

NEXT GENERATION LEAN THINKING

Using Data to Deliver Customer Value



AGENDA

1

Introductions

2

Case Study & Practice

3

Q & A

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BY THE END OF THIS SESSION

YOU WILL BE ABLE TO:

1

Describe the concept of value in a more precise way

2

Take a data-driven approach to understanding and defining value

3

Articulate value from your customer's perspective and act on it

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WHO ARE WE?



STEVE CROWLEY

Co-founder, Principal @ Service Physics

Des Moines, IA



ETKIN TEKIN

Co-founder, CEO @ Haven Hot Chicken

New Haven, CT



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HAVEN HOT CHICKEN: MISSION

To satisfy the world's craving for something better.



Haven brings great people together over the best food because feeding people is fun and eating happy is for everyone.



Inclusive: Open doors, open minds, open hearts. The Haven community is for everyone - we wouldn't have it any other way.



Rigorous: NASA level precision in our recipes and diligent deliberation on every decision. We plan, study, and iterate - because that's what makes our better our best.



Joyful: Making people happy makes us happy and having fun is just... more fun! Why else would we do this?



Humble: Everyone has something to teach and something to learn. Our people are the best, but never too good to lend a hand. The Haven Way is confident, never cocky.



Relentless: Fueled by Fuego! Our curiosity is never satisfied. We have a passion for pursuing perfection - we can't help ourselves.



Positive: Seeing the potential in every situation. Our optimistic energy draws people together and creates that unmistakable Haven vibe.



Teamwork: More than the sum of our parts, we share the load, listen to each other, and lend a hand. Individually we're amazing - together we're unstoppable.



Values

“The best Hot Chicken and Not Chicken sandwiches anyone has ever had.”

SERVICE PHYSICS

We are a collective of experienced leaders who are passionate about the customer and committed to adding value to the places we all live, work and play.



 STEVE CROWLEY Co-founder, Principal Head of Operational Excellence Starbucks	 BRIAN REECE Co-founder, Principal Head of Products & Services Starbucks	 SCOTT HASSELBACH Specialty: Growth, leadership, real estate Amazon
 AMY REPASKY Specialty: Program and project management Starbucks	 YOLANDA VARGAS Specialty: Project Management, Digital Marketing Starbucks	 IRENE ESPOSITO Specialty: Administrative support Starbucks
 BRENT MONDEN Specialty: Operations Strategy, Training, Loyalty Nike Starbucks	 DANA MITCHELL Specialty: Retail operations, franchise development and digital product management Deloitte ABInBev	 PABLO OLMÍ Specialty: Digital product management FedEx
 WHITNEY LAW Specialty: Operations strategy, management systems Starbucks	 ALBERT FLECHA Specialty: Technology, data Peloton Bloomberg ABInBev	 PAIGE JOHNSTON Specialty: Strategy & Design Starbucks
 REBECCA ANDERSON Specialty: Product and program management Starbucks	 KEITH JOHNSON Specialty: Lean Six Sigma Operations Strategy and program adoption Starbucks	 NATASHA WALTERS Specialty: Concept development and operational excellence CLS/CS SUBWAY
 DAVID PEÑA Specialty: Product, operations ABInBev	 JEREMY MILLER Specialty: Operations, partnerships Starbucks	 SHAR MACATANGAY Specialty: Data analysis, lean coaching, continuous improvement Intel Dana Farber
 TRACI JENNINGS Specialty: Project Management, SCRUM Master Starbucks	 RANAE VODDER Specialty: Operations, Team Leadership and Customer Service Amazon Starbucks	 KELLY MORAN Specialty: Implementation Marriott
 GARY LEEMAN Specialty: Labor Engineer Starbucks	 JACQUELINE SLATKY Specialty: Program Management Starbucks BARCLAYS	 PI DATA STRATEGY Specialty: Dedicated data team for BI & data science Starbucks

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OUR MISSION & VALUES



OUR MISSION

TO SOLVE THE
INDUSTRY'S BIGGEST
PROBLEMS

OUR VALUES



Humanity - Respect for people is first, last, and at the center of everything we do.



Curiosity - We make learning our job—we do it relentlessly, joyfully, and continuously.



Teamwork - More than the sum of our parts, we believe we can go farther together. Our work benefits from diverse perspectives and experiences.



Quality - Excellence is a moving target. Perfection may be unattainable but it's worthy of pursuit.



Humility - We have expertise, but we are not experts. We don't just accept critical feedback, we crave it.



Joy - If we're not having fun, we aren't doing our best work. We work hard and laugh harder.



OUR METHODOLOGY IN ACTION



Understand
Your Challenge

**BUSINESS
CURRENT STATE**



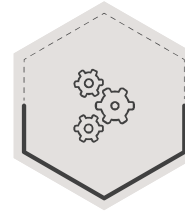
Understand
Your Customer

**CUSTOMER
RESEARCH**



Design Each
Customer a Journey

**CUSTOMER
JOURNEY**



Bring it to Life
Through Operations

**OPERATIONS
ENGINE**

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OUR METHODOLOGY IN ACTION



Understand
Your Challenge

**BUSINESS
CURRENT STATE**



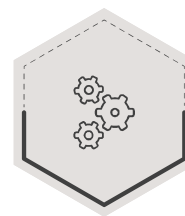
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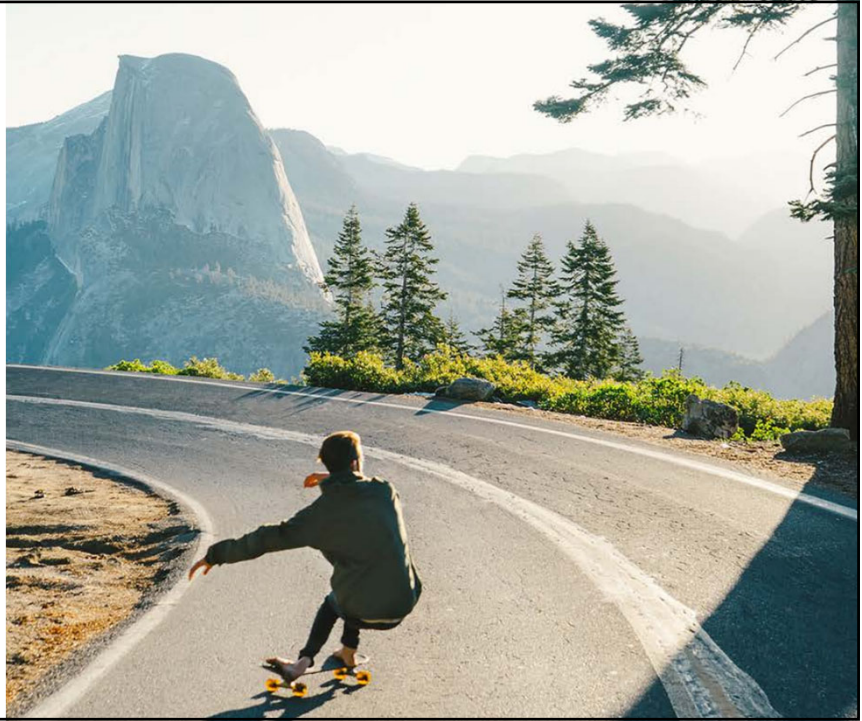
Bring it to Life
Through Operations

**OPERATIONS
ENGINE**

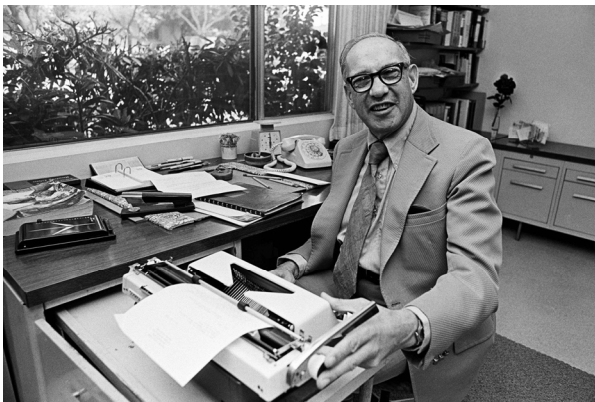
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DEFINING VALUE



WHY ARE WE TALKING ABOUT **VALUE**?



“There is nothing so useless as doing efficiently that which should not be done at all.”

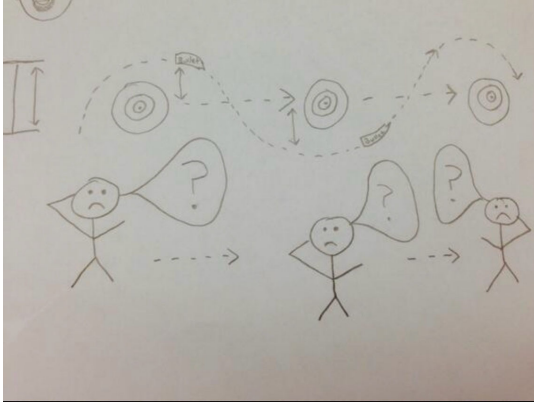
— Peter Drucker

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**SERVICE
PHYSICS**



WHY ARE WE TALKING ABOUT VALUE?



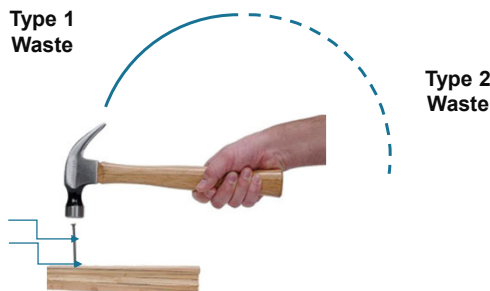
“If the target is not clear, we don’t know if we have BAD AIM or CROOKED BULLETS.”

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WORK CREATES VALUE

Work -
value creation (< 1
second)



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WORK CREATES VALUE



So, this is work...

Work -
value creation (< 1
second)

Type 1
Waste



Type 2
Waste

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WORK CREATES VALUE



What IS
value?



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WORK CREATES VALUE

Anything a customer is willing to pay for?

What IS value?



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WORK CREATES VALUE

Anything a customer is willing to pay for?

What IS value?

What is it made of?



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WORK CREATES VALUE

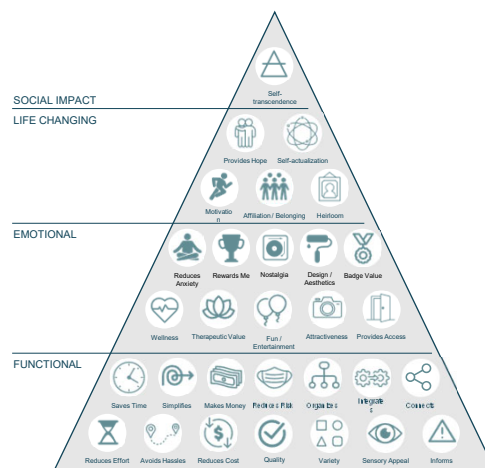


What IS value?

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WORK CREATES VALUE



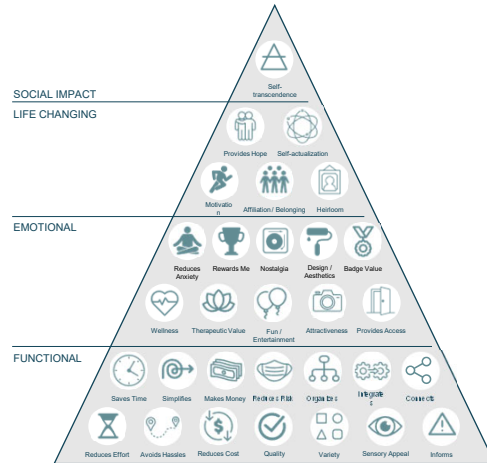
Source: Bain & Company "The elements of Value," February 2018

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WORK CREATES VALUE

The “work”...



Source: Bain & Company “The elements of Value,” February 2018

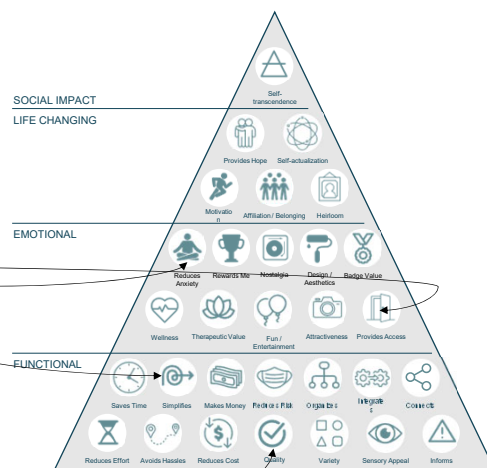


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WORK CREATES VALUE

The “work”...

must deliver these



Source: Bain & Company “The elements of Value,” February 2018



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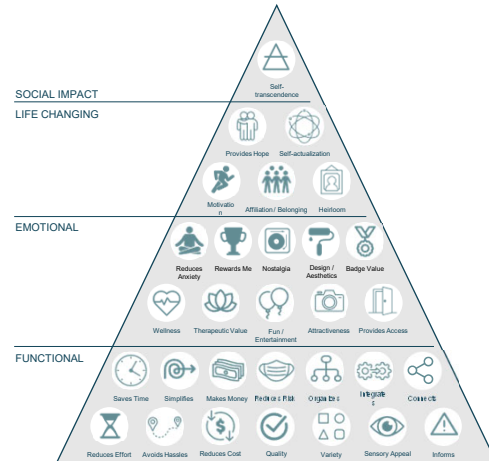


VALUE ELEMENTS OVERVIEW

Customer Value Element analysis helps us understand how well a company delivers value to its customers

Based on three decades of research, Bain & Co. identified 30 fundamental elements of value companies deliver to guests.

- ✓ Value elements are arranged in a "hierarchy of needs" format, with the most powerful forms of value at the top
- ✓ To be able to deliver on higher-order Value Elements, a company must provide at least some of the functional elements



Source: Bain & Company "The elements of Value," February 2018

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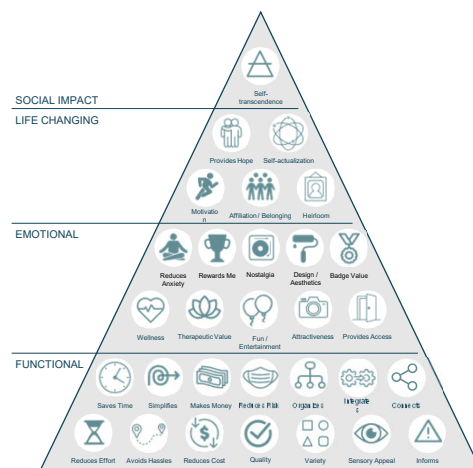
VALUE ELEMENTS OVERVIEW

Rooting our experience design in Customer Value delivers results

Companies that score highly on **four** or more Value Elements see **revenue growth 4x greater** than companies that score highly on only one value element

Emotionally engaged guests are **52% more valuable** than those that are already highly satisfied*

Companies can grow NPS, revenue and competitive differentiation through a focus on improving Value Element delivery



Source: Bain & Company "The elements of Value," February 2018

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CASE STUDY 1

Cannabis Retailer



BACKGROUND

A cannabis retailer wanted to understand why it was so successful so it could replicate the magic at scale

Location # 1 What we heard:

- ✓ Vertically integrated from farm to retail
- ✓ \$100k / day in revenue
- ✓ Consumers are looking to legally reconnect with their youth
- ✓ Self-order Kiosk is the most important channel
- ✓ Future locations should prioritize digital channels, like Kiosk

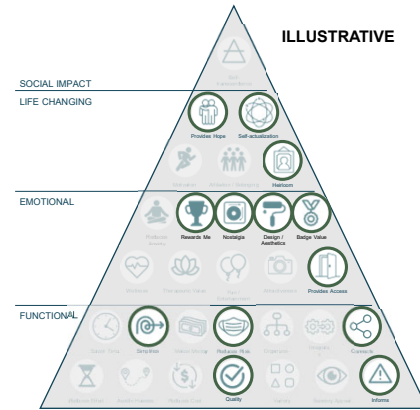
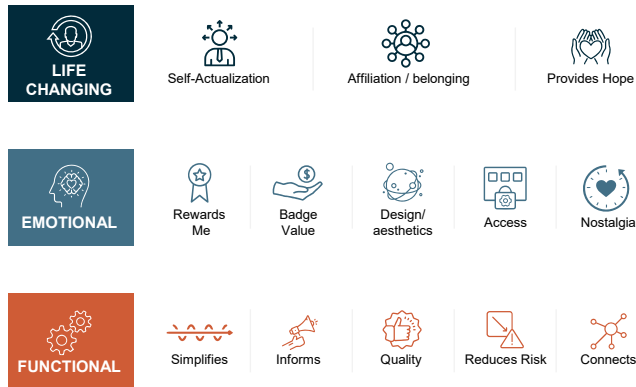


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VALUE ELEMENT SELECTION

The leadership team voted on the Value Elements they believe most represent the brand and the value they wanted to bring to customers



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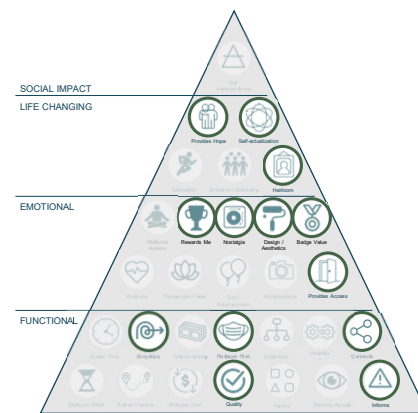
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CUSTOMER RATINGS OF VALUE ELEMENTS

Customers were surveyed to rate performance on the customer Value Elements selected by the leadership

ILLUSTRATIVE

Value Element	% Rating Highly
REDUCES RISK	95%
DESIGN/AESTHETICS	94%
SIMPLIFIES	92%
QUALITY	88%
ACCESS	87%
INFORMS	83%
AFFILIATION/BELONGING	83%
BADGE VALUE	72%
REWARDS ME	72%
SELF-ACTUALIZATION	71%
PROVIDING HOPE	71%
CONNECTS	53%
NOSTALGIA	39%



Source: Bain & Company "The elements of Value," February 2018

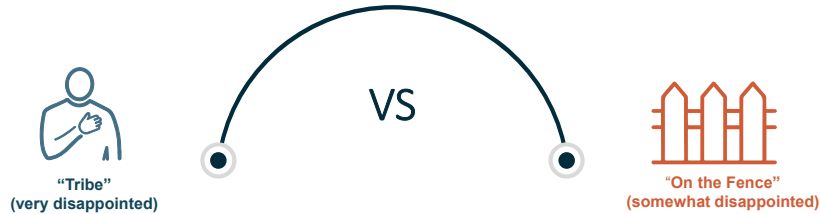
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FINDING YOUR TRIBE

To identify your 'Tribe,' we will ask respondents how they would feel if they were no longer able to shop with you. Those who respond, "very disappointed" are considered in the 'Tribe' and those who respond "somewhat disappointed" are considered 'On the Fence'.

How would you feel if you were no longer able to shop with us?



- Identifying 'Tribe' vs 'On the Fence' enables us to **examine the difference in perceived value** that is being delivered to your die-hard fans vs. those who aren't yet die-hard
- Once we understand the gap in value delivery, we can **identify opportunities to convert "On the Fence" to the "Tribe"**

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VALUE ELEMENTS: TRIBE VS. ON THE FENCE

Value Element ratings for 'On The Fence' vs 'Tribe' were compared to understand how they each perceive the value delivered

	REDUCES RISK	DESIGN/AESTHETICS	SIMPLIFIES	QUALITY	ACCESS	INFORMS	AFFILIATION/BELONGING	BADGE VALUE	REWARDS ME	SELF-ACTUALIZATION	PROVIDING HOPE	CONNECTS	NOSTALGIA
On The Fence	90%	89%	88%	80%	77%	72%	68%	54%	54%	50%	50%	41%	31%
Tribe	98%	97%	96%	93%	94%	90%	90%	81%	83%	83%	81%	59%	43%

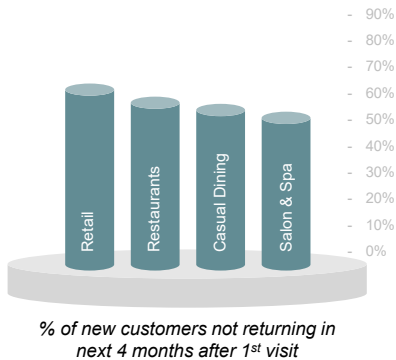
- ✓ The biggest opportunities to close the gap in perceived Value Element delivery for those 'On The Fence' are 'Access,' 'Informs,' and 'Affiliation/Belonging'
- ✓ Opportunities to improve Value for all segments are 'Badge Value,' 'Rewards Me,' 'Self-Actualization' and 'Providing Hope'

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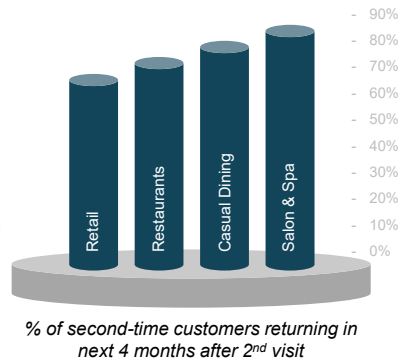
INDUSTRY BENCHMARK

New customers churn
at very high rates...



....but once a customer
comes back again

Look how high
this retention rate is!



**SERVICE
PHYSICS**

INTERVIEW QUOTES



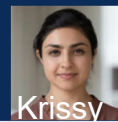
“They were welcoming, friendly, and walked me through. I **walked out feeling like I had the right option**. They guided me through everything, how to ease in. Couldn't be more grateful.”

ACCESS
SIMPLIFIES
CONNECTS
INFORMS



“I[’ve] never run into an employee that didn't have some **knowledge of the product** we are talking about. Recommendations from **employees have sometimes changed my purpose**.”

INFORMS



“I'm new to this. I need a learning experience, but I **don't want to be intimidated**.”

INFORMS
REDUCES
RISK



“People have a perspective that people using cannabis are druggies. It's businesspeople and grandparents. **Don't worry about it, just go. I'll go with you if you want**.”

CONNECTS
BADGE
VALUE

ACTIVE SEGMENTS CHANNEL ANALYSIS

Champions are more likely than other segments to have guided experiences, while Sporadic are more likely than other segments to use the Kiosk

Segment	Customer Count	Customers Found	Total Transactions	Kiosk Orders	Express Orders	Delivery Orders	Guided Orders	Top Channel
Champion	177	84%	6,779	38%	13%	17%	31%	Kiosk
Core	12,685	56%	86,819	73%	15%	9%	3%	Kiosk
Loyal	2,600	78%	59,137	60%	21%	10%	10%	Kiosk
Sporadic	26,710	54%	64,637	79%	13%	7%	2%	Kiosk

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ACTIVE SEGMENTS GUIDED EXPERIENCE

Champions are more likely than other segments to have guided experiences, while Sporadic are more likely than other segments to use the Kiosk



Nearly
100% of customers
who have a **guided 1st visit**
return for a **2nd visit**

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BACKGROUND

A cannabis retailer wanted to understand why it was so successful so it could replicate the magic at scale

Location # 1 What we heard:

- ✓ Vertically integrated from farm to retail
- ✓ \$100k / day in revenue
- ✓ Consumers are looking to legally reconnect with their youth
- ✓ Self-order Kiosk is the most important channel
- ✓ **Future locations should prioritize digital channels, like Kiosk**



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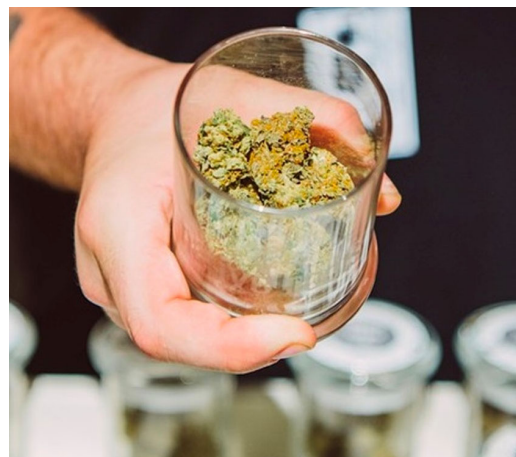


MYTHS BUSTED

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- ✗ Future locations should prioritize digital channels, like Kiosk

FACTS:

- ✓ Vertically integrated from farm to retail
- ✓ \$100k / day in revenue
- ✓ Consumers are looking for **risk reduction, open design, and simple service delivery**
- ✓ **Human connection** is essential for new customers
- ✓ **Rewards** program knowledge separate core customers from champion customers

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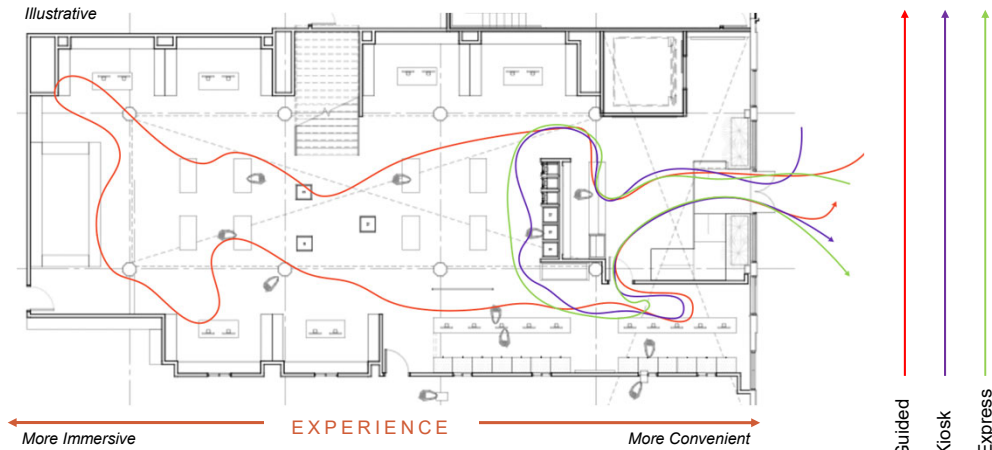


BRINGING THE INSIGHTS TO LIFE

“CHERRY PICKED” EXAMPLES



CUSTOMER JOURNEY FLOWS



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DESIGNING THE CUSTOMER EXPERIENCE

Empathy mapping allows us to design from the customer's point of view

What do we want
the customer to:



Say



Think



Do



Feel

Experience Components

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GUIDED EXPERIENCE - DO/THINK/FEEL BY STEP

CHECK-IN Route to relevant experience	ORIENT TO SPACE Take it all in	LEARN About available options	DECIDE On final order	ORDER & PAY Transact	PICK UP Receive orders
<p>DO: Arrive to check-in and be welcomed and instructed what to do</p> <p>DO: Show ID and complete check-in</p> <p>DO: Move towards preferred experience (fully guided)</p> <p>THINK: I understand the process and where to go next</p> <p>THINK: That was quick and seamless</p> <p>FEEL: Welcomed and taken care of / informed</p> <p>FEEL: Relaxed and unrushed</p> <p>Key factors: Ingoing customer needs/desires</p> <ul style="list-style-type: none"> Purpose of visit Speed of service need 	<p>DO: Be guided to sales floor and see various areas to explore</p> <p>DO: Take photo to share on social media</p> <p>DO: Be guided to pod</p> <p>THINK: This space is impressive and beautiful</p> <p>THINK: This place is for everyone, and I feel 'normal'</p> <p>THINK: This Guide is taking care of me, and I understand what's going to happen next</p> <p>FEEL: Inspired, impressed and excited</p> <p>FEEL: Taken care of and safe</p>	<p>DO: Connect with Guide personally</p> <p>DO: Converse with Guide about needs for visit</p> <p>DO: Learn about various options and pricing, and get recommendation from Guide</p> <p>THINK: My Guide gets me and understands what I want. My Guide is very knowledgeable and passionate</p> <p>THINK: There are many different high-quality products to try</p> <p>THINK: This is fun</p> <p>FEEL: Taken care of and understood by Guide</p> <p>FEEL: At ease and not rushed</p> <p>FEEL: Excited</p>	<p>DO: Evaluate options</p> <p>DO: Select item(s)</p> <p>THINK: I found the right products for my needs</p> <p>THINK: There are so many more products that I want to try next time</p> <p>FEEL: Informed and confident in purchasing decision</p> <p>FEEL: Excited about trying the products</p>	<p>DO: Show ID</p> <p>DO: Place order & pay</p> <p>DO: Hear about loyalty points earned</p> <p>DO: Get printed receipt for pickup</p> <p>DO: Be instructed on where to pick-up</p> <p>THINK: I'm earning points on this order that I can use for rewards in the future</p> <p>THINK: I know how to pick-up my products</p> <p>FEEL: Excited about rewards</p> <p>FEEL: Valued for being a customer</p> <p>FEEL: Clear on the pick-up location and process</p>	<p>DO: Locate pick-up area easily</p> <p>DO: Hand receipt to employee</p> <p>DO: Receive items</p> <p>DO: Hear instructions about items ordered</p> <p>DO: Exit store</p> <p>THINK: I got exactly what I needed</p> <p>THINK: That was a great experience and I'm going to tell my friends about it</p> <p>FEEL: Proud to show off bag from Brand</p> <p>FEEL: Excited to use products</p> <p>FEEL: Excited to come back in the future</p>

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JOB INSTRUCTION (TRAINING)

Check-in

SERVICE EXPECTATION	Routine: Order & Pay		
<p>CHECK-IN contributes to the customer experience by making them feel safe, welcomed, supported, and informed.</p> <p>This moment provides an opportunity to:</p> <ul style="list-style-type: none"> Recognize the customer by name Learn if they are a first-time visitor that we can pair with a Guide Orient them to the appropriate customer journey 	Important Step	Key Point	Reason Why
	1. Welcome the customer	• Raise your hand, make eye contact, and smile	• This creates a consistent customer experience
	2. Check ID	• Collect customer's ID and enter the information into the POS	• This ensures compliance and gives us the customer's name
	3. Discover	• If unsure, ask the customer if they've shopped with us before	• This allows us to direct the customer appropriately
	4. Direct	• If this is the customer's first visit, pair them with a Guide • If the customer has visited before, direct them towards a Guide or Express Pick-up	• This ensures an excellent first-time experience • This re-oriens the customer to the space

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CASE STUDY: HAVEN HOT CHICKEN



Brand Development

With an iterative approach involving guest feedback from Day 1, HHC used a data driven approach combined with multiple sacrificial concepts to arrive at the brand assets and communication of the brand to the public.



Top Value Elements From Internal Voting

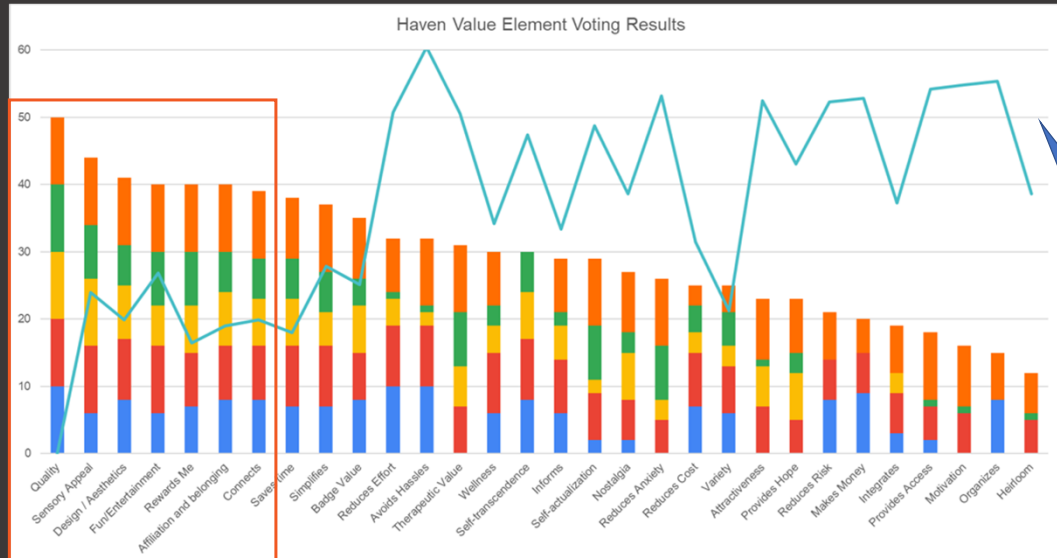
- 1) Quality
- 2) Sensory Appeal
- 3) Design / Aesthetics
- 4) Fun/Entertainment
- 5) Rewards Me
- 6) Affiliation and belonging
- 7) Connects
- 8) Saves time
- 9) Simplifies
- 10) Badge Value



Convenience

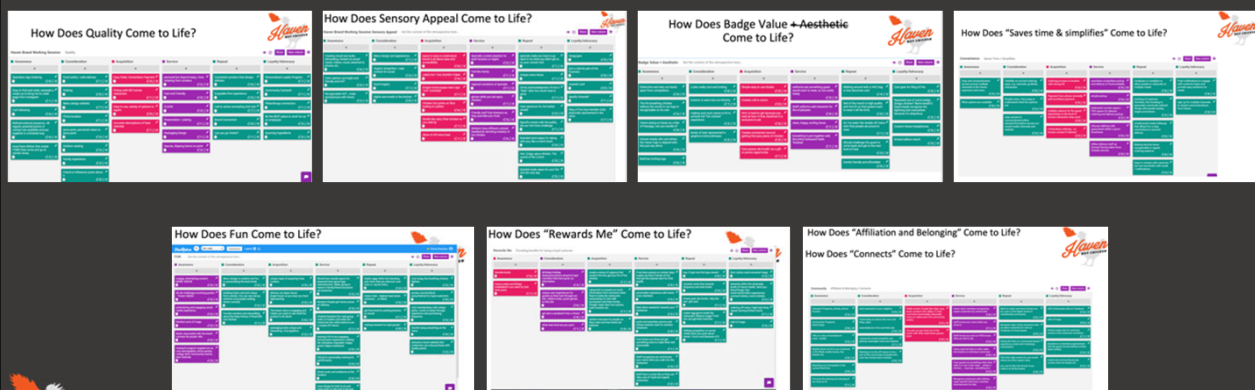
Community

Internal Voting Customer Value



Who are we?

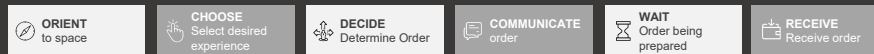
Through the utilization of Retro Boards in team settings, the team was able to define key attributes as well as how they manifest in the brand.



Retail Customer Journey

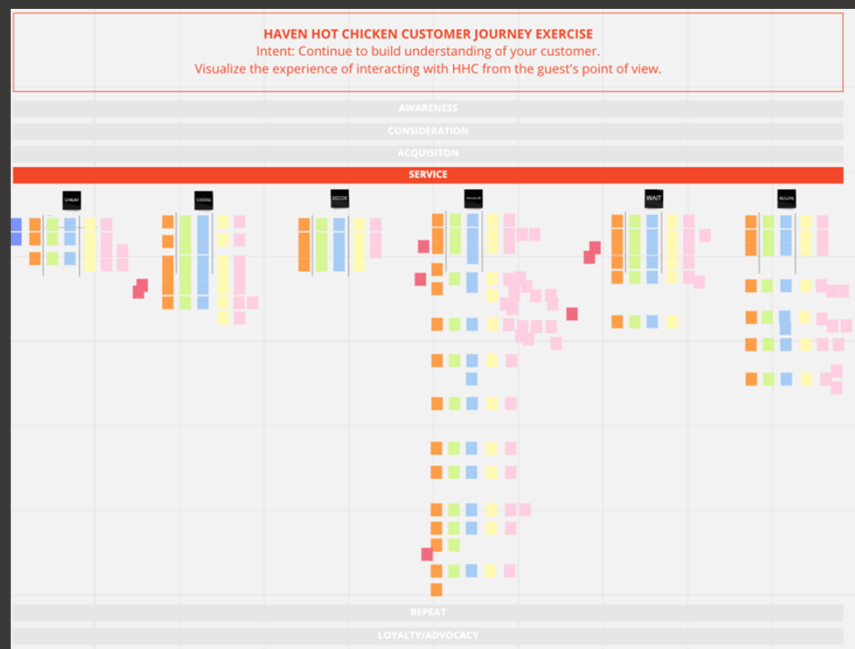


Steps:



Guest Service Journey

Commitment to a great product *and* a great experience. By breaking down each part of the guest journey and identifying components and variables that we could control, we were able to hone our buildout and interaction with guests with intent.



Brand Book

Serving as guiding values for the brand and the value the brand wants to create for the guests, the codification of the Haven Hot Chicken brand provides a foundational infrastructure by which to operate and make decisions



SOCIAL MEDIA

Over 10.4k followers on Facebook & Instagram!

havenhotchicken
Edit profile

210 posts
10.4K followers
2 following

Haven Hot Chicken

Restaurant

Order online for curbside pickup, link below!

Open 7 days a week 11:30-10pm!

📍 21 Whitney Ave., New Haven, CT

📍 550 Boston Post Rd. Orange CT

havenhotchicken.com

Haven Hot Chicken

Instagram Growth

Date	Followers
11/2020	4,500
3/2021	5,000
5/2021	5,500
7/2021	6,000
9/2021	6,500
11/2021	7,000
1/2022	7,500
3/2022	8,000
5/2022	9,000
7/2022	10,000
9/2022	10,500

Earned Media

First LTO is a sandwich collaboration with Daym Drops, a celebrity Youtube food reviewer.

-National TV commercials for Burger King & Popeyes

-1.34 million YT followers

-Netflix show launched in Q1 2021

Cost to Haven Hot Chicken - \$0.00

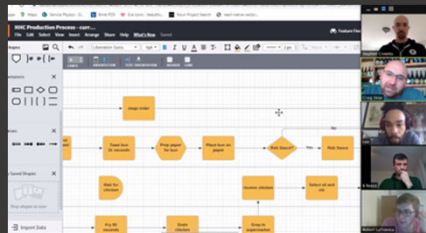
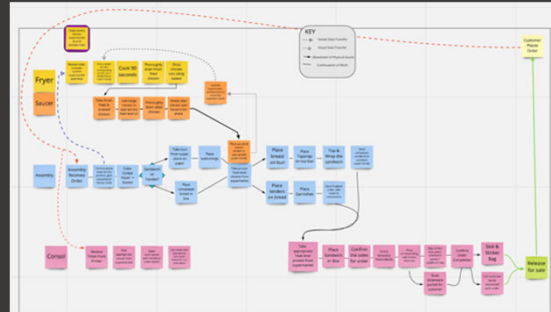
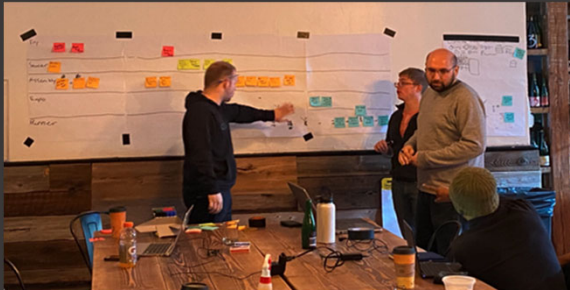


Operations

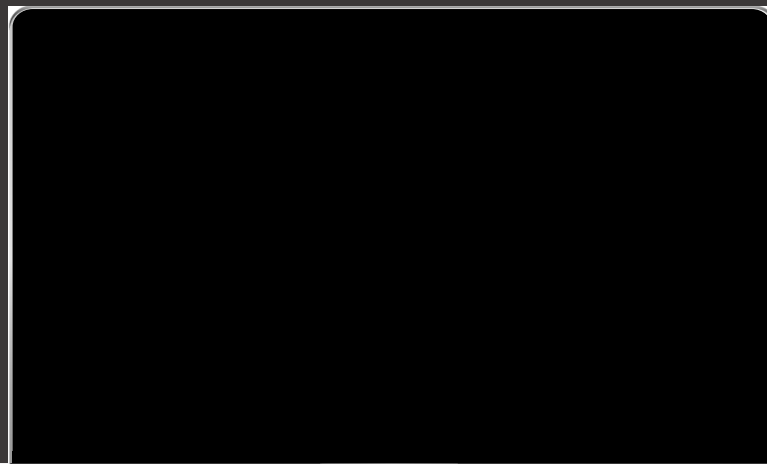


WHAT'S THE WORK?

Haven Hot Chicken took a data-driven approach to understanding what their guests value and leveraged lean techniques to build an operation that DELIVERS VALUE with the highest quality and fewest resources



WHAT'S THE WORK NOW?



WHY ARE WE TALKING ABOUT VALUE?



“There is nothing so useless as doing efficiently that which should not be done at all.”

– Peter Drucker

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DEFINING CUSTOMER VALUE ACTIVITY



1. Select 3 to 5 Value Elements you aspire to bring to your customers
2. Generate statements of:
 - How would your company define this value element?
 - Where can you go-and-see how the work delivers these values?

EXAMPLE:

How Does Sensory Appeal Come to Life?

The smell, sight, sound, touch, and taste of our crispy crunchy juicy hot chicken & not chicken is the metric we measure ourselves by.

THINGS WE DO

- Have a line to order
- Curate the music in the store
- Leverage user-generated content for authenticity
- Choose design elements that give the brand voice + functionality (fun, subtle, kid-friendly)
- Ensure friendly and happy staff - part of the show
- Display our recognition of our guests and our tribe (e.g., display Ring of Fire club on wall)
- That Haven't Smell, that tickle in your throat, warmth, radiation, glow
- Burne your lip!
- Sounds of frying

THINGS WE SAY

- Crispy crunchy juicy spicy delicious



DEFINING CUSTOMER VALUE **ACTIVITY**



1. Select 3 to 5 Value Elements you aspire to bring to your customers
2. Generate statements of:
 - How would your company define this value element?
 - Where can you go-and-see how the work delivers these values?



1. Find a buddy next to / nearby you to share your statements of value
2. Commit to your next step:
 - Talk with your leaders?
 - Talk with your customers?
 - Conduct a survey?
 - Go-and-see?
 - Customer journey empathy map?



BY THE END OF THIS SESSION

YOU WILL BE ABLE TO:

1

Describe the concept of value in a more precise way

2

Take a data-driven approach to understanding and defining value

3

Articulate value from your customer's perspective and act on it



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Q & A

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