Defining Service Credit

How Should We Define our Process of Issuing and Redeeming Service Credit?

***Project framed through a Design Thinking Process:**

- 3 Main 'Buckets' or phases for this project: 1. Research (empathize + define), 2. Create (ideate + prototype), 3. Validate (test & assess)

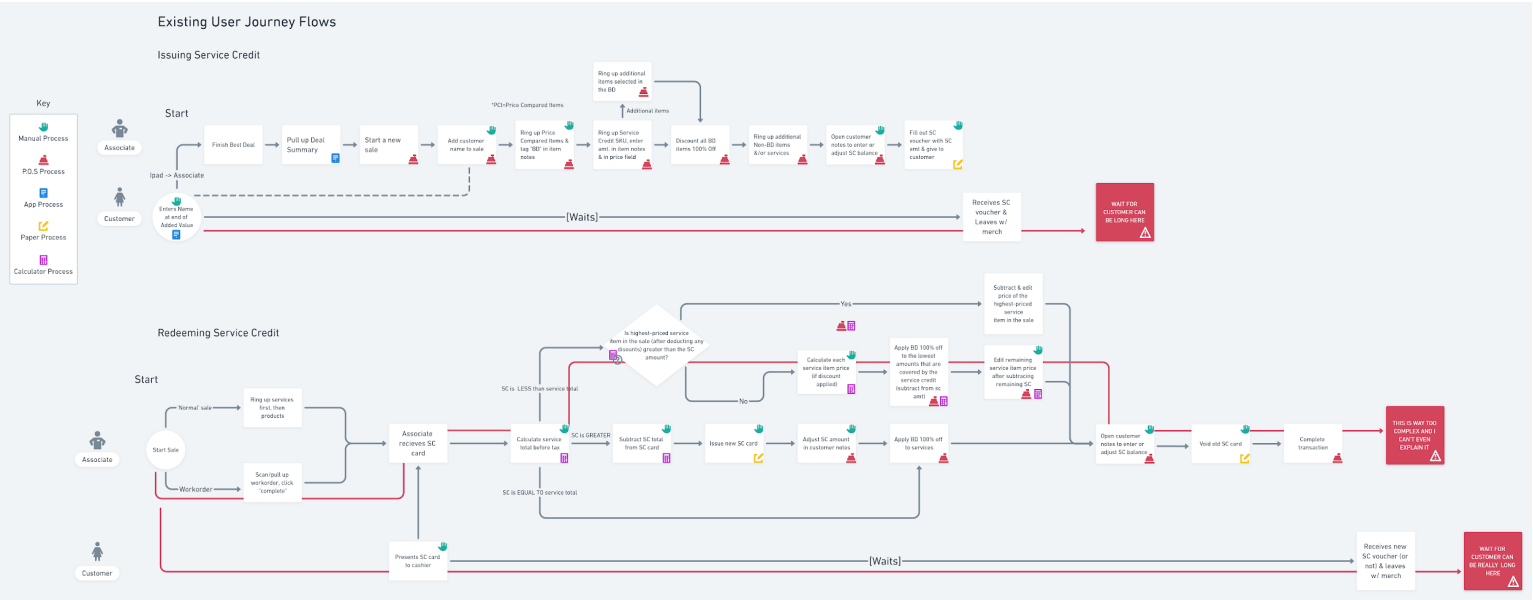
1. Research Phase:

Define:

What is the process of issuing service credit right now?
The following outlines the process of how it *should work* if done properly.

1. A customer goes through a Best Deal & chooses either: (A) a specific service in the app that they want to redeem at a later point in time, (B) Service Credit in a specific amount by clicking the card in selectable items, or (C) the button for Service Credit to maximize their service value (most common), all of which will be issued as Service Credit.
2. A customer finishes out their BD by entering their name & email, then arrives at the summary page, where the associate can pull up the deal summary to show the cashier (or refer to themselves if they are the cashier).
3. The cashier performs a few key actions at the POS (underlined = additional to the normal BD transaction process):
    a. Attaches the customer's name to the sale (same as was given in the BD)
    b. Marks the Price Compared items as "BD" in the item notes
    c. Rings up the service credit SKU & enters in the amount issued in the item's notes box (so that it shows up on the customer's sales receipt), then discounts 100% off.
    d. Records the amount of the customer's service credit in the POS system (under 'customer notes' in Lightspeed/for Sport Systems)
    e. Writes out the value of the service credit (SC) on a business card-sized voucher and gives it to the customer (before or after POS process)
4. The customer must bring in their paper SC voucher to redeem their credit for any service or experience (that is offered by the retailer [excludes partner experiences]) at that store in the future

Existing User Journey flows for Issuing and Redeeming SC



View .png file HERE or larger whimsical board HERE.

Empathize: (*with some define sprinkled in)

Empathy starts with research *gathered from unsolicited feedback from different POVs*

Point of Views (POVs)

- Customer
- Sales Associate/Cashier
- Bookkeeper/Business Owner
- BDR Sales & Customer service

What are the observable problems with this process? →Bigger Question: *Why* should we fix or redesign our current process?

Customers:

- Many customers have verbally relayed their concerns about holding on to a paper voucher
    - They are concerned with losing their service credit paper vouchers (some are even certain that they will lose the card)
- Customers would like to be able to know/reference how much SC they have if they lose or do not have access to their voucher at the moment
- Customers expect their sc credit information is saved digitally

- General confusion- often not clear that they have to have the card on them to present to the cashier - also confusion on where they are supposed to use the card (i.e. not at the shop counter)

Positive Feedback:

- Customers have also responded very positively towards the process and think that it is great
- Customer's feel relief knowing that their credit is being recorded as a backup (when that is communicated & happens)

Sales Associate/Cashier:

- The process is time-consuming & contains many steps (too complicated!)
- It's quite challenging to remember all of the steps involved to correctly reconcile at the POS (process)
- It's even more cumbersome as a manual process *on top of* other manual processes (ski dept- filling out service tickets & other paperwork)
- The checkout process is highly involved & requires a lot of focus and clarity (and a calculator sometimes!) - often, a calculator is needed - manual math involved
- There is a wide margin for error - things can easily get screwed up
- Service credit is not trackable (most of the time the cashiers are not recording a backup of the customer's service credit - which makes it untrackable)
- Could be easily abused - cards could be replicated with very little effort & distributed

Watch the video examples below to see the process in action!

https://photos.app.goo.gl/8BLpUTK7LB9LZAh49 *(No longer linked)*

(No positive feedback on the *process* - but that the *concept* makes sense)

Bookkeeper & Store Owner: MORE FEEDBACK/RESEARCH NEEDED

- The process right now is not accurately trackable with the paper credits on the POS side as far as service credit redeemed goes (we can track the given away part in POS)
- It *should be trackable*
    - We are discounting the service credit as BD 100% off, but when there is a partial amount applied, we just have to change the price of the service
    - Do retailers need to know how much service credit customers are redeeming and when? Is this an important piece of data?
- Could be easily abused - cards could be replicated with very little effort & distributed
- We do not yet know the true long-term effect of giving services away to bridge a price discrepancy, especially if that customer would have paid money for the services that they are now getting.

- *Positive Feedback:*

    - This current process allows them to lose less margin by giving away services and experiences that come at little to no cost to the business vs lower-margin product
    - More customer retention

BDR Sales & Customer service:

- The current process is dependent on another retailer being able to do everything that we can do in our POS system: 1. record customer notes, 2. modify prices, 3. record notes on a line item (that shows up on a receipt)
    - If their POS system does not have the same capability as ours, then we will not be able to make sure that they have success with (or even use the service credit feature period) - which is a key component to the BD process and successful usage
    - If SC does not work for the retailer as we use it, then we would either have to create a custom process for them (which would drain our resources that could be devoted towards building a better solution) or expect they come up with their own workaround (which would create inconsistency in the Customer's BDR experience)

<u>Define:</u>

Reframe the problem in a human-centered way, through JTBD (jobs to be done story).

<u>Aby (a cashier):</u>
When a customer wants to use their Service Credit towards a purchase and has forgotten their physical voucher, I want to be able to access their service credit, so that I know how much to deduct from their sale at checkout AND so that I can adjust their sc balance to reflect the new balance after some or all of their credit was applied to the transaction.

When I need to transact a rather varied sale i.e. customer is buying products + services, applying payment towards layaway, is using a gift card, gets a discount (any combination of) AND has Service Credit that they want to apply to the sale, I want an easy way to apply their SC, so that I don't have to worry if I have done it right, or mess up the math (and have the customer doubt the legitimacy of the process).

<u>Joe (a customer):</u>
When I choose Service Credit, I want it held somewhere safe that I and the person who is ringing me up can access, so I can both reference my balance and use my credit without having to remember & keep track of a physical card.

When I have received Service Credit from a past BD and I am about to pay for a service, I want to be able to use my SC to pay for that service at checkout, so I don't have to overpay, even when I have misplaced my physical SC voucher.

Define Contd. - Infer Insights:

The Retailer needs a way to issue and manage a customer's Service Credit balance to make the checkout process easy and worry-free for the cashier and customer when it comes time for the customer to redeem the SC.

The Customer needs a way to be able to use their Service Credit whenever they are being rung up for a service, without having to bear the responsibility of having to produce/keep track of their credit or worry that there is no backup if they lose it.

(secondary) The Customer would also like to be able to reference their Service Credit balance at any point in time so that they can be informed of what would service/ or portion of the service would be covered already (not out-of-pocket).

Best Deal needs to be able to deliver a system and be able to communicate a process to a retailer that works independently from the retailer's POS, and has trackability from the Best Deal account side of things, yet can still work in tandem with any retailer's checkout process (needs to be universal & work in a holistic manner).

The process right now DEPENDS on the cashier remembering to execute all steps properly & on customer remembering to bring in their SC card (both usually do not happen in real scenarios)

*Underlined are some surprising insights and emotional tensions

Key Insights & more **Empathy:**

- A qualitative issue that has emerged from this research is this emotional tension of anxiety & worry **[Empathize!]**

Metrics: FEEDBACK NEEDED!

- The re-design of this process should alleviate this emotional tension for both consumers & sales associates/cashiers *METRIC!*
- The process should be easy and enjoyable for customers and cashiers
- The retailer (business owner/bookkeeper) should be able to track

* Coming from a point of empathy, it suddenly becomes easier to identify quality metrics (the above flowed naturally, starting with the first bulleted insight, which flowed into additional metrics - lastly I added the title "Metrics")

Visual Research Doc on Miro HERE