



## our experience and capability

### examples of past work

#### Co-creating a membership model

##### Challenge

Thinkplayact was engaged by a major research body (research centre for carbon capture, storage and reutilisation). The organisation was vulnerable to government policy of the day and was struggling to retain their membership base (energy sector). It needed to create new value in order to retain members and remain sustainable.

##### Approach

We delivered a series of co-creation workshops, bringing the the research body together with its key members (Rio Tinto, Chevron, CSIRO etc). Our workshops focused on:

- Customer personas, customer experience & utility mapping
- Reconstructing market boundaries
- Strategic Planning

##### Outcomes

Deeper insights into customer experience and work across market boundaries led to plans to reposition the organisation from carbon capture to carbon management, to engage members in research and prioritisation and the development of global consulting services. A new business model was recommended that considered: open innovation platforms, crowd-sourcing scientific expertise and creating new co-created projects within the energy sector.

#### Creating a vision for Melbourne Convention & Visitors Bureau

##### Challenge

Engaged by the new CEO of Melbourne Convention & Visitors Bureau (now MCB) to create the 5 year strategic vision and implementation plan. Followed by engagement to deliver on annual plans, government engagement strategy and innovation training of leadership team.

##### Approach

The approach to the project included:

- Stakeholder focus group meetings with government, industry bodies, MCEC, major hotels, RTOs, tourism operators.
- Vision, mission and values
- Strategic planning based on balanced scorecard
- Aligning organisational structure and operations to strategic vision

##### Outcomes

Our work with the CEO and leadership team led to a renewed vision for MCVB, a deeper focus on stakeholders/members. It resulted in the two most successful years in Melbourne Convention Bureau's history which has been attributed to it's focus on stakeholders and the alignment of strategic vision and operations.



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#### Co-designing an improved student experience

##### Challenge

Thinkplayact was engaged by a leading Australian university to redesign the student application experience. The university was challenged by a student application process that was time-consuming, confusing and difficult to navigate in part because of the many (siloed) departments with responsibilities in the student application journey. Past attempts at creating a holistic approach had not succeeded. The university wanted to create one seamless customer journey and experience for students. One that was easy to understand, timely and reflected the university's student value proposition.

##### Approach

Thinkplayact delivered a program that combined research, innovation consulting and co-design workshops. At every step we placed the student at the heart of designing the new journey and experience. The project included:

- In-depth research (interviews) to understand student applicant's journey and experience.
- Customer journey maps designed to provide a visual representation of the customer experience overall and the application process (by student type in particular).
- Cross industry research to understand user experience and global best practice and innovations for the application process (across multiple industries).
- Delivery of two co-design workshops attended by decision makers across the university (and students) that focus on:
  - Insights into the customer journey and experience
  - Co-designing ideas to create a better customer journey and experience
  - Co-designing future 'disruptive' innovations
- A report outlining key insights and recommendations for creating a better customer experience.

##### Outcomes

The project led to the design of a seamless student application experience which delivered on the university's student value proposition. The new student application process offered a streamlined application process which provided world-standard UX and student support across (and beyond) the application experience. The project also uncovered opportunities and innovations to help the university to grow and respond to sector disruption (the future of work, technology and education).

The project led to greater understanding and collaboration across internal siloes and opened the way for ongoing collaboration and co-creation.



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## Creating new growth for a software company

### Challenge

Engaged by the Board and CEO of a software company who had achieved market dominance in the health sector and was looking to new growth opportunities. This was to support aggressive new growth targets set by the board.

### Approach

The approach to the project included:

- In-depth customer interviews with multiple players across the value chain (hospitals, medical suppliers, distributors) to understand the customer journey and experience and their broader goals and challenges.
- Co-creation workshops with decision makers across the organisation including:
  - Customer insights workshop
  - Co-design new customer experience and new growth opportunities
- Industry research into possible industries for future growth
- Report of key insights and recommendations for current and future growth

### Outcomes

The project revealed a significant opportunity for growth in the company's existing market place targeting an aligned but ignored market segment in the supply chain. Not only would this create new market growth, it would significantly improve the perceived value and experience for existing customers (both hospitals and suppliers). It was determined that other industries (energy sector, construction, retail) had similar supply chain structures and challenges. This provided a low-risk, lower-cost strategy to create new customer value and market growth in their existing market which could then be tailored for market entry into new growth industries.

A deeper understanding of the customer experience and the pain points and frustrations customers were experiencing (specific to and beyond the touchpoints customers had with the company) led to the creation of a suite of new customer value initiatives that offered greater support and education across the customer experience. This led to the development of a new business model and the merge of 3 subsidiary businesses to create a seamless and integrated customer experience while also delivering operational efficiencies.

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## Improving customer experience and designing for the future for Spirit of Tasmania

### Challenge

Engaged by the CEO of Spirit of Tasmania to work with the executive team to develop initiatives for improved customer experience, new customer value and explore innovations for the future. The organisation was already committed to customer-centricity and were looking at ways to take the next step in creating better customer experiences.

### Approach

The approach to the project included:

- Two co-design workshops with executive team including:
  - Customer insights workshop
  - Co-designing improved customer experience workshop
- Research and insights through Spirit of Tasmania's customer experience platform
- A report outlining customer insights, a suite of interventions and innovations to improve customer experience and recommendations to develop a customer-centric organisation and culture.

### Outcomes

The project led to a suite of strategies to improve customer experiences. A program of new (and tailored) communications and processes was designed, including improvements to the booking process, pre-travel experience, on-board experience and post-travel communications. It included redesigning the boarding and disembarking process that would reduce boarding time by 25-50% (addressing a pain point that had previously been thought unsolvable).

Additional innovations were explored that will influence the design of a new ship, the creation of a customer-centric culture and a commitment to on-going customer improvements.



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#### Re-thinking regional economic development

##### Challenge

Engaged by Regional Development Victoria to deliver the 5 year umbrella marketing strategy for regional Victoria. Purpose of the strategy was to attract relocation and investment in Regional Victoria.

##### Approach

The approach to the project included: 24 focus group meetings (included: council, RTOs, EDMs, industry bodies, business groups, major employers, administrators hospitals & universities); a customer journey research project, consultation with: Regional Development Victoria, Minister's Office, Business Vic, Invest Vic, Regional Cities Victoria, Rural Councils Victoria), and development of strategy and recommendations.

##### Key Insight

It was the 'connections' with community that facilitated relocation and more importantly determined its success.

Our unique insight: Communities could be engaged to create 'connections' with potential relocators, thus making communities responsible for economic development as well as state and local governments

##### New Initiatives

##### Regional Living Expo

We developed the project plan for a Regional Living Expo – bringing Victoria's 38 regional councils to Melbourne to showcase living and working in regional Victoria.

##### Outcomes

Over 80 exhibitors and 10,000 visitors attended the expo each year for three years. It has resulted in significant promotion of regional Victoria and successful relocation.

##### Regional Open Day

We independently created an regional open day designed to connect regional Victoria with potential relocators. Regional towns hosted potential relocators over a weekend and connected them with employers, schools, businesses, social groups and families in the town. The project was funded by Regional Cities Victoria and Rural Councils Victoria and supported by Regional Development Victoria.

##### Outcomes

23 regional cities and rural towns participated in the program. It led to significant relocations of families (up to six per region) and businesses within six months of the event. It has resulted in significant economic outcomes including new business and job creation. Importantly it has engaged communities in attracting and welcoming relocators into their region. (case studies available)



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#### Re-creating a utility services business

##### Challenge

Engaged by the CEO of the national utility services industry seeking to create a new business model to support growth in the face of a threat of digital disruption to their core business (billing).

##### Approach

We facilitated blue ocean strategy innovation workshops with the leadership team with focus on: customer-centric innovation, customer experience and utility modelling, restructuring market boundaries, creation new customer value.

##### Outcomes

A focus on creating customer-centric innovation led the business to identify new markets (eg: residents), identify customer pain points against which the created a series of new value propositions, a business model and communications framework for two inventions of international significance. One is an energy saving measure that will have significant impact on water usage, and the other an innovative metering system for strata title apartments. This is a completely new business model that creates new revenue streams and will ensure the company is sustainable into the future despite the eventual loss of core business.

#### Honourable mentions

##### New Market Creation

Appointed by CEO of QSR International, a global research software firm that had achieved global market dominance and sought new market growth. Facilitated a Blue Ocean Strategy an business model innovation program (including strategic pricing) which led to the very successful creation and launch of a new product for government in UK and USA.

##### New Value Creation

Appointed by CEO of major association in financial services industry. A blue ocean strategy innovation program and board strategic planning project has led to a strategic plan that positions the organisation for future growth. It also includes the the creation of an entirely new business proposition that could to revolutionise the superannuation industry.

##### Co-creating Family Services

Innovation work with the NGO in youth and family services has lead to new innovations in foster care and family services. We are currently developing a co-creation innovation program across all stakeholders in family services to create a seamless and integrated client experience for people seeking support of family services.



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