

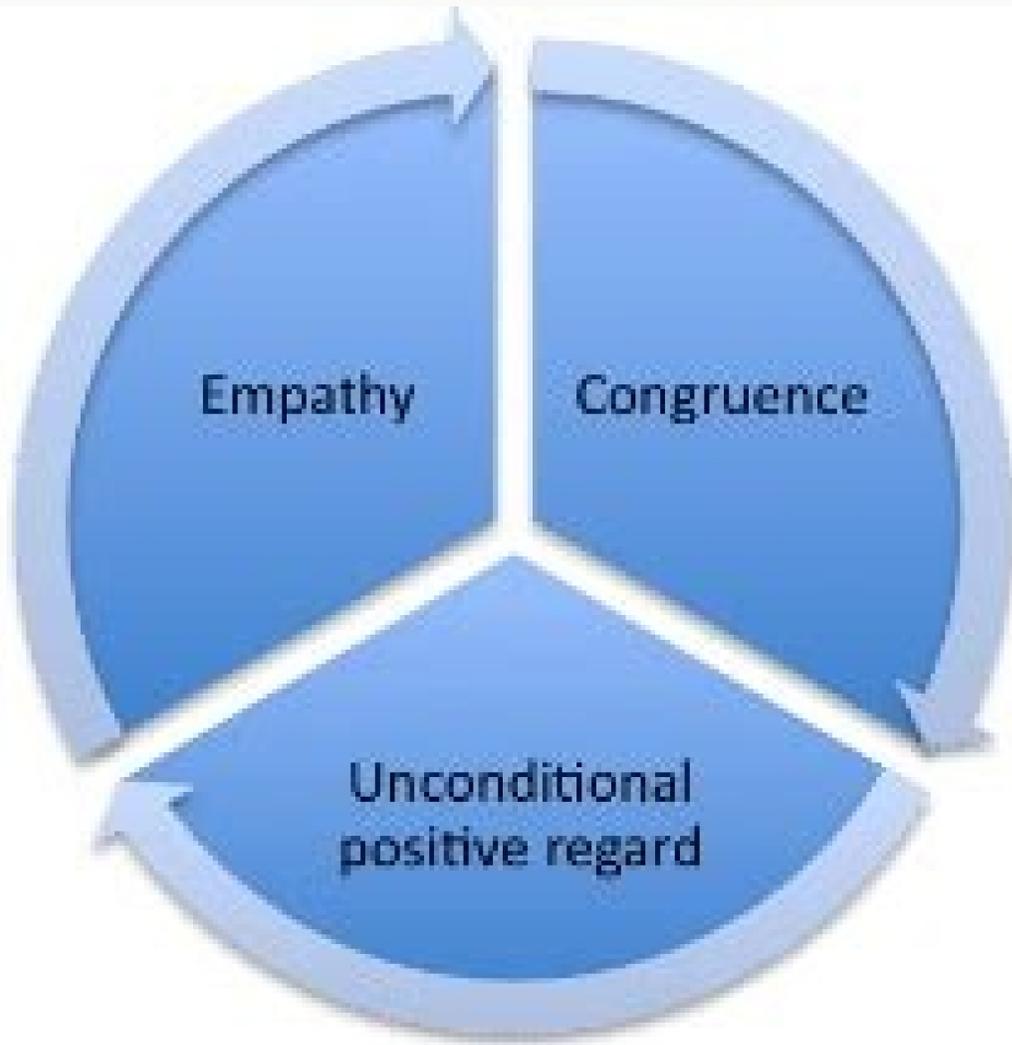
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Key Takeaways

Envisioning new digital solutions and spending these to market requires much more than developing a cool website or Mobile App. It requires a comprehensive approach to uncovering real customer needs and wants and creating a blueprint for how to deliver these capabilities. The key takeaways include:

- More than ever, there is a growing need to bring together Tech teams who are developing "cool stuff" based on assumptions about what digital solutions should look like and business stakeholders who rightfully continue to re-evaluate a company's value proposition in a continuously shifting and morphing digital marketplace. The latter can be challenging as organizations are faced with having to leverage decades of investments in people, process and technology to deliver well-defined business solutions versus creating new ones that typically cause significant organizational disruption.
- Customer journey mapping is a crucial first step in uncovering integration challenges and impacts to a company's structure, governance model and underlying operating processes.
- API management is key in ensuring a company's digital aspirations can be executed and that delivered solutions meet and exceed performance expectations. It's also a key aspect of ensuring the long-term viability of APIs and the overall integration ecosystem.

Aside from addressing fundamental customer journey needs and establishing a suitable integration and API architecture, too often, basic use case modeling, systems sequence mapping and performance modeling techniques are pushed aside in the name of agile development. The results can be devastating as systems under perform, are costlier to develop and maintain, or create huge security risks. Companies should invest wisely in their people to fine tune these skills. It's a critical competency that has to be in place in order to successfully think through and engineer the "art of the possible."



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should attempt to keep the communication with the customers as consistent as possible to make customers to return to the business (cf. Grönroos 2007, 147). Calloway (2005, 19-20) for example points out that companies need to maintain continuous contact with their customers on an ongoing basis in such way that strengthens their relationships.

Although service is intangible it provides satisfaction to the customers through an interaction of one person with another (Balachandran 2004, 2). However, services can also be divided into high and low contact services. In the high contact services presence is necessary and thus, the physical facilities and process are more important. In the low contact services presence is not necessary and the service provider and the customer can be located far from each other. (Balachandran 2004, 207.) Amos, Elson and Griffiths (2001, 65) underline that service needs to be more focused on the individual end-users satisfying the perception and expectation of each customer and providing them with extra value while at the same time enhancing the profitability of the company. In the next chapter particular theories are introduced on how service businesses can outline their customer interaction process for better quality management.

2.2 Customer interaction process architecture

According to Olsen and Teare (1992, 174) to support the overall corporate effectiveness companies should have a fairly comprehensive perspective on achieving both internal efficiency (competency) and innovation. Kullvén and Mattsson (1994, 17) argue that the management control in services must be based on operations, such as a process in order to make visible the activities aimed at customer satisfaction. The first internal alignment proposition in firms' strategic implementation deals with the organization's production/service process, thus the way in which tasks are organized to transform organizational inputs into outputs (Olsen & Teare 1992, 174). According to Harmon (2003, 78-79) "a process is a sequence of activities that achieved a business goal". Harmon (2003, 79) argues that a process is comprised of business processes which are large-scale processes, sub processes, and activities.

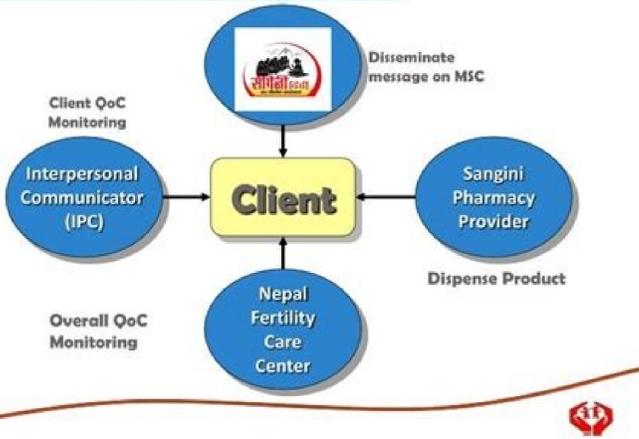
Generally, a process consists of two main types of activities: operational activities and customer service activities. The first is needed to deliver the service to the customer and the latter indicates the personal interactions between the customer and the service provider. These together influence the quality of the service. (Ramaswamy 1996, 130-131.) In comparison to manufacturing, in the service industry systematic analytical methodologies are less commonly used in designing processes (Looy, Gemmel & Van Dierdonck 2003, 263). Selected approaches to how companies in the hospitality industry can generate service processes in their customer interaction are discussed next. Although there are variety of ways how service processes can be discovered in this

UX Strategy Blueprint

- Challenges
- Aspirations
- Focus Areas
- Guiding Principles
- Activities
- Measurements

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Client-centered Approach



Form of psychotherapy developed by psychologist Carl Rogers Person-centered therapyMeSHD009629[edit on Wikidata] Person-centered therapy, also known as person-centered psychotherapy, person-centered counseling, client-centered therapy and Rogerian psychotherapy, is a form of psychotherapy developed by psychologist Carl Rogers beginning in the 1940s[1] and extending into the 1980s.[2] Person-centered therapy seeks to facilitate a client's self-actualizing tendency, "an inbuilt proclivity toward growth and fulfillment", [3] via acceptance (unconditional positive regard), therapist congruence (genuineness), and empathic understanding.[4][5] History and influences Person-centered therapy was developed by Carl Rogers in the 1940s and 1950s.[6]:138 and was brought to public awareness largely through his highly influential book Client-centered Therapy, published in 1951.[7] It has been recognized as one of the major types of psychotherapy (theoretical orientations), along with psychodynamic psychotherapy, psychoanalysis, classical Adlerian psychology, cognitive behavioral therapy, existential therapy, and others.[6]:3 Its underlying theory arose from the results of empirical research; it was the first theory of therapy to be driven by empirical research,[8] with Rogers at pains to reassure other theorists that "the facts are always friendly".[9] Originally called non-directive therapy, it "offered a viable, coherent alternative to Freudian psychotherapy. ... [Rogers] redefined the therapeutic relationship to be different from the Freudian authoritarian pairing. "[10] Person-centered therapy is often described as a humanistic therapy, but its main principles appear to have been established before those of humanistic psychology.[11] Some have argued that "it does not in fact have much in common with the other established humanistic therapies".[12] but by the mid-1960s Rogers accepted being categorized with other humanistic (or phenomenological-existential) psychologists in contrast to behavioral and psychoanalytic psychologists.[13] Despite the importance of the self to person-centered theory, the theory is fundamentally organic and holistic in nature,[14][15] with the individual's unique self-concept at the center of the unique "sum total of the biochemical, physiological, perceptual, cognitive, emotional and interpersonal behavioural subsystems constituting the person".[16] Rogers coined the term counselling in the 1940s because at that time psychologists were not legally permitted to provide psychotherapy in the US. Only medical practitioners were allowed to use the term psychotherapy to describe their work.[17] Rogers affirmed individual personal experience as the basis and standard for living and therapeutic effect.[6]:142-143 This emphasis contrasts with the dispassionate position which may be intended in other therapies, particularly the behavioral therapies. Hallmarks of Rogers's person-centered therapy include: living in the present rather than the past or future; organicistic trust; naturalistic faith in one's own thoughts and the accuracy in one's feelings; a responsible acknowledgment of one's freedom; and a view toward participating fully in our world and contributing to other peoples' lives.[citation needed] Rogers also claimed that the therapeutic process is, in essence, composed of the accomplishments made by the client. The client, having already progressed further along in their growth and maturation development, only progresses further with the aid of a psychologically favored environment.[18] Although client-centered therapy has been criticized by behaviorists for lacking structure and by psychoanalysts for actually providing a conditional relationship,[6] it has been shown to be an effective[clarification needed] treatment.[19][20][21][22] The necessary and sufficient conditions Rogers (1957; 1959) stated that there are six necessary and sufficient conditions required for therapeutic change:[6]:142-143 Therapist-client psychological contact. A relationship between client and therapist must exist, and it must be a relationship in which each person's perception of the other is important. Client incongruence: Incongruence (as defined by Carl Rogers; "a lack of alignment between the real self and the ideal self") exists between the client's experience and awareness. Therapist congruence, or genuineness: The therapist is congruent within the therapeutic relationship; the therapist is deeply involved—they are not "acting"—and they can draw on their own experiences (self-disclosure) to facilitate the relationship. Therapist unconditional positive regard: The therapist accepts the client unconditionally, without judgment, disapproval, or approval. This facilitates increased self-regard in the client, as they can begin to become aware of experiences in which their view of self-worth was distorted or denied. Therapist empathic understanding: The therapist experiences an empathic understanding of the client's internal frame of reference. Accurate empathy on the part of the therapist helps the client believe the therapist's unconditional regard for them. Client perception: The client perceives, to at least a minimal degree, the therapist's unconditional positive regard and empathic understanding. Core conditions It is believed that the most important factor in successful person-centered therapy is the relational climate created by the therapist's attitude to their client. The therapist's attitude is defined by the three conditions focused on the therapist, which are often called the core conditions[citation needed] (3,4, and 5 of the six conditions): Congruence: The therapist is willing to transparently relate to clients without hiding behind a professional or personal facade. Unconditional positive regard: The therapist offers an acceptance and prizing of their client for who they are without conveying disapproving feelings, actions, or characteristics and demonstrating a willingness to attentively listen without interruption, judgement, or giving advice. Empathy: The therapist communicates their desire to understand and appreciate their client's perspective. Processes Rogers believed that a therapist who embodies the three critical and reflexive attitudes (the three core conditions) will help liberate their client to more confidently express their true feelings without fear of judgement. To achieve this, the client-centered therapist carefully avoids directly challenging their client's way of communicating themselves in the session in order to enable a deeper exploration of the issues most intimate to them and free from external influence.[23] Rogers was not prescriptive in telling his clients what to do, but believed that the answers to the clients' questions were within the client and not the therapist. Accordingly, the therapist's role was to create a facilitative, empathic environment wherein the client could discover the answers for themselves.[24] See also Humanistic psychology Critical psychology Human Potential Movement ELIZA References ^ Rogers, Carl R. (1942). Counseling and psychotherapy. Cambridge, MA: Riverside Press. 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