



Brands for Humans

A more holistic approach to improving customer experience



1. The Efficiency Challenge



“We can’t afford to invest in the brand at this point. We really just need to sell these units.”

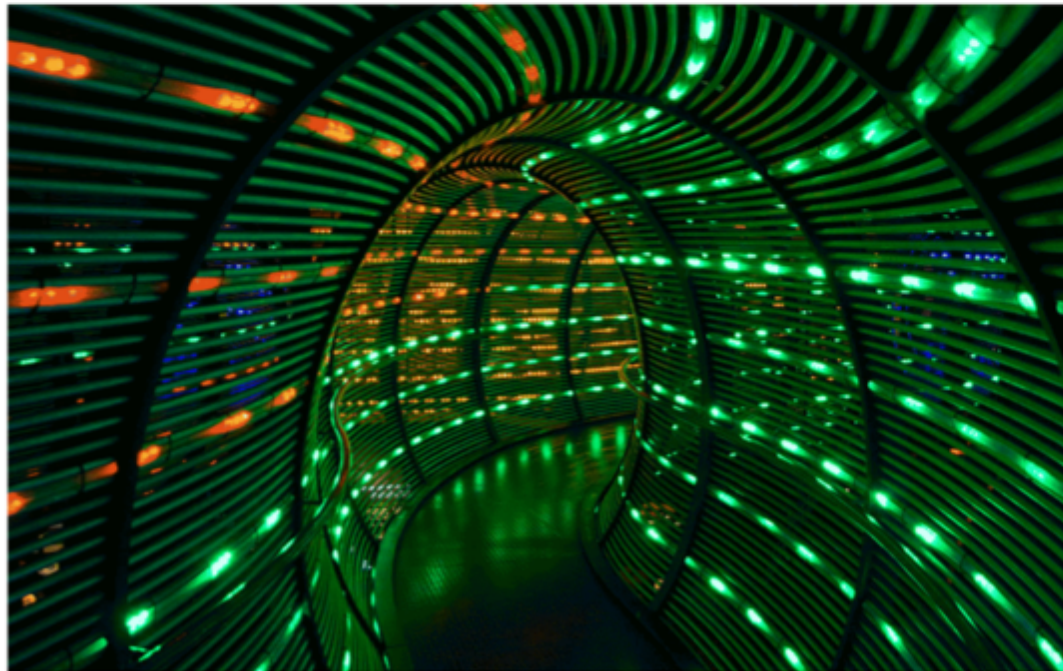
Marketing Director

- Web site full of sales deals + prices
- No communication on what their philosophy was/why them
- No specific target audience focus

WE ARE IN AN EFFICIENCY BUBBLE

🕒 SEPTEMBER 5, 2018 💬 6

Following on from [Thomas Wagner's piece](#) on the race to efficiently average 15 seconds ads, it seems marketing as a whole is in an efficiency bubble, writes [Will Lion](#), BBH London's Head of Strategy 2015-2018 and now Head of New Products.



Modern marketing is defined by perfection of means and confusion of ends.

Be careful in the funnel where you focus

WE ARE IN AN EFFICIENCY BUBBLE

Modern marketing is defined by perfection of means and confusion of ends.

We are getting more efficient at delivering average.

Efficiency is relatively easy.

It's cuts, it's short-term, it's rational, it's targeting, it's late funnel, it's low risk. It's 0 to 0.1. It smells like fresh laundry.

Effectiveness is relatively harder.

It's investment, it's focus, it's long-term, it's emotional, it's fame, it's ideas, it's top of funnel, it's bets, guts and risk. It's 0 to 1. It has freakish breath.

An extreme question we might be asking ourselves is: would we rather be wasteful and effective or efficient and impotent?

Many of you will wriggle off one of those horns with, 'I'd like efficient and effective please'.

Of course. And if you're nailing that we salute you. But, real talk, is that really what's happening in a lot of client organisations? Is it busyness or business that's winning?



WE ARE LIVING IN AN AGE WHERE
CONSUMERS ARE EMPOWERED MORE THAN EVER
TO **TAKE CONTROL OF EVERY STEP** OF THEIR
BRAND PURCHASE DECISIONS

They Have So Many Ways To Connect With A Brand - Online & Offline

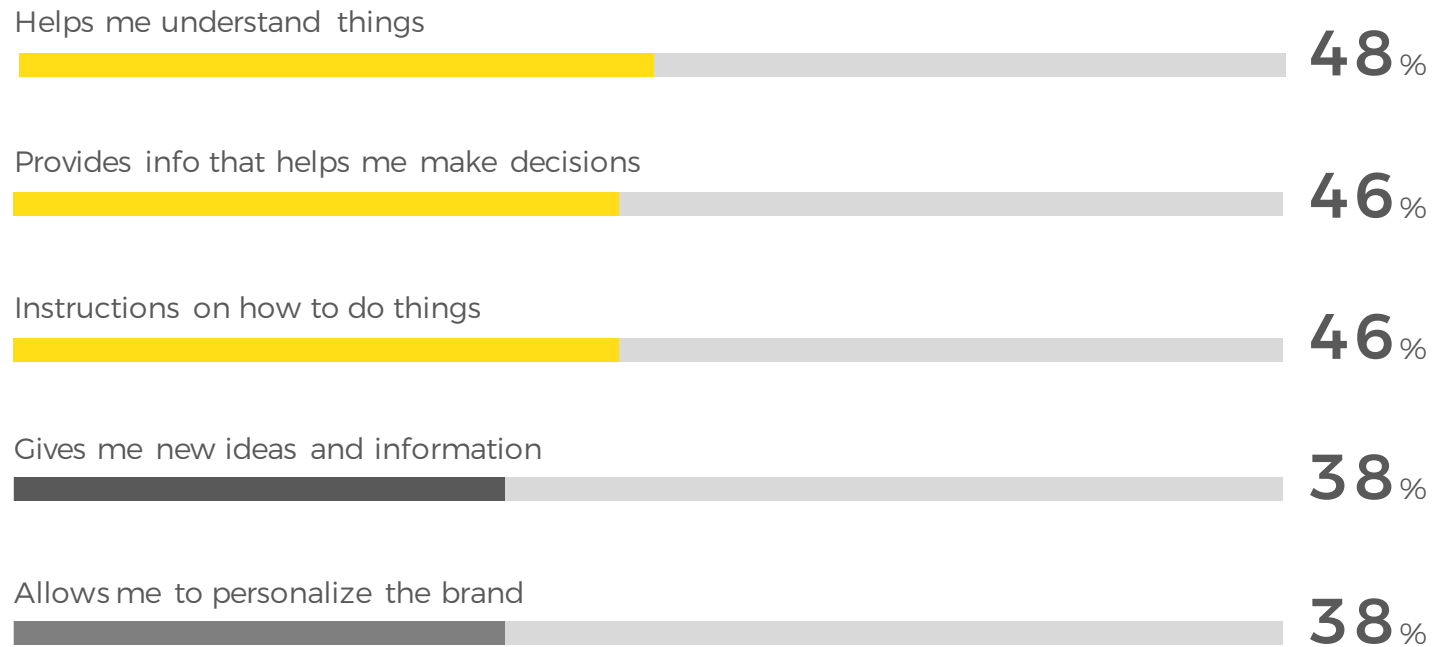




CONSUMERS ARE LOOKING TO BRANDS TO
HELP SOLVE THEIR **CHALLENGE OF COMPLEXITY**

RESEARCH - PEOPLE NEED MARKETING THAT HELPS

TOP 5 MOST APPEALING TYPES OF MARKETING



SERVICE

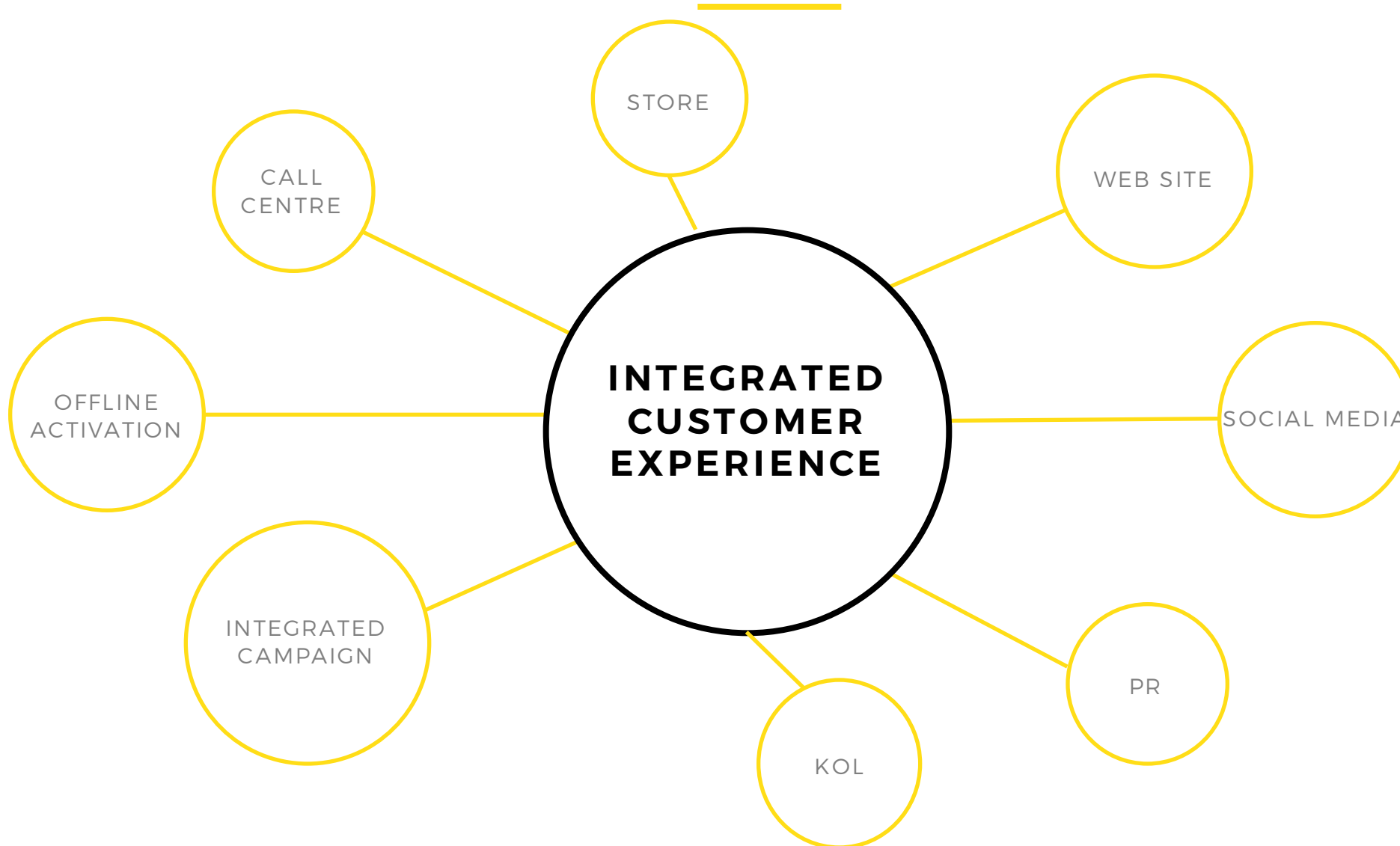


PURPOSE



ENGAGEMENT

And brands need to deliver on this across every customer touch-point





No wonder brands are turning to
new technology for the extra
customer edge

- Chat Bots?
- Voice Search?
- Augmented Reality?
- Artificial Intelligence?
- Robotics/Automation?
- The list goes on...



How To Beat Amazon



Amazon has an Achilles' heel: emotion. The company delivers, but its customers don't feel empathy for the brand. This vulnerability offers a path to stealing parts of the behemoth's business.

Every year, Forrester's Customer Experience Index (CX Index™) rates 600 brands around the world. Among US online retailers, Amazon has sunk from seventh place in 2015 to ninth place in 2016 to 12th place (out of 14 brands) in 2017. What's going on?

Consumers perceive Amazon to be a good convenience shopping site that lacks a personal connection. It scores well on "fast shipping," "easy transactions," and "easy website," but lags on "easy to reach a live person," "makes me feel valued," and "rewards my loyalty."

According to the data, customers do not feel as emotionally valued by Amazon as they do by other online players like Etsy, QVC, and Wayfair.

amazon



Just because you can use automation to deliver *faster and cheaper* - it doesn't mean this delivers on *all the expectations* of your customers

To be successful brands platforms need to deliver both **convenience and connection**, delivering more emotional customer experiences

How the best Customer Experience Brands balance Technology with Humanity: MIT Tech Review

Sarah Blackstock | 0 Comments | Read



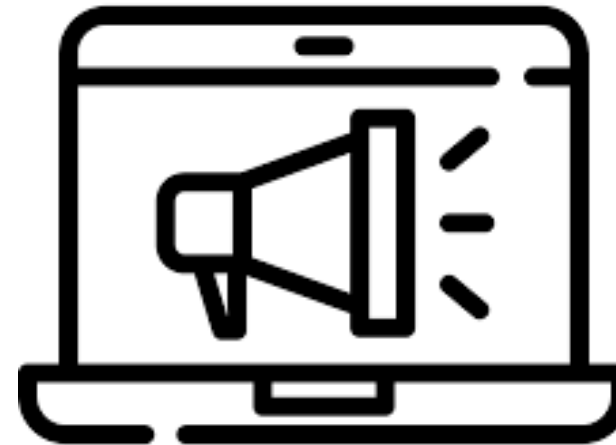
Monika Schulze, Global Head of Customer & Digital Experience at Zurich Insurance, explains:

"Putting technology decisions before customer needs is a common mistake firms make. We need to establish emotional connections to our customers, and more often than not we need humans—not AI—to do this." However, Schulze notes, "every customer expects Amazon-level completion times," and that makes them more willing to choose automated options, like chatbots, to speed things up. She further explains, "technology cannot be looked at as the solution to customer experience challenges, but as an enabler."



The efficiency challenge
applies to developing
customer digital platforms...

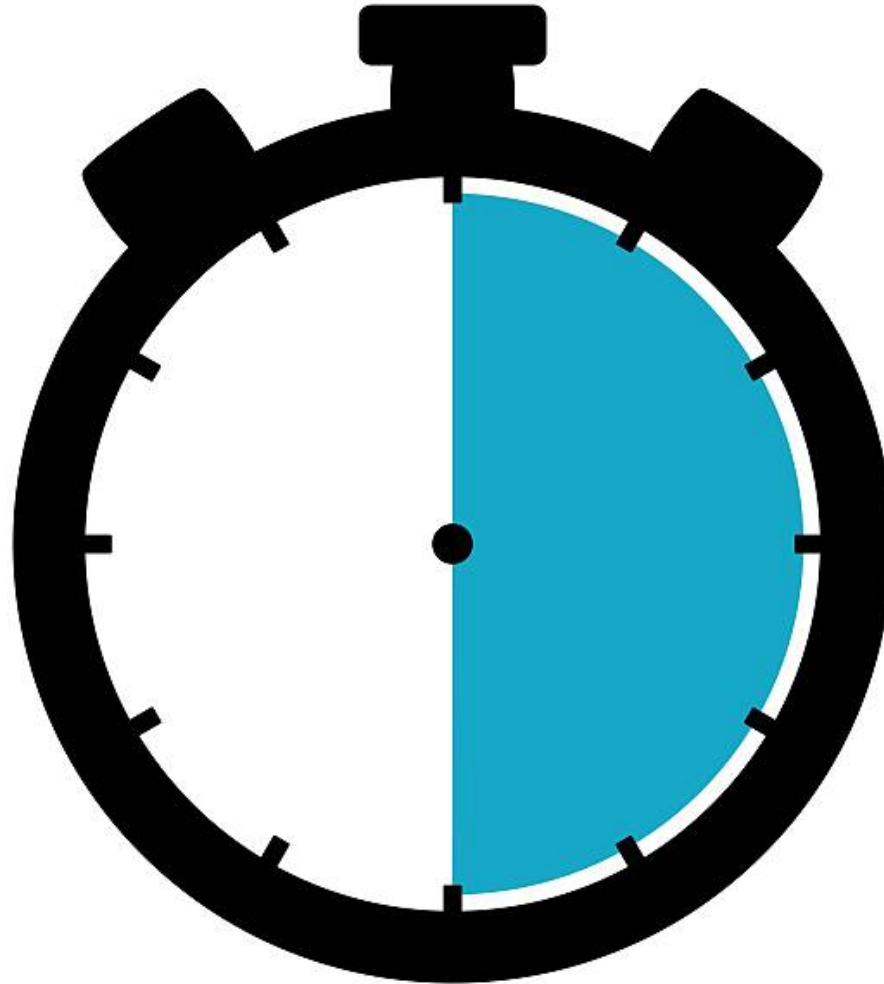
... but also applies *equally*
to integrated digital
communications



**Marketing
is under
increasing
pressure...**



Timelines are getting shorter...



quick fix
digital first
simple/convenient
easy to measure
sales driven
efficient

But this comes at a significant cost...



How Short-Termism Is Costing Companies Millions In Growth Potential



Paul Spriggs CommunityVoice
Forbes Agency Council CommunityVoice

POST WRITTEN BY

Paul Spriggs

President Americas - [System1 Agency](#). A behavioral science-based creative agency which guarantees profitable growth effectiveness.

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in



Shutterstock

As a result of economic pressures, shareholder expectations and the race to keep up in the digital age, marketers have become fixated on metrics. This often spurs short-term tactics over strategically driven, brand-building initiatives that have a higher long-term ROI. Over time, this short-termism has eroded the underlying equity value of many brands and robbed companies of greater competitive advantage and profitable growth potential.

But at what cost?

As a result of economic pressures, shareholder expectations and the race to keep up in the digital age, marketers have become fixated on metrics. This often spurs short-term tactics over strategically driven, brand-building initiatives that have a higher long-term ROI. Over time, this short-termism has eroded the underlying equity value of many brands and robbed companies of greater competitive advantage and profitable growth potential.

The Long and the Short of It



Balancing Short and Long-Term Marketing Strategies
Les Binet, Head of Effectiveness, adam&eve DDB
Peter Field, Marketing Consultant

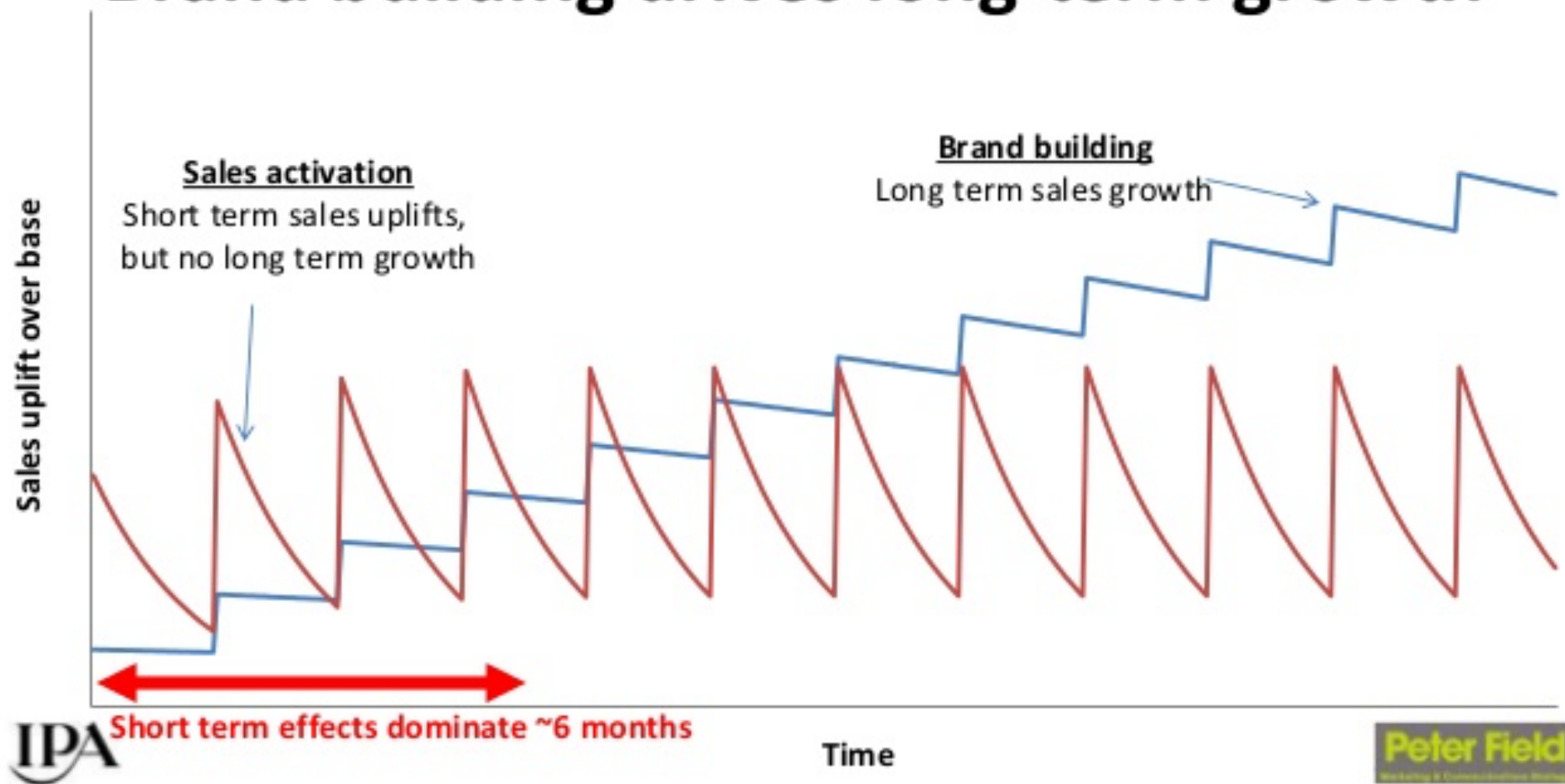


The Truth About Brand Growth

"Les Binet and Peter Field are Godfathers of advertising effectiveness. Their studies with the IPA have re-shaped the industry's understanding of how advertising works." Lindsey Clay, Managing Director, Thinkbox

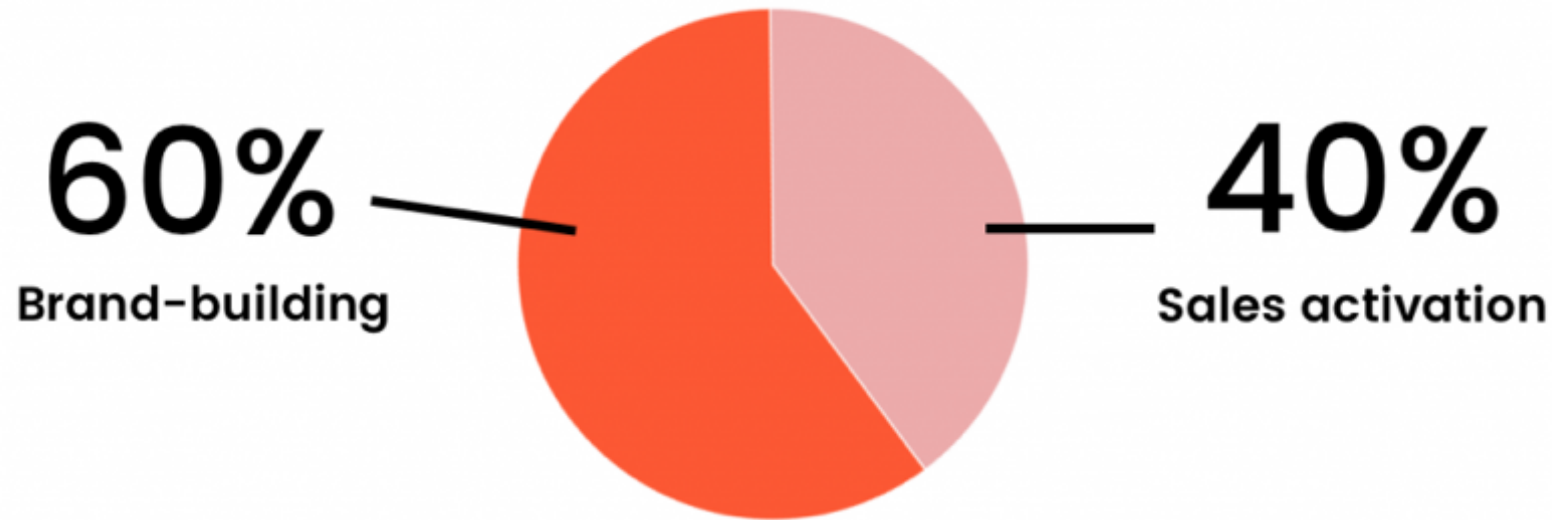
The data that Binet and Field have analysed is derived from the IPA Effectiveness Databank - the product of 30 years of the IPA Effectiveness Awards covering more than 700 brands in over 80 categories. At the time of the analysis, the Databank held data from 996 campaigns entered into the biennial national and international effectiveness competitions from 1980 to 2016.

Brand building drives long-term growth



The 60/40 Split

Research suggests that the optimum split in investment between brand-building and sales activation is, on average, 60% brand-building and 40% activation.

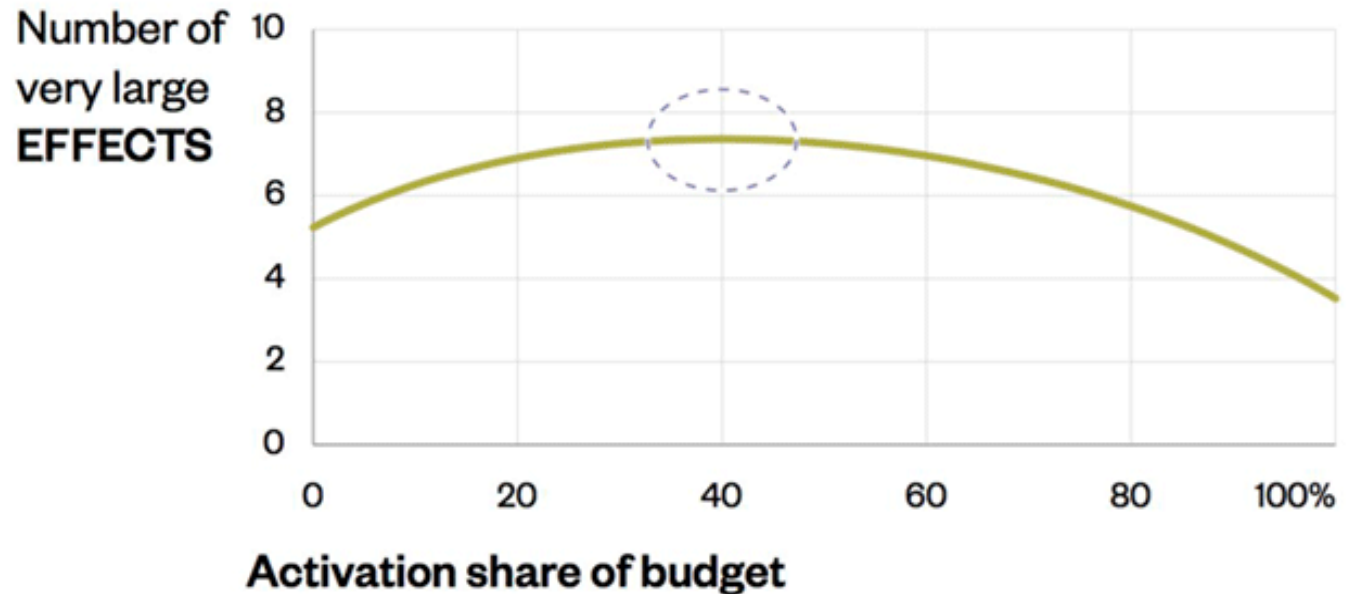


Source: 'The Long and the Short of It', 2013, Binet & Field, The IPA.

60/40

Brands should spend around **60%** of their budget on brand-building activity and **40%** on activation for maximum effectiveness. Too little brand activity and the brand equity needed to drive sales in future will not accumulate. Too little activation and the brand will not be exploiting the sales potential of brand equity as it accumulates.

Figure 38 The 60:40 split delivers maximum effectiveness



Summary of 60:40 recommendations

Category/Context	Ideal brand-building share of budget
Highly rational category	74%
Highly emotional category	65%
No innovation	55%
Line extension	60%
Brand extension	70%
New category	67%
Mature category	79%
Declining category	46%
Small brand	43%
Strong challenger	76%
Brand leader	57%

Category/Context	Ideal brand-building share of budget
Premium/super-premium	69%
Value/mid-market	48%
Low research	62%
High research	78%
Off-line only	60%
Online	57%
Subscription	71%
Series	57%
Financial services	77%
Non-financial services	37%
Retail	53%



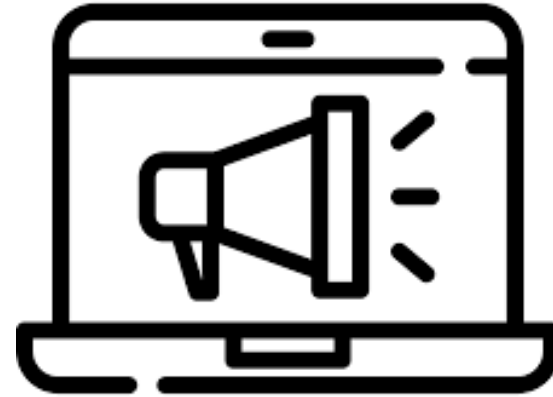
Focus on short-term activation vs brand growth



Efficiency is damaging CX across both...



Platforms



Communications



2. Human Customer Experience

2 Important Annual Studies



What Makes Brands Meaningful?



43%

FUNCTIONAL
BENEFITS



29%

PERSONAL
BENEFITS



28%

COLLECTIVE
BENEFITS

The customer experience extends far beyond just the **direct experience of the product**

110 Good quality Prods

106 Delivers

104 Useful Prods

103 Safe & Responsible Prods

102 Category Leader

125 New Capabilities

124 Life Easier

123 Peace of Mind

122 Show-Off

117 Life Satisfaction

120 Transparent

117 Ethical

111 Diversity

108 Benefits the Economy

107 Jobs

2018 was a bad year for trust



Business Is Expected to Lead

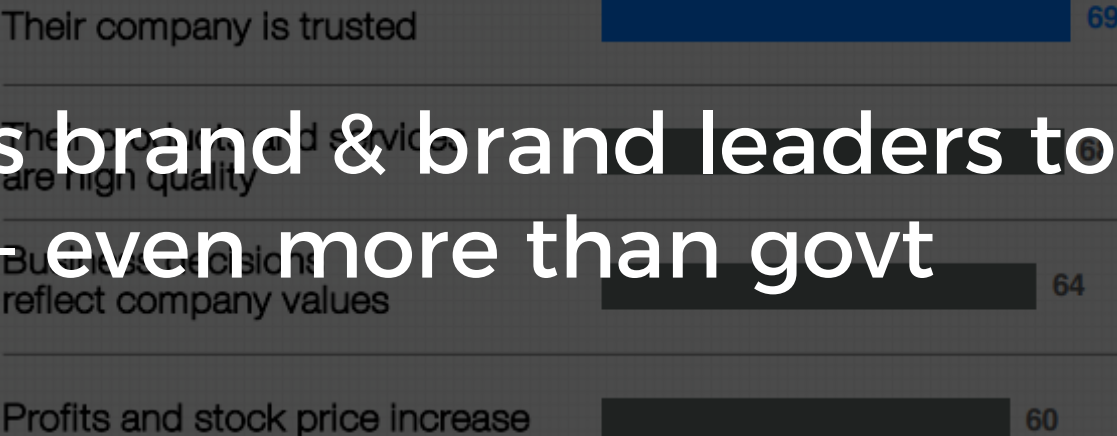
Percent who agree and percent who say each is one of the most important expectations they have for a CEO

Percent who say that CEOs should take the lead on change rather than waiting for government to impose it

64%

Customer expects brand & brand leaders to lead change - even more than govt

For CEOs, building trust is job one



Source: 2018 Edelman Trust Barometer. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. CEO_EXP. Below is a list of potential expectations that you might have for a company CEO. Thinking about CEOs in general, whether they are global CEOs or a CEO who oversees a particular country, how would you characterize each using the following three-point scale? (Most important responsibility, code 3), question asked of half of the sample. General population, 28-country global total.

People have a far broader expectation of what defines their customer experience...

... and a much greater expectation of brand leaders to deliver on meaningful change

Understanding the movement from...

customer-centric

efficiency

>

human-centric

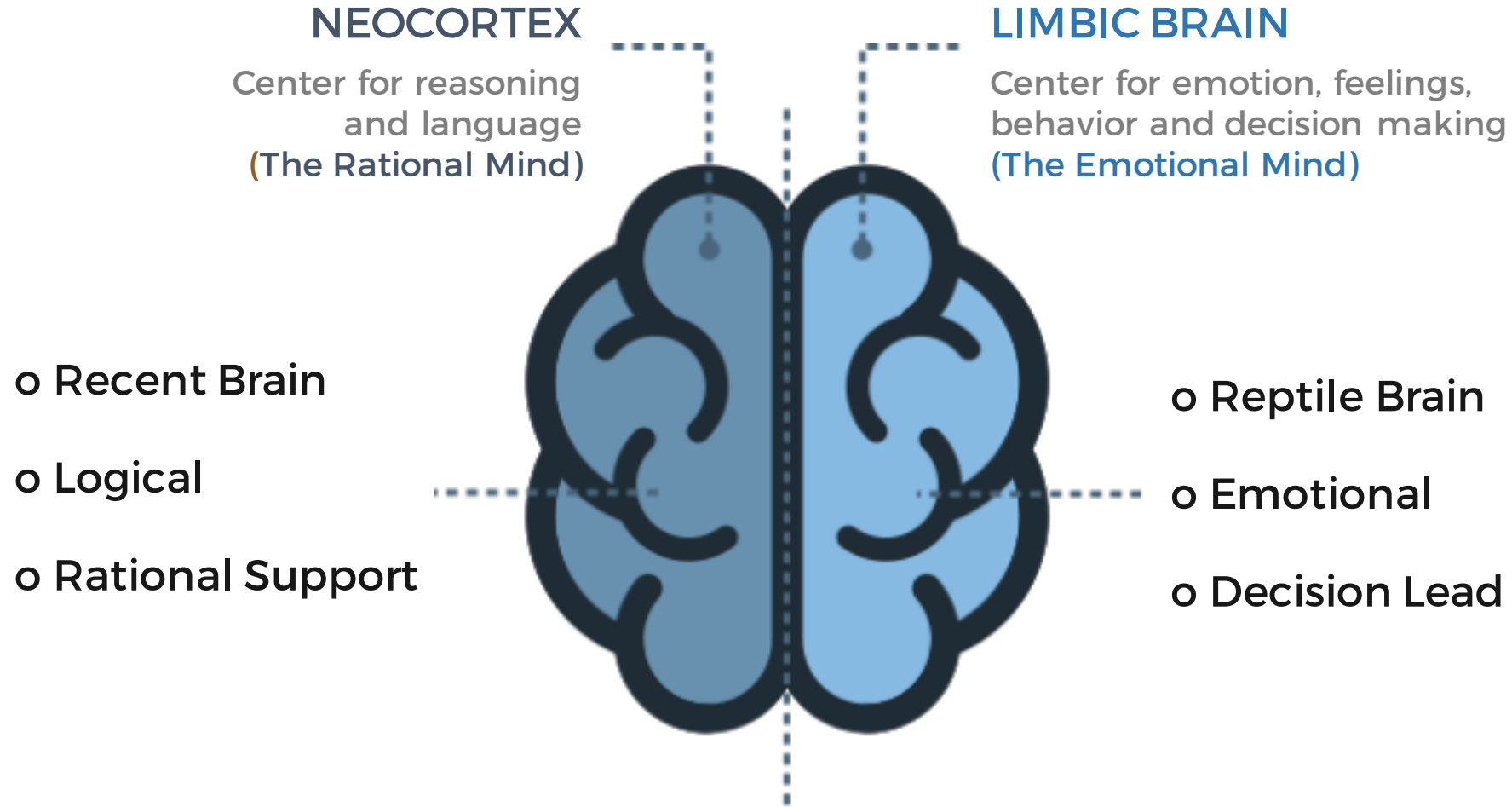
effectiveness



Human-Centric Brands balance the need for product & technology innovation, with a more human customer experience



This reflects how human beings are wired



A row of stylized, grey, humanoid figures in business suits, with the central figure looking directly at the viewer. The figures are arranged in a line, receding into the background. The central figure has glowing blue and yellow eyes. The overall tone is dark and futuristic.

If we just focus on rational efficiency, it's hard to create a longer term emotional connections that drive effective growth.



VS



“

“People may think that the thinking part of themselves is in charge, but it’s mostly the limbic system that’s in charge. And the cortex is just trying to make the limbic system happy.”

Elon Musk, Tesla

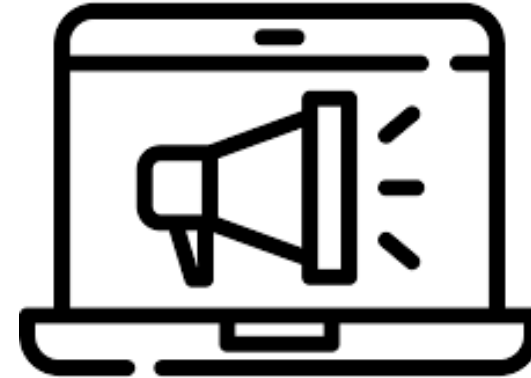


Applying The Human-Centric Brand Approach



Customer Platform Development

**How we use technology
to show more humanity**



Integrated Digital Communication

**How communication can create
better human connection**

A photograph of two men sitting at a desk, working on laptops. The man on the left is wearing a grey hoodie and has white earbuds in. The man on the right is wearing a dark blue long-sleeved shirt and glasses. They are both looking at their screens. The background is a red brick wall. The text '3. A More Human Approach to Platform Development' is overlaid in white on the image.

3. A More Human Approach to Platform Development

Some lingo ...

CX

UX

"Human Approach"

Platforms

Brand

UI

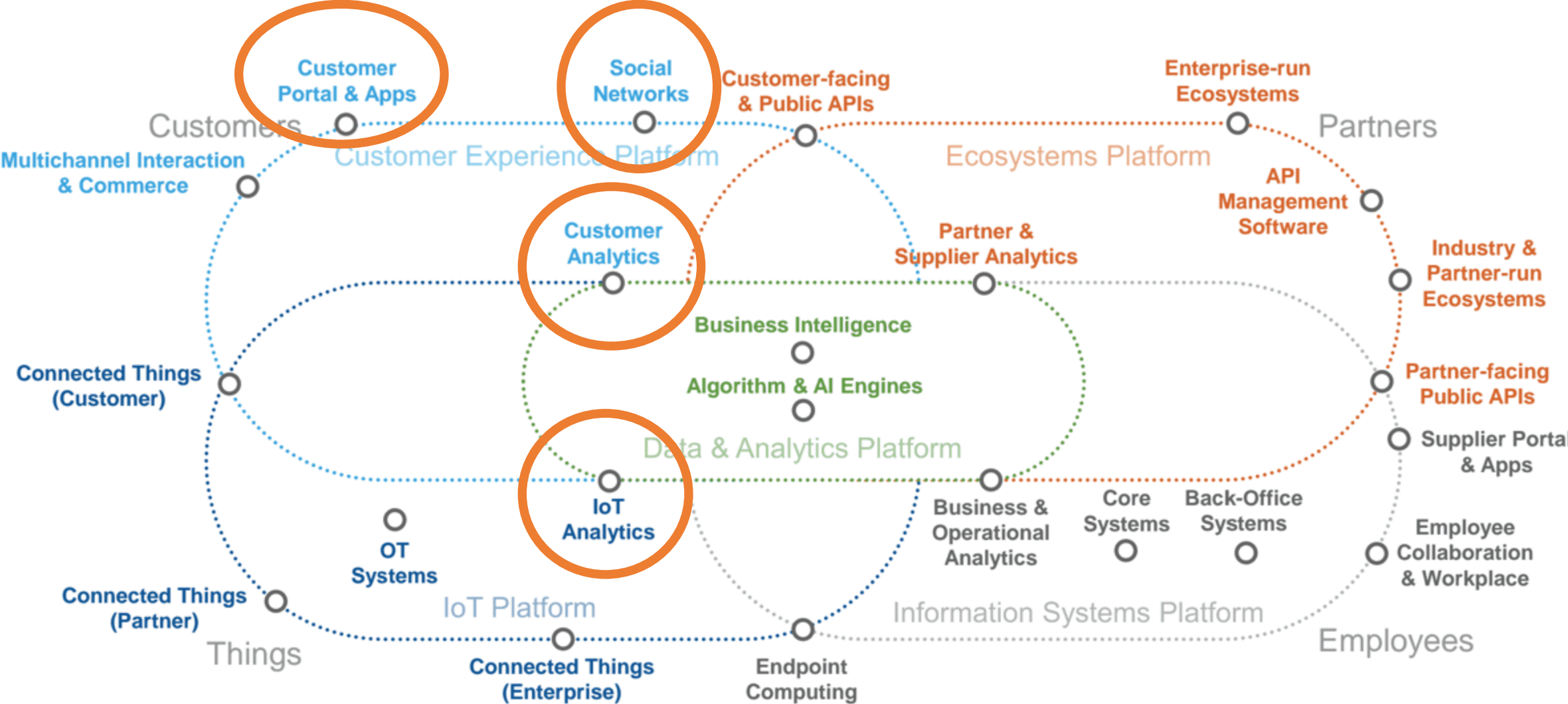
An explanation ...

- What are Platforms?
- What is this UX, UI, CX jibberish!?
- What does "Human Approach" mean?
- Why is this important

Platforms



Digital Business Technology Platform



UX (User Experience)

“User experience (UX) refers to a person's emotions and attitudes about using a particular [product](#), [system](#) or service.”

https://en.wikipedia.org/wiki/User_experience

UI (User Interface) aka Visual Design

*“**Visual design (UI = User Interface)** aims to shape and improve the user experience through considering the effects of illustrations, photography, typography, space, layouts, and colour on the usability of products and on their aesthetic appeal.”*

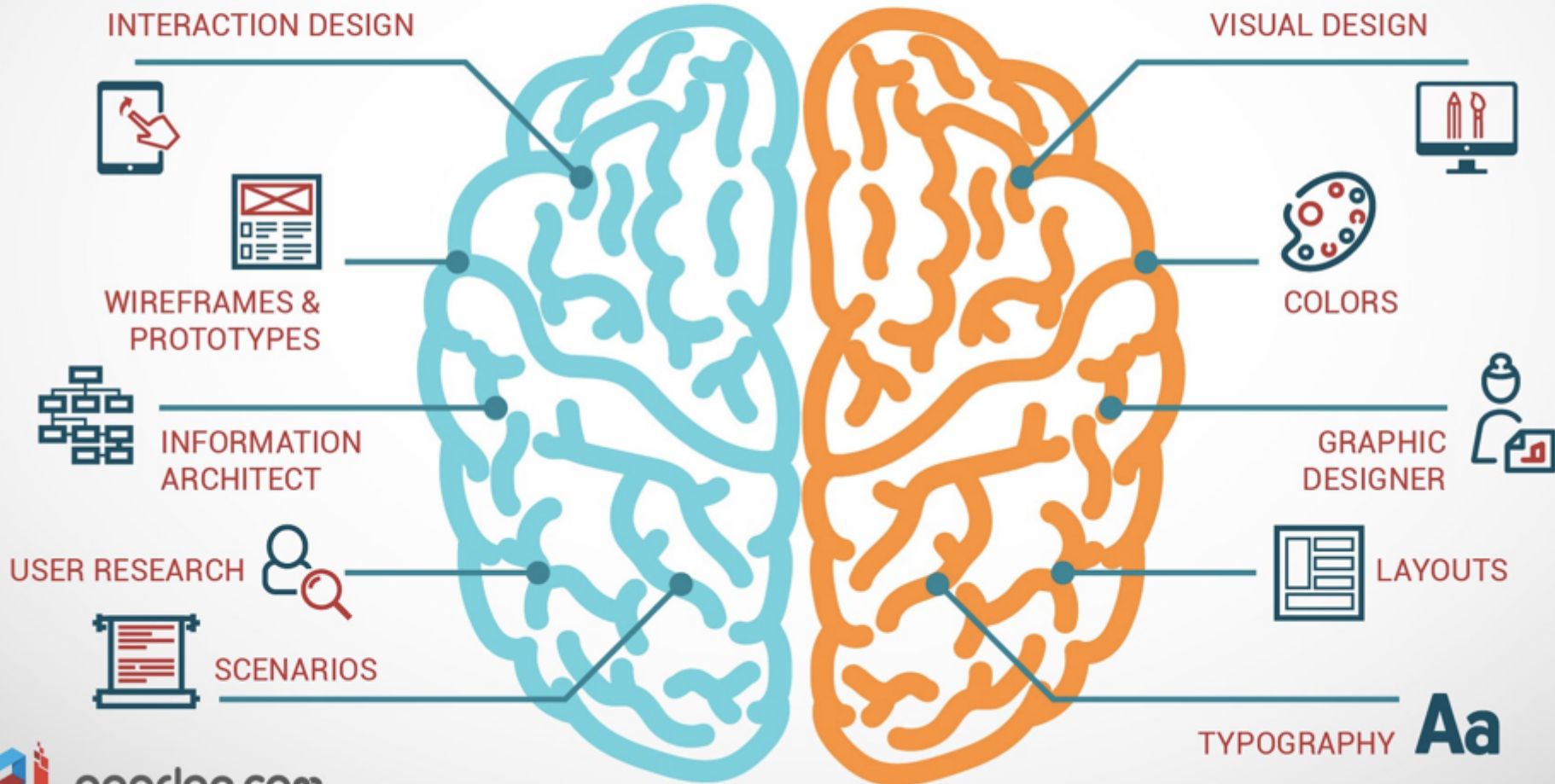
KNOWING THE DIFFERENCE BETWEEN

UX

&

UI

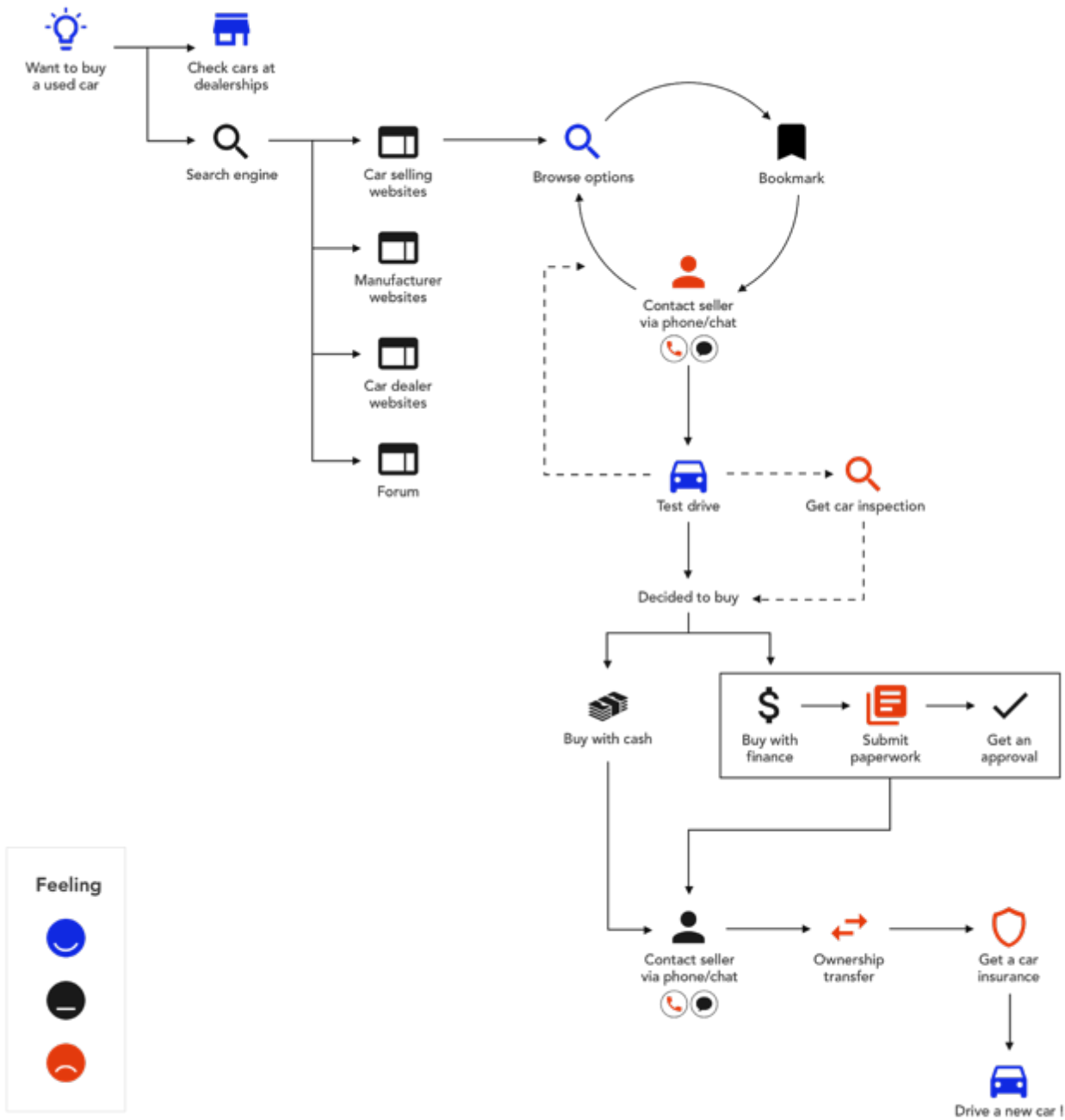
DESIGN

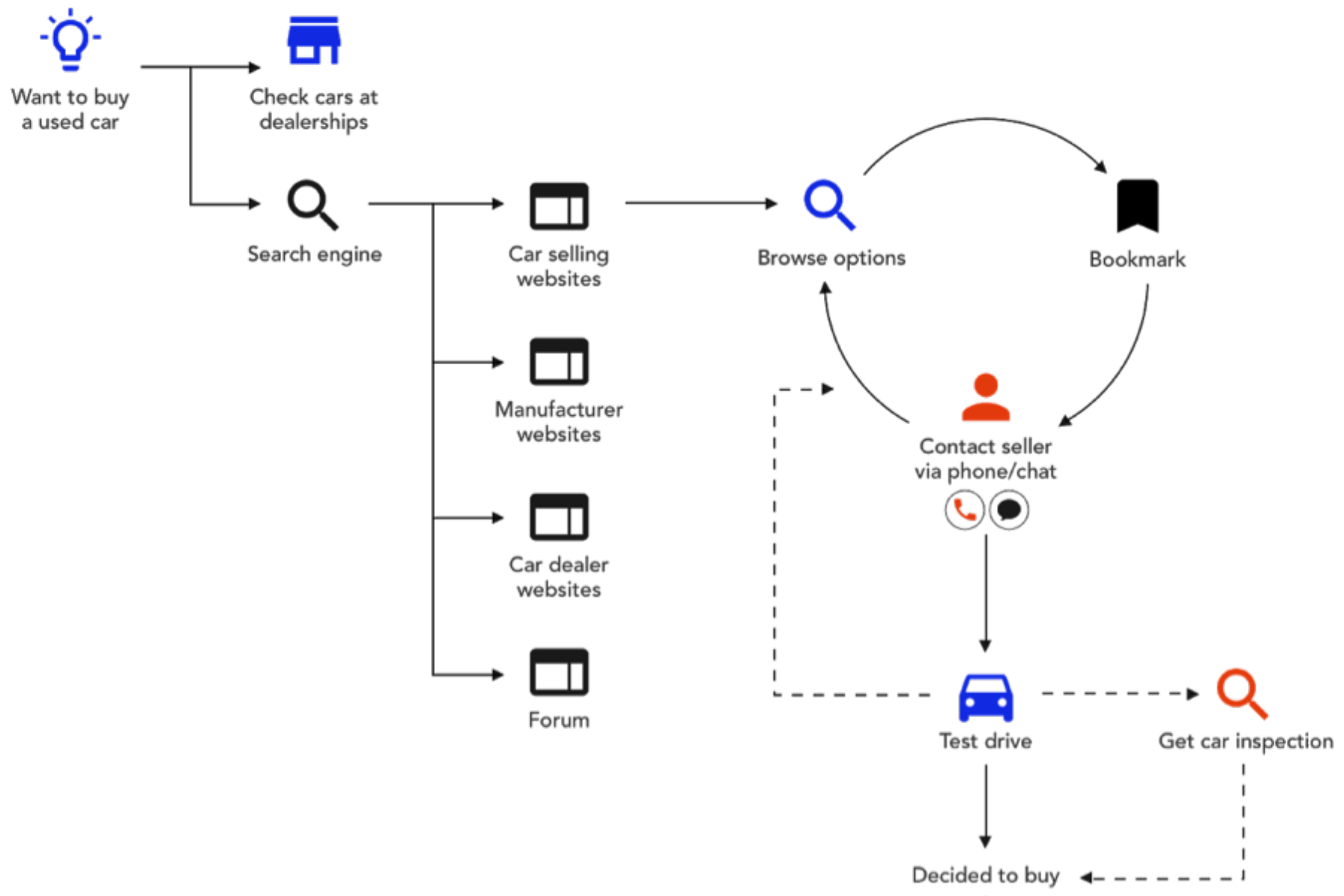


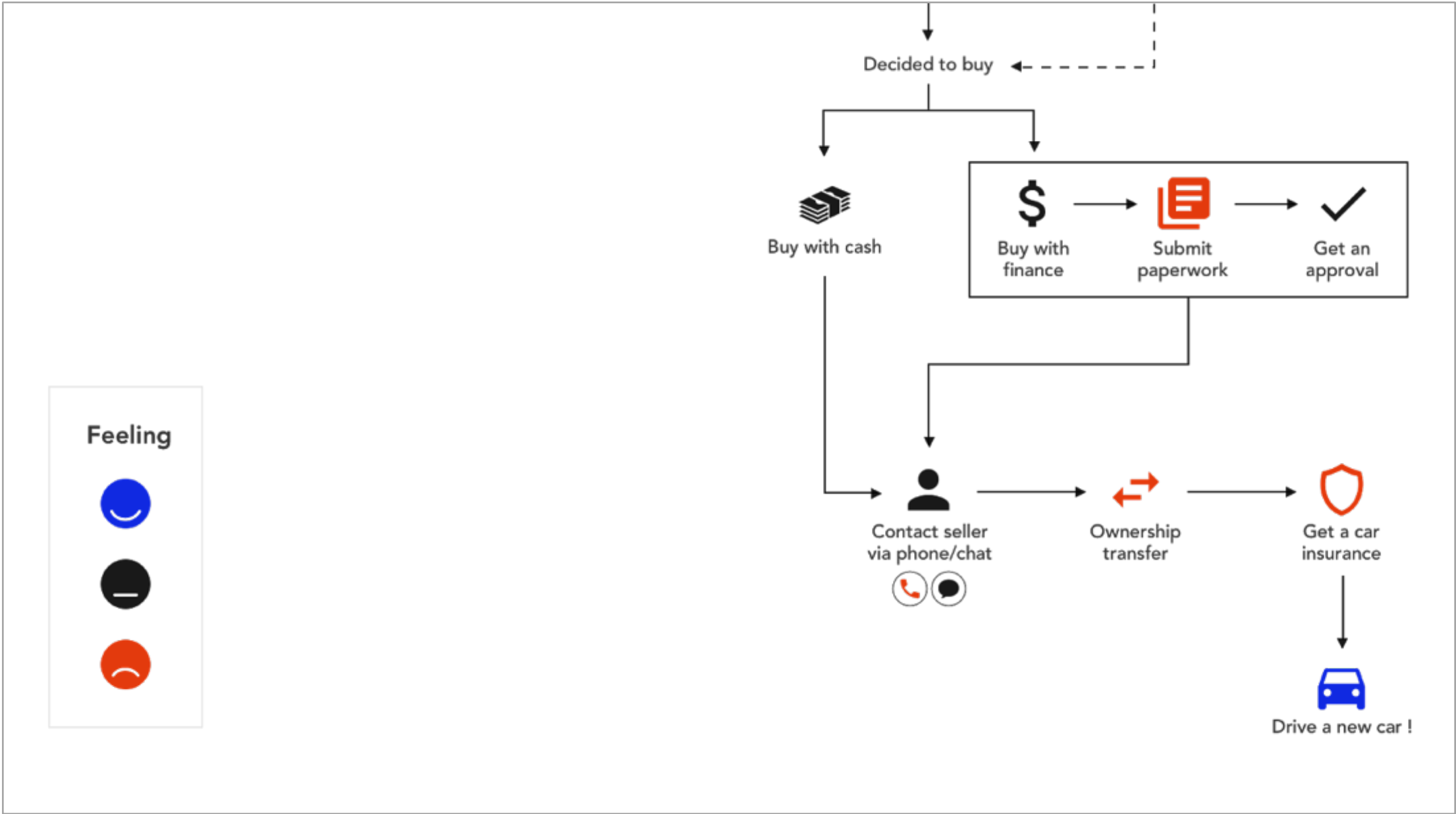
CX (Customer Experience)

“The perception that customers have of their interactions with an organization.”

[Bruce Temkin](#) - Chair of the Customer Experience Professionals Association (CXPA.org)







Feeling

- 
- 
- 

Human Approach



Importance of Human Approach

- **Customers mention:**
 - positive experience to an average of 9 people
 - negative experience to an average of 16 people :-/
- **Customers with positive experiences...**
 - Spend 140% more
 - They are likely to remain a customer for 5 years longer
- **Positive experiences can reduce costs by up to 33%**

Tech trends in brands 2018

- CRMs – to consolidate customer data
- Chatbots – AI / NLP Powered, Voice Recognition (Google, Amazon etc)
- Improved Experience Design (UX)
- Augmented Reality (Ecommerce)
- Digital Integration

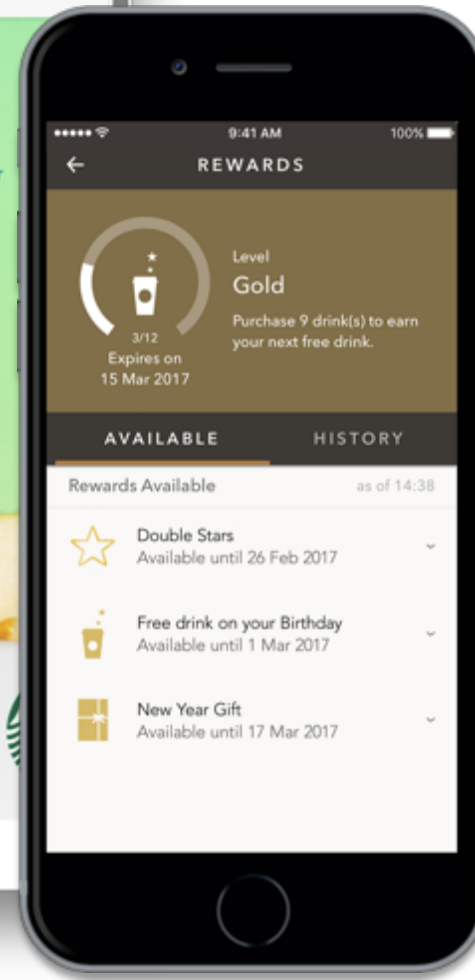
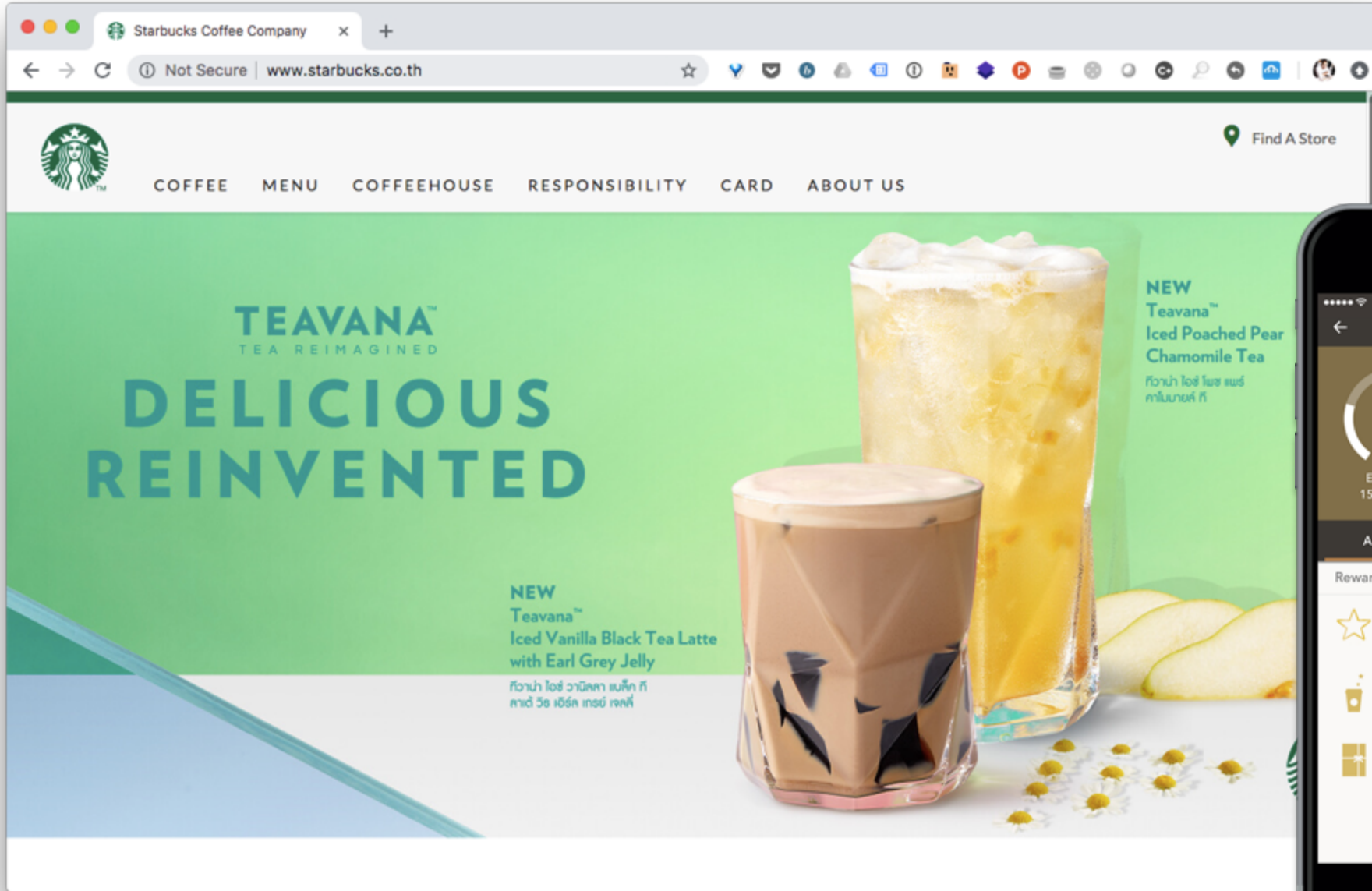
Challenges for CX

- Not everyone knows how to collect data
- Regulations (Data and privacy policies)
- Management does not understand the benefits
- Requires cross dept collaboration
- Some tech still in early stages

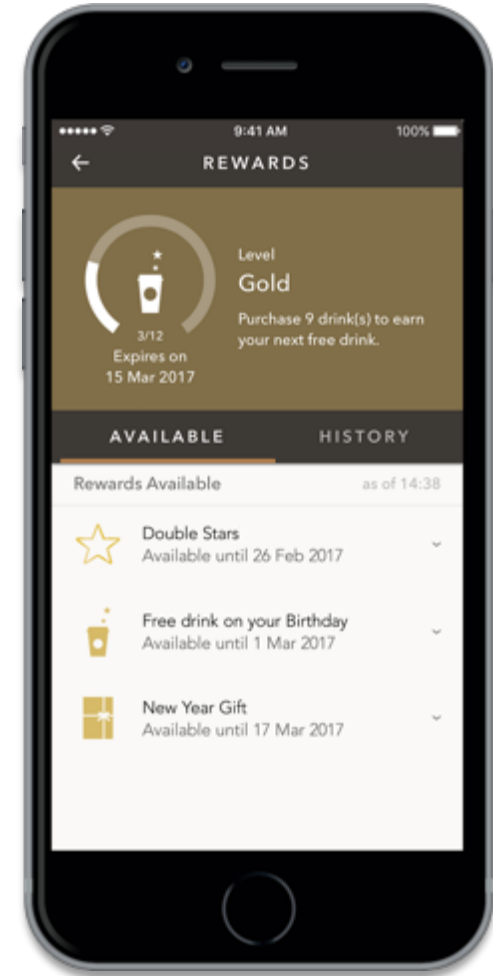
<https://econsultancy.com/the-future-of-customer-experience-trends-and-challenges-in-2018/>

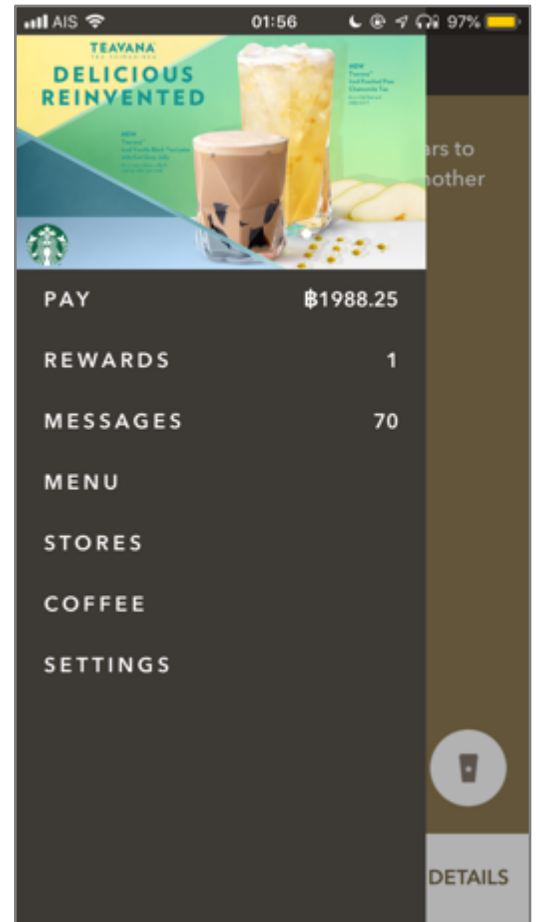
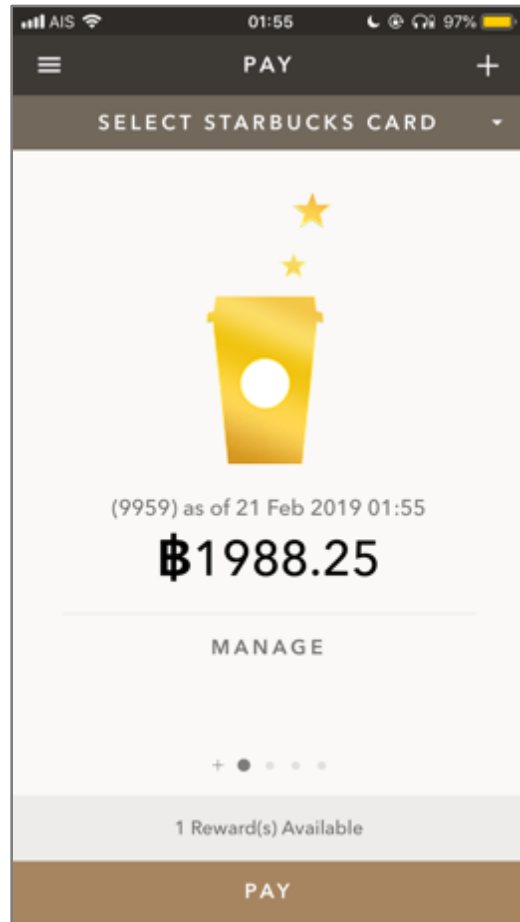
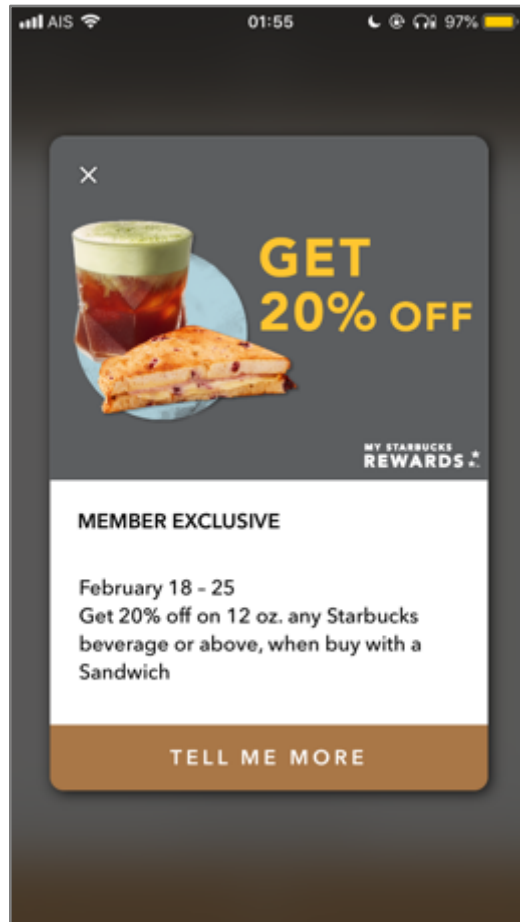
Some examples of good CX





- Online website with product information
- Member login/registration for Starbucks card (Tiered membership)
- Top-up card online
- Mobile app
- Continuous promotions
- SMS/Email reminders
- Great customer experience in-store





ay you bask in your Gold rewards below.

oy all things Gold.

drink on your birthday

refills on coffee & tea

ve Gold level invitations

offers & coupons

to opt-in to email & SMS)

sk every 12 Stars



BIGGUS DICKUS
Cardholder Since 2013

manage your account online, visit
d conditions apply to Starbucks Cards.

C29 20130807_0398 6

Cheap Hotel Booking & Online x +

https://www.agoda.com/en-gb/

agoda Accommodations Flights Airport transfer Today's deals ...

Ridteeporn K.

WELCOME BACK, RIDTEEPORN!

Great destinations, value deals, and the best prices are waiting for you!

All Rooms / agoda homes

🔍 Enter a destination or property

📅 2 Mar 2019 Saturday | 📅 3 Mar 2019 Sunday

👤 2 adults 1 room

SEARCH

🏠 What's new 🌐 Explore

Agoda | Hotels in Pattaya | Bes x +

https://www.agoda.com/en-gb/pages/agoda/default/DestinationS...

agoda Accommodations Flights Airport transfer Today's deals agoda homes ...

Book a flight TODAY and get up to ฿ 1,000 off your hotel booking!
Click here to search flights and unlock your discount!

Copy: FLIGHT-HOTEL

Pattaya 2,212 choices 27 Apr 2019 Saturday 30 Apr 2019 Tuesday 2 adults 1 room SEARCH

Filter Popular Price Star rating Area More Property name or keyword

All Rooms Hotels agoda homes

SEE MAP

11 travelers are using a map of Pattaya to find rooms right now!

Show prices after AgodaCash balance applied

Show properties with free breakfast

Hurry! Over 49% of properties are fully booked!
Rooms in Pattaya are in high demand on your selected dates. Reserve yours now before prices go up.

SORT: BEST MATCH LOWEST PRICE FIRST TOP REVIEWED SECRET DEALS

Hi, Ridteeporn! Here are the best matches based on your search.

Welcome! You can enter dates at the search box to continue booking at Centra by Centara Maris Resort Jomtien:

Best seller Centra by Centara Maris Resort Jomtien
★★★★ RESORT Jomtien Beach, Pattaya - View on map
Very good location

Excellent 8.2
2,096 reviews

Please present either an electronic or paper copy of your hotel voucher upon check-in.

agoda	agoda	agoda	agoda	agoda	agoda	agoda	agoda	agoda	agoda	agoda	agoda
Booking ID :	[REDACTED]										
Booking Reference No :	[REDACTED]										
Client :	Maria Cecilia Franco										
Member ID :	[REDACTED]										
Country of Passport :	Philippines										
Hotel :	Gran Prix Manila Hotel										
Address :	Tesoro Building, 1325 Mabini Street, Ermita, Manila, Philippines										
Hotel Contact Number :	+6323533319										
Number of Rooms :	1										
Number of Extra Beds :	0										
Number of Adults :	2										
Number of Children :	0										
Breakfast :	Included										
Room Type :	Superior with Set Breakfast										
Promotion :	Hot deal – rate includes 3% discount!										
For Full Promotion details and conditions see confirmation email											

Any cancellation received within 3 day/s prior to arrival will incur the full period charge. Failure to arrive at your hotel will be treated as a No-Show and no refund will be given (Hotel policy).

Arrival : September 24, 2012 Departure : September 25, 2012

Payment Details :

Payment Method : [REDACTED] Card No : [REDACTED] EXP : [REDACTED]

Booked And Payable By :

Agoda Company Pte Ltd.
 Company Number: 200506877R(1336)
 C/O Agoda Services Co.,Ltd.
 999/9 Rama I Road, The Offices at Central World, 27th
 Floor, Patumwan, Bangkok, Thailand

**Remarks :**

All special requests are subject to availability upon arrival

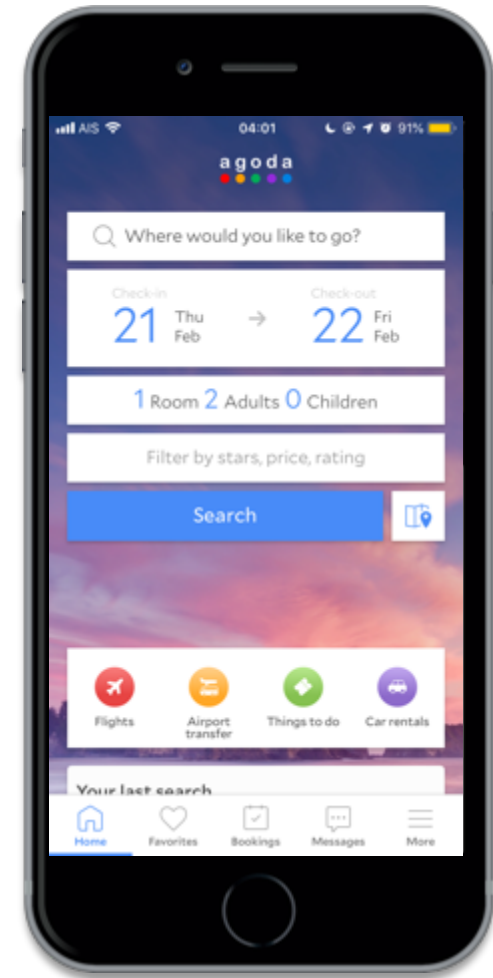
Call our Customer Service Center 24/7 :

Customer Support : +65 6622 1500, +1 212 444 0600
 (Long distance charge may apply)

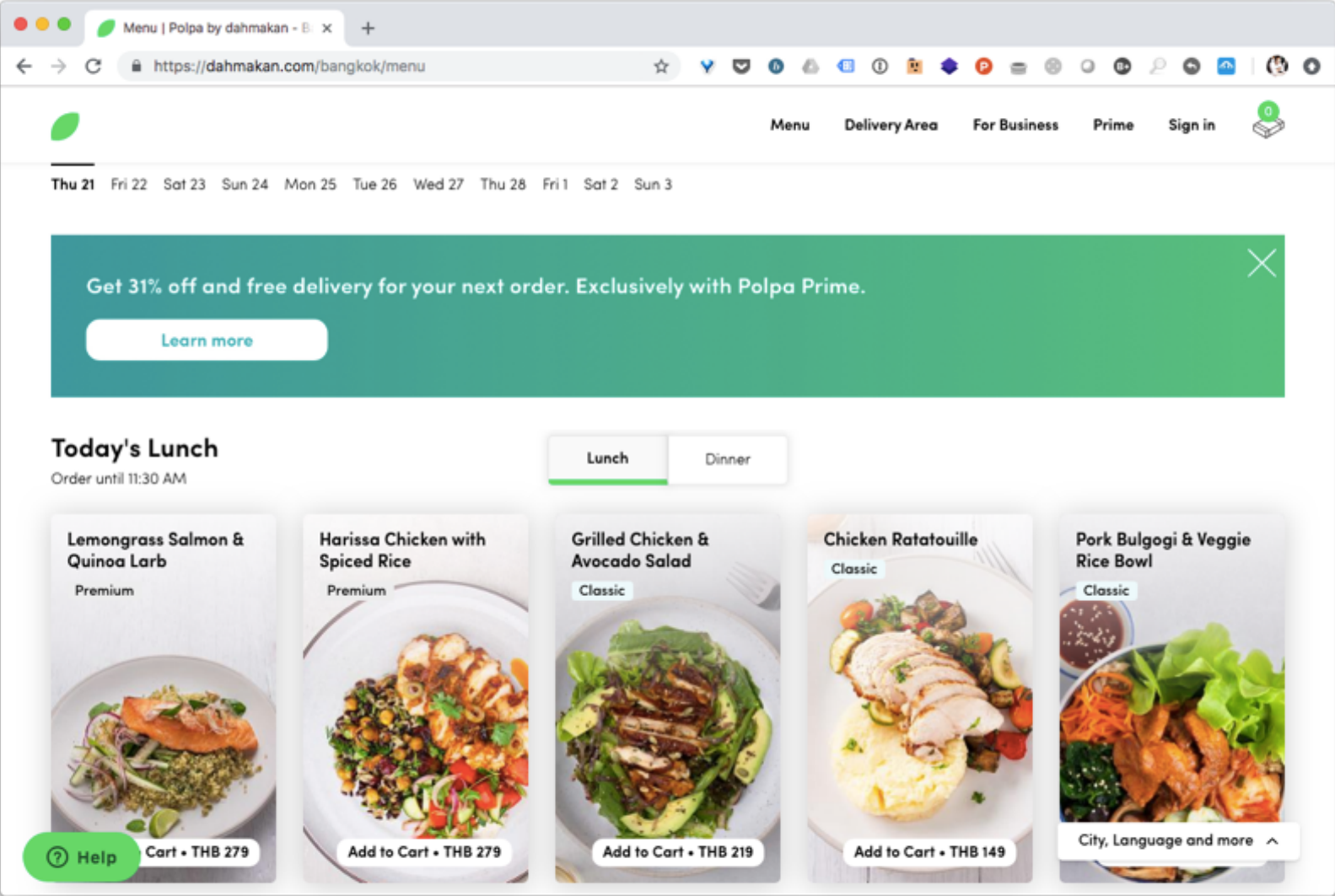
Notes

- **IMPORTANT:** At check-in, you must present the credit card used to make this booking and a valid photo ID with the same name. Failure to do so may result in the hotel requesting additional payment or your reservation not being honored. If you have submitted additional documentation for a third party booking or paid via a different payment method, please disregard the note above.
- All rooms are guaranteed on the day of arrival. In the case of a no-show, your room(s) will be released and you will be subject to the terms and conditions of the Cancellation/No-Show Policy specified at the time you made the booking as well as noted in the Confirmation Email.
- The total price for this booking does not include mini-bar items, telephone usage, laundry service, etc. The hotel will bill you directly.
- In cases where Breakfast is included with the room rate, please note that certain hotels may charge extra for children travelling with their parents. If applicable, the hotel will bill you directly. Upon arrival, if you have any questions, please verify with the hotel.

- Website UX constantly improved
- Supporting mobile app
- Easy to use interface
- Pricing updated continuously
- Promotions
- Flash sales
- Product suggestions
- Good customer service (Call centre)
- Strong UX/Design team
- 20+ Data Scientists




Polpa by Dahmakan



Order until 11:30 AM


Today's Lunch [See dinner](#)

Premium
Exclusive meals from our 5-star chefs.



★★★★★ 157 ratings
Lemongrass Salmon & Quinoa Larb
1.4 Prime • Free delivery



Add to cart



★★★★★ 131 ratings
Harissa Chicken with Spiced Rice
1.4 Prime • Free delivery

Add to cart

Classic
A variety of Asian & international favourites

Prime

Credits

Invite Friends

Profile

My Orders

Help

Feedback

For Business

Your reward credits

Place an order to use your credits automatically.

฿567 off for Prime 20 package purchases

Invite friends for more credits >

Enter code >

Orders

Upcoming

Today's Dinner [See details >](#)

Order confirmed

6:30 PM - 7:00 PM · Floor: 10, Block: MAQE...

Past

Yesterday's Dinner [>](#)
Delivered • Paid 1.4 with Prime

Wed, 13th Feb, Dinner [>](#)
Delivered • Paid 1.4 with Prime

Tue, 12th Feb, Dinner [>](#)
Delivered • Paid 1 with Prime

Mon, 11th Feb, Dinner [>](#)
Delivered • Paid 1.5 with Prime

×


••••

♡

📌

TODAY'S LUNCH

Lemongrass Salmon & Quinoa Larb



Notes from the Chef

Salmon marinated with lemongrass, kaffir lime leaf


1.4 Prime
★★★★★ 157 ratings

Add To Cart

<

TOMORROW'S DINNER

Review your order



Green Curry Chicken Fried Rice 1x 0.7 Prime

✓ Mahatun Plaza Building, Pa... Change >

✓ 6:30 PM - 7:00 PM Change >

Prime 14.2 meals left Change >

Delivery	FREE
Service charge for orders under 0.9 Prime	0.2 Prime
Total	0.9 Prime

Andrew, you're saving ฿18 on this order with Prime

Confirm order

×

Help


Tomorrow's Dinner

Order confirmed

Order #1289221

♡ Invite your friends and get FREE food

Delivery for Andrew



Tap here to set the pin to the correct entrance

Floor: 10, Block: MAQE Bangkok... Change >

6:30 PM - 7:00 PM Change >

Pick up from reception ⓘ Change >

Payment

Paid 0.90 with Prime See details >

×

Earn free meals by inviting your friends

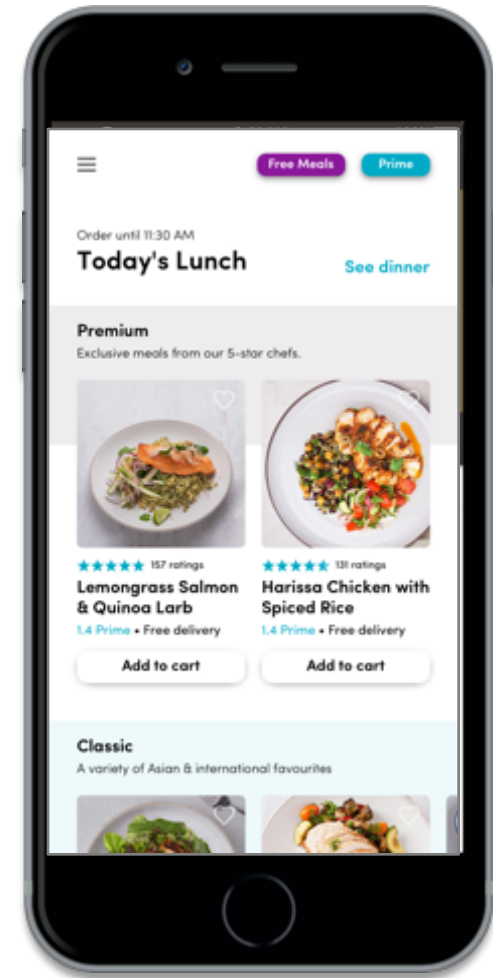
Share your unique invite code to give your friends ฿150 to try POLPA by dahmakan.

You'll earn 1 Prime meal for each invited friend.

ANDREW6J6 Share

LINE Line Invite contacts

- Excellent UX
- Desktop and Mobile
- Informative, online chat
- Pricing is clear
- Easy to order and set delivery times
- SMS/In-App notifications (delivery, late, etc)
- SMS instant discount if delivery is late



Food for thought

- Audience = everyone!
- Ethics
 - US Elections = Cambridge Analytica
- Small business? No problem
- Bake brand into your culture



Bake brand into your culture



If you look after **your staff**,
they'll look after **your customers**.
It's that simple.

– *Richard Branson*

AZ QUOTES

 dot360



4. Communication + Connection

Two Questions to Ask



1. What is the right mix of **brand vs activation** content?

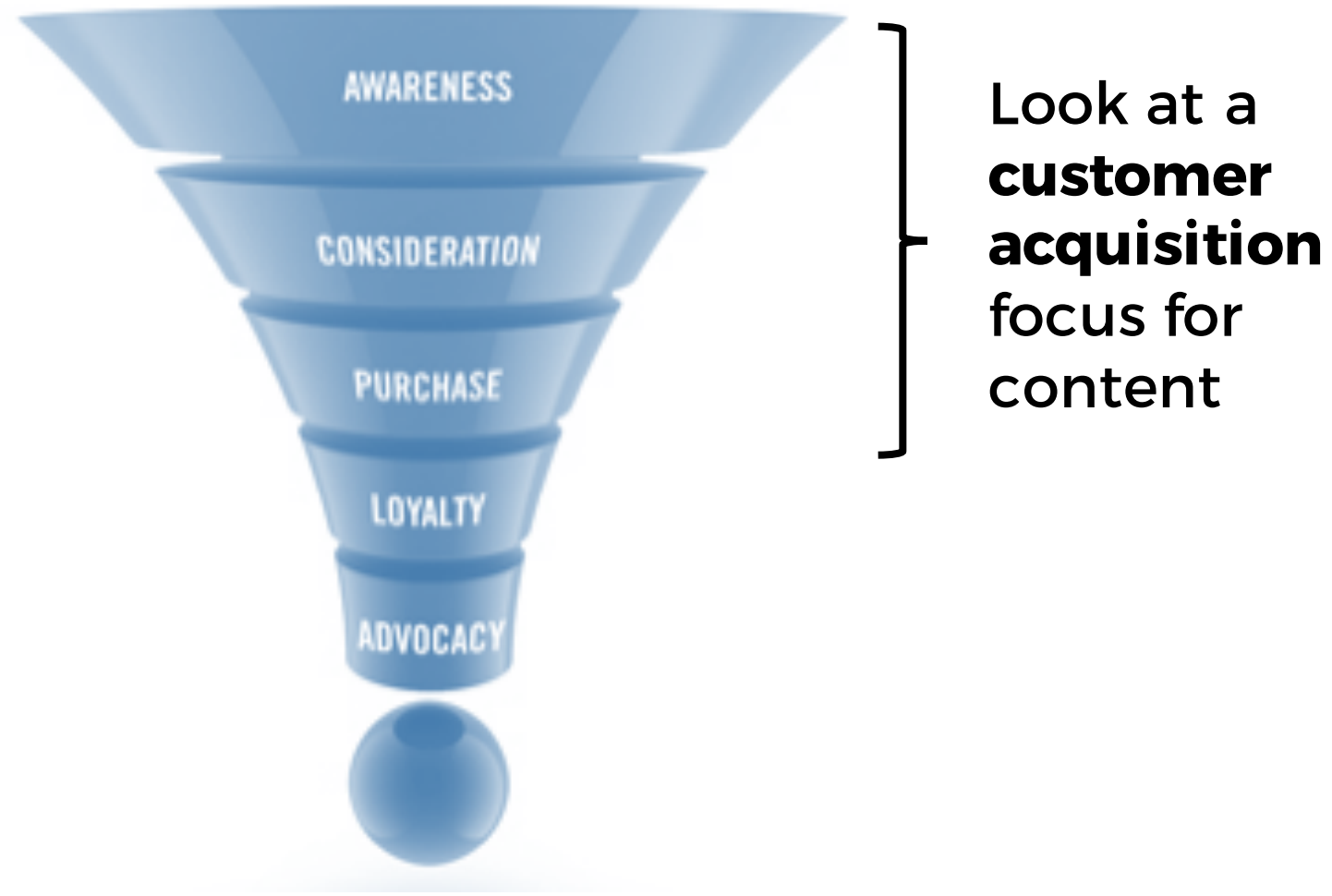


2. What sort of **human outcomes** do we want?



1. What is the right mix of **brand vs activation** content?

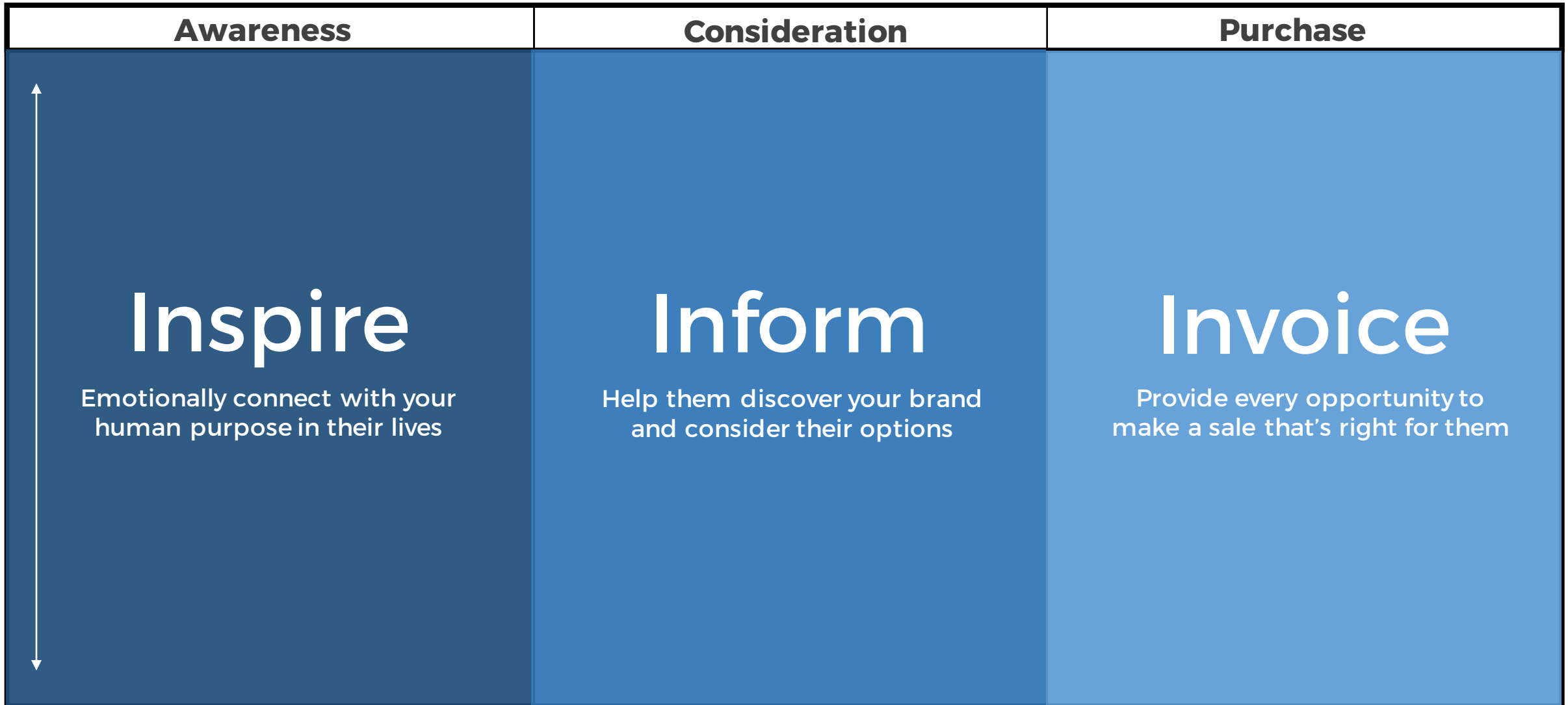
1. What Content? Sales Funnel Approach



Inspire
Inform
Invoice

1. What Content? Brand vs Activation Content Matrix

Consumer Purchase Journey →



1. What Content? Brand vs Activation Content Matrix

	Awareness	Consideration	Purchase
Brand	<p>Brand Hero</p> <ul style="list-style-type: none"> ▪ Purpose: Establish main consumer benefit (emotional/rational) of product ▪ Example: Brand Video/TVC/Commercial Advertorial/Social Content <p>Inspire</p>	<p>Brand DNA</p> <ul style="list-style-type: none"> ▪ Purpose: Active 360 customer understanding of the brand ▪ Brand Voice: Blog, Podcast, Social Brand Content, etc. ▪ Brand Hub: Related brand content for different audiences ▪ Brand Community: Engage with brand via Customer & Fan Communities ▪ Brand Connect: Connect with brand customer service on all channels <p>Inform</p>	<p>Brand Help</p> <ul style="list-style-type: none"> ▪ Purpose: Provide brand help during sales process ▪ Brand Connection: Connect with brand via Customer Service, connect with partners <p>Invoice</p>
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Inspire



*Emotionally connect with your
human purpose in their lives*

Inform

Invoice

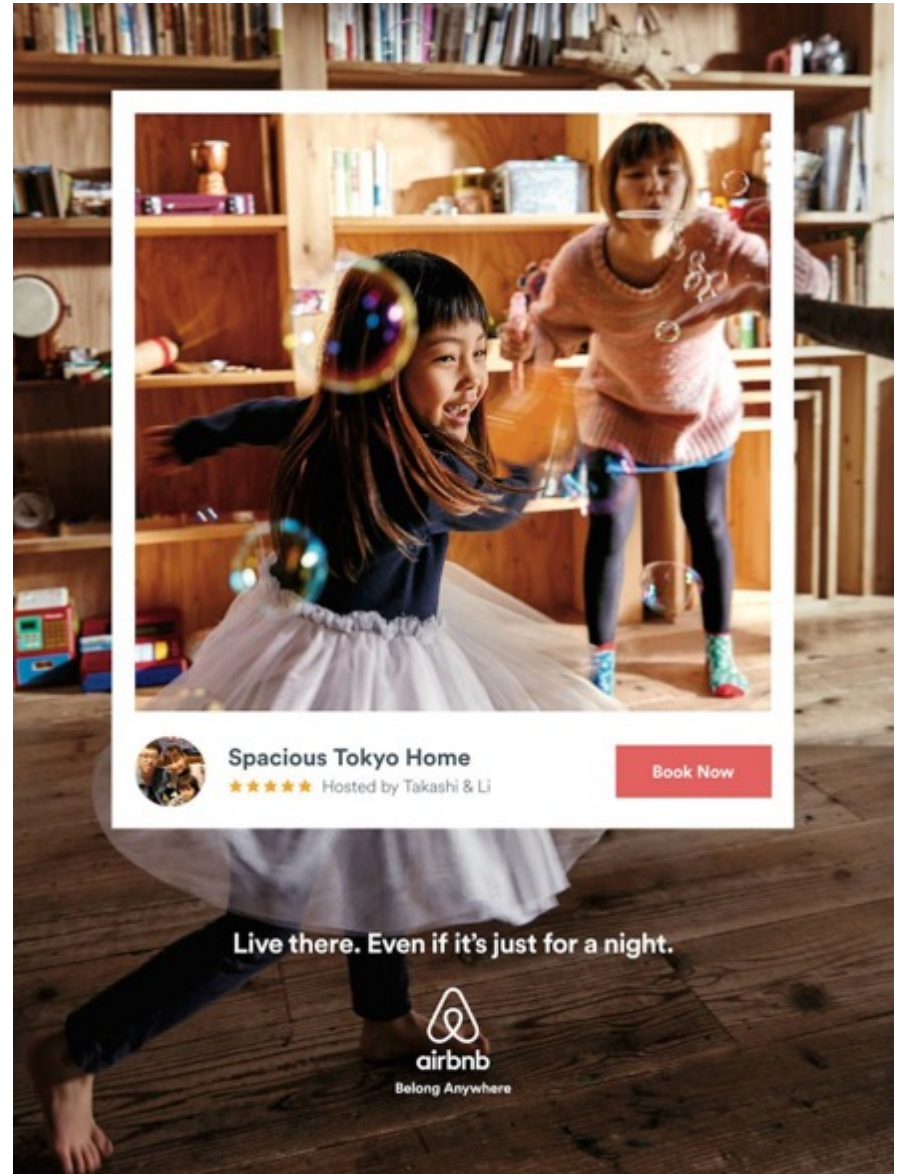
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airbnb





Product Hero



Brand Hero



airbnb





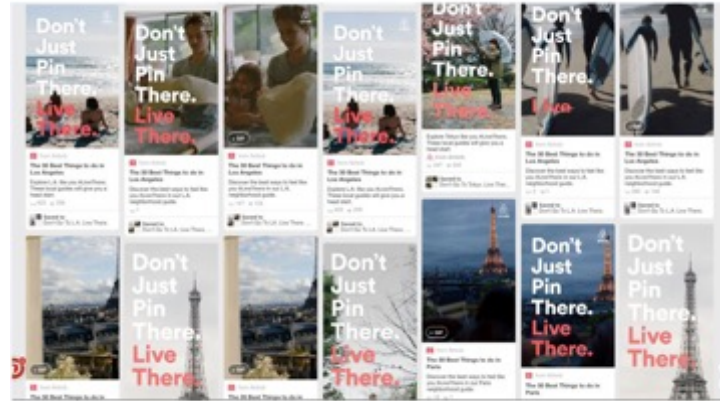
**Don't just go there.
Live there.**



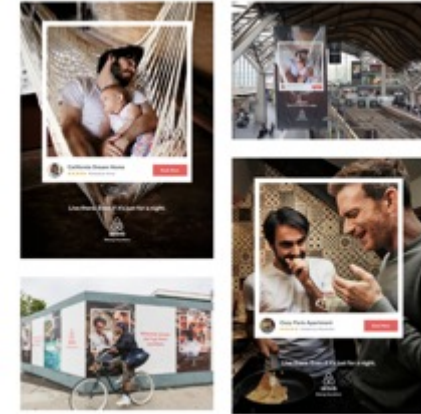
INSPIRE - BRAND HERO CAMPAIGN



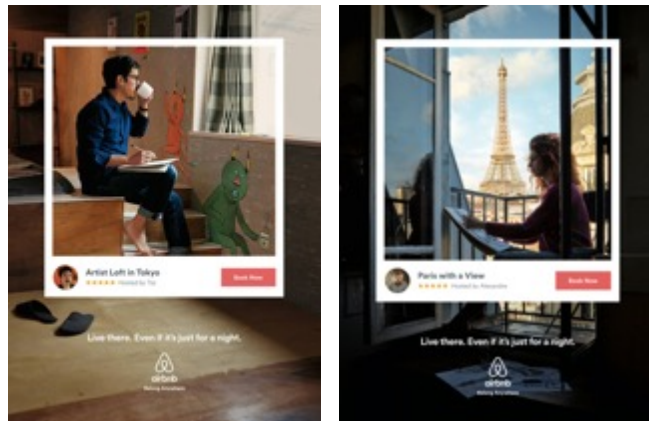
TV/Online Video



Social Media



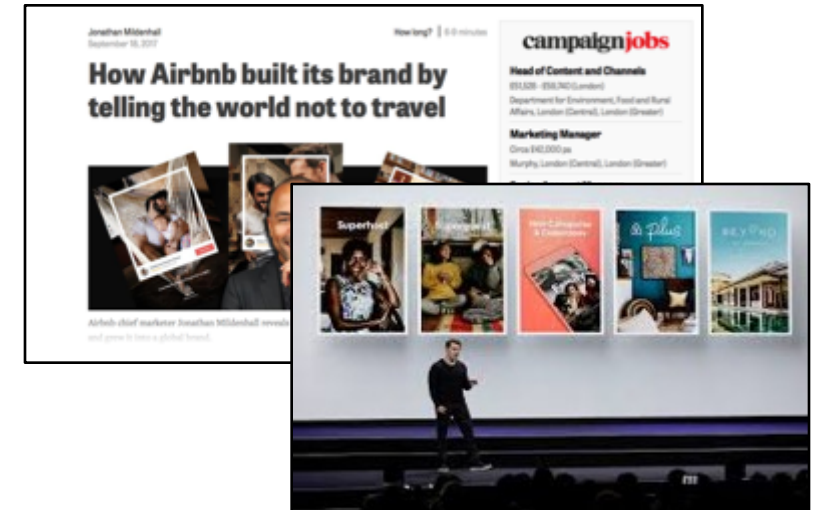
OOH



Print/Online Ads



Activation



PR



INSPIRE - OTHER PRODUCT HERO CAMPAIGNS



Volvo



Mercedes-Benz









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Inspire

Inform



*Help people discover your brand
and consider their options*

Invoice

Brand

Awareness

Brand Hero

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- **Example:** Brand Video/TVC/Commercial Advertorial/Social Content

Inspire

Consideration

Brand DNA

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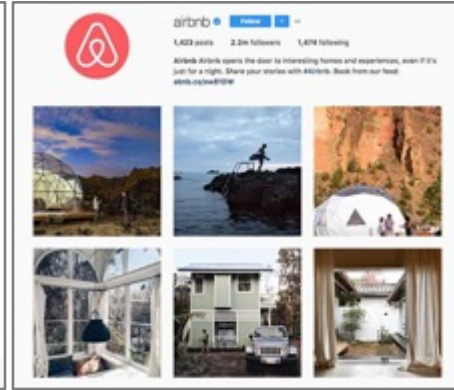
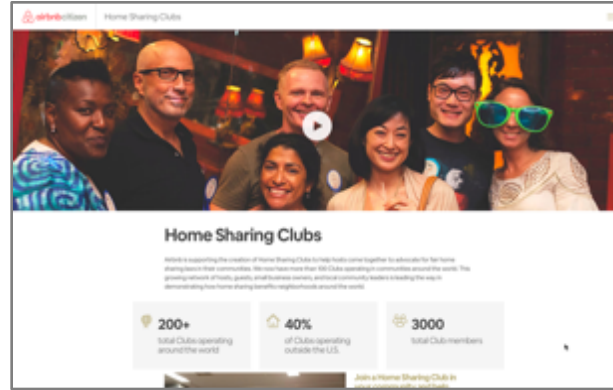
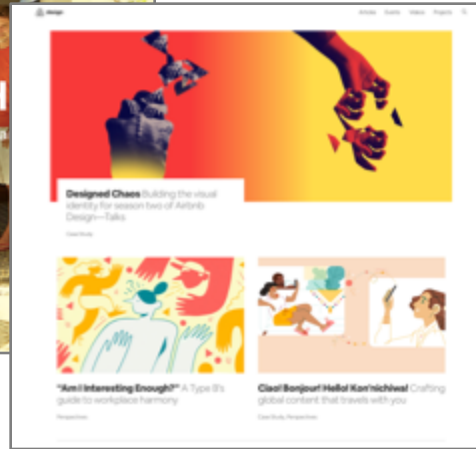
Product Sale

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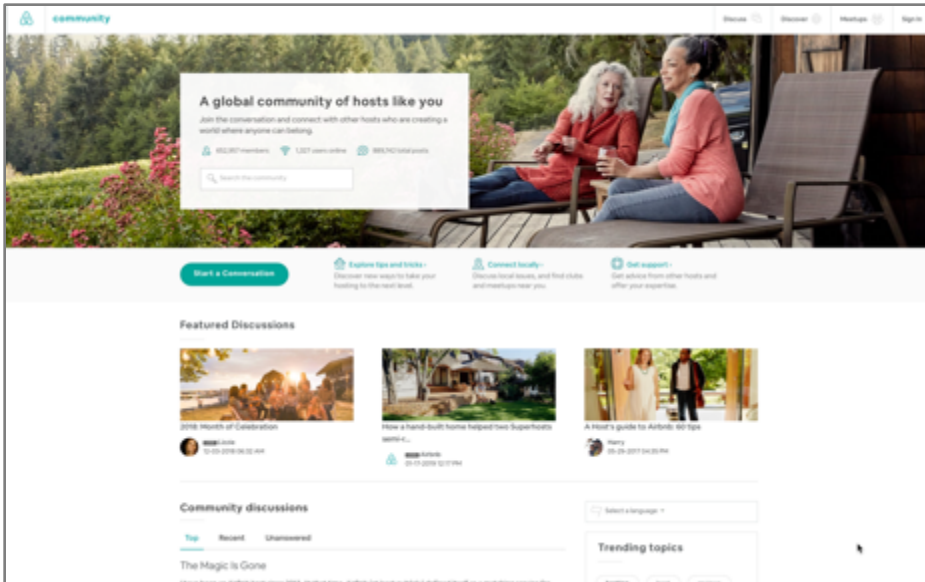
INFORM - BRAND DNA CONTENT



BRAND VOICE



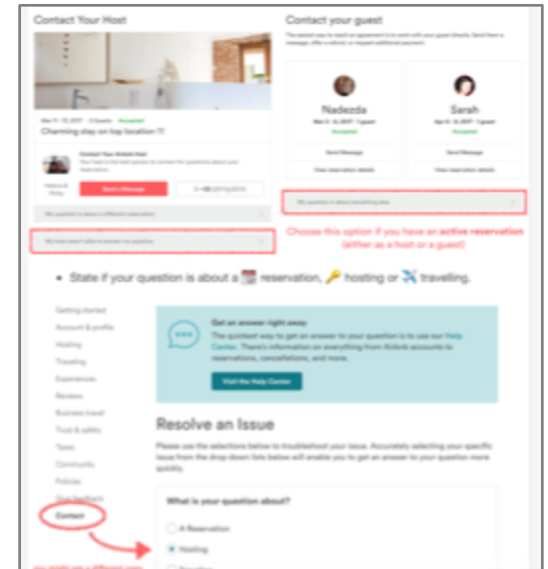
BRAND HUB/SOCIAL SHARING



BRAND COMMUNITY



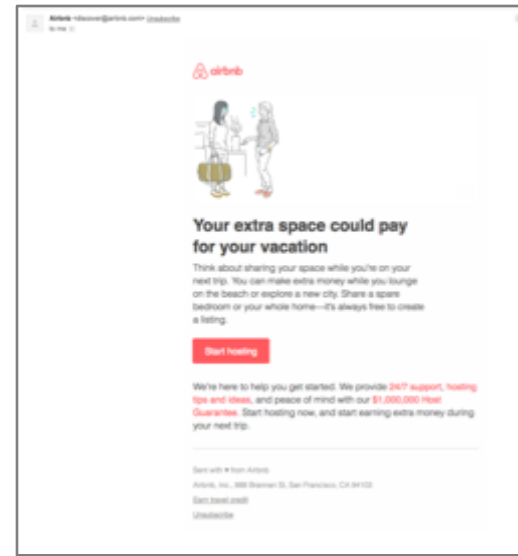
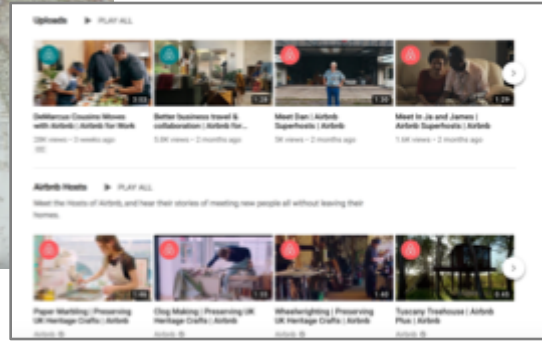
BRAND CONNECT



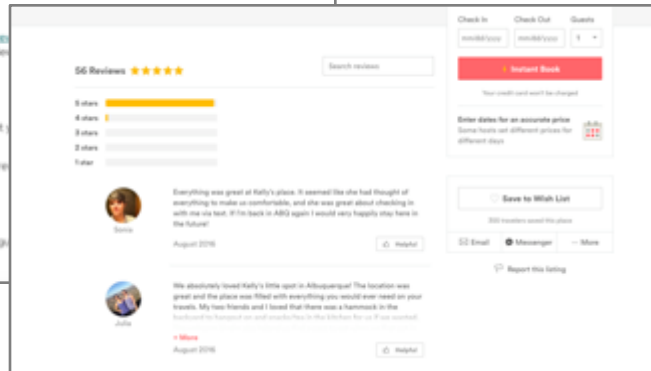
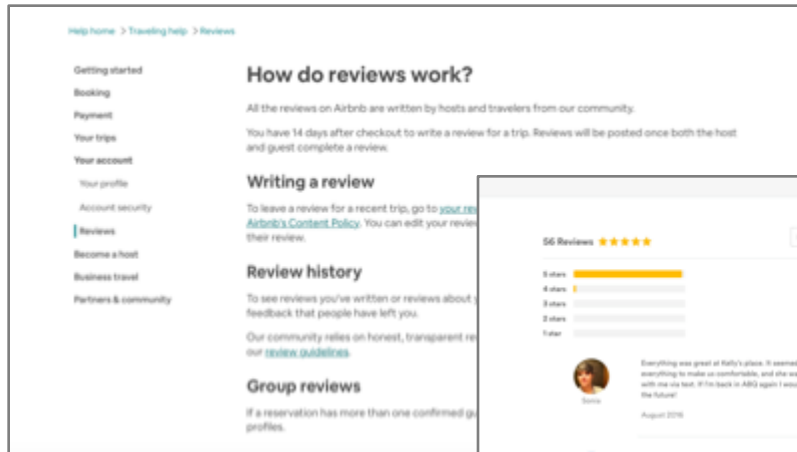
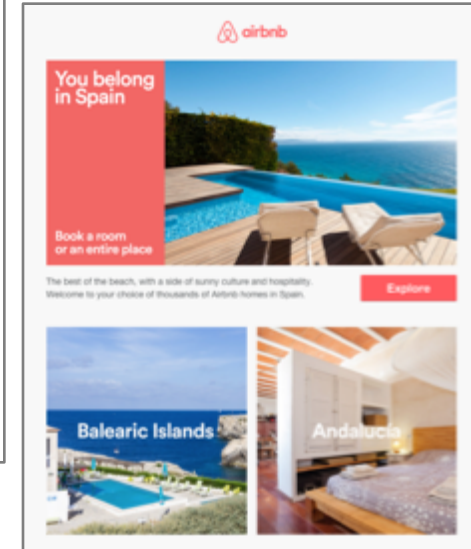
INFORM - PRODUCT DNA CONTENT



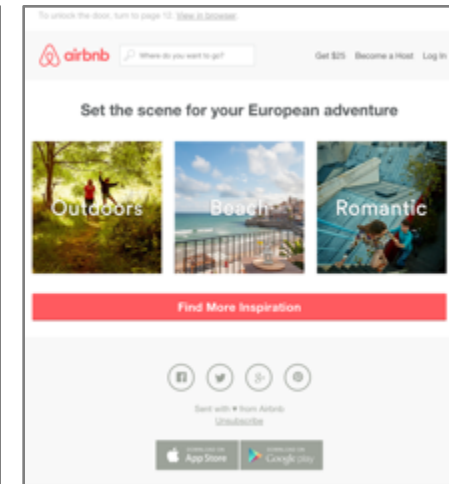
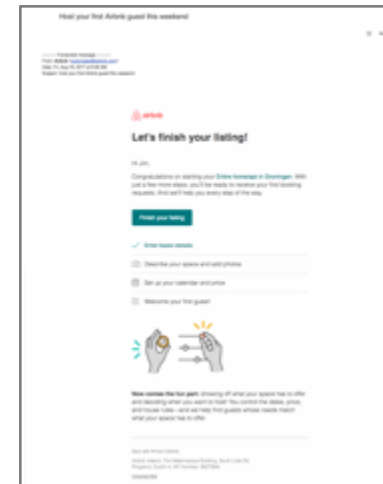
PRODUCT TALK



CUSTOMER DIRECT



PRODUCT REVIEWS



RE-TARGETED DIRECT



Brand

Awareness

Brand Hero

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Inspire

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Inform

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Invoice

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Inspire

Inform

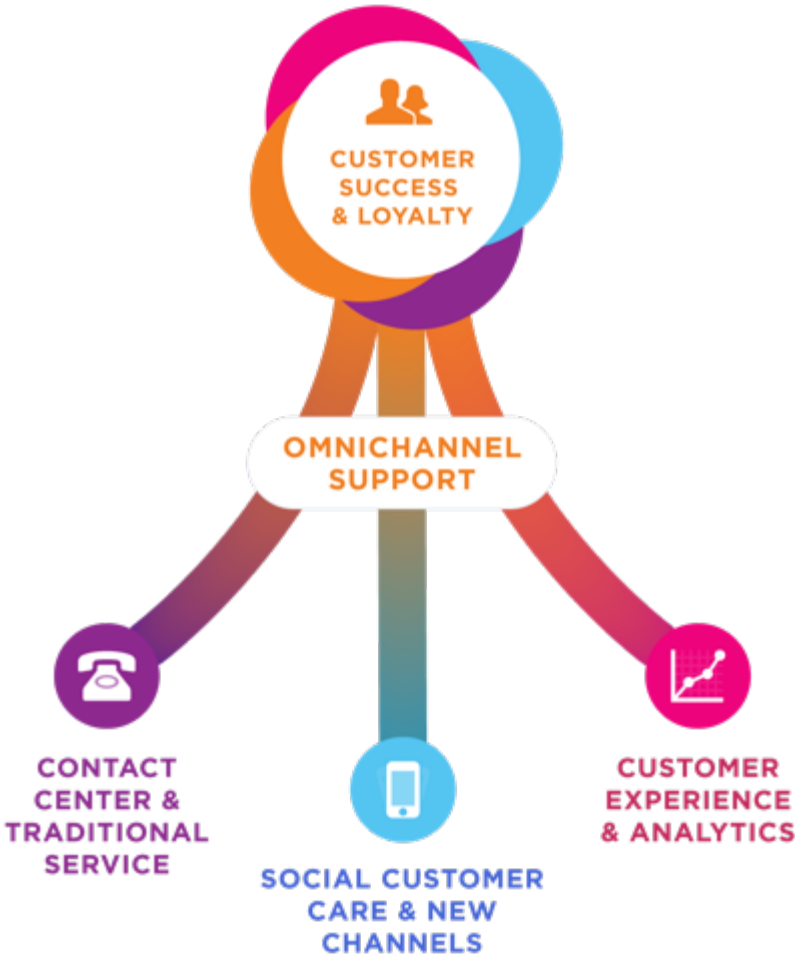
Invoice



*Provide every opportunity to
make a sale that's right for them*

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INVOICE - BRAND HELP (REALITY)



82% of the people who had a problem with their Airbnb stay mentioned customer service as a problem

57% of the people who had a problem with customer service said it was their primary complaint

● Customer Service Problems (82%)

- No support in emergencies
- Unreachable or very rude
- Denies refunds unfairly
- Only offers partial refunds
- Policies unfairly favor hosts
- Deactivates guest account
- Disorganized, chaotic team
- Provides wrong answers
- Promises but never delivers
- Hangs up on customer

Sources:

- <https://www.trustpilot.com/review/www.airbnb.com>
- <https://www.sitejabber.com/reviews/www.airbnb.com>
- <https://www.consumeraffairs.com/travel/airbnb.html>
- <https://www.productreview.com.au/p/airbnb.html>
- <https://www.bbb.org/greater-san-francisco/business-reviews/rental-listings/airbnb-in-san-francisco-ca-375521>

Notes:

This research was conducted using 839 online reviews posted by dissatisfied Airbnb customers from Oct. 2016 through Oct. 2017. The study was designed to find the most common causes of problems with Airbnb. Given this selection bias, it's important to remember that this study may not represent how many people experience these problems on Airbnb. However, it is useful to tell us which problems people have when they do have a problem they are willing to share. The main researchers were Asher Fergusson, MBA, Sheana Ahlqvist, PhD, & Erin Smith. The study was funded by Asher Fergusson for use in his article, "Is Airbnb Safe, We Analyzed 1021 Airbnb Horror Stories to Find Out". You are free to use the results of this study with credit to the below URL via a link.

*Two "Airbnb Customer Experience Specialists" confirmed the number of problem stays are between 3% and 7%.

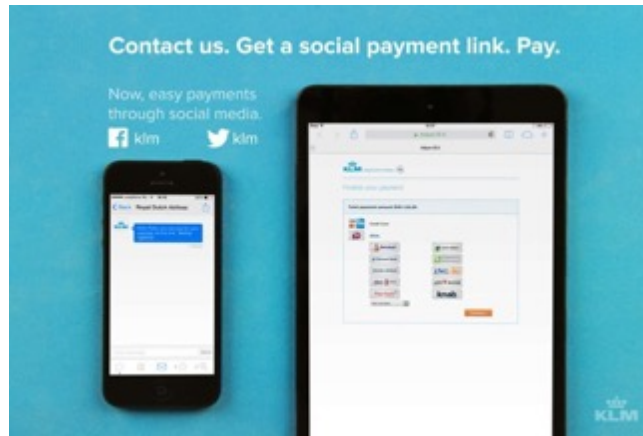
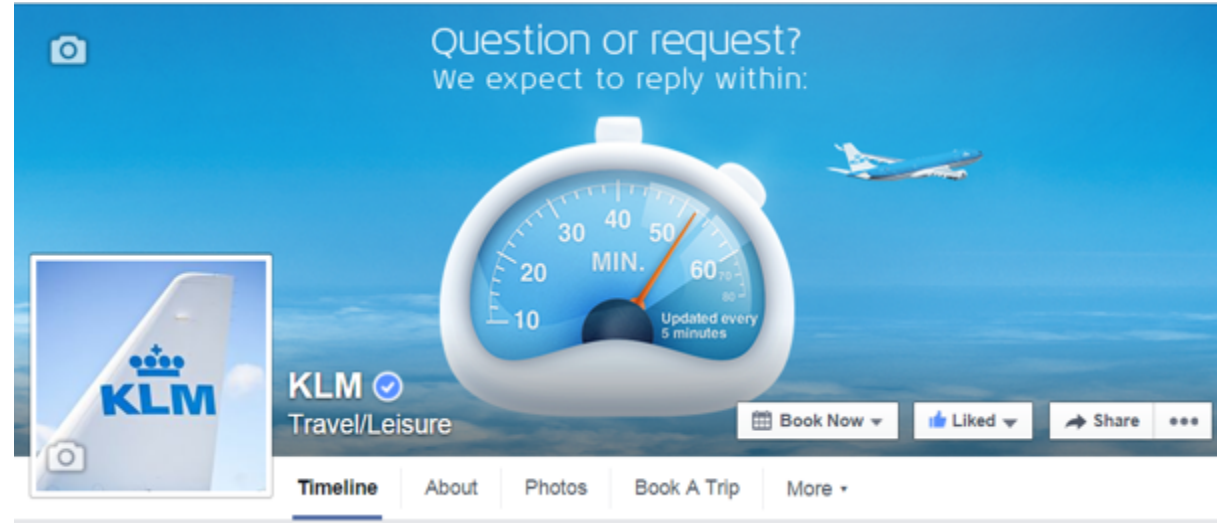
airbnb HELL



airbnb IS NOT WORTH IT ANYMORE!

this is why...

INVOICE - BRAND HELP



INVOICE - PRODUCT SALE



Sales Campaign

AIRFRANCE_KLM

Amsterdam on a plate
from Leeds Bradford

One-way from £39 incl. taxes	x4 Four daily flights	
 Snacks & drinks included	23kg As standard	

KLM
Royal Dutch Schiphol

www.klm.com

Prices quoted are for return flights from Leeds Bradford to/for Amsterdam, including taxes and charges, which are subject to change. Book by 11/11/14. Travel periods vary from one subject to availability. Credit card exchange will apply. Specific booking conditions and the General Conditions of Transportation of KLM and/or AFMCC apply. Please contact us at 0113 274 111.

Sales Activation Campaign



Let's be direct.
Amsterdam just got closer.

New Non-Stop Flights mean to Amsterdam

£301

KLM
Journeys of inspiration

AIRFRANCE
KLM

[Book now](#)

From £301 per person, return flights from London Heathrow to/for Amsterdam, including taxes and charges, which are subject to change. Book by 11/11/14. Travel periods vary from one subject to availability. Credit card exchange will apply. Specific booking conditions and the General Conditions of Transportation of KLM and/or AFMCC apply. Please contact us at 0113 274 111.

YOUR MUST SEE MAP
MADE BY FRIENDS

Collect the best tips for your upcoming trip with a free KLM Must See Map.

[Create my own free map](#)

Send me the free KLM Must See Map I selected earlier.

INVOICE - PRODUCT SALE (omni-channel sales promotion)



Question or request?



We expect to reply within: **60 min.**
Updated every 5 minutes

Royal Dutch Airlines 

@KLM **FOLLOWS YOU**



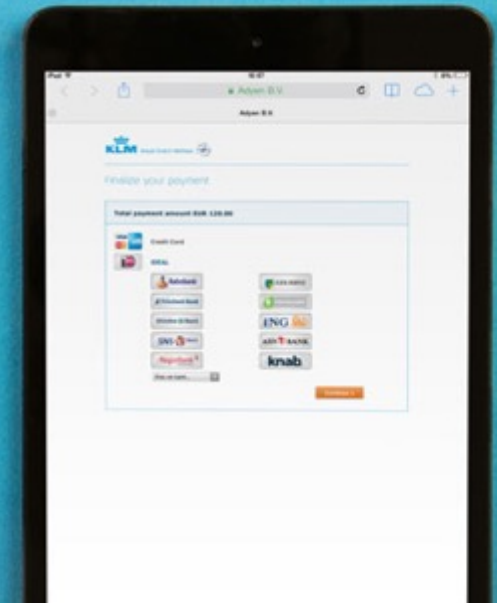
Official global account of KLM. We are here 24/7 for service in ten languages! Share personal details only in private messages!
Amsterdam, the Netherlands · klm.com

255,630 TWEETS **28,230** FOLLOWING **723,932** FOLLOWERS



Contact us. Get a social payment link. Pay.

Now, easy payments through social media.

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Brand vs Activation Content Matrix

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5. Brand Purpose, Values & Behavior

Human-Centric Brands

Brand	Score out of 10	Position 2017
First Direct	8.21	3
Metro Bank	8.09	NEW
Lush	8.02	5
John Lewis Finance	7.96	2
John Lewis	7.95	4
Ocado	7.88	8
Boden	7.84	45
Marks & Spencer	7.83	9
M&S Food	7.83	14
Emirates	7.82	6

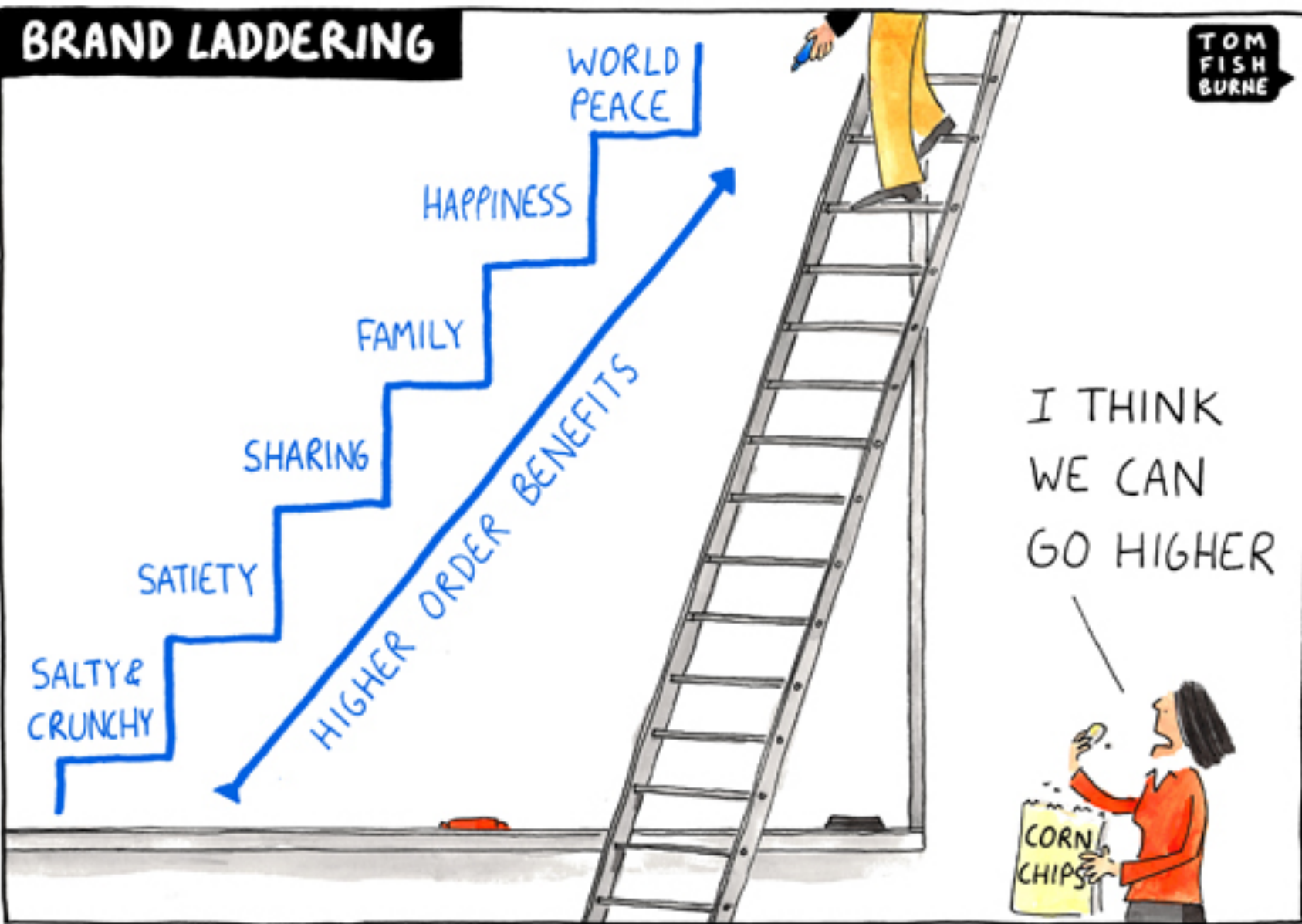


Strong link between External CX and Internal Culture.

Purpose Matters.

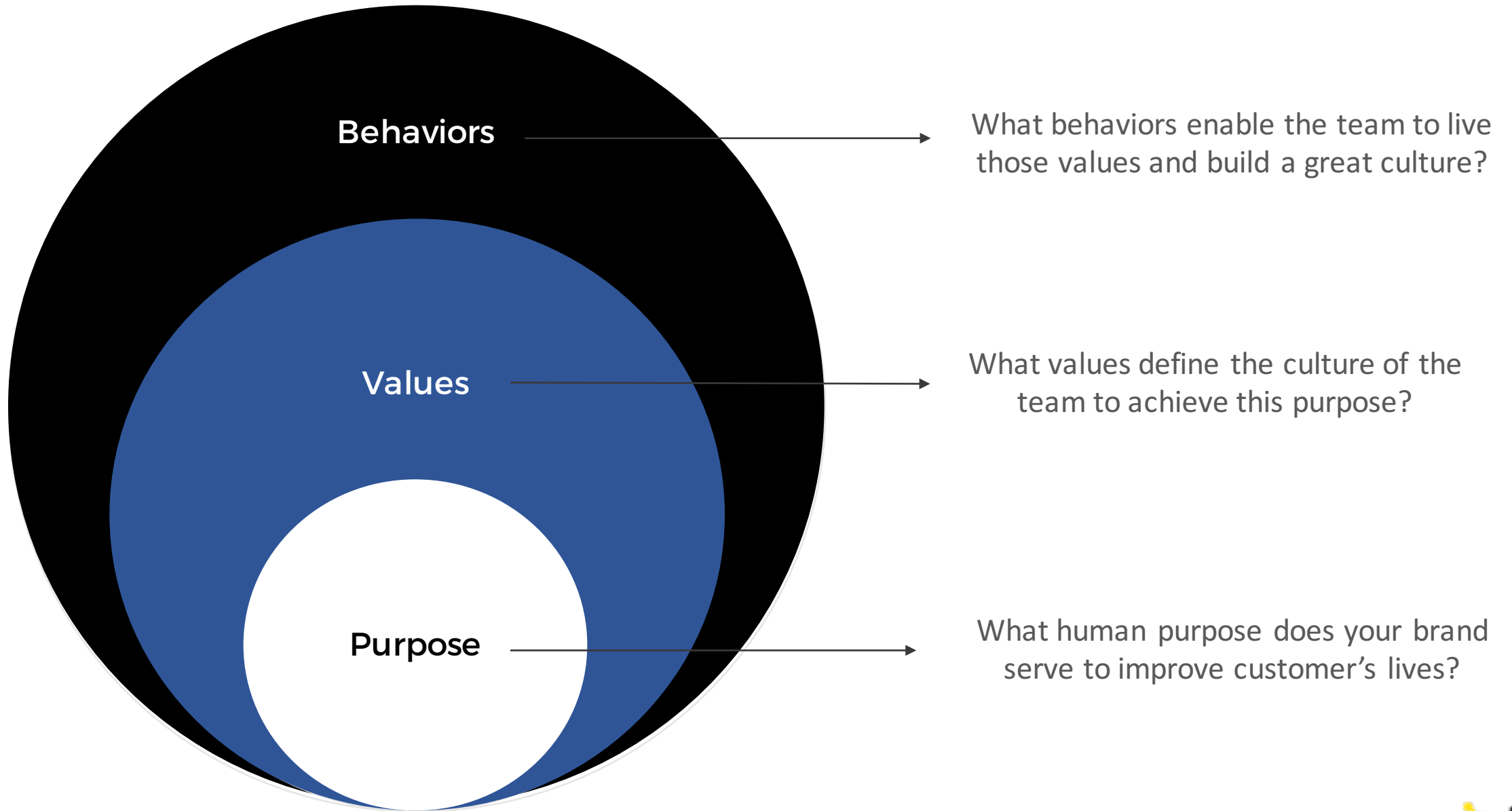
BRAND LADDERING

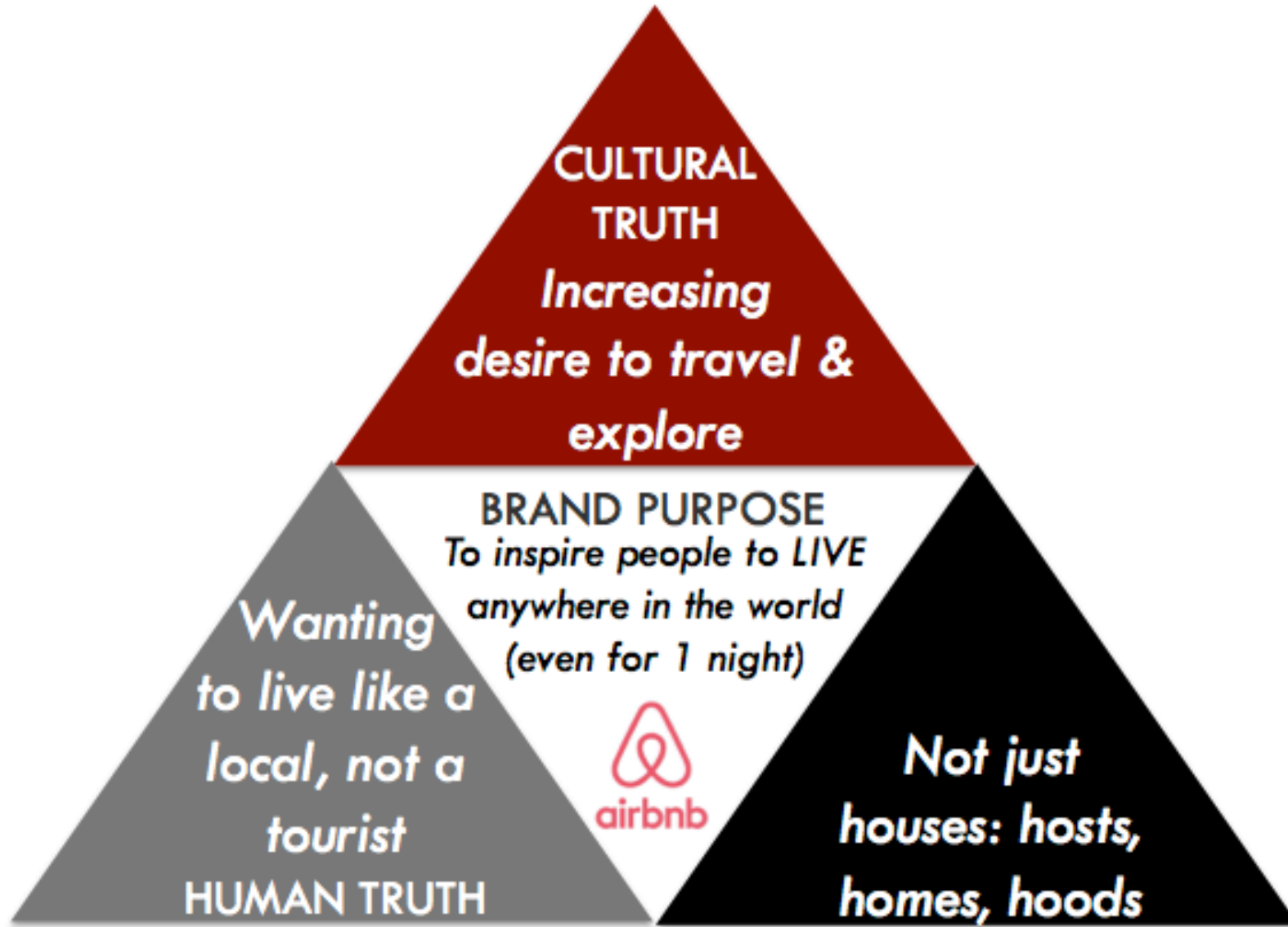
TOM
FISH
BURNE



© marketoonist.com

Purpose, Values & Behaviors





Source: the brandgym 3rd Edition

Human-Centric Brands - Values



Champion the Mission



We're united with our community to create a world where anyone can belong anywhere.

Be a Host

We're caring, open, and encouraging to everyone we work with.

Embrace the Adventure

We're driven by curiosity, optimism, and the belief that every person can grow.

Be a Cereal Entrepreneur

We're determined and creative in transforming our bold ambitions into reality.



A simple guide to a successful Airbnb experience.

Six simple rules

As Airbnb is a community marketplace, the participation of each member can greatly impact the experience of others. To ensure a successful trip or hosting experience for all, we ask that our community stand by these golden rules.

Travelers



Communicate

Confirm check-in times & key exchange after booking. Contact Airbnb within 24 hours of arrival if you encounter something unexpected.



Be neighborly

Be respectful of your surroundings, and the neighbors next door.



Guests

Your reservation is confirmed for a set number of people. Check with your host before inviting additional visitors.



Respect the space

Treat the dwelling as if it were your own home. Whether it is an entire apartment or private room, be considerate & respectful.



Notify

Should any problems arise during your stay, immediately notify your host so they have a chance to correct it. They aren't psychic (most of them).



Review

Leave feedback for your host. They appreciate it and so do we!

Hosts



Be transparent

Accurately represent your listing. Be upfront about pricing, amenities, and expectations.



Update your calendar

Save time for yourself, and guests, by keeping your calendar availability up-to-date.



Respond

Promptly reply to messages & reservation requests. Your response rate will thank you.



Check-in

Coordinate check-in time & key exchange well in advance of the actual date. Welcome your guests with a big smile!



Uphold reservations

A reservation is a commitment. Your guests depend on you for an important part of their travels, so honor that. In emergencies, contact Airbnb.



Address concerns

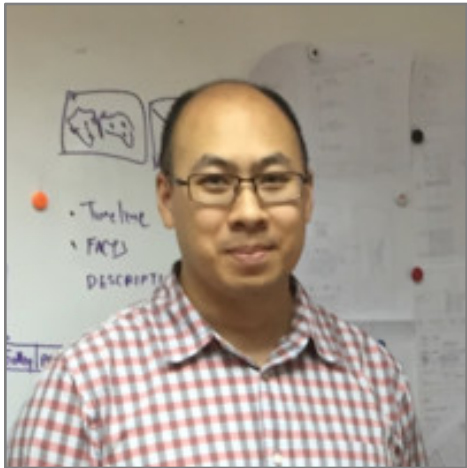
If something goes wrong unexpectedly, be accessible to help remedy the situation. Be a hero to your guest!

It takes a inspired and motivated team of human beings to deliver a brilliant human experience.

A black and white photograph capturing a moment of collective celebration at a concert. The scene is filled with the silhouettes of a large crowd, their arms raised high in the air. Some hands are open, while others form the 'rock on' or 'devil horns' gesture. The background is a blur of bright, vertical light beams from stage spotlights, creating a sense of energy and movement. The overall mood is one of joy and shared experience.

Thank you!

About Us



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