

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





**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

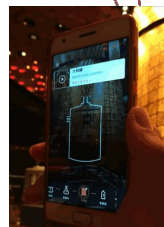
Shanghai Roastery

The biggest store worldwide



Multi-experiences flagship store

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



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



Flexible payment

Wechat & Alipay available

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



“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 ”

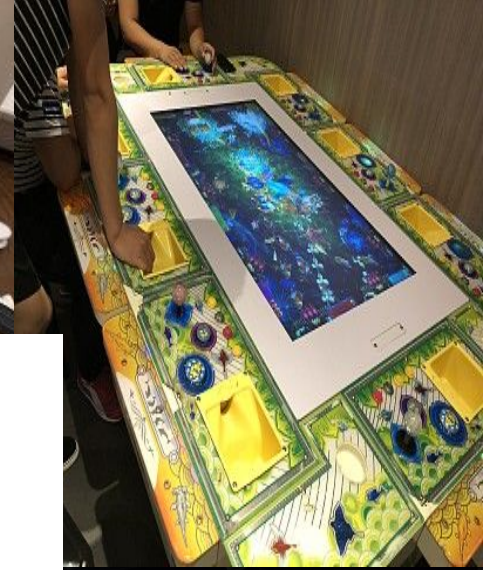
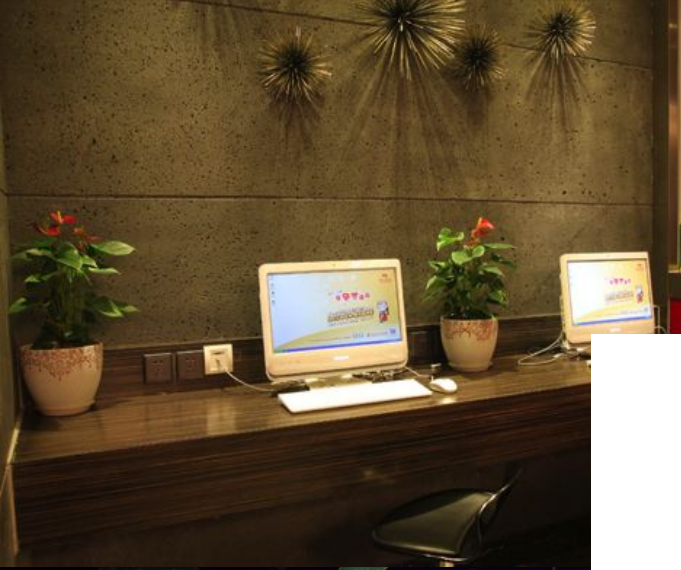
“The store design is very ‘Chinese’, esp. the roof design. Many food options, and special drinks, I enjoy the moments here”

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





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

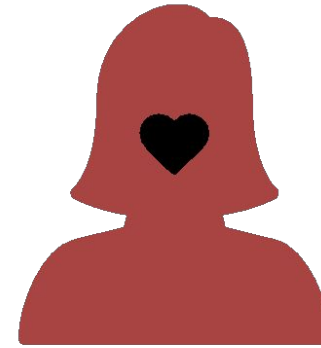
Best service from entry to leave

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

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

WIFI
请呼叫店员
Please Call The Staff





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**



“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



Art pieces

15 art pieces displayed in the mall, cooperate with artists



Lifestyle

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



Co-branding

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



Urban farm

Veggies, animals in the shopping mall



“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 funs. I bought a small robot, and decide to buy a bigger one, I like high-tech things”

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





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

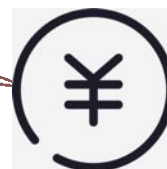


SF's Customer Caring Service

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

12 service channels

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



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



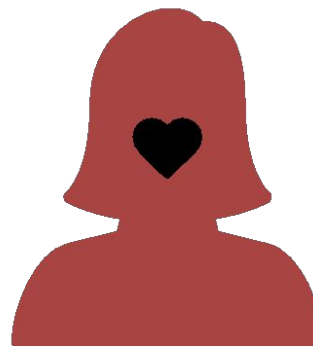
SFBUY
Global delivery service platform, covering Asia Pacific & US



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



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



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

1

F I R S T

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小時自助服務
24 HOUR BANKING



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



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支持各家商业银行借记卡在线投标

1 2 3 4 5 6

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- 关于上海黄金交易所系统升级的公告

网上银行

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- 个人银行专业版
- i理财大众版
- 电子商务专业版
- 企业银行UBANK
- 安全提示

手机银行

- 手机一卡通
- 个人手机银行
- 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



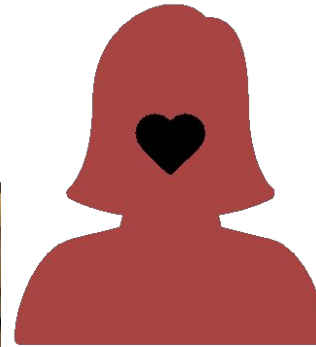
Customized service

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”

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



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’ ”

The Haier logo, consisting of the word "Haier" in a blue, sans-serif font, is positioned in the bottom right corner of the image.

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

U+ APP

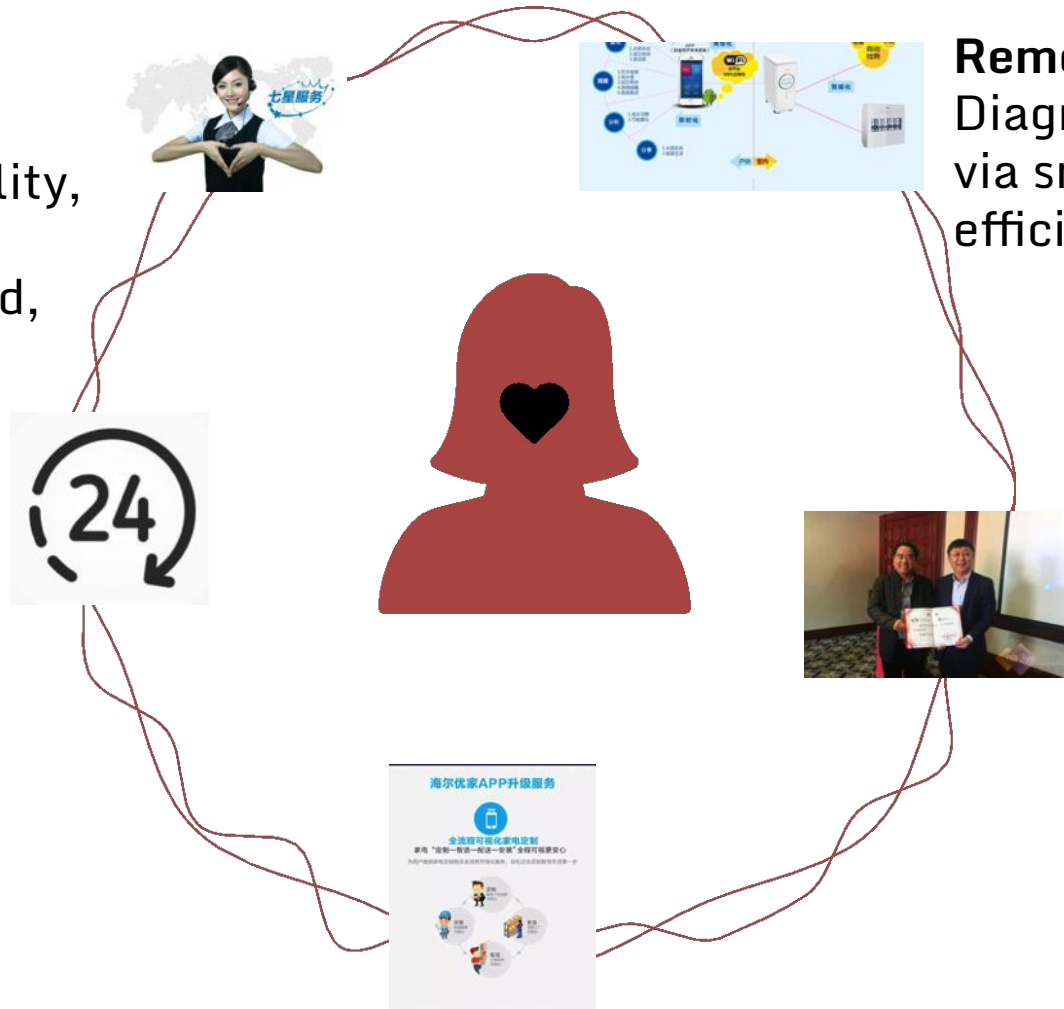
Use APP & Wechat public account to integrate all Haier products, interact with consumers, answer

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



“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



**Privacy for
business class**

Launching new
chair for privacy
consideration



HaiChef

Cooperate with
hotel or famous
restaurants to
provide best dining



**Enhanced entertainment
experience in sky**

Upgrade the interface,
provide BOSE headphone for
international airlines,



**Upgraded lounge
“Hai Yi Tang” for VIP
customers**



HaiDream

Provide premium
comfortable
sleeping
products, with
Clarins skincare
products



**High safety
standard**

Ranked No.3 the
most safe airline
worldwide



“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

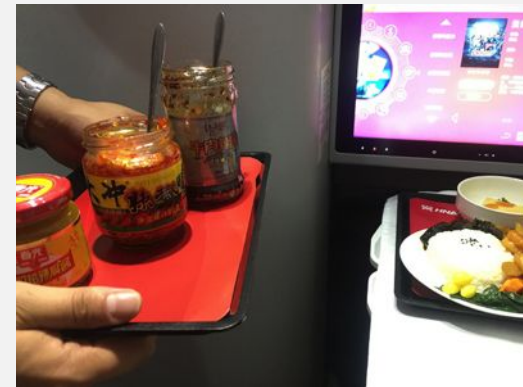
First to transport p
passenger cabin

“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”

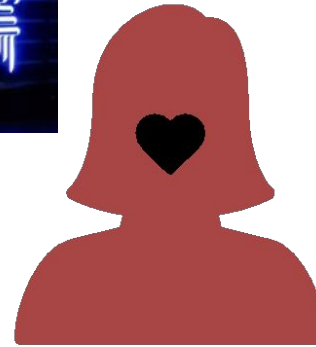


Immersion to Mercedes culture

**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”





POP UP STORES

Various Immersive Experience



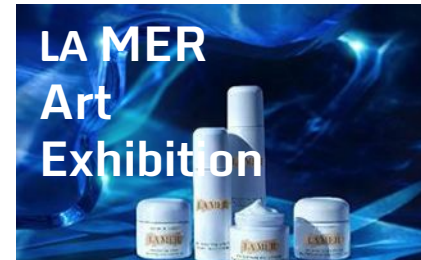
Immersive introduction of the ingredients



Art display of the products



Interactive experience with products



Ice creams, food, café



Limited edition accessories

Various Immersive Experience



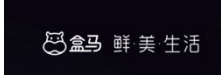










“Exciting, I took a lot of pictures, I love the games, so interesting, there are many limited editions that you can not get anywhere else”

“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 | |
|--|---|---|---|--|---|---|---|---|---|---|
|  |  |  |  |  |  |  |  |  |  |  |
| Starbucks | Haidilao | Hema Fresh | K11 shopping mall | XiaoMi | SF Express | China Merchant Bank | Haier | Hainan Airline | Mercedes – Me | Pop Up Stores |
| 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 experience s with human-based services | Immersion experiences to Mercedes tech and environment | Various Immersive Experience |



THANK YOU!

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