Empathy Map – Relationship Managers

1. 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.

1. 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.

1. 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.

1. What do they SAY?

* RM’s spend most of their time on the phone to customers, discussing details about holiday packages and answering queries.