**Empathy Map – Relationship Managers**

|  |  |
| --- | --- |
| **WHO are we empathizing with?** | * Relationship managers (RM’s) at a call management center (CMC) for a major travel company. * RM’s perform the most important role in the CMC, communicating over-the-phone to customers and making sales of holiday packages. They make outbound calls and accept inbound calls from customers and assist them in purchasing a varying number of holiday packages. * This process however is bottlenecked by the rate of customers an RM can attend to. They currently need a system that would allow dynamic call flow rate control and allow RM’s to be matched with clients based on skills and customer profiles. |
| **What do they need to DO?** | * To properly implement a system that improves the call flow rate, RM’s need to formulate new approaches to their marketing techniques. As the system can match end-customers looking for certain holiday packages to RM’s who are knowledgeable about that destination, it would be beneficial to have RM’s who are experienced in the major travel destinations and seasonal destinations i.e. ski resorts. * As the main goal is to increase the call flow rate, we can verify if the system has made an improvement by examining the amount of calls that were put on hold and the number of those that disconnected while waiting. |
| **What do they SEE?** | * As a RM’s job is to facilitate sales to end-customers over-the-phone, it is fair to consider that they do not have a visualization of their client. To assist them, the system can display customer details and a script to help guide the sale. |
| **What do they SAY?** | What have we heard them say?   * RM’s spend most of their time on the phone to customers, discussing details about holiday packages and answering queries. * The amount of holiday packages and their different natures complicate our jobs.   What can we imagine them saying?   * If there was a way to profile and segment customers before they came through, it would better equip us to help them. * I feel like I waste too much time taking on customer inquiries I’m not fit to handle |
| **What do they DO?** | What do they do today?   * Take and conduct incoming and outgoing calls * Use script and standard selling techniques for most customers   What behaviour have we observed?   * Customers are already being segmented based on cultural and social aspects * Relationship managers trying their best to be timely and efficient   What can we imagine them doing?   * Reading through customer profiles and assessing their own sales skills to see their chances of converting into a sale |
| **What do they HEAR?** | What are they hearing from colleagues?   * My ability to make sales would be assisted by a dedicated system * I feel too tired from multiple calls and failed conversions * There’s a lot of holiday packages to undertake |
| **What do they THINK and FEEL?** | **Pains**  What are their fears, frustrations, and anxieties?   * I feel too locked in by my initial profile evaluation * This is a high-value customer, I don’t want to disappoint them or lose the sale * I am not meeting my targets, will I make the budget for this month?   **Goals**  What are their wants, needs, hopes and dreams   * I want to be the most effective salesman * I want a way to see and improve my KPI’s to better serve customers * I need a way to better handle so much information in my job |
| What other thoughts and feelings might motivate their behaviour? | * Thoughts of how I can satisfy my manager * Feelings of stress and exhaustion after long calls and low conversion. * Relief, achievement, confidence after satisfactory customer interactions. |