

HYUNDAI

Deploy Heartbeat® to develop world-class automotive brand experience

BEST-IN-CLASS CUSTOMER EXPERIENCE & CUSTOMER SERVICE

SEAMLESS INTEGRATION OF HARDWARE, SOFTWARE & ‘HUMANWARE’

TRULY UNIQUE BRAND ENGAGEMENT SPACE – BEYOND THE DEALERSHIP

THE BRIEF

Hyundai’s Goyang Autocentre (GAC) in Seoul – the region’s first – is an ambitious, multi-million-pound project which incorporates world-class design, exhibitions, experiences, customer servicing, and leisure facilities. CGA led a consortium of international experts to ensure the centre’s customer experience (CX) and customer service (CS) offerings brought the magnificent building to life, and delivered on the client’s brief to create a physical and emotional expression of Hyundai’s Modern Premium brand positioning.



While the GAC contains a car dealership and service centre, and it was imperative that it continued to fulfil these functions exceptionally well, the facility had to be far more than that: an engagement space based on the three fundamental design principles of

innovation, creativity, and open access.

The core GAC target market is adults aged between 30 and 40 with young children and we built an experience that captured the hearts and minds of families looking to spend time together, out of the home. However, the GAC caters to all audiences equally well.

Hyundai picked CGA for this important project after a global selection process. Central to the brief was the need to ensure that all recommendations were benchmarked against global best-practice visitor experiences and sensitively interpreted for Korean culture. In particular, any suggestions had to be relevant to the brand’s segmented and digitally-savvy audience.



OUR APPROACH

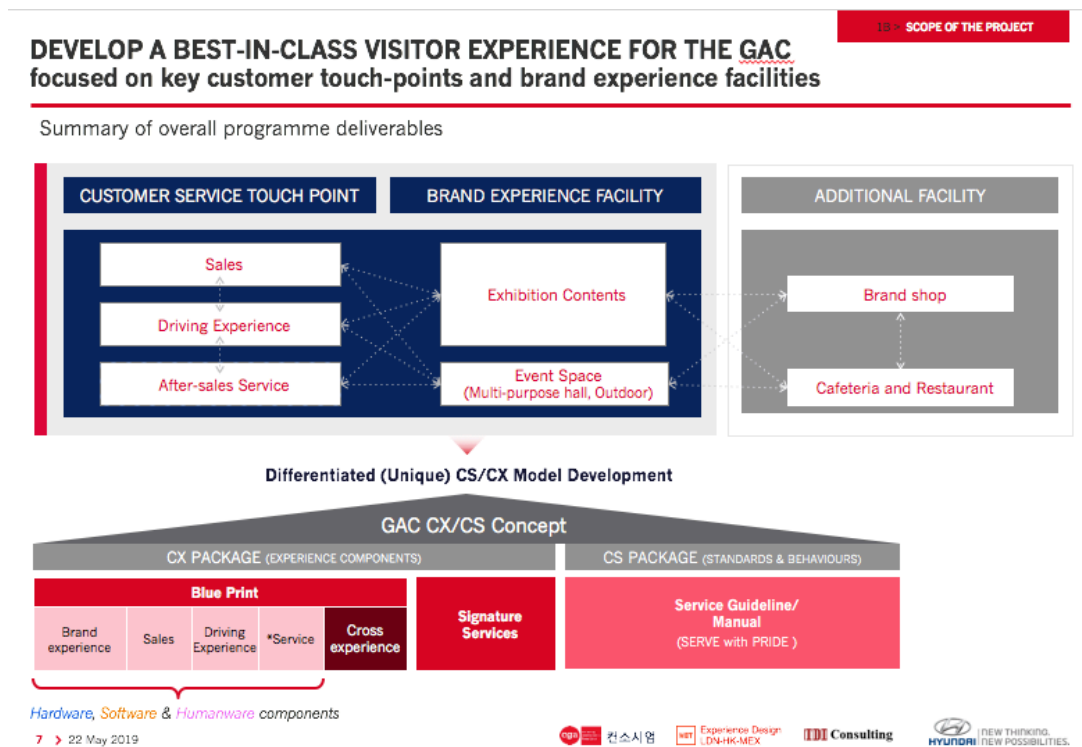
Insight & Implementation

The experience and service principles we devised deliver ingenious, effortless and empathetic interactions with customers in a way that expresses the car maker’s core brand values.

To create a best-in-class visitor experience for Hyundai, we developed a differentiated CS/CX model to deliver the experience blueprint and signature services.

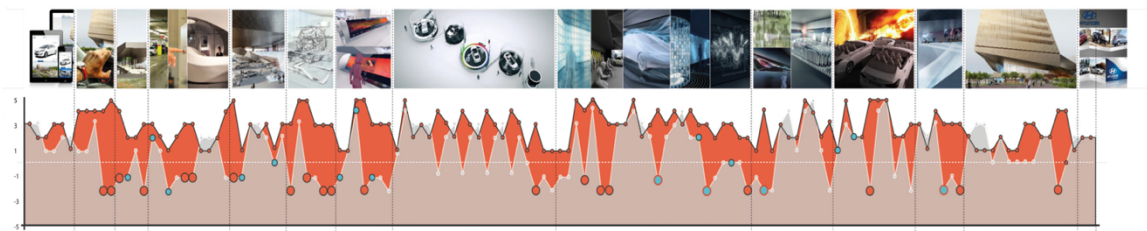
CGA developed the model after a rigorous review of experience management best practice, including:

- Getting insight from 10 secondary research areas, 13 benchmark studies, nine physical experience audits (Foundation Louis Vuitton, Globetrotter, BMW Welt & Museum, Heineken Experience, VW Glass Factory, Warner Brothers Studio (Harry Potter), Dennis Servers’ House, Futuroscope, and Cosmocabca), and three creative visitor groups
- Identifying and measuring 191 individual experience interactions covering the complete GAC experience, including driving and sales experiences. This uncovered 17 *pain points* for the GAC brand experience, 4 for the driving experience and 3 for the sales experience as well as eight *magic moments*.
- The development of initiatives and ideas to remove the pain points, build on the magic moments and leverage the opportunities that were presented through intelligent deployment of hardware, software and people (humanware).



The detailed customer journey insights were gained through the use of CGA’s proprietary Heartbeat® methodology, which brings the voice of customers to life and identifies where proactive intervention and change offer the greatest value. Heartbeat assesses the functional and emotional needs of customers and quantifies the gap between these and the customers’ perception of how well the business delivers them. It supports cultural change programmes while predicting where future focus will offer the greatest value through increased revenue, higher margins and better relationships.

Forrester Research’s 2015 global benchmarking report recognised Heartbeat® as one of the world’s leading journey mapping and measurement solutions and, uniquely, as a measurable master blueprinting tool for brands to design compelling and engaging experiences.



A Hyundai GAC customer journey mapped using Heartbeat, showing pain points and magic moments

The process involved re-examining who was the current market and which potential customers the brand could also serve. This required segmenting the audience into five core groupings which cover the majority of visitors. Some visitors fall into more than one category as they are not mutually exclusive. CGA devised an innovative approaches to segmentation, creating five distinct personas and laying out a set of objectives, needs and outcomes for each.

Some visitors will have more than one persona, so these were not designed to be mutually exclusive but, rather, to allow for the creation of world-class experiences for everybody visiting the GAC.

HYUNDAI'ISTS



Kim Hyundai – Government officer (AGE 45)

- Loyal supporter of Hyundai Motors (Avante, Sonata buyer)
- Hears about the new after-sales facility at the GAC and visits
- After visiting the brand experience facility with the free ticket he receives, his pride in being a Hyundai car owner increases

CULTURALISTS



Lee Jisu & Park Junyoung – University students (AGE 23)

- Same aged university couple who enjoy dates at various cultural events at least once a month
- Think that the GAC would provide a different cultural experience and visit it
- Prefer various themed programmes aside from cars

LEARNERS & EXPLORERS



Go Miju – Nurse (AGE 38)

- Working mum with 1 son, 1 daughter (pre-schoolers)
- Takes interest in facilities where she can spend time with her children over the weekends
- Strong desire to take her children to places of cultural activities with educational contents
- Hopes to spend a special day at the GAC with the family participating in the various programmes, kids' tour, driving experience, etc.

SOCIALISERS



Lee Heejung – Housewife (AGE 43)

- Sociable housewife who lives in Ilsan and enjoys brunches during the day
- Volunteers at a centre for the disabled during her free time
- Visits the GAC upon hearing about the new restaurant and learns of the special services for the disabled there

AFICIONADOS



Lee Taesu – Web designer (AGE 35)

- Car maniac who takes interest in all types of cars and motor vehicles
- Has a keen interest in trends and visits the GAC after hearing that it is the nation's first integrated brand experience complex
- Increased interest after hearing the Guru's passionate explanation of the cars and asks for sales consultation

The objectives, needs and outcomes for the personas were also specified.

	HYUNDAI'ISTS	SOCIALISERS	LEARNERS AND EXPLORERS	AFICIONADOS	CULTURALISTS
	Loyal supporters of the brand	Looking for somewhere to meet friends and hang out	Working parents with small children	'Car maniacs' interested in everything to do with cars	Interested in cultural events
OBJECTIVE	Attract prospective buyers and current owners to look at the range Create a brand community space	Attract visitors looking for new and fun places to visit Raise the profile of Hyundai as a brand that cares for them even if they don't own one	Attract parents of children and encourage them to bring youngsters to the GAC Raise the profile of Hyundai as a contributor to the local community Dispel perception that Hyundai is a brand for the older generation	Attract car lovers and raise the profile of Hyundai as a Modern Premium car Place Hyundai in brand preferences and consideration	Attract culture seekers Increase perception of Hyundai as Modern Premium brand that cares about the community and is a supporter of arts and culture Encourage the favourable consideration of a Hyundai car
NEEDS	See a wide range of vehicles in one place Complete routine maintenance in a convenient and comfortable environment Get more out of their ownership experience	Convenient, fun and comfortable place to meet with friends and family for leisure and exploration	Interesting and involving experience, safe and entertaining Things of personal interest to parents Opportunity to take time out and chill	Anything related to cars: technology, design, manufacture, history, driving experiences	New and engaging cultural or social attractions and events which regularly change

OUTCOME	Continue to display brand loyalty	Have GAC as part of the repertoire of places to regularly visit, have fun and relax	The perception that the GAC is a great place with educational value and interest that warrants repeat visits	The impression that Hyundai is building an exciting and interesting venue for car enthusiasts Keeping abreast of developments at GAC	The perception that GAC offers an interesting and stimulating place to visit and become a member of
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We also thought very deeply about the use of space from a customer's perspective. We looked at its purpose and how to use it to elevate the customer's emotional connection with the brand. We also examined what needed to go into it from design (rich simplicity, warm minimalism), to contents (authentic) and the quality of the experiences (engaging) it would offer.

From this, we developed the framework for a CX/CS model that was:

- Creative – innovative and ingenious,
- Simple – intuitive and effortless, and
- Caring – authentic and empathetic.

CGA recognises that great customer experiences require that head, heart and soul are harmonised and balanced. The GAC needed to be visually and technically impressive and highly relevant to the automotive industry (head), contain enhanced experiential and interactive and hands-on components (heart), and, through compelling story-telling, show that technology adds value and provides essential support for a modern lifestyle (soul).

Our CX/CS model delivers:

- *Brand Experience*
An immersive facility containing exhibitions, events, a brand shop, and cafeteria and restaurant offering signature services which supplement and improve visitor experiences, with key components providing increased interaction and participation
- *Sales Area*
Redefined processes which support the Gurus (salespeople) and Carmasters (dealers) with the development of components and environments which engage visitors and boost the presentation of cars
- *After-Sales*
Unique GAC after-sales experience components and the application of engine hardware components and processes
- *Driving Experiences*
Driving experience programmes differentiated from the general test drive and the development of exclusive driving experience components

These customer service touchpoints and brand experiences create a personal and caring service culture that ensures that the hardware, software and humanware that go into the GAC make the experience accessible and effortless, indulge the senses, are socially engaging, are real and genuine and are “human” and consider the emotions.



Detailed experience and service blueprints were drawn up and implemented to ensure that the entire programme was delivered according to the above specifications.

The programme was delivered on time and within budget and was managed through regular consultation with senior leadership.

RESULTS

A highly-detailed and granular set of brand experience blueprints was created to govern the end-to-end customer experience. Detailed service principles, visitor scenarios and stories were created for the five audience categories highlighting how to ensure that their needs and expectations were exceeded.

Role profiles and standards for all colleagues were drawn up detailing where they were to be stationed and precisely what they needed to do to ensure that the GAC’s brand blueprint and world-class customer service experience was consistently and enthusiastically delivered.

Colleagues have been given a clear set of expectations, metrics and KPIs around their roles and are trained on how to deliver these.

It was critical for us to prioritize workscope and define the best achievements in the beginning. My impression is that CGA was experienced in this area and has flexible approaches to deal with our requests.

Their unique methodology called Heartbeat was helpful to define the pain points to be improved, and magic moments to be reinforced.

Thanks to these efforts, we launched a successful customer journey and a few signature programs.

HALEY KWON, HYUNDAI