

THE SERVICE DESIGN AWARD



Helping Sweden Drink Better – Not More

Improving the customer experience of Systembolaget, the Swedish national alcohol monopoly

“We went from simply distributing alcohol to advising our customers on what’s good to drink”

1. OVERVIEW

SYSTEMBOLAGET & THE MONOPOLY

In Sweden there is a monopoly for selling alcohol, which is controlled by Systembolaget. Their job, as defined by the Swedish government, is to minimize alcohol-related problems by selling alcoholic beverages in responsible way without any motivations for profit. This means that they are the only vendor allowed to sell beverages exceeding 3,5 volume per cent alcohol. The monopoly is a hot topic in Sweden, and has been challenged even more after Sweden became a EU-member. Especially at the time when this project was initiated, the idea of abolishing the monopoly in return for a free competitive market was a hot topic.

SELLING WITHOUT INCREASING SALES

To strengthen its position and to be able to carry out its mission, Systembolaget set out to redesign the way they approached their customers to be both welcoming and professional, while still keeping focus on their primary assignment.

SYSTEMBOLAGET & TRANSFORMATOR DESIGN

Transformator Design was charged with the task of helping Systembolaget develop an improved channel-independent customer experience that would strengthen the public support for the alcohol monopoly in Sweden without increasing sales in store.

2. PROCESS

GENERAL CUSTOMER INTERACTIONS

Conversations with customers regarding: the role of Systembolaget in society, the customer’s processes and shopping behaviors and the store as a channel and central touchpoint. It was important to acquire a deep understanding of the customer’s driving forces, interests, abilities and needs. Through open-ended and semi-structured conversations with the customers about their errands we were able to compose a clear in-depth mapping of their process of purchase, before, during and after their visit to Systembolagets stores.

ANALYSIS, AREAS OF IMPROVEMENT & IDEA GENERATION

We identified three different in-store customer behaviour patterns: the straight-to-the-point, the perplexed and the connoisseur. By using customer journey maps to map each behaviour pattern we could identify which touchpoints were essential to meet, as well as the ones that added significant value to each of the behaviour patterns. As a result we had a solid foundation for prioritizing the areas of improvement as a foundation for idea generation.

TRIGGER MATERIAL AND DETAILED CUSTOMER INSIGHTS

We conceptualized our ideas into solutions and used them as basis for new interactions with the customers in two iterative loops. The concrete and visually appealing trigger material made it both more intuitive and easier for the customers to relate to and interact with.

3. THE BENIFITS OF DESIGN

ESTABLISHING THE VOICE OF THE CUSTOMER

In order to ensure implementation of the findings we, together with the client, anchored the results in several key internal forums within Systembolaget. We represented the voice of the customer and their needs by informing and inspiring the employees in order to consolidate the customer insights and make them usable. Our delivery worked as a powerful catalyst for a customer-centric approach and is now deeply embedded in the organisation.

DELIVERY OF AN IMPROVED CUSTOMER EXPERIENCE

We were able to specify the solutions with highest potential of having a positive impact on customer satisfaction, while also being feasible for Systembolaget to implement. They adapted their services to meet customer behaviors and the customer’s needs in all situations.

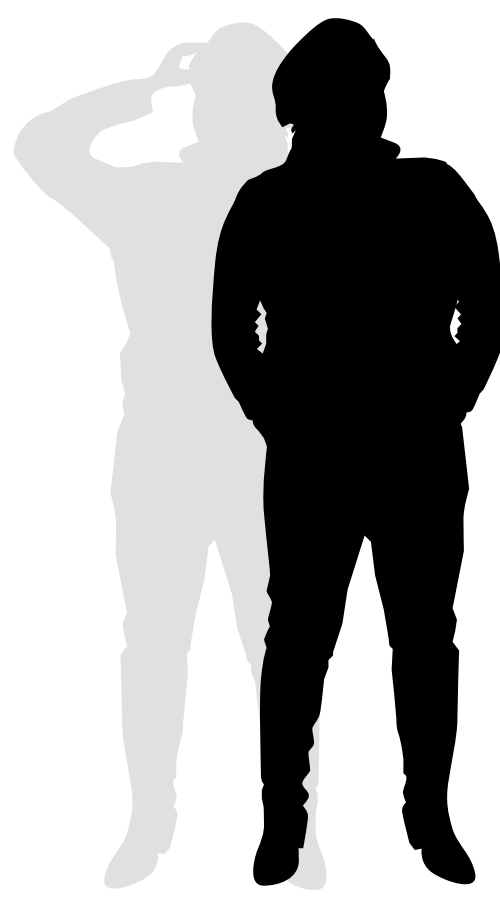
THE CUSTOMER JOURNEY MAP

The customer journey visualizes the three different instore customer behavioral patterns with all the unique touchpoints in the same map. This mapping allowed us to discover which touchpoints and areas of improvements that were common in all the journeys and thus supported prioritization to achieve the greatest effects.

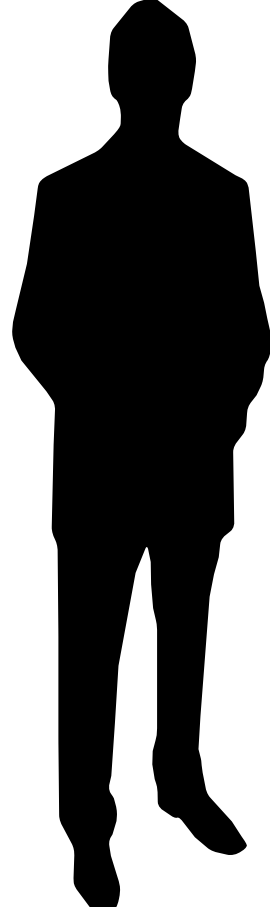
IDENTIFIED GROUPS OF NEEDS AND BEHAVIORS



ADAPT TO STRAIGHT-TO-THE-POINT



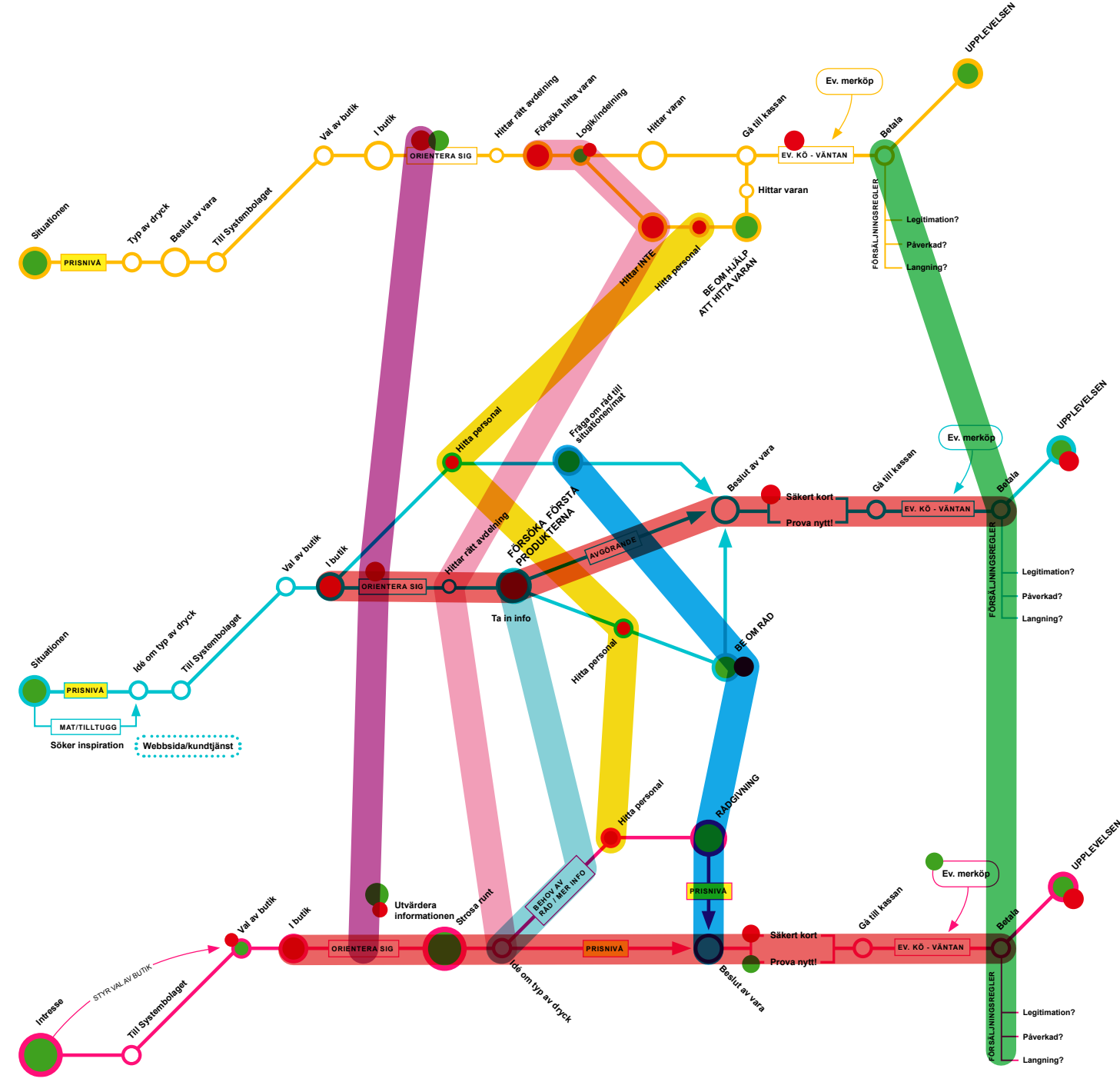
HELP PERPLEXED TO BECOME INFORMED



ADAPT TO THE CONNOISSEUR

IDENTIFIED AREAS FOR IMPROVEMENT

- STORE AND ATMOSPHERE
- ORIENTATING
- PRODUCT DESCRIPTIONS
- ADVICE
- STAFF
- ADDED SERVICES
- OUR MISSION



4. EFFECT

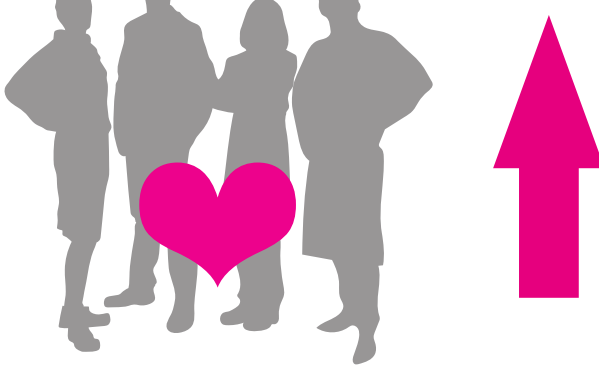
BASED ON OUR RECOMMENDATIONS AND SERVICE CONCEPT SYSTEMBOLAGET HAS:

- Changed the culture of what they do. They went from distributing alcohol to advice the customer on the beverage that would best fit their needs.
- Developed a service that helps customers match beverages to different meals and occasions.
- Changed the personal perception of the employees from being simple warehouse staff to being experts on beverages and related goods.
- Designed new employee uniforms that highlight their knowledge and competencies. The uniforms now indicate style, service and ‘restaurant’.
- Changed the way the products are displayed and organized on the shelves to accomodate the different customer behavioral patters.
- Organised the product information based on the different customer behavioral patterns.
- Changed the way and tone of informing about Systembolagets mission and their role in society from lecturing to a more creative and inspirational approach.



SYSTEMBOLAGETS TURNOVER IS INCREASING, BUT NOT SOLD VOLUMES. THE SWEDES ARE DRINKING BETTER - NOT MORE

Systembolaget



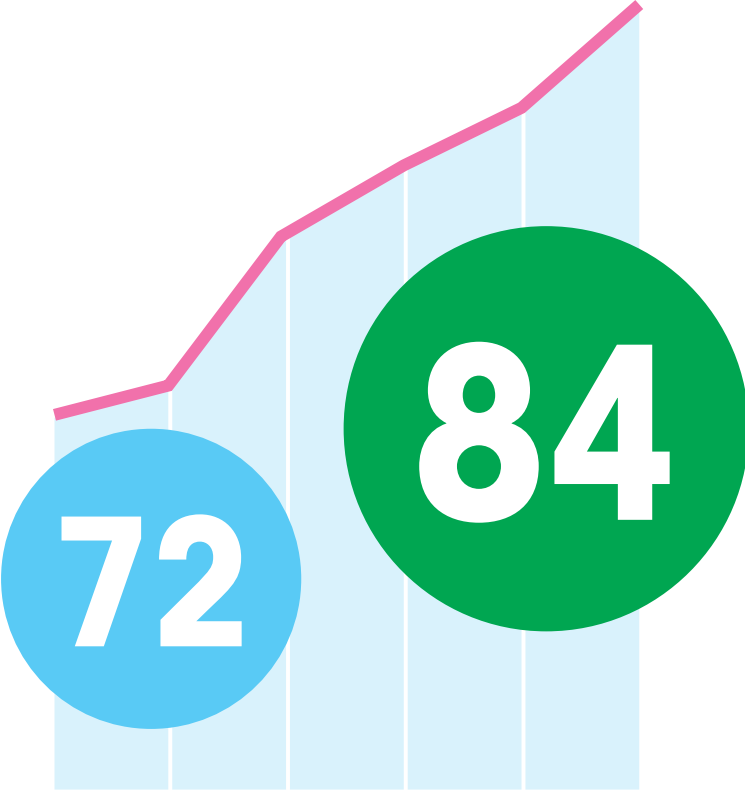
INCREASED EMPLOYEE SATISFACTION

Systembolaget



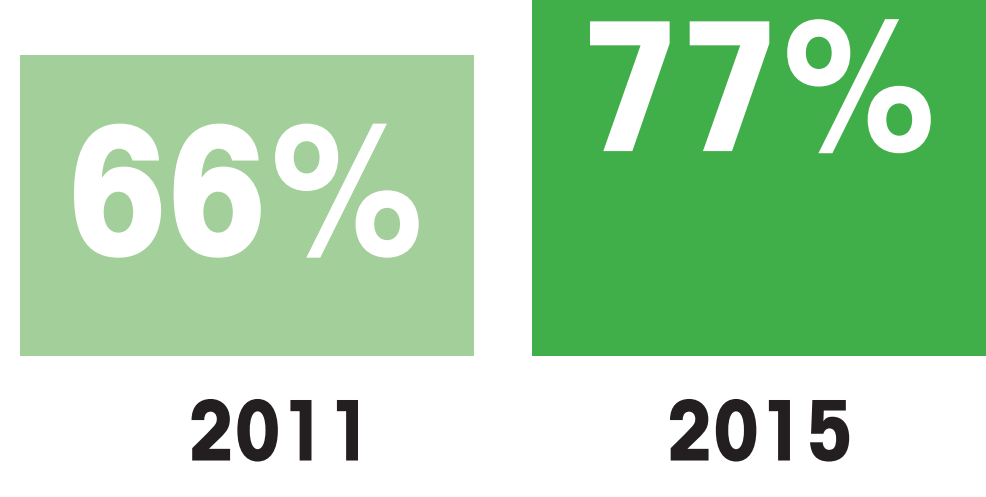
AWARDED “BEST SERVICE ORGANISATION” THREE YEARS IN A ROW

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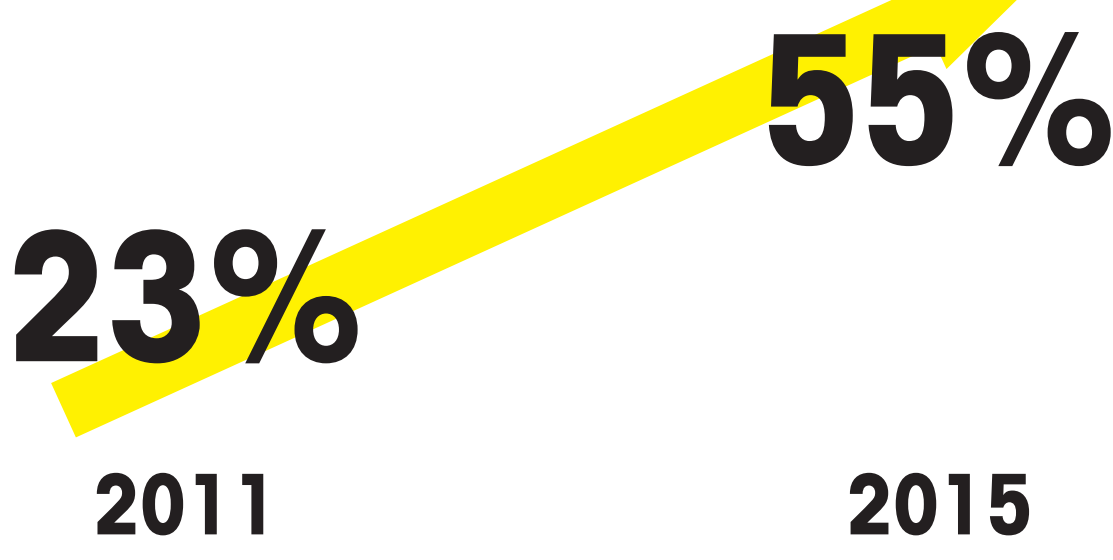
INCREASED CUSTOMER SATISFACTION INDEX

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SWEDES HAVE GREATER TRUST IN SYSTEMBOLAGET AND WANT TO KEEP THE MONOPOLY

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INCREASED EMPLOYEE SERVICE PROACTIVITY

Systembolaget