

Customer service & customer excellence benchmarks

Benchmark realised by Metis international, Shanghai



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THE RESEARCH HAS BEEN UNDERTAKEN BY:

Marie DUVAL

French National

China & HK Managing Director

Metis International



- > 25 years experience in leading Marketing positions Europe/Asia for MNC companies
- Led diverse multi-functional/cultural/regional Innovation project teams, concept crafting to execution
- Global, European or Asian Scope
- Previous companies: Cadbury-Schweppes Greater China, Procter & Gamble, Lesieur condiments, Danone International Waters, Mead Johnson Nutritionals, Mitsubishi Corporation-Food division, Unilever-Beverage & refreshment categories...
- Lived & worked over 20 years in Asia (Vietnam, Singapore, China: Beijing & Shanghai)

Recent relevant Experience/Projects:

- Experienced leading Innovation projects & teams in F&B categories, Asia Pac & PRC focus
- Championed multiple FMCG's strategic-planning, brand positioning & launch projects

Grace ZENG

Chinese National

Research Director

Metis International



- Grace is a seasoned Qualitative researcher with over 10 years' research experience. She is strong at building instant qualitative & in-depth bonds with respondents and her inquisitiveness makes her an excellent moderator
- Her experience covers a broad study types, including Insight exploration, customer experience, product innovations across various categories: FMCG, beauty, retail, auto, home appliances...

Recent relevant Experience/Projects:

- Explore opportunities for imported pork meat brands & products
- Cosmetic category define the scope of "whitening" and understand consumers' emerged & emerging needs

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COORDINATION BY
C X B
H U B



TEAVANA

STARBUCKS RESERVE



**Starbucks, U.S
F&B Coffee Chain Store
over 3,400 stores in
China**



45,000+ employees



“Deliver the unique Starbuck’s experience via a single cup of coffee. Brings coffee heritage & special coffee experience to our customers”



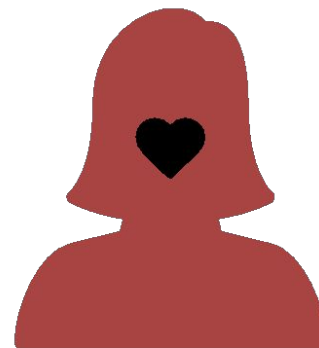
Starbucks puts customer service & experience at the first place

Shanghai Roastery
The biggest store worldwide



Flexible payment
Wechat & Alipay available

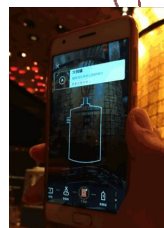
Multi-experiences flagship store
Combine coffee, tea (Teavana brand) & wine (served with food) experiences in one store



特别的日子送杯有爱的咖啡
星巴克“用星说”社交礼品平台支付宝上线了



Social platform – Yong Xing Shuo
Online gifting platform, allows to send gifts to your friends, family, lovers with the words you want talk to her / him



E-commerce store (TMALL.com)
Launched 2015.12, to extend the offline experience to online, create fourth space



Use AR technology

Bonding with customers via AR technology, scan the QR code to explore the details of the offline store, learn the coffee knowledge & stories via smart phone



“Bonding with the customers through innovative products & experiences. Bonding is not only with customers, but int staffs as well”



1

5B

Be welcoming
Be genuine
Be considerate
Be knowledgeable
Be involved

2

Provide special Starbucks experience

Customized service to continuously bring surprises to customers, e.g. customized rewards card to recognize your taste preferences

Extend the experience from offline to online via launching the digital platforms

3

Partnership culture

Make staffs feel belonging, to satisfy customers, need to satisfy internal staff first

Each staff is the partner, solid staff caring system & wellbeing, e.g. coffee stock

Parents caring program for each staff - buying

“A pleasant explore to coffee in Starbucks Roastery, the drinks are nice, special wine and coffee. The menu is very unique, the staffs are professional, and you can watch how to roast the coffee beans and make coffees”

“It’s a immersive experience, I learnt a lot ”

“The store design is very ‘Chinese’, esp. the roof design. Many food options, and special drinks, I enjoy the moments here”

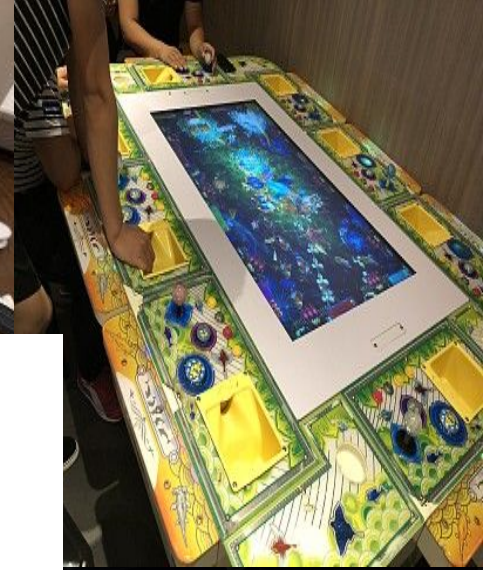
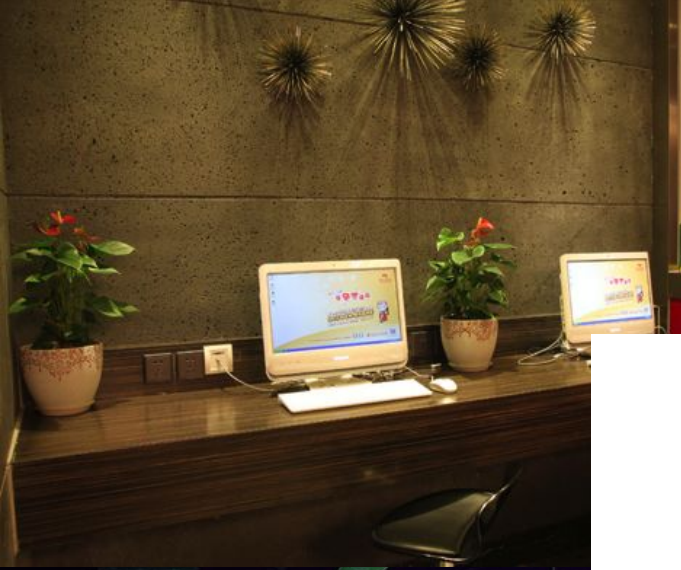
Sources: consumers comments websites, e.g. dianping.com; tripadvisor.com





Hi 海底捞

HAI DI LAO



HaiDiLao, China
Sichuan hotpot chain restaurant
Over 300+ restaurants in China,
50+ restaurants overseas
50,000+ employees



五分钟
钟做
大厨

一起嗨  海底捞
Hidilao hotpot

“Service is always the No.1 rule, we provide best service & customized service”



Haidilao's Customer driven service

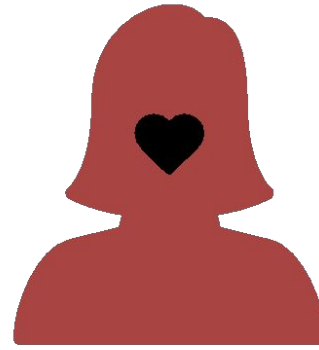
Best service from entry to leave

Think before
customers, e.g. valet
parking, provide
glasses cloth (to wipe
the moisture on your
glasses caused by hot
pot steam), hair band
(for girls to tie the hair,
avoid the hotness
when eating hot pot)



Added value service

apron, birthday
cakes...
Nailing service for
customers who are
waiting to be seated
Free fruits, internet...



Innovative product

Instant hotpot -
borrow the idea
from instant noodle



Worry-free Delivery service

Delivery of hot pot
foods, tools, even
the dust bins to
home. And the staff
would clean up
when collecting the
pots back



Flexibility in food order

Allow to order half
portion

“Providing considerate, comfortable & warm service”



1

No standards for services

Think before customers, their needs are to be satisfied considerately

Provide customized and flexible services

2

Focus on details

Pay attention to every details, penetrate the whole process, from arrival, entry, waiting, sitting, ordering, eating to check out and leave

3

Enhance staffs' values

Create fair environment for employees, human-based management

Bonding as a family, let them feel belonging, e.g. 400-500 RMB / month for their family

Inspire their passions to provide best service for

“We stay from afternoon till night, more than five hours, the staff is very considerate, keeping serve us the watermelon and snacks. It’s a place for friends gathering and birthday party, you never know what’s the surprise next”

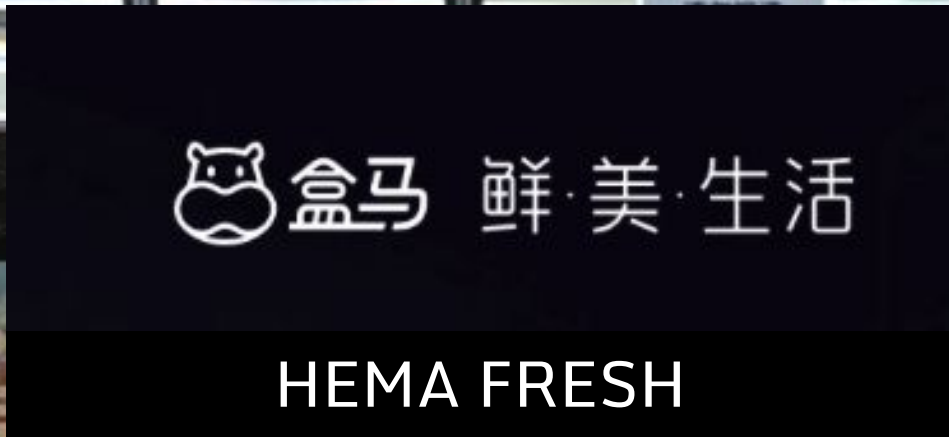
“Feel like a VIP starting from waiting, customer is the No.1. The washroom is the cleanest I’ve ever been to, better than those five star hotel”

“Best service and best experience, I took my friend to the restaurant, which was the first time she has been there. And the staff packed some snacks for her when hearing that she’s going on travel. It’s so touching”

冷冻水产 FROZEN SEAFOOD

 盒马 鲜美生活

HEMA FRESH





Hema Fresh, China
New retail model of supermarket,
offline stores + online APP
69 stores in China



“One Stop New Retail Customer
Experience within your Community,
Bring Fresh Life via Technology &
Caring”



Hema's business is based on Big data, integrate online + offline customer service

3 hours delivery
Online order, even order only 1 item - free delivery within 3km distance, incl. fresh seafood



Offline experience + APP
One stop shopping for global fresh food, full varieties, mostly imported



SOS
Emerging items for urgency, e.g. female care; first-aid; protection...



On-site seafood bar
Added value service for seafood cooking, providing separate dining area



Differentiation of product offer
Focus on high value for money global fresh seafood to fulfill upgraded consumer needs, e.g. king crab, lobster, oyster...

“Think as a customer, put their needs at the first place”



1

Understand customers' lifestyle & needs

Address the desire for global & fresh premium seafood available at home

Door to door free delivery to fit with their fast pace life

In accordance with mobile APP usage habits

2

Think as a customer

Which scenarios or moments do they need to be delivered the most

Which commodities do they desire as Fresh

Why customers just order one or two small items from online, for example, only one bottle of milk. Is it because of urgency?

3

Digital driven service

Complete customer database via APP

Pop up customized messages (promotions, coupons) based on big-data analysis



“I really like the free delivery, if even I just buy little item, such as scallions, it’s delivered for free and fast”

“When I want to eat something fresh & delicious, top of mind is HEMA, I can eat there at seafood bar, the environment is nice. Plus, I can even have a cup of wine there”

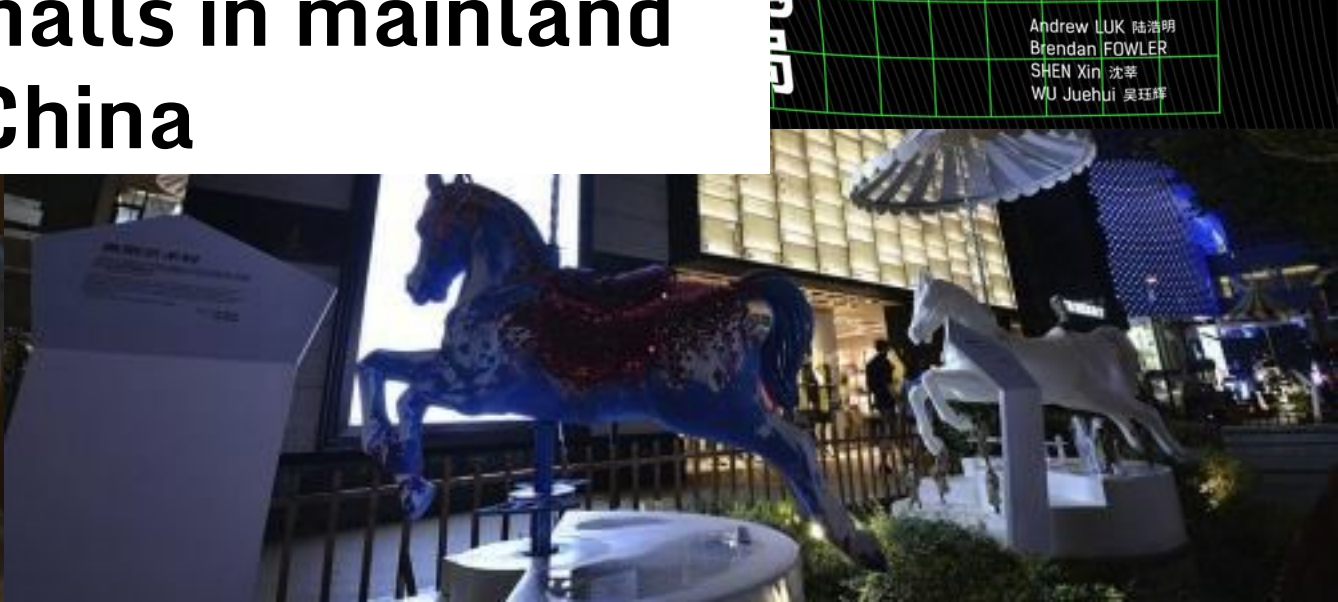
“It has lots options of imported commodities, not only fresh seafood, but vegetables & fruits, snacks, dairies, toothpaste... delivered in half an hour, so convenient”

K11





**K11, Hong Kong
Shopping mall, combining
shopping, art, nature
7 shopping malls in mainland
China**



2018 8.11 - 9.14

Andrew LUK 陆浩明
Brendan FOWLER
SHEN Xin 沈莘
WU Juehui 吴珏辉

“Redefine the shopping mall, it’s not a shopping mall, but a modern museum to deliver new lifestyle”

K11 CEO, Zheng Zhigang



**K11 is not only
a shopping
mall, but a
Museum
Retail, Modern
Space**

Art Museum

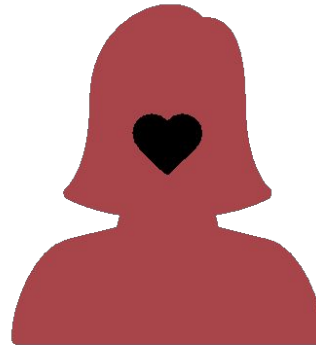
Art exhibition, masterpieces in museum, e.g. Monet exhibition



Co-branding
Cooperate with luxury brands (MaxMara, D&G) to create art pieces

Art pieces

15 art pieces displayed in the mall, cooperate with artists



Urban farm
Veggies, animals in the shopping mall

Lifestyle

Combination of lifestyle: cooking class; painting class; live show; bazaar



“Whenever passing by Huaihai Road, I would like to go to K11, the open space is full of design elements, not crowded, always full of exploring, curiosity”

“Full of art & innovations, combining art, experience and nature elements perfectly, free & unique. Interactive & trendy, brings sensorial pleasure”

“Some of the art exhibitions are free, and it always rotate to bring me surprises, after visiting the exhibition, I would like to go for a cup of coffee & chat with friends, makes me feel relaxed & comfortable”

Sources: consumers comments websites, e.g. dianping.com; tripadvisor.com





Xiao Mi



**XiaoMi, China
Smart phone & lifestyle
devices manufacture
Over 300 stores**



“Be genuine & be passionate. Make genuine products that are high value for money, make friends with fans, listen to their needs. Be passionate to the business, enjoy innovating & creating the best products for consumers”

CEO XIAOMI - M. Lei

Jun



XiaoMi's Making friends with fans & users strategy

**Innovative products,
cross categories &
build a eco-system**
Start from mobile
phone, now extend to
digital products,
home devices,
accessories, small
appliances.....connect
as a smart home
eco-system

Xiao Mi Home
Offline store to
allow customers to
experience the full
product portfolio
freely, no hard sell

**Multi-channels connections with
customers**
Xiaomi forum, Weibo (marketing
communications), Wechat (client
service)



**Upgrade system based
on users' feedback**
The Xiaomi's unique
MIUI system (the
operation system) is
updated on a weekly
basis based on users'
comments

Xiao Mi forum
Online club for
fans, not limited
to the topics
about technology,
but also lifestyle

Fast responses
15 mins responses to
customers' problems &
questions via Weibo



“Let users to participate into”

1

Fans culture

Fans are encouraged to give comments and to participate to the new product development

Fans events & activities regularly, sponsored by Xiao Mi

Use fans to influence consumers

2

User pyramid

The top are VIP users, who are the first trail users, and have the impact for product R&D

The ‘basement’ is the mass users

3

Every internal staff is the customer service

Every engineer should response to the posts on the forum every day, so that consumers feel being respected and their comments be valued

“Xiaomi Home is a place that I can chat with people, it’s not just a store, but I can experience all the products, play games, watch TV, experience the balance scooter, no one would interrupt me, I just enjoy the experience”

“I like Xiaomi products, full of innovation, and high value for money. Lots of fun. I bought a small robot, and decided to buy a bigger one, I like high-tech things”

“You can’t imagine how many categories they have, including some very small items, like ear phone, glasses, light... More importantly, every device can be connected via Xiaomi APP”





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www.sf-express.com



EXPRESS
顺丰速运

SHUN FENG EXPRESS



**Shunfeng Express, China
Logistics Company
Over 12,000 employees**



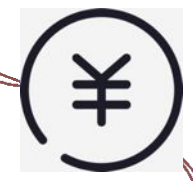
“Customers are the most important assets, we respect people, deliver best service and be responsible”

SF CEO, Wang Wei



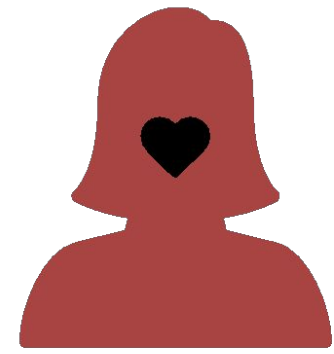
SF's Customer Caring Service

24 hours delivery, various service types
Deliver the same day, deliver the next day, deliver the next morning.....



Flexible payment
Various ways to pay: cash, pay by receiver, check, third party payment, monthly payment.....

12 service channels
4 manual service (receive & deliver, hotline, offline operation station, online service) + 8 self-service via website, APP, Wechat & messages



SFBUY
Global delivery service platform, covering Asia Pacific & US



Door to door delivery
Deliver the parcel, over 50+kg without elevator



Added value service – Feng Xiu
Door to door mobile phone fixing service



“Deliver the customers’ trust fast, safely and accurately”

1

FIRST

Faith
Integrity
Responsibility
Service
Team

2

Pay customers’ needs at the first place

Receive the parcel within 1 hour after ordering

Deliver the parcel in 2 hours after it arrives local operation station

Customized service for VIP customers

3

Recruit qualified delivery man

Delivery man should be screened via some criteria to ensure they are qualified

Fair & transparent payment system, e.g. paid by pieces of products they delivered

So that they are motivated to serve their customers faithfully

“The service is super nice & warm hearted. It was a rainy day, he protected the package via his rain coat, it’s so touching”

“I ordered online, and the delivery man arrived right after I complete the order sheet, it’s amazing. He was so warm to remind me that the package could not arrive the day after during CNY, quite responsible”

“They always smiles, with nice attitude, and work hard. Faster than other delivery agencies”



招商銀行

CHINA MERCHANTS BANK



招商銀行

CHINA MERCHANTS BANK

24小时自助服务
24 HOUR BANKING



24小时自助服务
24 HOUR BANKING



China Merchant Bank, China Chain banks across 130+ cities in mainland China Over 70,000 employees



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 - 企业手机银行

“The relationship between bank & customer is like the relationship between sunflower & sun. The bank is the sunflower and customers are the sun, the sunflower is not growing without sunshine”

CEO, Ma Weihua

Provide best
and most
updated
financial
service for
customers

One Account Solution

Built in the personal bank, business bank, investment account, credit card in one account



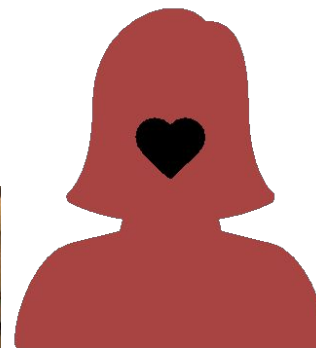
Customized service

One on one financial consulting
Private space for VIP



Keep updated with latest technology

Payment via 3D face recognition technology



Human-based counter & environment

7 days business hour
Magazines, coffee provided
Low counter for customer to sit down



Door to door service

For business service, or special personal customers



“Change for you, customer first”

1

Respect & care the customers

Understand their needs, provide customized services & products, help them to fulfill their dreams

Focus on various scenarios of services, e.g. lunch time, customers are coming with kid, customers are ill...

2

Internal service

Be honest & open to individual staff

Encourage & value their development

Respect their contribution & care about their personal needs

3

Use Fintech to drive services

Use financial tech (AI, cloud, big data) to achieve mobile counter, the visual counter

Keep updating mobile APP, integrate online & offline services



“The staff is quite patient to explain the financial products, and proactively help me to print out the cash flows, they think before me, very impressive”

“The environment is very spacious, and they even prepared baby stroller, some vegetable. The thing is the staff is very considerate to help me filling the sheet that I’m unfamiliar with, a nice experience”

“The service attitude is super nice, because I’m VIP, the staff served me with coffee, and they are highly efficient”

Sources: consumers comments websites, e.g.
dianping.com



Haier | 智慧生活

Haier

Haier | 智慧生活

海尔·智能家居
定制您的智慧生活

U+智慧生活

U+智慧生活



**Haier, China
Home appliances
manufactures
Over 80,000 employees**



“Our belief is ‘be responsible & faithful, always’, no matter products or services, we want to build the strong ‘Chinese Quality’ image’ ”

Haier

Haier puts customer experience at the first place

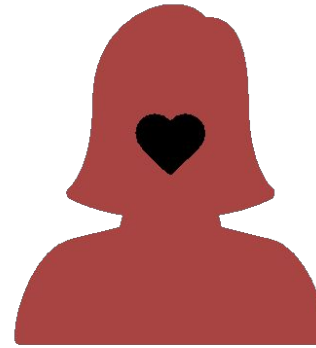
7 stars service standard

Incl. product, quality, design, health, convenience, speed, service



24 hours, 365 days

24 hours consulting
24 hours call center
365 days door to door service



Remote service

Diagnose the problems via smart phone, more efficient



Butler service

Provide full solutions, incl. design, installation, cleaning, maintain-ness & withdrawal across five categories



U+ APP

Use APP & Wechat public account to integrate all Haier products, interact with consumers, answer



“Customer centric to create NO.1 smart home platforms”

1

Customers are always right

Not only to satisfy their needs, instead, to create their needs

Innovation is driven by customers' needs, not products

2

Approach customers proactively

Connect customers proactively via the APP to track their usage experience, instead being called when customers have problems

The 'butler' would response customers' needs promptly, like a personal assistant to provide full service

3

Win-win through bonding employees' value with customers' needs

Each employee is an individual 'maker', they create their own value through serve for customers, get inspired and developed

“I have a Haier TV that is used for 10 year, once I called after-sales service, the repair man came the next morning to fix it, very quick response”

“The after-sale service is quite professional & reliable, the have clear pricing sheet & receipt, don't charge extra”

“I bought a washing machine, but there was some problem it can not be installed properly, two service man came and find a solution, fix the problem in a few hours, then they clean up the room before left. So impressive”



海南航空
HAINAN AIRLINES





**Hainan Airline, China
Five star airline for 8 years**



“Deliver the service of international standard through Chinese manners of treating guests”



Five star services, best air experiences with human-based services

Sky WIFI

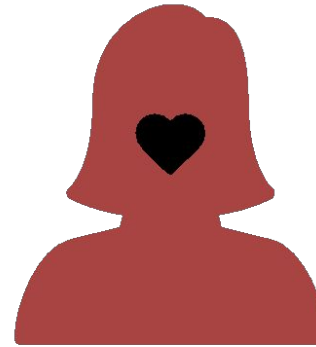
Firstly to access to sky WIFI on Boeing 787-9



Upgraded lounge
“Hai Yi Tang” for VIP customers

Privacy for business class

Launching new chair for privacy consideration



HaiDream
Provide premium comfortable sleeping products, with Clarins skincare products

HaiChef

Cooperate with hotel or famous restaurants to provide best dining



High safety standard
Ranked No.3 the most safe airline worldwide

Enhanced entertainment experience in sky

Upgrade the interface, provide BOSE headphone for international airlines,



“Welcome global passengers with the most genuine service and the most beautiful smile”

1

SMILE

Safety & Punctuality

Manners & Elegance

Innovation & Passion

Leadership & Teamwork

Equality & Love

2

Human based service

Light up the travel via detail services and make customers feel surprised, beyond expectations

Satisfy customers' unmet needs

3

Keep innovation, dare to do the first

First to provide 'house keeping' service for business class, e.g. providing pajama, make the bed, toiletry kits by Bvlgari

First to have fragrance in the airplane

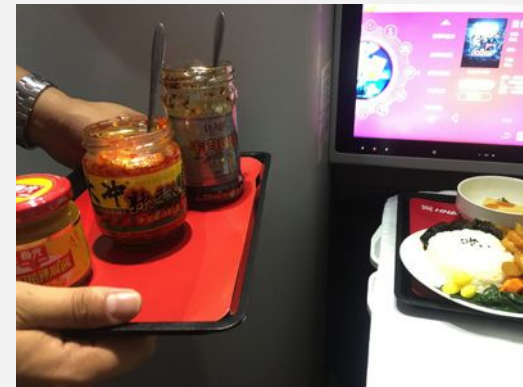
First to transport p
passenger cabin

“I’m upgraded to business class at my birthday, I didn’t expect that, it was really a big surprise”



“The air hostess is quite nice & patient, and the breakfast is rich, better than other airlines”

“It’s so considerate, there is even chili sauce available for the meal”



Mercedes me





**Mercedes – Me, Germany
Immersion stores, 7 stores
globally, 2 in China (Shanghai,
Beijing)**



“Provide best customer experiences of new luxury philosophy”



Immersion to Mercedes culture

M.E restaurant & Chinese restaurant
Fusion Western cuisines, Sichuan food



Me Café
Build community for social connections in the future

Shopping
Connect to Mercedes' selective and fashionable products



Car exhibition & drive
New car & trial drive available



Digital platform + offline experience
Enhance the experience integrating online (APP) + offline



“The environment is IN, beautiful LED light of ‘me’, the fountain is beautiful too. Food is not bad, and there are many Mercedes accessories to buy, high value for money. It’s a nice experience”

“A place combining food, scenery & car culture, amazing cross over experience, the brand logos are in the details”

“The global limited edition of Maybach is so eye catching, the transparent kitchen is special. The logos are everywhere. As a fan of Mercedes, it’s a chance to closely connect to the brand, which is great”

Sources: consumers comments websites, e.g.
dianping.com



A blurred city street scene with a semi-transparent text box. The background shows a busy urban environment with tall buildings, a yellow taxi, and a white van. The text 'POP UP STORES' is centered in a white, bold, sans-serif font within a light gray rectangular box.

POP UP STORES

Various Immersive Experience



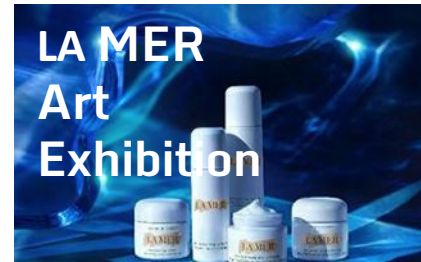
Immersive introduction of the ingredients



Art display of the products



Interactive experience with products

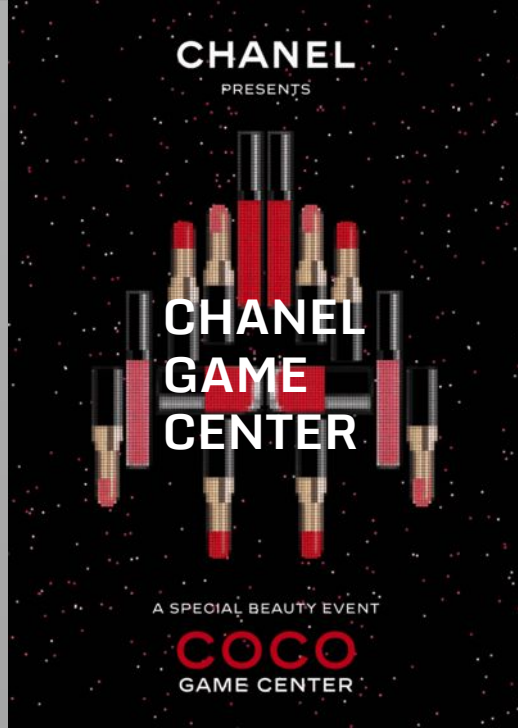


Ice creams, food, café



Limited edition accessories

Various
Immersive
Experience



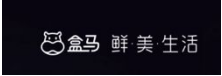










“Exciting, I took a lot of pictures, I love the games, so interesting, there are many limited editions that you can not get anywhere else”

“The decoration is so modern and fancy, it’s not only for buying, it’s free to explore, nobody pushes you, I enjoy the atmosphere”

“It’s an opportunity for me to learn the brand story, to learn the updated beauty trends, and tips. Very informative & interesting experience”

NUTSHELL of BEST CUSTOMER SERVICES & CUSTOMER EXCELLENCES

Restaurant	Retail		IT	Logistic	Bank	Home Appliances	Airline	Auto	Fashion	
										
<i>Starbucks</i>	<i>Haidilao</i>	<i>Hema Fresh</i>	<i>K11 shopping mall</i>	<i>XiaoMi</i>	<i>SF Express</i>	<i>China Merchant Bank</i>	<i>Haier</i>	<i>Hainan Airline</i>	<i>Mercedes – Me</i>	<i>Pop Up Stores</i>
Innovations, up-to-date	Detail focused service	New retail model, online+offline	Museum Retail, Modern Space	Making friends with fans & users	Customer Caring Service	The most updated financial service	Proactively approach customers, put their experience at the first place	Five star services, best air experiences with human-based services	Immersion experiences to Mercedes tech and environment	Various Immersive Experience



THANK YOU!

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