksia kaikista tilanteista, joissa yrityksesi on vuorovaikutuksessa asiakkaan kanssa.

Miksi?

Ostopolut auttavat sinua ymmärtämään vuoro-vaikutustasi asiakkaan kanssa ja tunnistamaan kehityskohteita.

Kenelle?

Ostopolut sopivat niin ikään kaikille ja kaikenkokoisille organisaatioille.

Kohtaamiset ja totuuden hetket

- Asiakaskohtaamiset ovat hetkiä, joissa asiakas on vuorovaikutuksessa sinun, viestintäsi tai tuote- tai palvelukategoriasi kanssa
- Hallitset osaa kohtaamisista (sähköpostit, puhelut, verkkosivut), osaa et hallitse (viraali keskustelu, julkinen palaute, blogit)
- Ostopäätöstä yleensä edeltää useita kohtaamisia
- Kaikkiin kohtaamisiin et voi vaikuttaa ja jotkin ovat vähemmän merkityksellisiä, kuin toiset
- **Totuuden hetket** ovat tärkeimpiä kohtaamisia, joissa asiakas joko jatkaa polulla kohti tuotettasi tai palveluasi, tai kääntyy muualle

Customer Journey Map	Awareness	Discover	Purchase	Use	Bond
Website					
Store					
Call Centre					
Facebook					
Web Forums					
Mobile Phone					
Email					
Post					

Fig 3

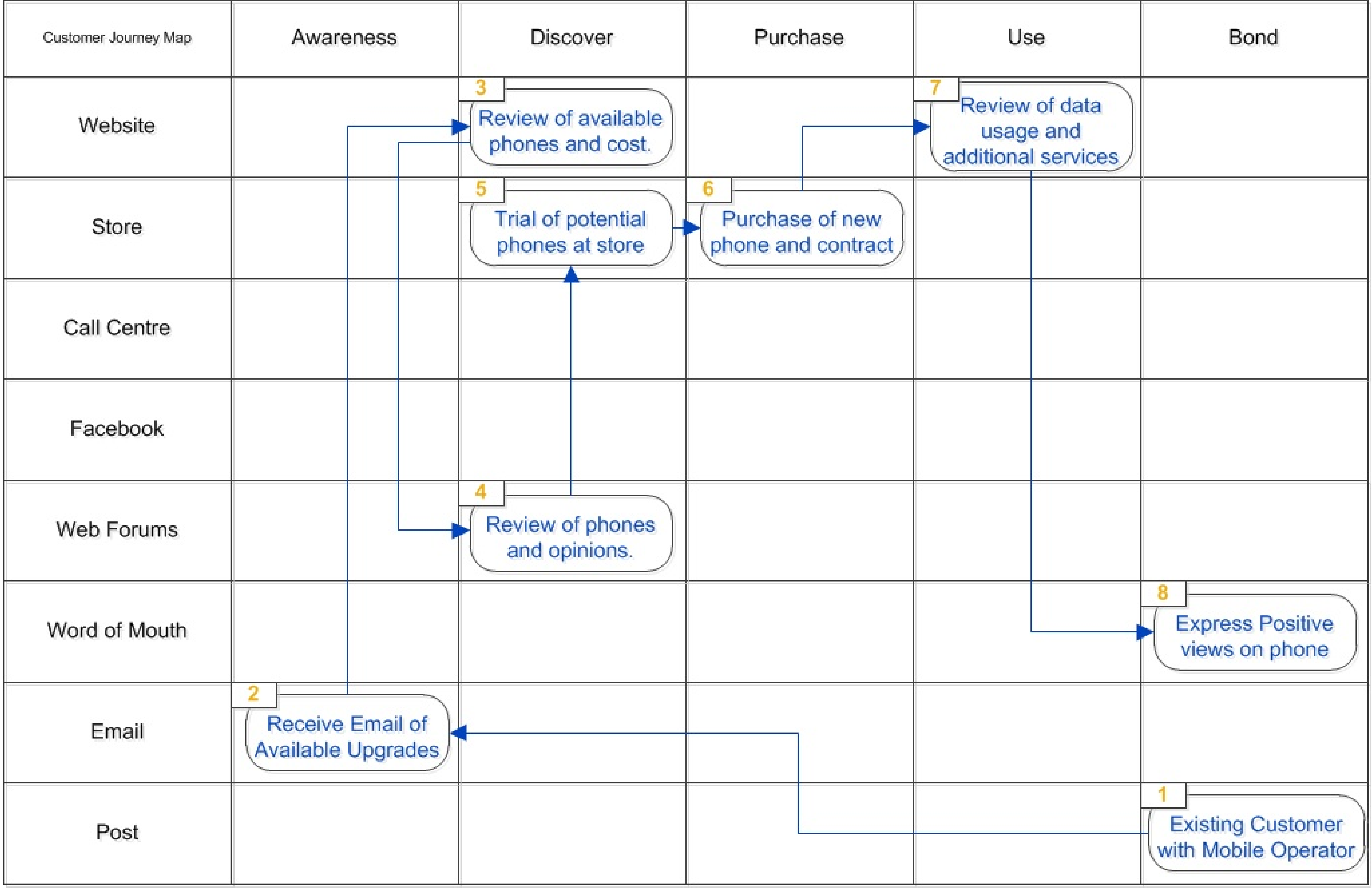
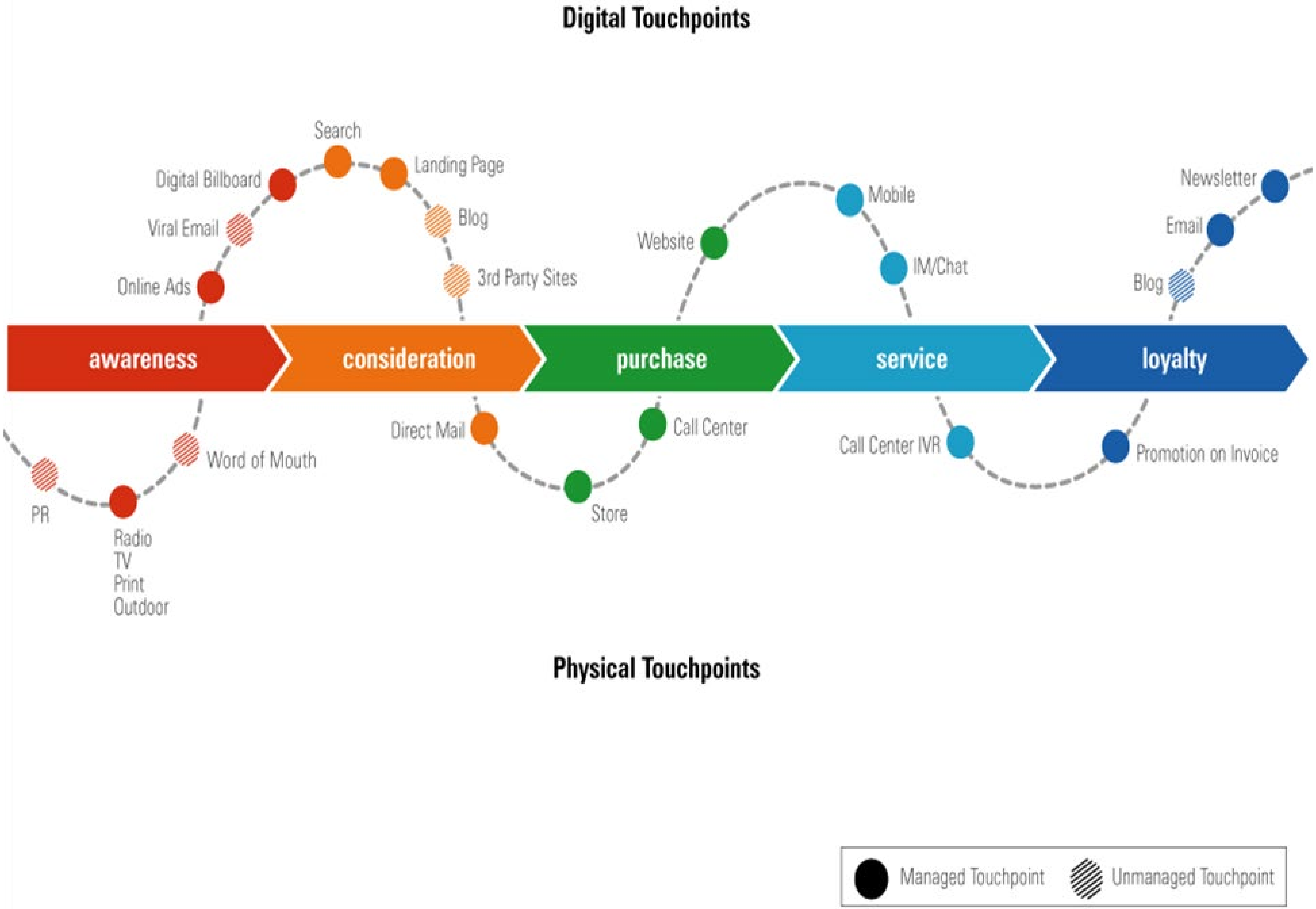

Customer Journey Map
Awareness
Discover
Purchase
Use
Bond
Website
Store
Call Centre
Facebook
Web Forums
Word of Mouth
Email
Post
1
Existing Customer with Mobile Operator
2
Receive Email of Available Upgrades
3
Review of available phones and cost.
4
Review of phones and opinions.
5
Trial of potential phones at store
6
Purchase of new phone and contract
7
Review of data usage and additional services
8
Express Positive views on phone

Fig 4


Digital Touchpoints
Search
Digital Billboard
Landing Page
Viral Email
Blog
Online Ads
3rd Party Sites
Website
Mobile
IM/Chat
Newsletter
Email
Blog
awareness
consideration
purchase
service
loyalty
Direct Mail
Call Center
Call Center IVR
Promotion on Invoice
Word of Mouth
PR
Radio
TV
Print
Outdoor
Store
Physical Touchpoints
Managed Touchpoint
Unmanaged Touchpoint

Awareness	Consideration	Buy	Use	Ask	Engage
Key stakeholders					
• CIO • Line-of-business (LOB) owner	• CIO • Internal business technology (BT) specialist	• CIO • BT manager	• Internal BT specialist • BT manager	Internal BT specialist	• Internal BT specialist • CIO
Questions to answer					
How do I solve this problem?	• How are others dealing with this? • What results are others seeing? • What implementation issues should I expect? • What return on investment (ROI) can I expect?	• Are others satisfied? • Can the vendor meet my needs? • Will the project be completed on time and on budget? • Will my team be able to achieve success?	How does this product/service/solution enable me to be better at my job?	• What is the solution to the problem? • How quickly will it be resolved?	• What are clear milestones and success criteria? • How do our results compare with others?
Buyer needs					
• What is this? • Why does it matter? • Help understanding the implications of action or nonaction	Help understanding the implications of action	Help understanding the dynamics of the buy (benefits, investment, risk)	Onboarding advice	Provider that delivers timely service that meets service-level agreements (SLAs)	• Expansion options • Benchmarks
Top influencers					
• Peers and colleagues • Vendor sales • Industry events • Analysts • Business press	• Vendor events • Vendor website • Vendor subject matter expert (SME) • Vendor events • Analysts	• Vendor sales • Vendor SME • Peers and colleagues • Analysts	• Vendor service • Vendor sales	• Vendor service • Social networks • Peers • Internal team	• Social networks • Peers and colleagues • Management • Vendor events
Most impactful content					
• Market/industry trends • Business benefits	• Examples • How-to/integration • Competitive comparisons • Evaluation guidelines • Technical benefits	• ROI information • Service/support • Price comparisons and budget implications	• Use case examples • Clear usage instructions • Implementation plan with clear milestones and success metrics	• FAQ • Online help	Benchmarks
Top vehicles					
Articles, peers, industry journals	Industry blogs, peer communities, forums, newsletters	Vendor's sales team, forums, personal network, vendor case studies	Vendor case studies, implementation plan, milestone outlines	Vendor service team, online portals	Forums, provider website, peer-to-peer engagement
Packaging					
Web content and infographics	White papers and web content	Excel tools and PDFs	Web content, white papers, online tutorials	Online tutorials	White papers and web content

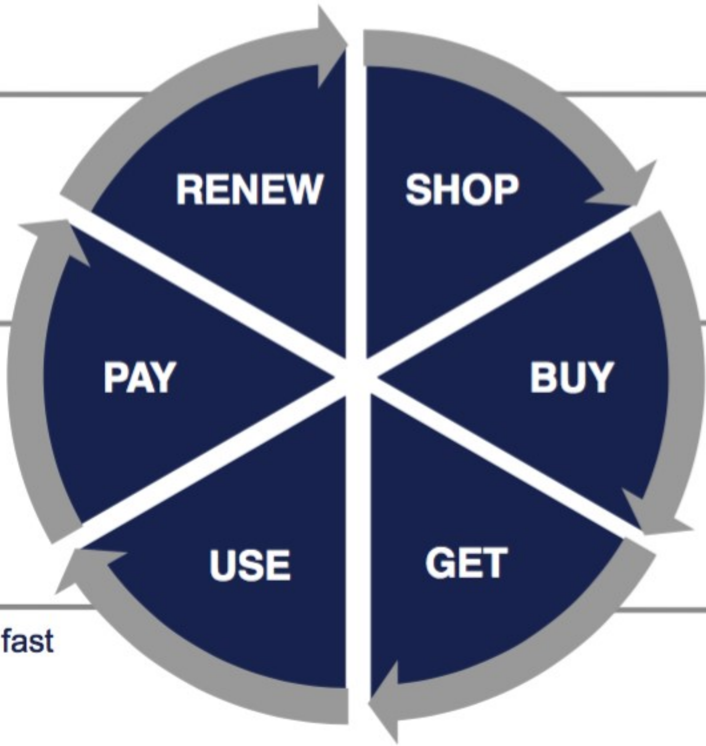
Focusing on What Matters Most

Level(3) Communications
Connecting and Protecting the Networked World℠

Delivering what the customer needs throughout the journey

Be proactive and help me think through my options

Give me the information I need, quickly and effectively



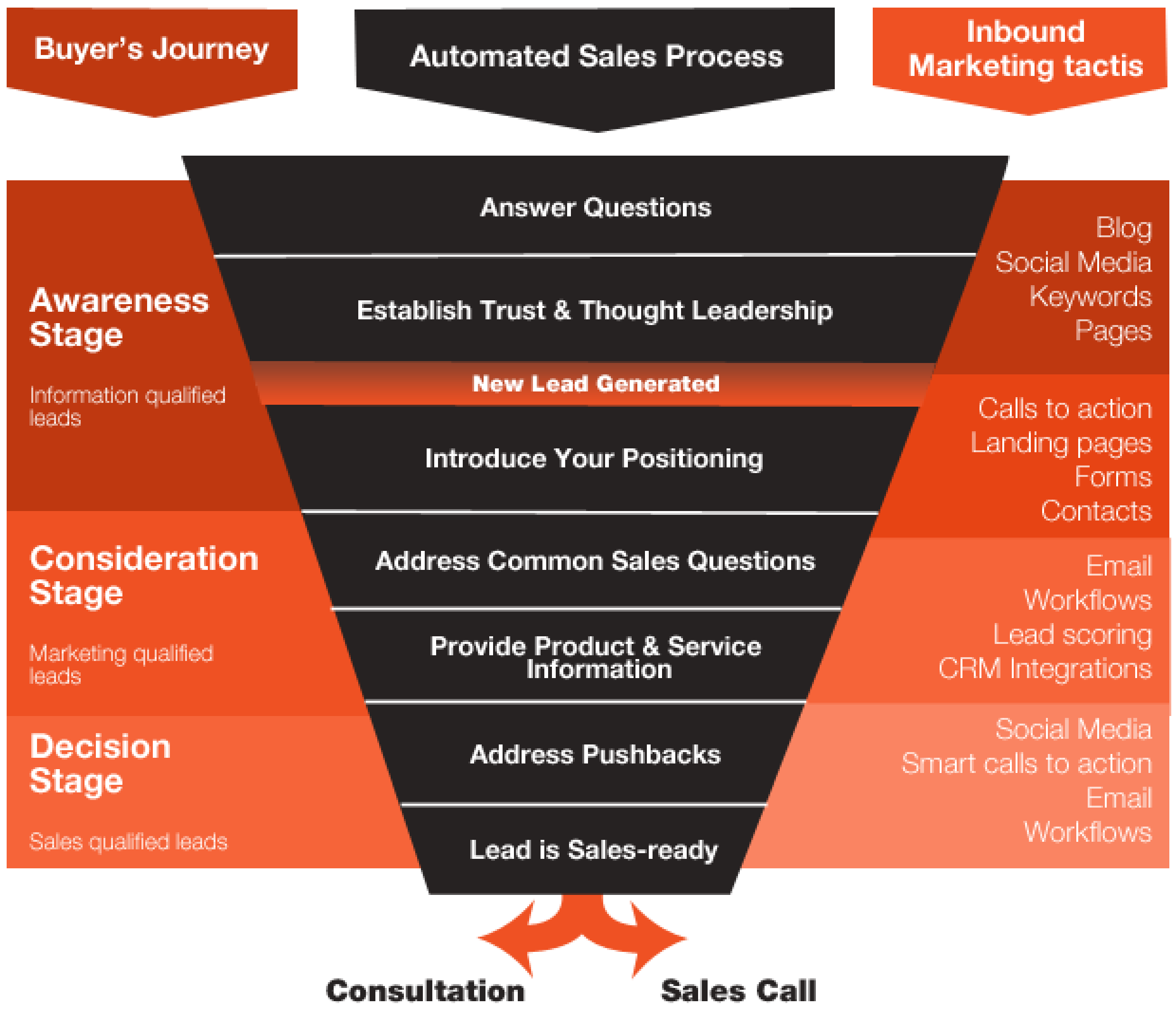
Bill accurately; respond quickly if I have a question or problem

Listen to my needs and make it easy to buy services from you

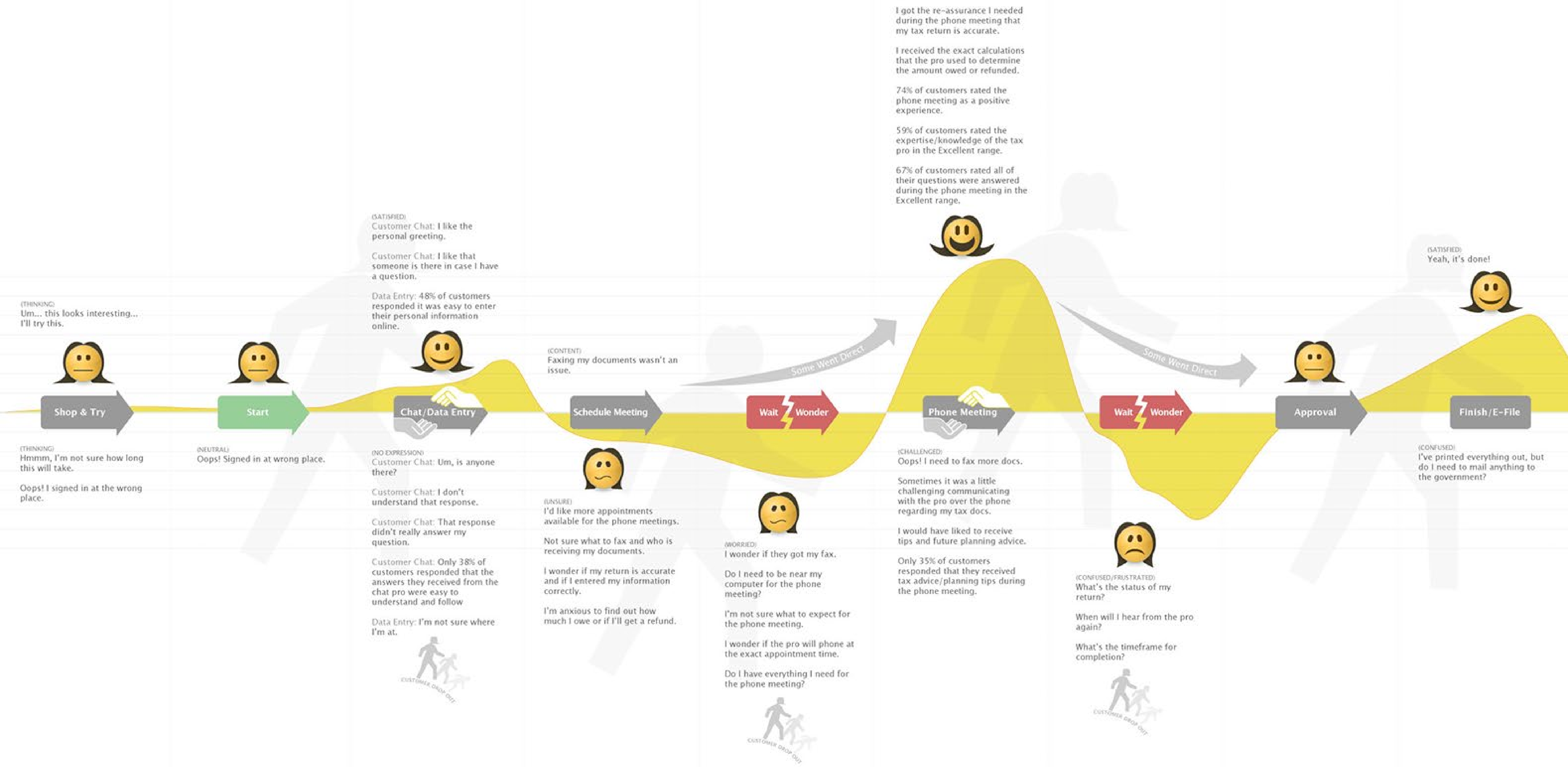
Don't let it break; if it breaks, fix it fast

Deliver what I bought when you promised it

"And throughout our relationship, give me good, quality information when I need it."



Buyer's Journey
Automated Sales Process
Inbound Marketing tactis
Awareness Stage
Information qualified leads
Consideration Stage
Marketing qualified leads
Decision Stage
Sales qualified leads
Answer Questions
Establish Trust & Thought Leadership
New Lead Generated
Introduce Your Positioning
Address Common Sales Questions
Provide Product & Service Information
Address Pushbacks
Lead is Sales-ready
Blog
Social Media
Keywords
Pages
Calls to action
Landing pages
Forms
Contacts
Email
Workflows
Lead scoring
CRM Integrations
Social Media
Smart calls to action
Email
Workflows
Consultation
Sales Call

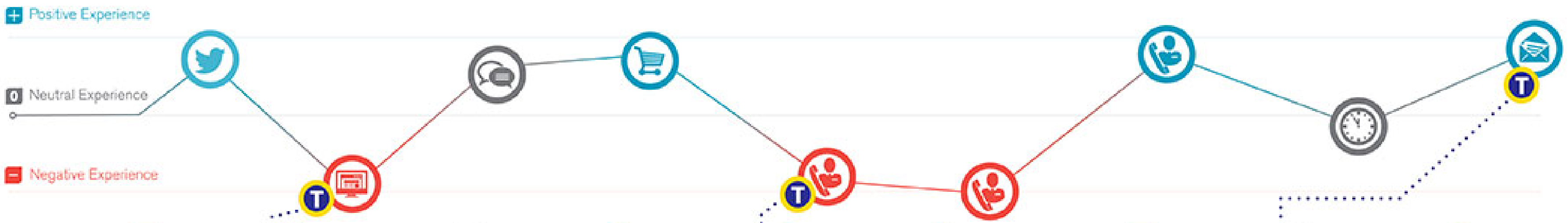

(THINKING)
Um... this looks interesting... I'll try this.
Shop & Try
(THINKING)
Hmmm, I'm not sure how long this will take.
Oops! I signed in at the wrong place.
Start
(NEUTRAL)
Oops! Signed in at wrong place.
(SATISFIED)
Customer Chat: I like the personal greeting.
Customer Chat: I like that someone is there in case I have a question.
Data Entry: 48% of customers responded it was easy to enter their personal information online.
Chat/Data Entry
(NO EXPRESSION)
Customer Chat: Um, is anyone there?
Customer Chat: I don't understand that response.
Customer Chat: That response didn't really answer my question.
Customer Chat: Only 38% of customers responded that the answers they received from the chat pro were easy to understand and follow
Data Entry: I'm not sure where I'm at.
CUSTOMER DROP OUT
(CONTENT)
Faxing my documents wasn't an issue.
Schedule Meeting
(UNSURE)
I'd like more appointments available for the phone meetings.
Not sure what to fax and who is receiving my documents.
I wonder if my return is accurate and if I entered my information correctly.
I'm anxious to find out how much I owe or if I'll get a refund.
Some Went Direct
Wait
Wonder
(WORRIED)
I wonder if they got my fax.
Do I need to be near my computer for the phone meeting?
I'm not sure what to expect for the phone meeting.
I wonder if the pro will phone at the exact appointment time.
Do I have everything I need for the phone meeting?
CUSTOMER DROP OUT
I got the re-assurance I needed during the phone meeting that my tax return is accurate.
I received the exact calculations that the pro used to determine the amount owed or refunded.
74% of customers rated the phone meeting as a positive experience.
59% of customers rated the expertise/knowledge of the tax pro in the Excellent range.
67% of customers rated all of their questions were answered during the phone meeting in the Excellent range.
Phone Meeting
(CHALLENGED)
Oops! I need to fax more docs.
Sometimes it was a little challenging communicating with the pro over the phone regarding my tax docs.
I would have liked to receive tips and future planning advice.
Only 35% of customers responded that they received tax advice/planning tips during the phone meeting.
Some Went Direct
Wait
Wonder
(CONFUSED/FRUSTRATED)
What's the status of my return?
When will I hear from the pro again?
What's the timeframe for completion?
CUSTOMER DROP OUT
Approval
(SATISFIED)
Yeah, it's done!
Finish/E-File
(CONFUSED)
I've printed everything out, but do I need to mail anything to the government?

SAMPLE MAP

PURCHASE PHASES	AWARENESS	RESEARCH & CONSIDERATION	PURCHASE	POST PURCHASE

Meet Jane, a member of your Young Parents segment. She is feeling overwhelmed about healthcare and has no idea where to start. She goes to the state's exchange website, but soon becomes frustrated and procrastinates.

She runs into her friend Amy and asks about healthcare plans. Amy suggests looking at Coolsure. This map depicts her purchase journey.



+ Jane sends out a tweet polling her network "looking 4 health plan. Ideas?" 3 out of 10 responses recommend Coolsure.

– Jane goes to the website but there are too many choices and she doesn't know which one is best. Jane also receives a tweet from another friend, Sara, saying, "Don't do Coolsure, my son's surgery coverage was a nightmare"

0 Jane googles Coolsure to read comments and reviews, most of which seem very positive.

+ Feeling encouraged, Jane decides to apply online.

– Jane soon realizes she doesn't know how to answer all of the questions on the online forms, and gives up and calls for help.

– Jane waits for 15 minutes on hold hearing, "Your call is very important to us" play over and over. Her young daughter starts to cry and just as she is about to hang up, her call is answered by agent Sam.

+ Agent Sam listens carefully to Jane's needs and recommends the best plan for her family. Sam offers to help Jane complete her application over the phone. Jane gratefully accepts.

0 After the call, Jane is a bit apprehensive and wonders if she made the right choice and if all the paperwork went through correctly.

+ Jane receives a confirmation text and email that she has been approved. She gives a huge sigh of relief. On her start date, she is greeted with a welcome email detailing her plan and helpful tips for her family's needs.

Jane is a very satisfied customer and rates your company a 9 out of 10 on your follow-up customer satisfaction survey, remembering to include Sam's name. Jane tweets "Now a Coolsure customer. Nice people, here is hoping the coverage is just as good!

MOMENTS OF TRUTH

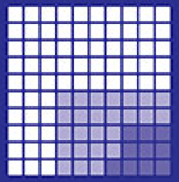
Moments of Truth are the most critical steps in your journey. Get them wrong, and you lose customers. Get them right, and your customers become lifelong advocates. These should be your top priorities.

T A Moment of Truth

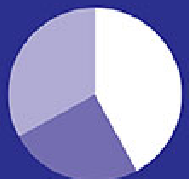
1. The first moment of truth occurs when Jane looks on your website. If she can't quickly find what she's looking for, she moves on to Google and may end up selecting one of your competitors.
2. Your second moment of truth is the application process. One fourth of all applications are abandoned before completion, and many of these potential applicants never end up registering with you.
3. Your third moment of truth is the first month of coverage. Customers who report a 9 or a 10 in their onboarding survey renew at 75%, versus 25% for those who give you a 0-6 in their initial survey.

CUSTOMER PROFILE

68% Suburban
25% Urban
7% Rural



65 Promoters
25 Passives
10 Detractors



42% 2 children
33% 1 child
25% 3+ children

WHAT YOUR CUSTOMERS HAD TO SAY

+ "I love the short emails that come every month with healthy tips. They help me stay on track."

0 "Your phone support is terrific – they always help me out. I just wish I didn't have to call them so often."

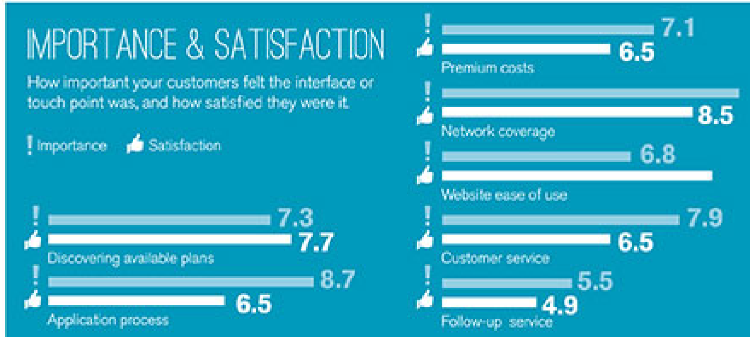
– "When I shop for auto insurance it's really easy. I put in my information and up pops three quotes. But choosing health insurance is a job–and one I don't enjoy."

– "The only problem is there are so many choices. There is a lot to think about and I felt it was hard to figure out what was best."

IMPORTANCE & SATISFACTION

How important your customers felt the interface or touch point was, and how satisfied they were it.

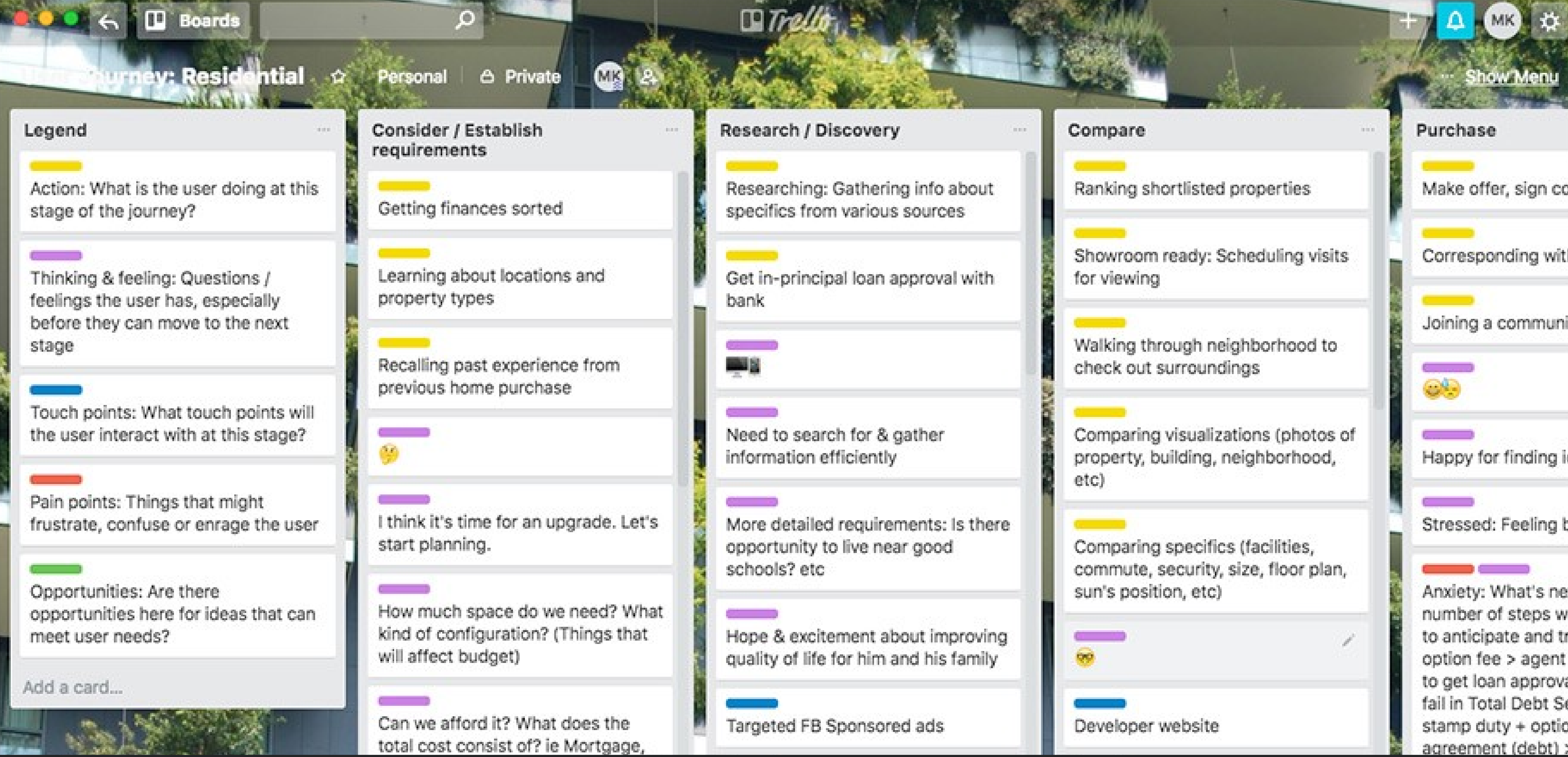
! Importance   Satisfaction



Ostopolut ja data

- **Data ostopolun lähdemateriaalina**
  - Ymmärräys siitä, kenen polkua kuvaat
    - Ostopolku on persoonakohtainen
  - Asiakkaan näkökulma – ei yrityksen
  - Aika on tärkeä ulottuvuus
  - Polulla tulee olla **tarkoitus**: mallinna myös negatiiviset kohtaamiset
- **Data ja ostopolun käyttö**
  - Kohtaamisten optimointi
  - Myyntisuppilon pullonkaulojen tunnistaminen
  - Myyntikanavien tunnistaminen ja optimointi – elämä kanavien välissä

Työkalut



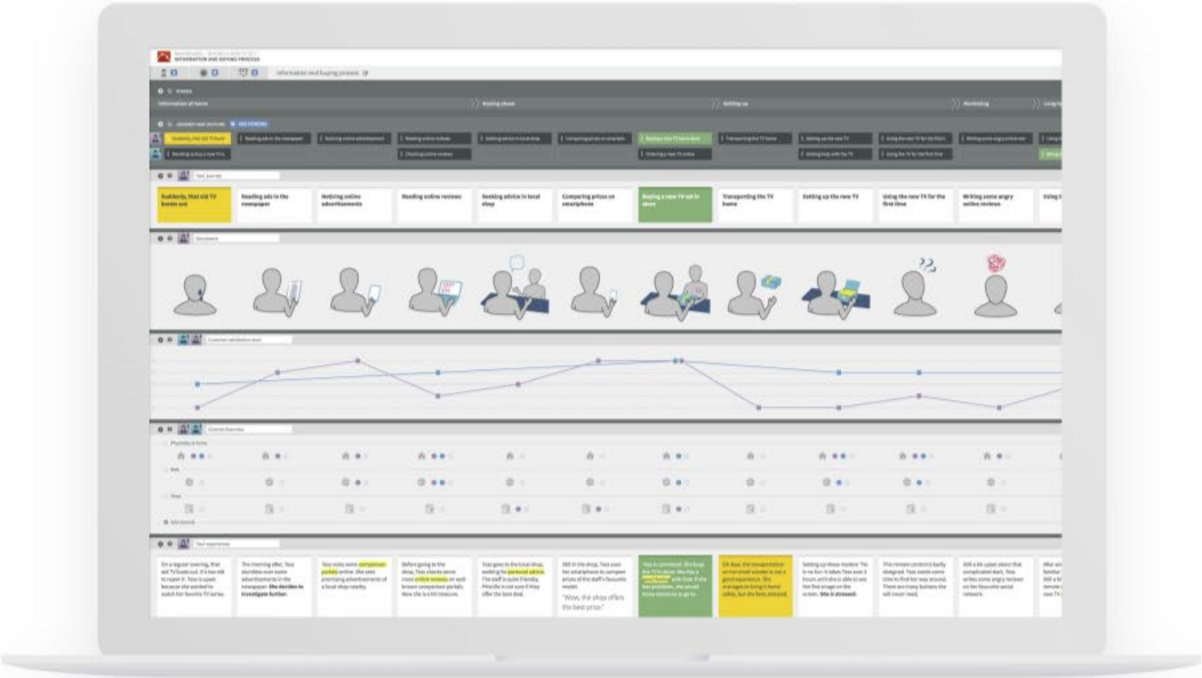
https://trello.com/

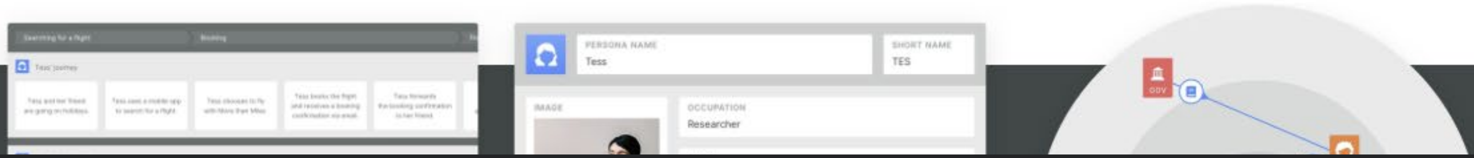
Visualize your customers' experience

The customer experience hub for you and your team. Create, share and present your **customer journey maps, personas and stakeholder maps.**

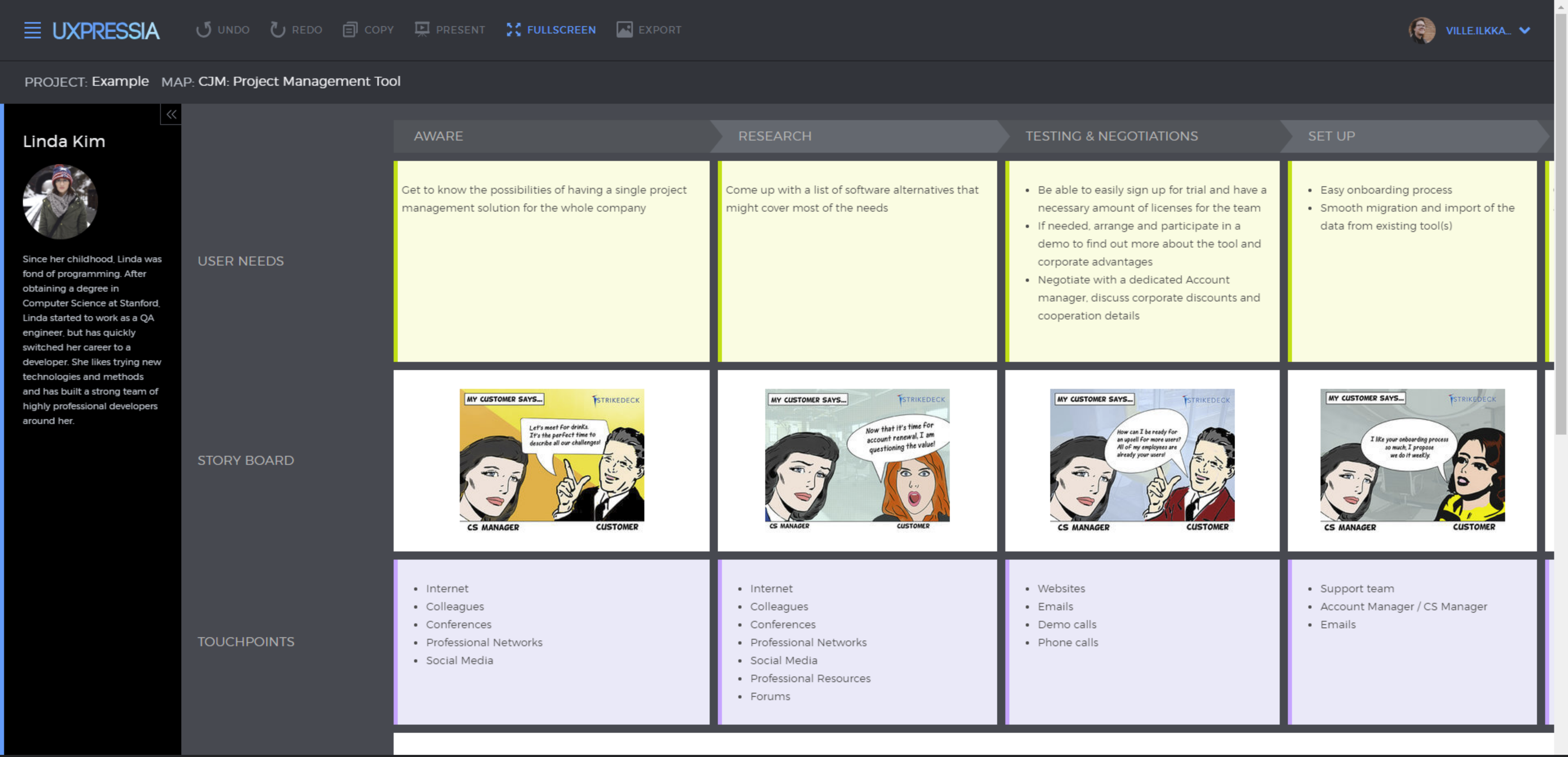
Try Smaply for free

See how Smaply works





https://www.smaply.com/



https://uxpressia.com/

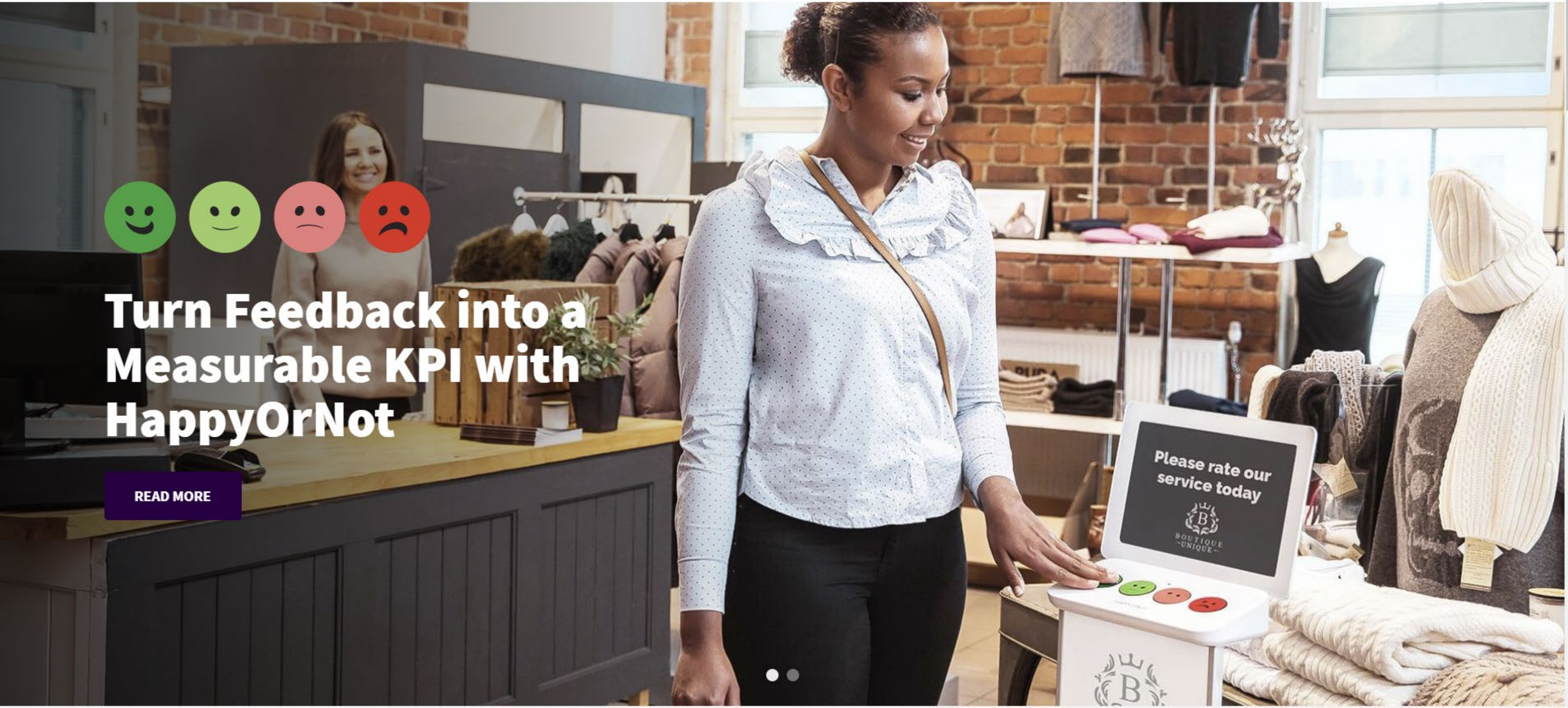
Mistä dataa?

- Web-analytiikka ja *heat mapit*
- Kyselyt ja haastattelut
- Asiakaspalaute
- Yksinkertaiset palautevälineet

HAPPY OR NOT®

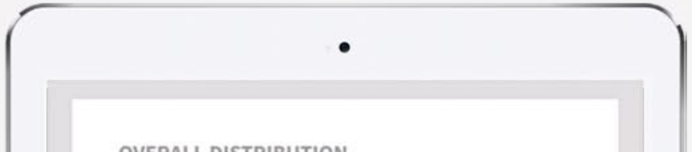
Login English

PRODUCTS AND SERVICES ▾ INDUSTRY INSIGHTS ▾ CASE STUDIES ABOUT US ▾ CAREERS CONTACT

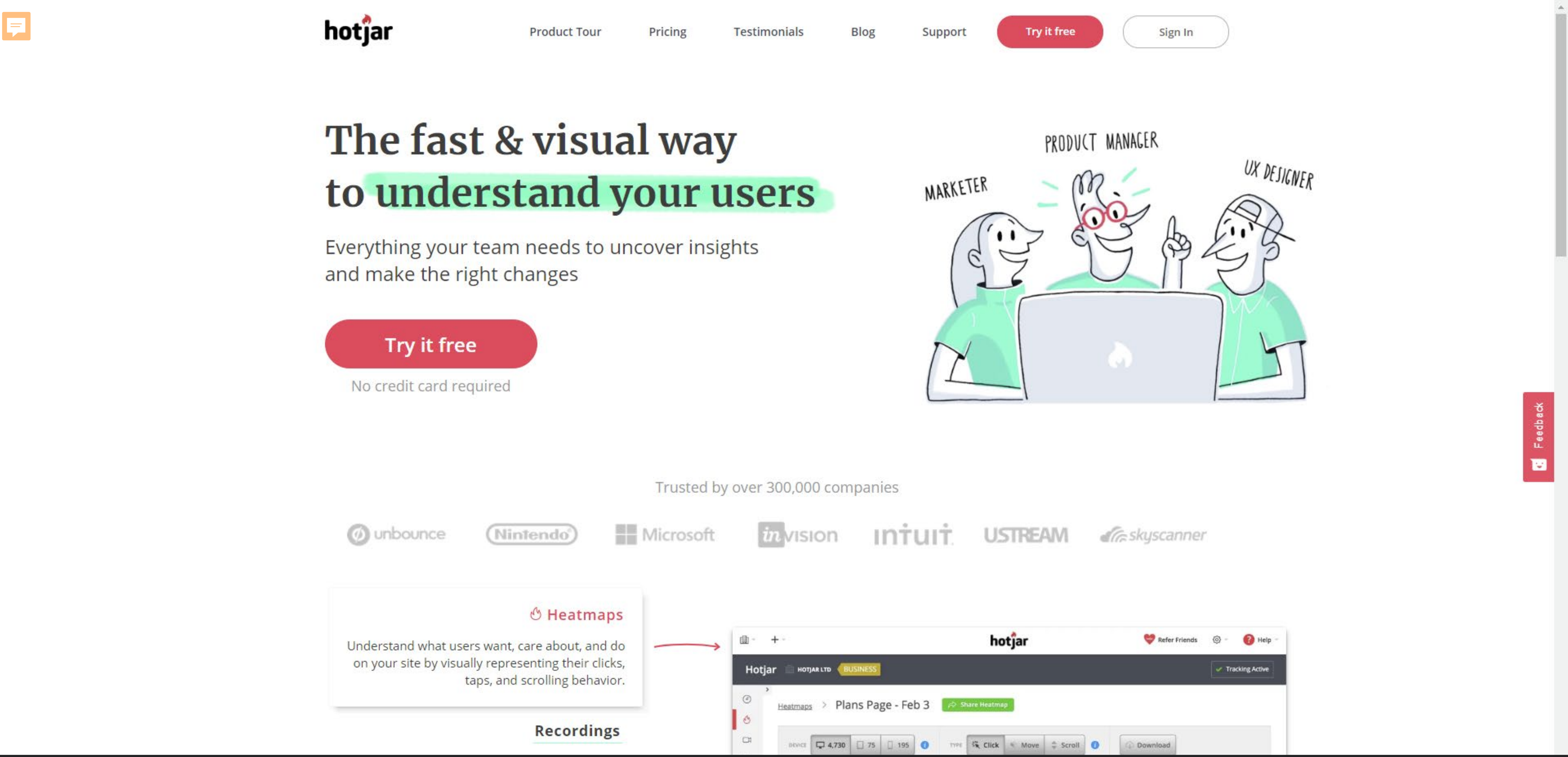


Turn Feedback into a Measurable KPI with HappyOrNot

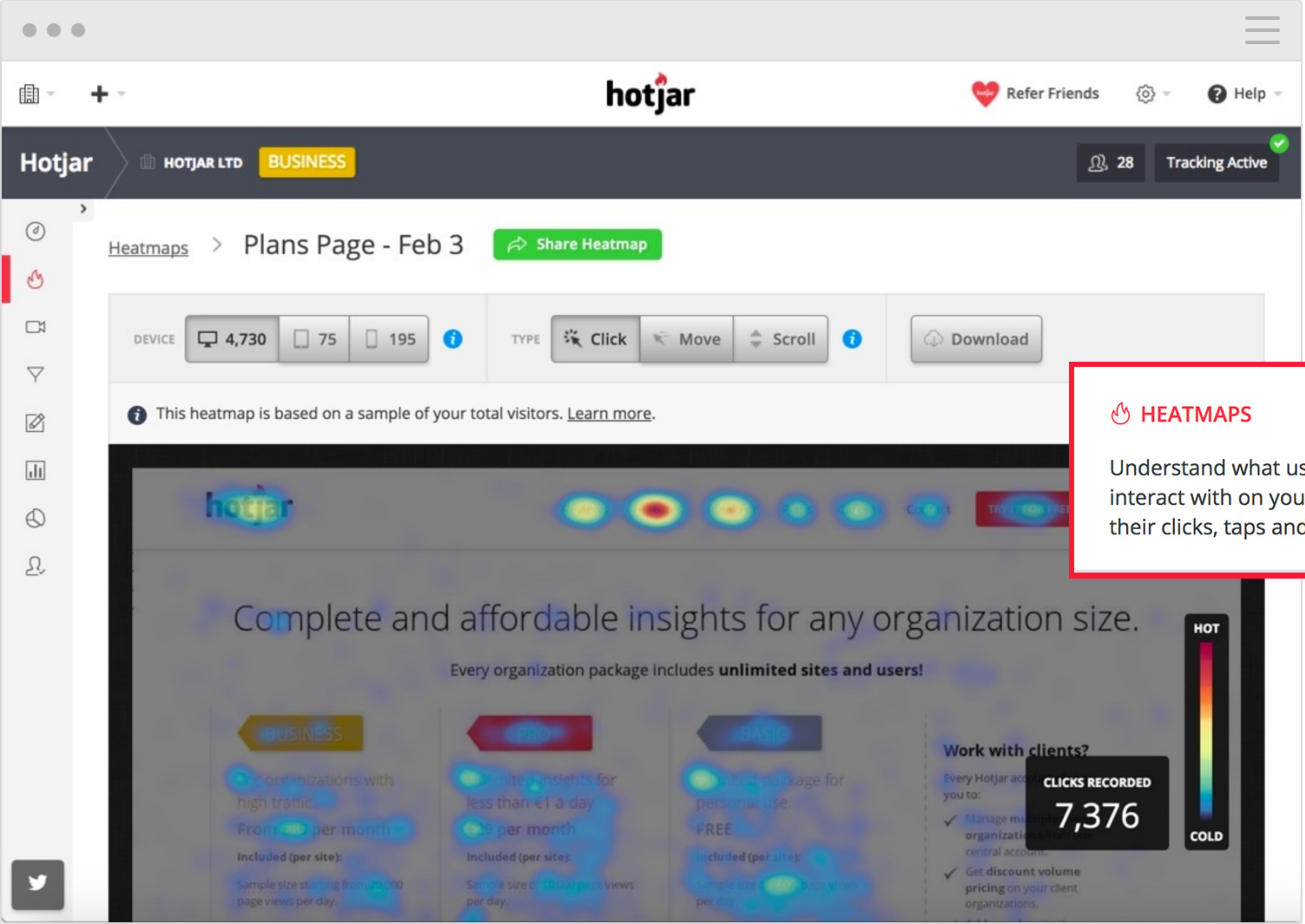
READ MORE



Your Ultimate Feedback Solution



Asiakasymmärrys SaaS-palveluna



HEATMAPS

Understand what users want, care about and interact with on your site by visually representing their clicks, taps and scrolling behavior.

RETURN TO DASHBOARD
Bitcurrent home URL http://www.bitcurrent.com
8213 visits 2099 clicks
Report a Bug
CHANGE PAGE/TEST
OVERLAY
LIST
HEATMAP
CONFETTI
LIVE
OTHER
BOTH
OCT 23, 2008
Top 15 Referrers
Name
Amount
bitcurrent.com 868
Direct 812
google.com 313
gigaom.com 18
google.ca 39
google.co.in 35
twitter.com 21
unconference.interop.com 3
montrealtechwatch.com 14
Upcoming events
Interop08 New York - Sep 15 - Sep 19, 2008, New York, NY
Web2Expo New York - Sept 16 - Sept 19, 2008, New York
San Francisco
Lake Macdonald, QC
Startupcamp Montreal 2 - May 15, 2008, SAT Montreal

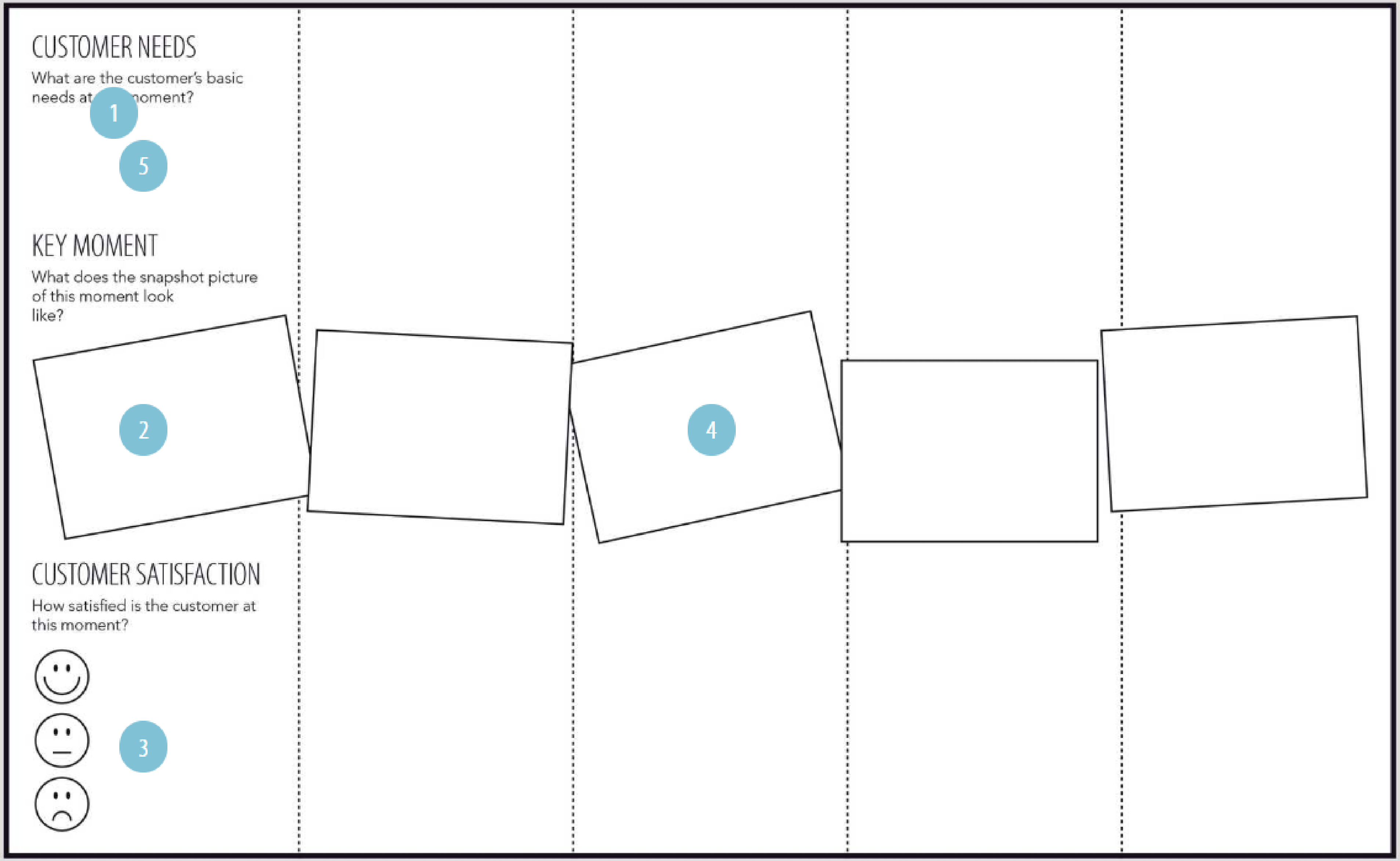
Workshop

Oman ostopolun luonti

https://designabetterbusiness.tools

CUSTOMER JOURNEY CANVAS

DESIGN A BETTER BUSINESS



1. PERSOONA
Käytä persoonaa edellisestä tehtävästä.

2. KOHTAAMISET
Mitkä ovat eri kohtaamiset (kauppa, puhelin, online, email)?

3. TUNNETILA
Mikä on asiakkaan tunnetila eri vaiheissa?

4. AIKAJANA JA VAIHEET
Määritä ainakin 5 hetkeä polulla. Mikä aikajänne on? Mikä on eksakti vaihe-vaiheelta – kokemus asiakkaalle?

5. ASIAKKAAN TARPEET
Mitä asiakas haluaa saavuttaa eri vaiheissa?

Sidosryhmäkartat

Stakeholder Maps

Mitä merkitystä sidosryhmillä on?

Mitä?

Sidosryhmäkartat ovat visuaalisia malleja, jotka auttavat hahmottamaan asiakkaasi ympärillä olevat vaikuttajat.

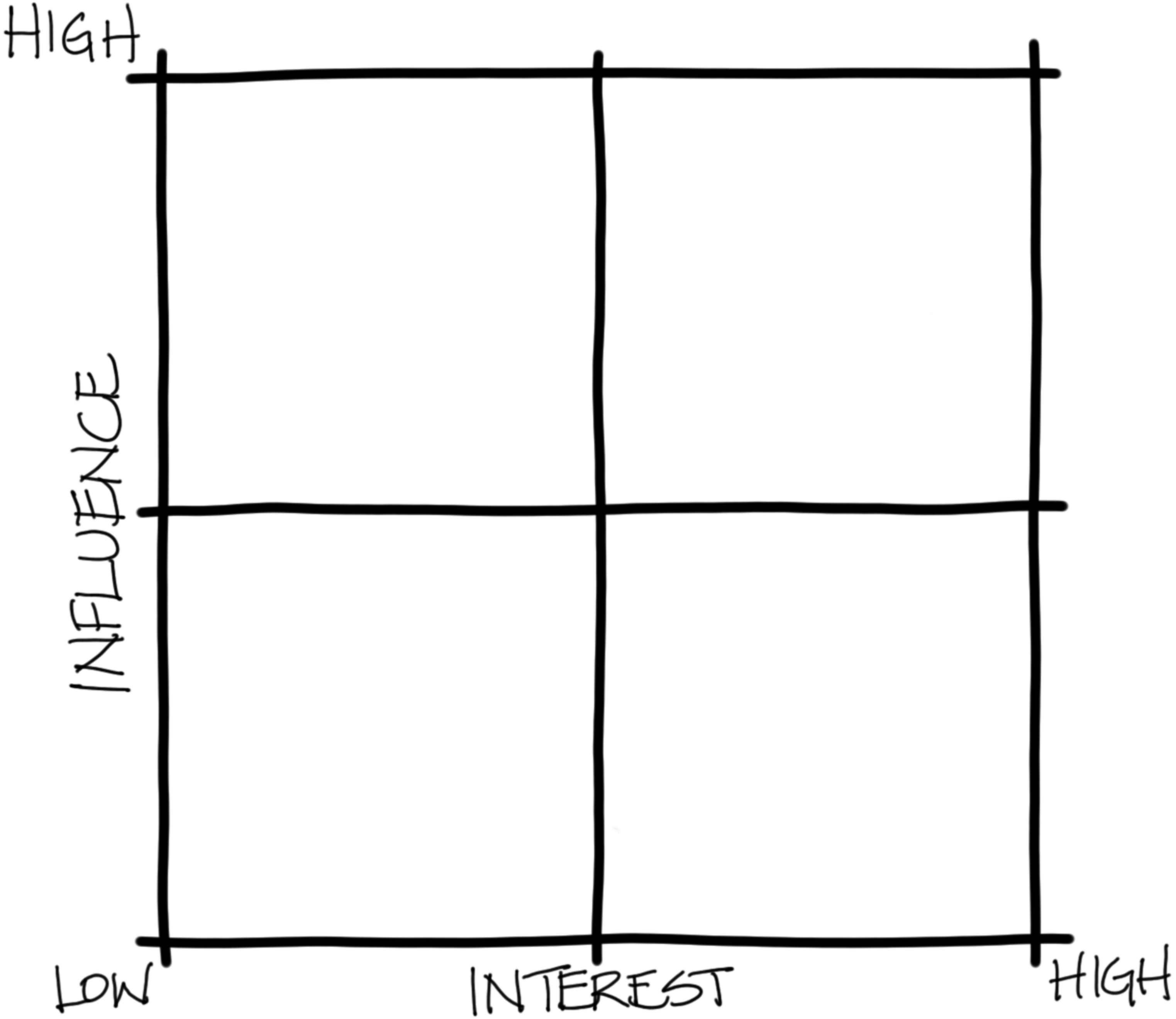
Miksi?

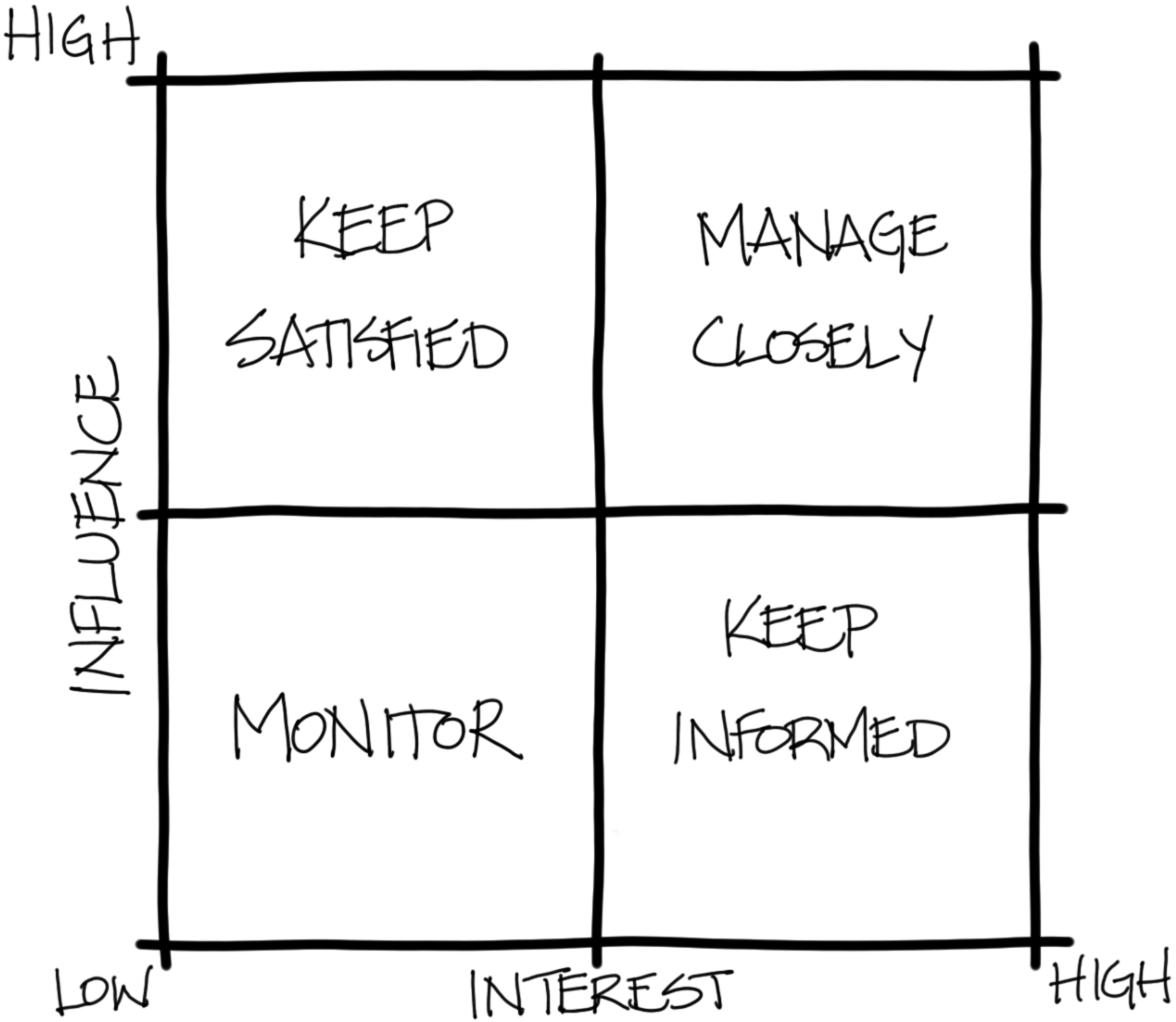
Asiakkaasi ostopäätökseen voivat vaikuttaa useat muut henkilöt. Heidän tiedostaminen ja heille viestintä on tärkeää.

Kenelle?

Keskustelemalla ja mallintamalla asiakkaasi sidosryhmät voit varmistaa, että tiimisi tai yrityksesi huomioi heidät.

Lähde


HIGH
INFLUENCE
LOW
INTEREST
HIGH


HIGH
KEEP SATISFIED
MANAGE CLOSELY
INFLUENCE
MONITOR
KEEP INFORMED
LOW
INTEREST
HIGH

Erilaiset sidosrymät

- **Vähäinen vaikutus, vähäinen kiinnostus – huomioi**
  - Tuki- ja täydentävät palvelut
- **Vähäinen vaikutus, korkea kiinnostus – informoi**
  - Media, yhteisöt
- **Korkea vaikutus, vähäinen kiinnostus – pidä tyytyväisenä**
  - Esimerkiksi viranomaiset ja taloushallinto
- **Korkea vaikutus, korkea kiinnostus – hallinnoi**
  - Esimerkiksi sijoittajat, ystävät, perheenjäsenet, työkaverit tai pomo

Voit käyttää segmentointia, persoonia ja polkuja myös sidosryhmien ymmärtämiseen ja niille viestintään.

Rachel Avarez, Production Manager

Manages team of 12 | Works 50 hours/week | 3 years at Enterprise | Houston, Texas

REAL This journey map is based on research of real employees. All events described on this page are based on true stories.

Enterprise Strategies
Delivering the future of work.

8:00am	9:00am	10:00am	11:00am	12:00pm	1:00pm	2:00pm	3:00pm	4:00pm	5:00pm	6:00pm	7:00pm
Arrives at office. Meets with staff and managers	**Can't start production run because materials haven't arrived**	**Extends job offer to Mark**	**Logs on to Intranet to start new hire paperwork**	**Completes materials order; faxes it in**	**Janet Danforth quits**	**Works in office on scheduling**	**Logs onto Task Planner**	**Trains staff member**	**Leaves for the day**	**Production Manager calls: urgent materials recall**	**Drives to plant to investigate**
Rachel meets with staff to plan the day ahead.	Task Planner says to initiate production run at 1:00pm, but build materials haven't arrived.	After a second interview yesterday, Rachel calls Mark to offer him the job. Mark accepts. Rachel texts the VP Manufacturing to let her know — this is the 10th hire this week in her region. She starts the new hire paperwork.	Rachel logs onto the Intranet again. She enters her password again.	Rachel gets input on material order from the last of her employees. She completes the paper form and faxes it to Office Solutions.	Janet is leading a key project, but she calls Rachel and tells him she's taken another job. She'll be leaving in 2 weeks.	Rachel spends an hour in the office adjusting the production schedule for the upcoming week. She also starts the paperwork for Janet's exit.	Rachel logs onto Task Planner to see if there are any new tasks or notices.	Rachel helps a new hire through the training workbook.	It's been 9 hours since Rachel got to work. She briefs the assistant manager before heading home.	Rachel's PM calls with an urgent message: they've just learned of a plastics defect and the production line must be halted.	Rachel can't access the production system from home. She decides to return to the plant herself to ensure the plastics issue is being dealt with effectively.

Info & Comms
Unified View
To promote unity, make the same information available to both management and front line staff.

Search & Nav
Hiring Area
Create an easy online area to walk managers through the hiring process.

Access
Simpler Passwords
Beware of a false sense of security from overly-complex passwords, which get written down.

Business Process
eForms
Use electronic forms that are completed and submitted in a web browser. It saves time for both the sender and recipient of the form.

Access
Office Tablet
Make systems available on a office tablet so managers don't have to go to their office.

Access
Stay Logged In
Except for public computers, keep users logged on for 2+ weeks.

Business Process
Simpler Task Planner
Remove news and other non-task information from Task Planner.

Business Process
Alert System
Establish an alert system that can't be missed.

Access
Home Access
Provide full system access at home.

Enterprise Strategies
v0.9 June 1, 2016
Research and design by Enterprise Strategies, LLC www.enterprisestrategies.com

Vaikutuskartat

Impact Mapping

Mitä?

Vaikutuskartat ovat strateginen työkalu uusien liiketoimintojen ja toimintatapojen suunnitteluun.

Miksi?

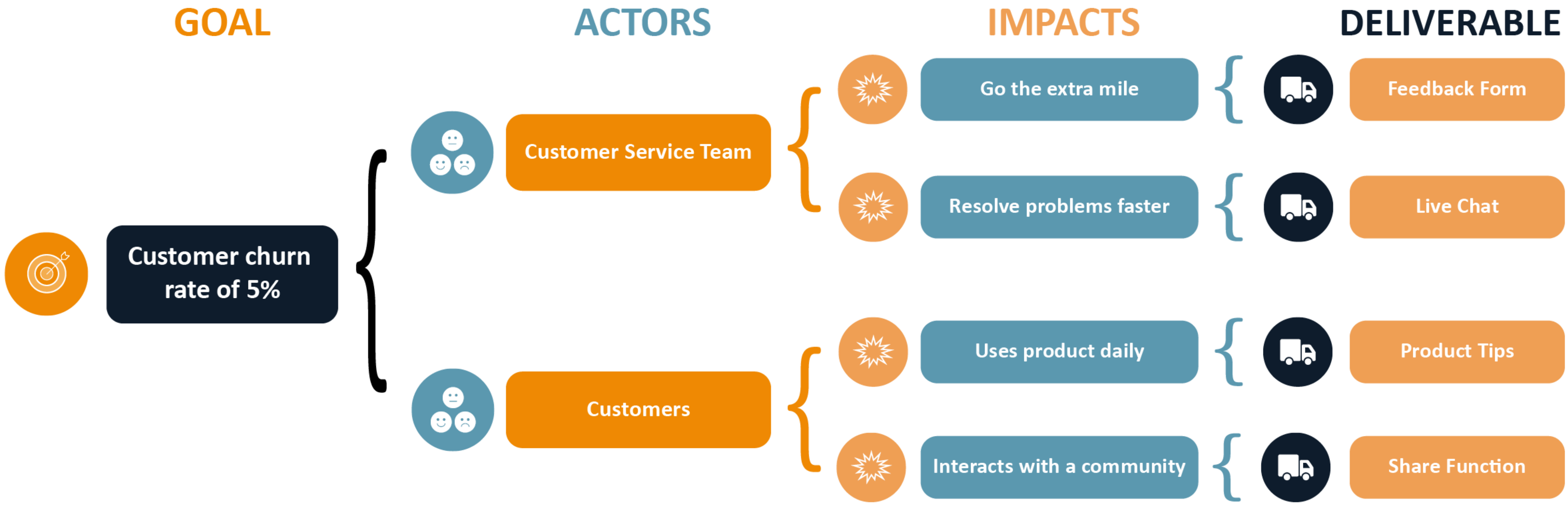
Vaikutuskartat auttavat hahmottamaan projekteja, fokusoitumaan tavoitteisiin ja tavoitteisiin liittyviin toimijoihin.

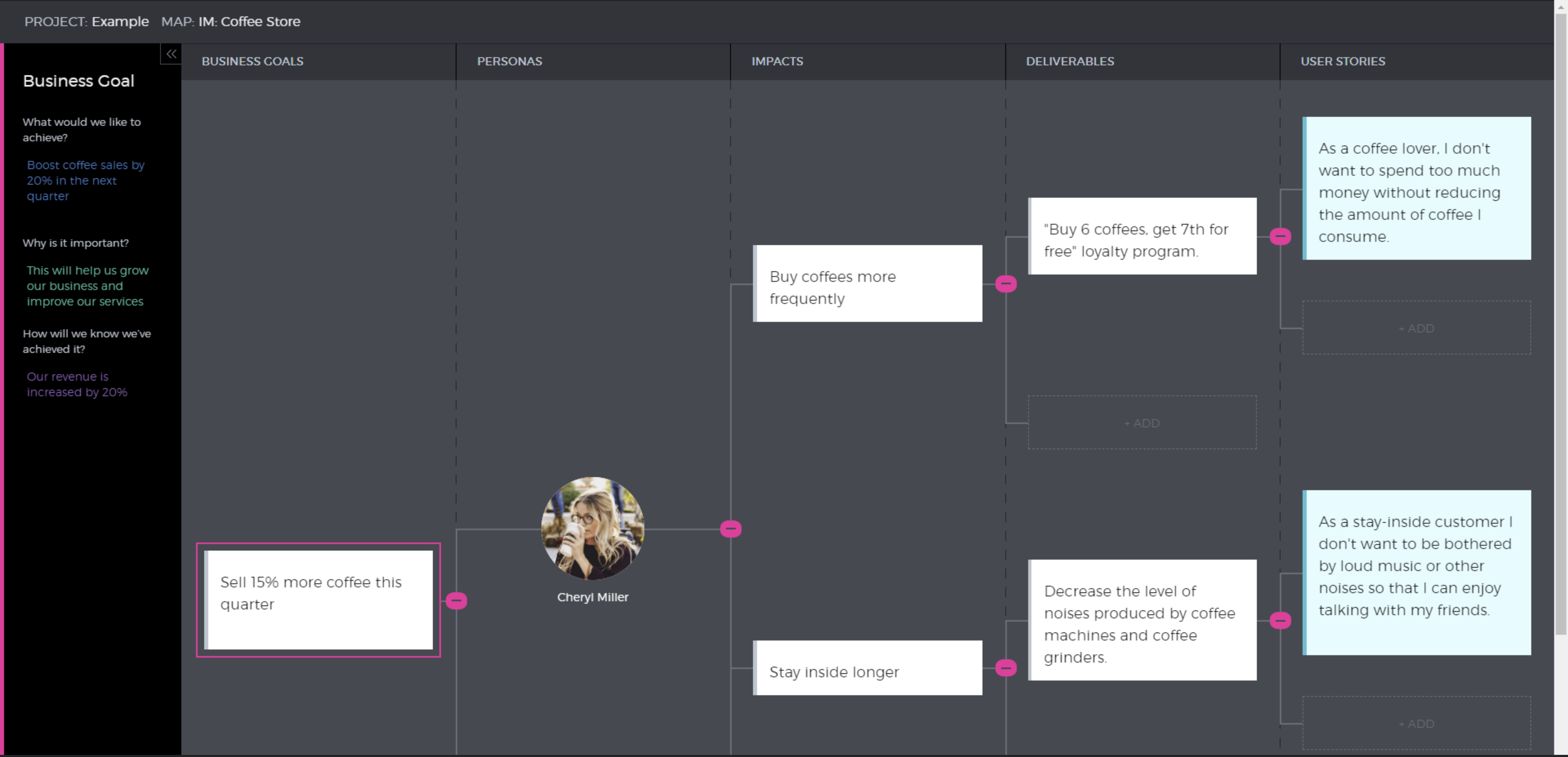
Kenelle?

Vaikutuskartan luonti voi olla kannattavaa, kun suunnittelet esimerkiksi asiakasymmärryksen parantamista datan avulla!

Vaikutuskartan rakenne

- **Tavoite – Miksi?**
  - Liiketoimintatavoite, esimerkiksi myynnin kasvattaminen
  - Ei kuvata tuotteen ominaisuuksia
- **Toimijat – Ketkä?**
  - Vastaa kysymykseen ”Kenen käyttäytymistä haluamme muuttaa?”
  - Määrittää kohdeyleisön
  - Voit käyttää persoonia!
- **Vaikutukset – Miten?**
  - Millaiset muutokset toimijan käyttäytymisessä tuo meidät lähemmäs tavoitetta?
- **Tuote – Mitä?**
  - Lopuksi määritellään mitä tarkalleen tehdään, jotta vaikutukset toteutuu


GOAL
ACTORS
IMPACTS
DELIVERABLE
Customer churn rate of 5%
Customer Service Team
Customers
Go the extra mile
Resolve problems faster
Uses product daily
Interacts with a community
Feedback Form
Live Chat
Product Tips
Share Function



https://uxpressia.com/

Asiakasoivallukset

Customer Insight

Data tai tieto eivät ole **oivalluksia**
Havainto ei ole **oivallus**
Aasiakkaan toive ei ole **oivallus**

Lähde

Oivallus on ei-ilmeinen ymmärrys, joka mahdollistaa toiminnan ja on riittävän vahva muuttamaan asiakkaan käyttäytymistä molemminpuolisen hyödyn saavuttamiseksi.

‘A non-obvious understanding of your customers which, if acted upon, has the potential to change their behaviour for mutual benefit’.

- Paul Laughlin

Lähde

Ei-ilmeinen?

- Oivallus ei tule yhdestä informaatiolähteestä
- Siihen ei voida päästä pelkästään data-analyysillä, tutkimalla markkinoita tai kysymällä asiakkaalta itseltään
- Oivallus syntyy todisteiden koonnista ja tulkinnasta


Yhteystiedot Mediatiedot Asiakaspalvelu

Anna palautetta Tilaa uutiskirje In English

ETUSIVU ARTIKKELIT BLOGI

aromi
RUOAN JA JUOMAN AMMATTILEHTI

PODCASTIT TILAA LEHTI

8/2016

Suomi rakastaa vaaleaa paahtoa

Suomessa juodaan eniten kahvia maailmassa, eikä missään muualla nautita vaaleapaahtoista kahvia niin paljon kuin meillä. Vaalean paahdon aromit miellyttävät sekä huoltoasemasumpin ystävää että kahvihifistelijää.

Teksti Maaret Launis
Kuvat Paulig
26.10.2016

Ulla Suoraniemi työskentelee suomalaisen kahvinkulutuksen näköalapaikalla. Paulig Professionalin training manager kouluttaa ammattilaisia optimaalisen kahvilaelämyksen saavuttamiseen. Suoraniemi luetteelee lopputulokseen vaikuttavia tekijöitä: ilmankosteus, jauhatuskarkeus, veden lämpötila ja kovuus, alkuperämaa ja paahtoaste.

– Suomessa vaalea paahto on edelleen selvästi

Mahdollistaa toiminnan?

- Jos oivallukselle ei voida tehdä mitään, ei se ole oivallus
- Teoreettiset hypoteesit, joita ei voida testata käytännössä, eivät ole oivalluksia
- **Esimerkki 1:** *"20% asiakkaista keskustelevat hinnasta"*
- **Esimerkki 2:** *"Asiakkaat sanovat kilpailijan tuotteet ovat laadukkaampia."*

Riittävän vahva?

- Oivallus on oltava riittävän vahva, jotta – jos toimitaan oivalluksen ohjaamana – voidaan saada aikaan muutos asiakkaan käyttäytymisessä

Molemminpuolinen hyöty?

- Muutos asiakkaassa täytyy hyödyttää myös asiakasta
- Asiakkaan luottamus voitetaan toimimalla asiakkaan parhaaksi
- Samalla luodaan pitkäaikaista arvoa organisaatiolle

Datavetoinen organisaatio

Data-Driven Organization

Viestikää asiakaspersoonat ja ostopolut kaikille. Ei vain markkinoinnille.

Datasiilot

- Datasiilo syntyy, kun vain yksi ryhmä organisaatiossa pääsee käsiksi tiettyyn dataan
- Datasiilot aiheuttavat tehottomuutta organisaatiossa
- Siiloutumisen syitä ovat:
  - **Kulttuurillinen:** eri osastojen tai ryhmien välinen kilpailu
  - **Rakenteellinen:** isoissa organisaatioissa hallinnon kerrokset
  - **Tekninen:** Sovellukset ja järjestelmät eivät ole suunniteltu keskustelemaan keskenään

Kasvava yritys kasvaa lopulta ulos myös valmiista työkaluista.

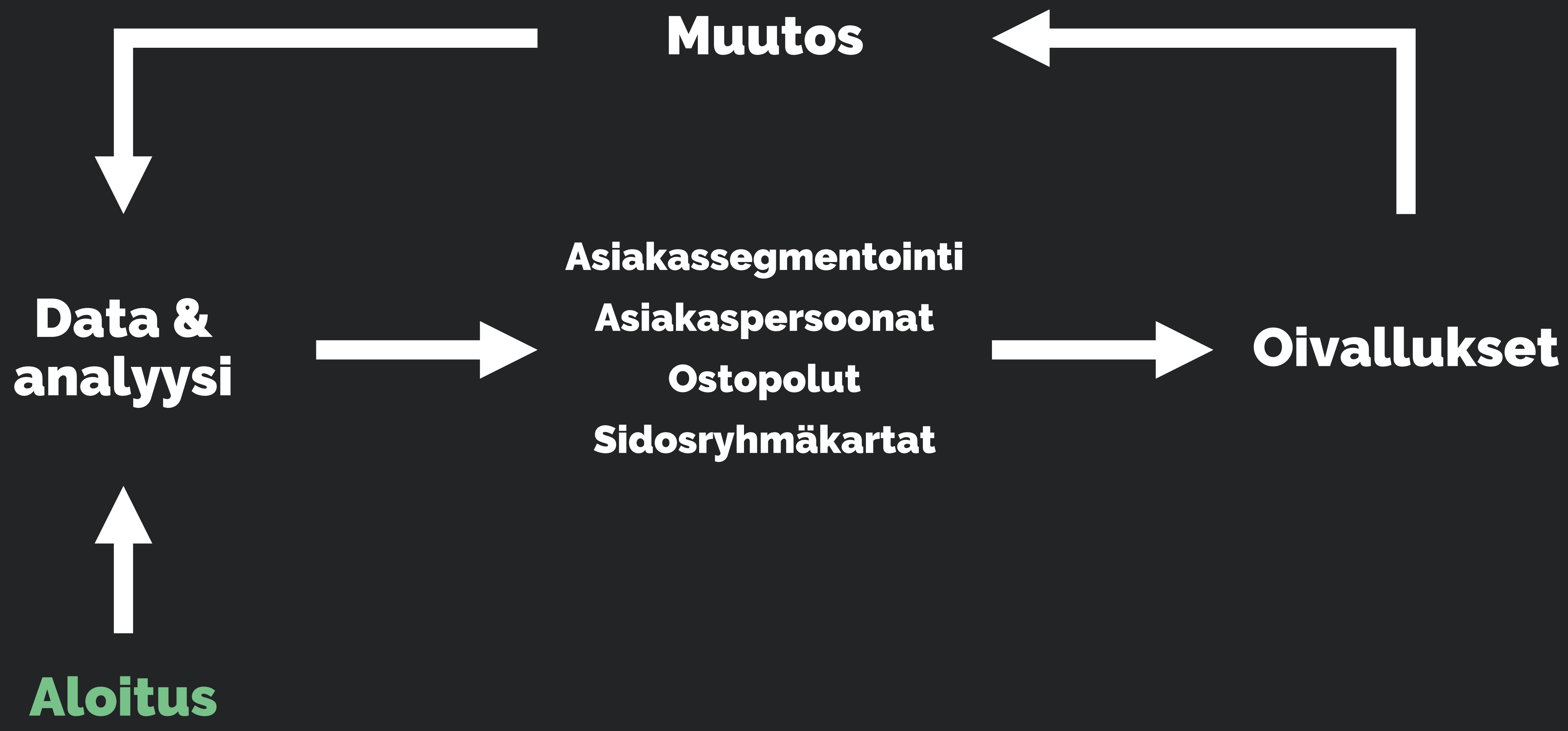
Valmiit työkalut auttavat alkuun, mutta eivät takaa täydellistä vapautta analysoida, yhdistellä ja jalostaa kaikkea yrityksen dataa.

PK-yrityksen CAO
(Chief Analytics Officer)

Liiketoiminta + Koodaus + Analytiikka

Keskustelu

Mitä opimme?


Muutos
Data & analyysi
Asiakassegmentointi
Asiakaspersoonat
Ostopolut
Sidosryhmäkartat
Oivallukset
Aloitus