

CUSTOMER EXPERIENCE & SUCCESS

03 WHY YOU CAN'T IGNORE CUSTOMER SUCCESS

05 MEASURING WHAT MATTERS TO CUSTOMERS

10 AI IS TRANSFORMING CUSTOMER EXPERIENCE



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CUSTOMER EXPERIENCE & SUCCESS

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CUSTOMER SUCCESS

Why firms can't afford to ignore customer success

Long-term proactive engagement with customers to drive value from products and services will result in a healthy bottom line, but requires buy-in to make the required culture change

Iman Amrani

Technology has rapidly changed the ways in which companies and businesses approach growth and retention of clients. Customers research products through digital channels and recommendations before engaging with sales and marketing professionals, social media giants act as gatekeepers for reaching new audiences, and targeted ads are becoming increasingly expensive and easy for customers to filter out or ignore.

As the process of acquiring customers has changed, so too has the process of retaining them. With so much choice, subscription models that allow customers to opt out whenever they wish are increasingly popular in everything from gym memberships and phone contracts to entertainment and music. User behaviour across the board has replicated this as customers value experience and flexibility above price or product.

These factors, plus the fact that customers both in business-to-consumer and business-to-business environments are reluctant to lock themselves into contracts or packages, mean the goal posts have had to move.

As acquiring new customers becomes more costly, and customers can freely and easily take their business elsewhere, the focus naturally shifts towards proactively retaining them by ensuring their needs are met and that they are kept happy. After all, happy customers who can give trusted recommendations are the healthiest way for a business to combat customer churn.

This is why customer success is increasingly important for growth. Although customer success exists alongside customer support, it is different in several key ways: it is proactive rather than reactive, it aims to drive value from the product or service rather than resolving issues and it is focused on the long term, rather than the short term.

While there are varying definitions of customer success, generally speaking the key principles remain the same. The first point is the mission, the foundation upon which you can build customer success strategy. This is about values, but can essentially be summed up by goals such as creating a positive image and reputation.

Next is customer journey. This includes mapping out how customer interactions should best happen,



Westend61/Getty Images

which prepares organisations to think about the next step: people. With the right teams in place, with clear roles and responsibilities outlined, they can focus on process which is where the bulk of the detailed work happens.

The process has to be constantly assessed and built on over time to make sure it is as honed and effective as possible, tailored to the needs of the customer. Technology can be brought in at this stage to help create solutions, give support, and speed up and monitor processes.

This brings us to the final destination: measurement and iteration. At each step it's important to monitor and reflect on efficacy to ensure customer success is fully aligned with the processes.

Customer success is most clearly prevalent in the world of software,

particularly with software-as-a-service companies. InfoTrack is a platform that offers technology services to law firms which helps them process time-consuming administrative business concerning housing, commercial property, land registry, and HM Revenue and Customs. Some of the processes have already been digitised, others are manual and there is no membership or subscription model, so customer success is integral to their business strategy.

"We are continually taking back customer feedback," says Adam Bullion, general manager of marketing at InfoTrack. "We operate a model whereby after every call the customer is asked to rate their call from one to four which generates a report at the end of every day." These immediate responses

are handled by account managers whose job it is to make sure clients are making the most of the services, so they can save time and be cost efficient, thus showing InfoTrack's solution is the best available to their clients.

For customer success to work for companies like InfoTrack, there has to be an integrated approach to culture, and change both within the company itself and with relation to clients.

"To get the best out of a client success, you have to bring them on a journey," says Mr Bullion. "You can't just train them on the software; you have to really work with them to understand why things need to be done in a different way. This makes the change easier to implement, which in turn makes success easier to achieve."

But clients can only be successful if internal teams providing the services are given the tools to help them manage changes. "A lot of businesses lose sight of the fact that they need to give their teams the tools to help their client, and make sure they are invested and driven to help these changes be implemented," he says.

This means key performance indicators need to be visible to the whole business, not just executives, and that there is a full understanding of the client's bigger objectives and long-term needs. This in turn means that customer team culture is important to bear in mind. These teams hold valuable experience and information, which can be useful for improving processes and services geared to customer success; they need to feel listened to, so they feel driven and motivated.

In Walker's *Customer 2020* report, three main points are outlined as essential for business-to-business environments: firstly, customers will expect companies to know their business intimately and personalise the experience; secondly, customers will expect companies to be more proactive, anticipating their current and future needs; and thirdly, customers will determine the experience they want and will expect companies to enable that experience through various channels, including mobile, social, and personal interactions.

Together these outline the culture shift in businesses to a customer-centric approach which, while presenting challenges, ultimately means companies working together have to communicate, act and succeed together. ●

70% of organisations believe that providing an easy resolution is the most important requirement in CX efforts

Dimensions Data 2019

20% of organisations have no existing CX strategy

Dimensions Data 2019

75% of consumers around the world desire more human interaction

PwC 2018



5 tips to power your business intelligence with CX insights

Bringing together data from customer experience and business intelligence tools enables companies to drive action with greater insights and make better, more measurable decisions according to Claire Sporton, senior vice president of Customer Experience Innovation at Confirmit

Any company can become a data master, but few succeed in turning data into intelligence that drives better business decisions. With huge volumes of data sprawled across organisations, gaining real-time insights requires accurate, relevant and up-to-date information. Getting data in order shouldn't be the goal in itself, though. Companies should ask: is the data helping us make better decisions, every day, in a measurable way? Are customers an integral part of our business intelligence (BI) arsenal? And are there clear, tangible improvements to the business as a result of enabling a more customer-centric strategy?

The secret is adding customer experience to the BI toolkit and empowering every person in the organisation, from the top to the bottom, to become more data and insights driven in how they carry out their daily tasks and make decisions. Here are five tips for organisations that want to create a truly impactful customer experience and drive better business outcomes.

Let the data shine

BI solutions specialise in providing a

comprehensive range of datapoints, aggregating information from a variety of sources. But business leaders are missing the point when these sources don't include the perspective of the customer or the team member.

A balanced score card with only a Net Promoter Score® (NPS)¹ to represent the point of view of the customer simply doesn't cut it anymore. So much more value can be derived from the combination of BI and customer experience data, when executed properly.

Tip: Bring financial and operational data to life by augmenting it with customer and employee insights. A quote from a customer about a painful, or delightful, experience from a customer experience programme will give far more weight to the recommendation for a process improvement based on operational data.

Focus on your performance

Both BI and customer experience often stop at the point of providing the data. Too many organisations see reports as a result per se. Leaders may discuss these reports and make decisions, but to really enhance the customer experience they need to go further. That means making

decisions based on all the information at their disposal, taking the right action and constantly striving to operationalise this process across the organisation.

Tip: Don't just make decisions and let that be the end of it; measure the action that follows and the impact of both on business results. By doing so, organisations can then optimise decision-making at scale and in a consistent, measurable, systematic way.

Share the joy

A great customer experience involves all team members in the creative and decision-making process, and there is a growing understanding within

“Customer experience programmes are delivering the level of insight needed to enable faster decision-making across all areas of an organisation

businesses that individuals across an organisation need to share ownership of this goal.

This doesn't in any way diminish the power that customer experience and BI teams hold as the guardians of their domains, but BI solutions that integrate customer experience data and disseminate the right information to the right people across the organisation represent a true differentiator.

Tip: Ensure team members in your organisation can visualise data that matters to them and are empowered to take action within their sphere of control. That way they will be able to see and quantify the impact of the actions they've taken.

Cover the whole journey

It's easy to give credit to, or blame, the people who are front and centre. But the entire delivery ecosystem needs to be considered to drive tangible business change.

Customer experience feedback needs to be captured alongside insights from employees, partners and suppliers to deliver the entire context behind better business decisions. The full experience ecosystem, integrated with financial and operational data, holds the greatest value.

Tip: Don't forget to ask for feedback from key stakeholders about customer experience, and not just the customer. When customer experience data is combined with BI data, companies can make the right data-driven decisions.

Never rest on your laurels

Chief executives are often criticised for focusing on short-term revenue growth or the latest shiny technology. When used strategically, customer experience can help remedy this situation and prove to be a real asset in the BI toolkit, providing a clear link between business decisions and business outcomes.

Customer experience also enables organisations to understand how to identify and embed the behaviours that drive good outcomes, and how to



Claire Sporton

Senior vice president of Customer Experience Innovation, Confirmit

minimise or remove those that don't. This way it supports a long-term customer-centric vision.

Tip: Innovation is key. BI and customer experience solutions are constantly bringing out new techniques, finding new ways to pull data together and bring it to life. Just make sure they drive action, not just create new reports.

In recent years, there has been a marked step-change in the way customer experience is viewed. It is no longer just associated with research or considered a niche subset of marketing or customer service. Instead, it's taken its rightful place as a strategic business function; one that empowers and enables team members to drive data-driven action and improvements at all levels.

As part of a robust BI strategy, customer experience programmes are delivering the level of insight needed to enable faster decision-making across all areas of an organisation. They hold a crucial place in driving sustainable, customer-led growth.

For more information please visit confirmit.com



MEASUREMENT

Measuring what matters to customers

Finding the best way of assessing customer experience is a fundamental building block of a successful business, but can be easier said than done

Clare Gascoigne

Demanding customers have made customer experience (CX) key to business success. Eighty per cent of customers say the experience a company provides is as important as its products and services, according to the 2018 *State of the Connected Customer* report from customer relationship management company Salesforce.

“For many years companies have competed on product and price, but consumers are forcing the issue [of service],” says Tiffany Carpenter, head of customer intelligence at analytics company SAS UK and Ireland. “This is the new competitive battleground; you have to compete in CX if you are going to survive in the next decade.”

But determining how well you are competing and finding the weak spots in your customer journey is by no means an easy task. There are a bewildering number of products to assess and track customers, more than 7,040 according to a super-graphic, *Marketing Technology Landscape*, which aims to list all the marketing, advertising and search solutions in the world.

Mapping the customer journey is nothing new and nearly two thirds (63 per cent) of marketers use some form of journey mapping, according to Acquia, a software company. But customer journeys are far from linear; they have evolved into omnichannel and unstructured experiences, with multiple touchpoints on multiple platforms.

“A lot of practitioners are still in the old business of customer feedback,” says Mark Smith, president of Kitewheel, which helps companies with their customer journey. “But what’s really interesting isn’t the ‘voice of the consumer’, it’s the ‘voice of the process’, what the customer actually did.”

Many companies are not as self-aware as they should be when it comes to CX. SAS’s report, *Darkness of Digital Shadows*, found a quarter of organisations describe themselves as “transformational” when it comes to customer intelligence, but only 10 per cent are actually leaders. “Organisations are deluding themselves about their ability to deliver service,” says Ms Carpenter.

So what are the best ways to measure CX? There are many metrics you can choose, from Net Promoter Score, which is a measurement of customer loyalty, to Customer Effort Score, how easy it is to interact with your company.

But according to Qualtrics, an experience management company: “The choice of metric is not as important as you think. The most successful customer experience programmes identify the key drivers of the experience and prioritise the actions that will have the biggest impact.”

Simply mapping the customer journey is no longer good enough and nor is using data to report on past events. Of course, you can learn lessons from what went wrong last

“

Businesses are swamped in metrics, but bringing those metrics into one place so you can see the success and failure points is hard

week, but in today’s super-competitive world, you have probably lost that customer for good.

The true value of analytics lies in predicting consumer needs, using machine-learning to anticipate when and where the customer will be, and what they might be interested in buying. This relies on data and, for many companies, the data touchpoints needed to match a customer identity across a range of available platforms are still siloed in different departments. Only 6 per cent of companies have complete omnichannel measures in place, incorporating online and offline

data, according to SAS. And that, says Mr Smith, is largely a question of mindset.

“It’s less difficult to link the technology than to get the mindset changed,” he says. “So many businesses still have the call centre fighting with the staff answering emails, each with their own targets. Businesses are swamped in metrics, but bringing those metrics into one place so you can see the success and failure points is hard.”

But it is worthwhile. Consultants McKinsey & Company estimated that maximising satisfaction would result in a 15 per cent increase in revenue plus a 20 per cent fall in the cost of serving customers as long ago as 2014.

Even if CX investments are not translating into revenue gains, they are likely to be helping to prevent further erosion of customer satisfaction and loyalty, according to consultants Accenture in its 2017 *Global Consumer Pulse*. Although the report went on to argue that investing in CX initiatives meant an endless game of catch-up as the more companies do to satisfy their customers, the more demanding those customers become.

Instead, Accenture believes the key is a more targeted approach. It recommended three areas for focus: minimising switching, capitalising on the customer’s increasing acceptance of artificial intelligence to add value and personalised experiences with hyper-relevant CX.

Shop Direct, owner of Littlewoods and very.co.uk, has been on its own CX journey. According to Neil Chandler, chief executive of financial services at Shop Direct: “When shoppers interact with us – by opening an email or text, or by visiting our website – they see content that is interesting and relevant to them.

“For example, if they inform us about a fashion preference, we have the capability to prioritise search results for that particular customer so the first items they see are the ones they are most likely to purchase.”

It’s a level of personalisation that pays dividends. Organisations now hold a huge amount of data, but the trick is to break apart the silos and match it up with individual customers. Customers are telling you what they want; it’s time to free the data trapped in your organisation to fuel your knowledge of the customer. ●



Vladimir Godnik/Getty Images

Considerations when choosing analytics software

1

Decide how customer experience analytics helps your business objectives and what you hope to get out of it

2

Identify what data you want and why; check where you can best collect that data and how to integrate your data collection points

3

Establish how to identify an individual across multiple touchpoints in order to build a single, unified picture of that customer

4

Determine how important real-time insights are, what resources will be required to generate insights and whether you have the right skills inhouse

5

Look for a solution that offers predictive capabilities, not just historic reporting

Brands embrace messaging apps to transform the customer experience

Consumers love the intimacy and speed of mobile messaging, and forward-thinking brands have discovered these platforms open the door to new and innovative ways of talking to customers

To see how the power of mobile messaging enhances customer experience, look no further than KLM. The airline's customers can use Facebook platforms Messenger and WhatsApp to check flight information, receive boarding passes and even book a ticket.

"Every single year we've been growing double digits in volumes in messaging," says Martine van der Lee, director of social media at KLM. "We expected some growth, but not growth this strong."

KLM's shift to Messenger may have been groundbreaking, but it makes business sense. In the last year alone, the number of messages sent between people and businesses on Messenger globally has doubled, reaching 20 billion a month. "People's expectations of businesses are evolving," says Jenny Barthe, strategy director at London-based creative agency We Are Social, which has worked with brands such as adidas on Messenger experiences. "Consumers expect personalised interactions at a time and place that suits their busy lives."

adidas turned to Messenger and WhatsApp to connect with a Europe-wide community of football

micro-influencers for its Tango Squads programme. "The personal feel of Messenger allowed us to create a more connected and tight-knit community," says Ms Barthe, who led the We Are Social team working with adidas. "It made communication from the world's biggest footballers feel up-close and personal."

Personalised connections

The consumer shift to messaging tells us something about how people now want to communicate: convenience, spontaneity and informality are key. Some 64 per cent of people would prefer to message, rather than call, a business and six in ten are favourable to receiving personal messages from companies, according to the 2018 *Nielsen's Facebook Messaging Survey*. Messaging's conversational nature means customers "can ask what they really care about", says Marek Wrobel, head of media futures at Havas Group Media.

Conversations over messaging platforms feel intimate, one to one and personalised. And personalisation is something people want: 91 per cent of consumers say they are more likely to shop with brands that recognise and remember them, as

well as provide relevant offers and recommendations, according to Accenture's 2018 *Personalization Pulse Check* report.

Victoria Beckham's eponymous fashion brand used Messenger to create a highly personalised experience around its tenth anniversary collection last year. Advertising on Instagram and Facebook were among

“

Brands don't need to create new platforms, but rather be where their customers already are

THE RISE OF BUSINESS MESSAGING

3bn

people will be using mobile phone messaging apps as one of their primary communication channels by 2022

eMarketer Survey 2018

100bn

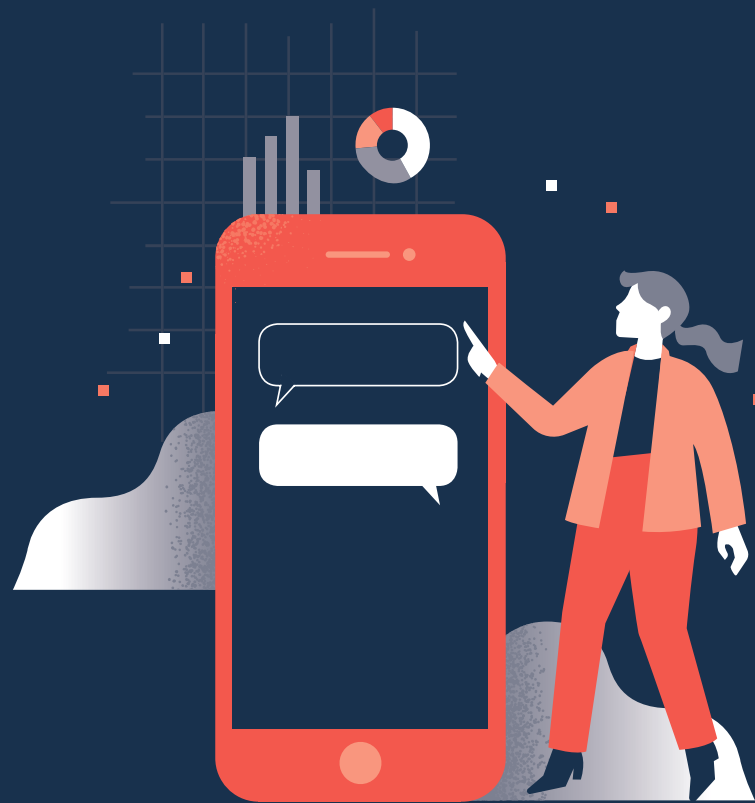
messages are sent every day on Messenger and WhatsApp

Facebook data, 2019

20bn+

messages are sent between people and businesses on Messenger each month

Facebook data, 2019

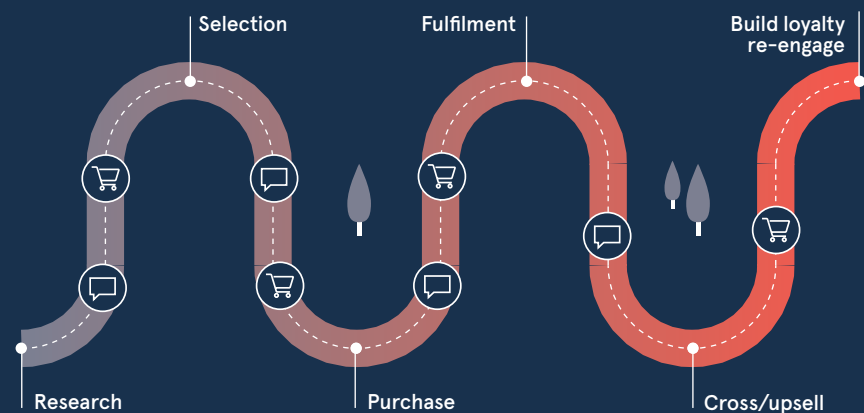


THE CUSTOMER JOURNEY

50%

of people use messaging across all stages of the customer journey

Motivations, Mindsets and Emotional Experiences in Messaging (vs. Feed), Sentient Decision Science, 2018



the techniques used to entice potential customers into a Messenger conversation. Once people clicked into that conversation, they began chatting with a bot masterfully scripted to feel like Victoria Beckham herself where they could learn about the new collection, make purchases and get updates from Ms Beckham on her latest events and launches. This personalised experience led to people spending an average of 8 minutes 24 seconds a session engaging with the collection content.

Customers often complain about information overload and are reluctant to download brand apps for fear of getting even more notifications. But Mr Wrobel says: "Brands don't need to create new platforms, but rather be where their customers already are."

The close connection with customers made possible by messaging not only builds trust, it also creates a tight feedback loop that quickly generates insights such as whether a product is resonating with its target market.

Personality with purpose

Brands that want to create a successful messaging experience should first identify their purpose and the customer need. Where is the friction that messaging could reduce? What problems can automation solve? Does the concept align with the brand's overall purpose and could it be expressed in a compelling narrative?

Once those crucial questions are answered, businesses should link up with a platform development partner



1 in 2

people consider business messaging the modern way to communicate

Global P2B Communication Methods & Preferences, FactWorks, 2018



61%

of people in the UK have messaged a business in the past three months

Motivations, Mindsets and Emotional Experiences in Messaging (vs. Feed), Sentient Decision Science, 2018



53%

of people are more likely to shop with a business they can message directly

Messages that matter, Greenberg, 2017



89%

of respondents expect a brand to respond to them within twenty-four hours

SAP Hybris, 2017



Bridging the Communication Divide, Lawless Research, 2017

to support their work. This will involve creating up an appropriate name for the bot or live agent, and establishing a personality that reflects the brands tone and narrative.

"Brands should talk in a social manner through the apps," says Ben Marder, senior lecturer in marketing at the University of Edinburgh Business School. "Always use the sender's name, reply using emojis where appropriate and sign off with a first name only. Replying in a swift manner, by aiming to answer queries within 60 seconds, is also vital as it shows you care and helps move customers through the purchasing process."

Finally, measuring success is a crucial element to any brand messaging project. Metrics may vary between

companies and industries, but the common denominators for measurement are channel effectiveness, quality of conversations and customer satisfaction.

"Brands can also evaluate success through analytics tools linked to the messaging apps, measuring aspects such as click-throughs and bounce rates," Dr Marder adds.

The future of the customer experience is instant, seamless interaction with employees or highly trained bots that goes beyond functionality, such as answering questions or performing transactions. The whole experience needs to feel personalised and leave the customer feeling warm towards the brand. Messaging apps are central to enabling such interactions to occur.

Q&A

Driving the change in personalised brand communications

Messaging is presenting a unique opportunity as consumers seek convenience and instant gratification in their interactions with brands, explains **Nick Jenkins**, ecosystem development lead, messaging platforms, Europe, Middle East and Africa, at Facebook



How are businesses responding to consumer expectations for communications?

People would rather message a business than send an email or make a phone call. However, there is a wide gap between what customers expect and what they get when they use messaging in this way. While seven in ten businesses feel they are communicating effectively with their customers, only two in ten of those customers surveyed agree with them, according to a 2017 survey by Lawless Research. A recent survey of 250 leading brands by chatbot specialist Spectrm found that 45 per cent didn't respond within five days when messaged via their Facebook pages.

I'd love to see more brands embracing Messenger to build and sustain meaningful connections with their customers. To help with this, Facebook now offers tools that enable brands to provide automated responses to customer queries on Messenger. We can also connect brands with a network of top live agent and chatbot providers that provide best-in-class customer care and help drive real business outcomes like sign-ups and sales. The technology is there. The next step is for brands to leverage its full potential.

What challenges does creating a messaging experience overcome for businesses?

Consumers expect things instantly, whether that's streaming a movie on Netflix or ordering a meal on an app. That's why messaging is so powerful. Messaging channels can offer customers more control over their communication with brands, allowing for interactions to happen on their terms rather than being kept on hold on a phone line, waiting for a costly call centre agent to become available. If a customer wants to know when their order will be delivered, for instance, they should be able to contact a brand on the messaging app of their

choice and a chatbot or assigned live agent should follow up quickly. Enabling customers to decide when they talk to a brand and providing an immediate response delivers a powerful experience for consumers in the age of instant gratification.

How is Messenger enhancing the customer experience for businesses?

Messenger can play a valuable role in each touchpoint of the customer journey, from awareness through consideration and purchase, and then to customer care and re-engagement. When using Messenger to drive real business outcomes, such as sales, bookings or new subscriptions, businesses are seeing great results in the mid-funnel phase. On inquiry, customers can receive guidance and recommendations that grow their confidence to make a purchase decision.

Messenger is also now a very strong channel for lead generation and new appointment bookings, all of which can be fully automated. With the use of lead-generating chatbots and one-click integrations with customer relationship management and calendar apps, Messenger can help businesses scale easily. It's also a great channel for driving loyalty and upselling existing customers.

Airlines have harnessed this potential, for instance using Messenger to tell their customers to leave early for a flight if there is heavy traffic around the airport. Airlines have also worked with platform development partners such as Caravelo to increase the effectiveness of their inventory management by offering last-minute upgrades to passengers via Messenger.

What is the best approach to conducting a successful campaign on Messenger?

Messenger can power a standalone campaign or add real value to a more comprehensive marketing strategy. We're seeing Messenger outperform many other channels. With email, for example, you can expect

open rates to average between 15 to 20 per cent compared with Messenger's 80 to 85 per cent.

But to execute a successful campaign, it's essential to take the right approach. First, define your business objective. Let's say it's lead generation; you'll then want to select the right Messenger partner to support you. Facebook's Solutions Explorer directory is designed to help match businesses to the right partners, with many partners offering free, off-the-shelf chatbot solutions to drive a variety of business objectives.

Last, but by no means least, ensure you determine the right success metrics to measure the overall performance of your campaign. Businesses all over the world are buying click-to-Messenger ads on Facebook that drive users not to websites, apps or offline, but to Messenger threads where they see high conversion rates. However, you can only measure the return on this ad budget if you are tracking the right performance metrics.

What is the future of messaging in businesses?

Messaging is the latest chapter in the shift to mobile and is a crucial medium that businesses cannot afford to overlook. Its personal and in-the-moment nature is unprecedented in the history of marketing, and to some extent the incredible possibilities are uncharted. However, it is rapidly becoming the new norm. Companies the world over know their future success will be built on creating a positive and meaningful dialogue with their customers, and essential to this is effective use of messaging.

For more information visit
fb.me/messengerbiz

Messenger
Business

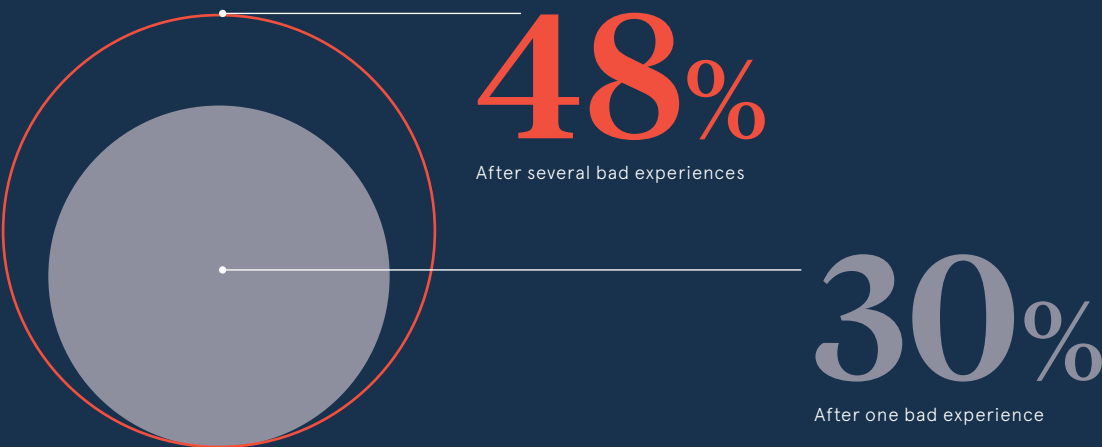


MAKE WAY FOR CUSTOMER ANALYTICS

In a world that's moving faster than ever, brands must increasingly invest in the right technology to keep up with changing customer demands. Customer analytics is proving to be a vital way for businesses to make sure that after providing a quality customer experience, they can use the relevant data to continue doing so in the future

WHEN DO CONSUMERS STOP INTERACTING WITH A BRAND THEY LOVE?

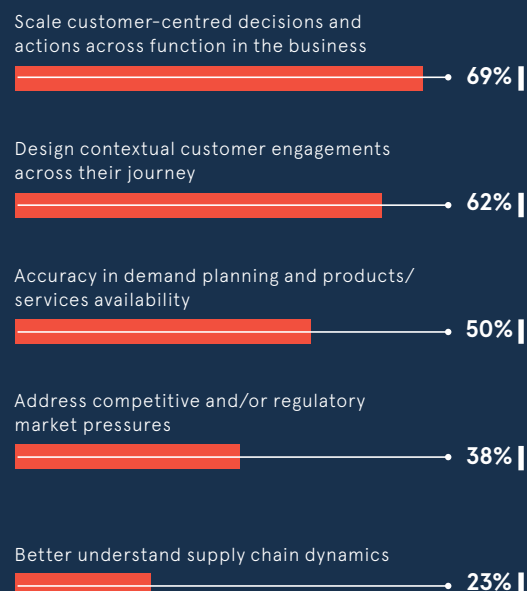
Global response



PwC 2018

BUSINESS DRIVERS OF INCREASED INVESTMENT IN CUSTOMER ANALYTICS

Percentage of business leaders who chose the following as a top-three driver



DOES INVESTMENT LOOK SET TO INCREASE?

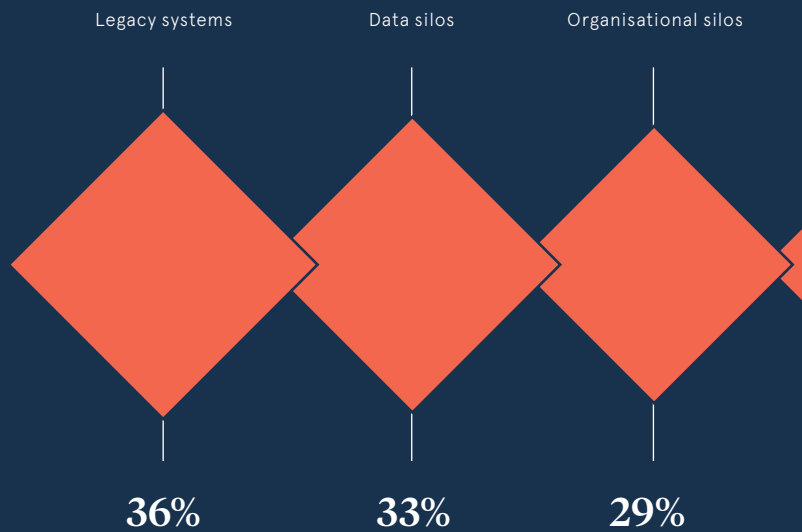
Percentage of business leaders indicating to what degree their investment has changed over the past year



Harvard Business Review 2018

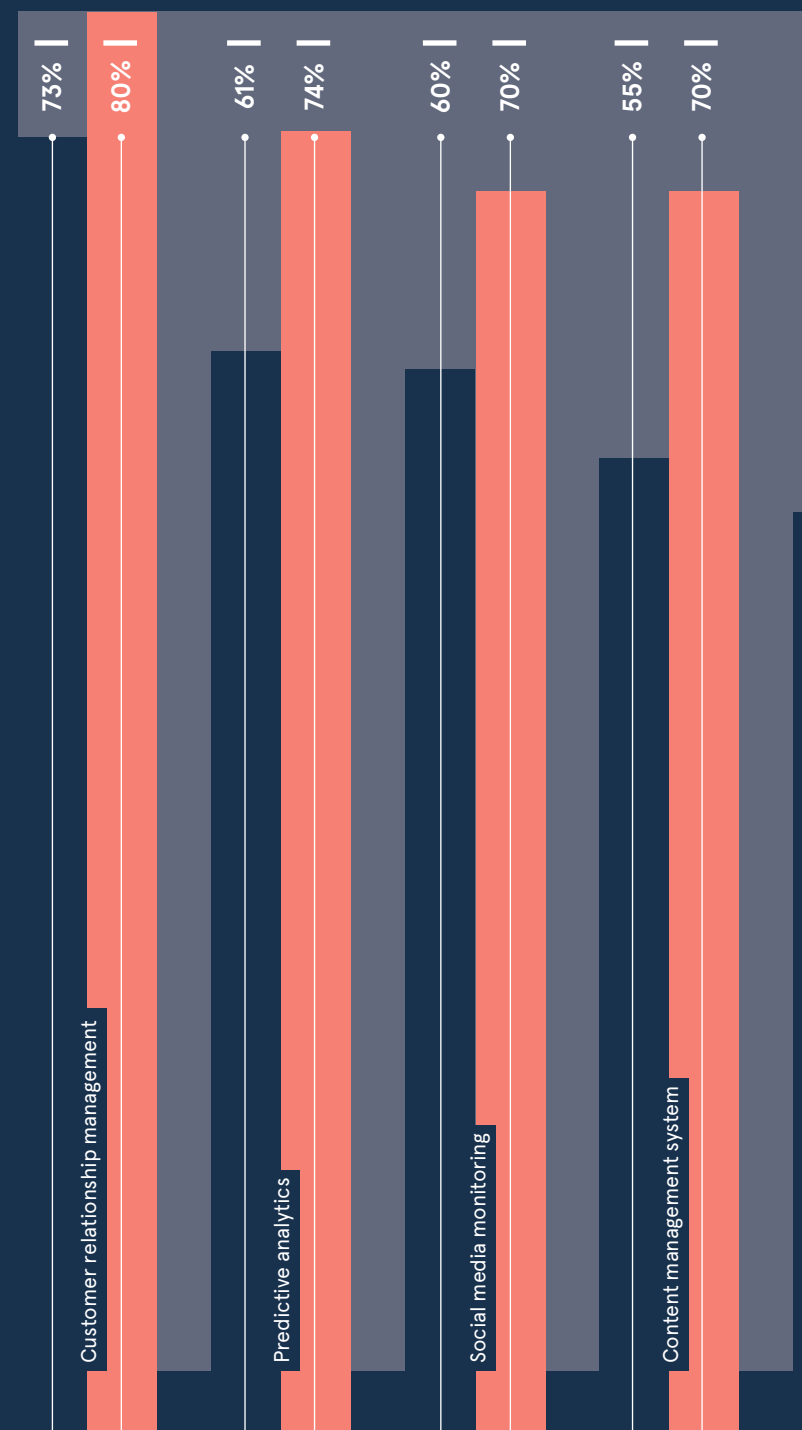
BUT WHAT ARE THE CHALLENGES IN IMPLEMENTATION?

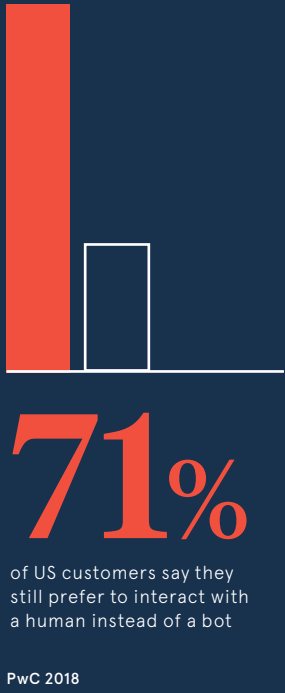
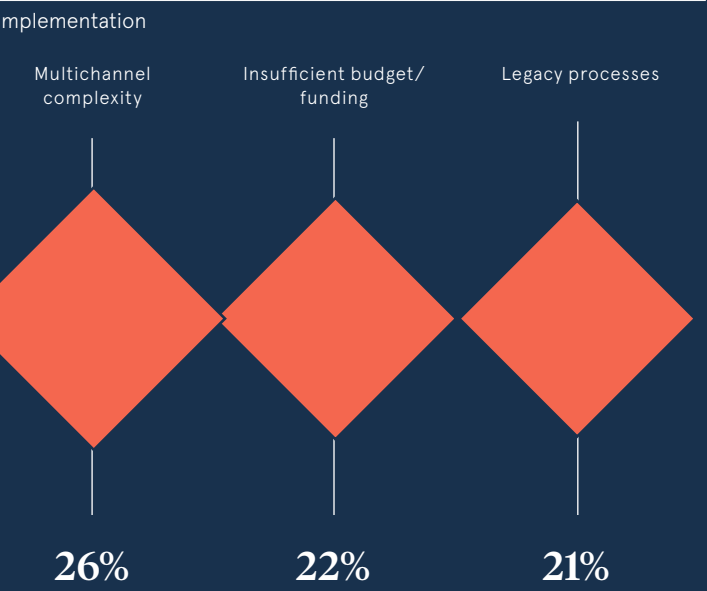
Percentage of business leaders who said following were in top three challenges for implementation



WHAT ARE THE DIFFERENT AVENUES THAT CUSTOMER ANALYTICS CAN TAKE?

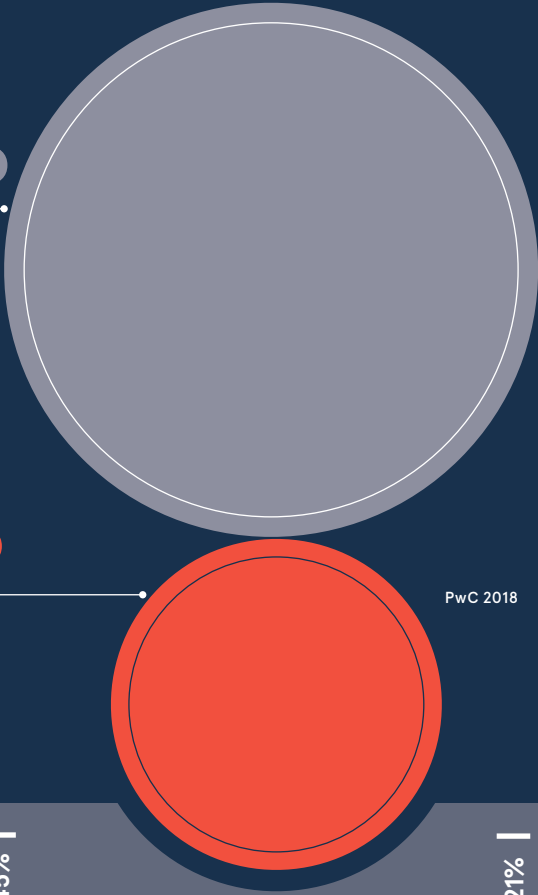
Percentage of businesses that think this is very important now (light blue) and Percentage of businesses that think this will be very important in two years time (dark blue)





WHILE AI GROWS IN POPULARITY FOR CUSTOMER ANALYSIS, BRANDS CAN'T FORGET THE HUMAN TOUCH

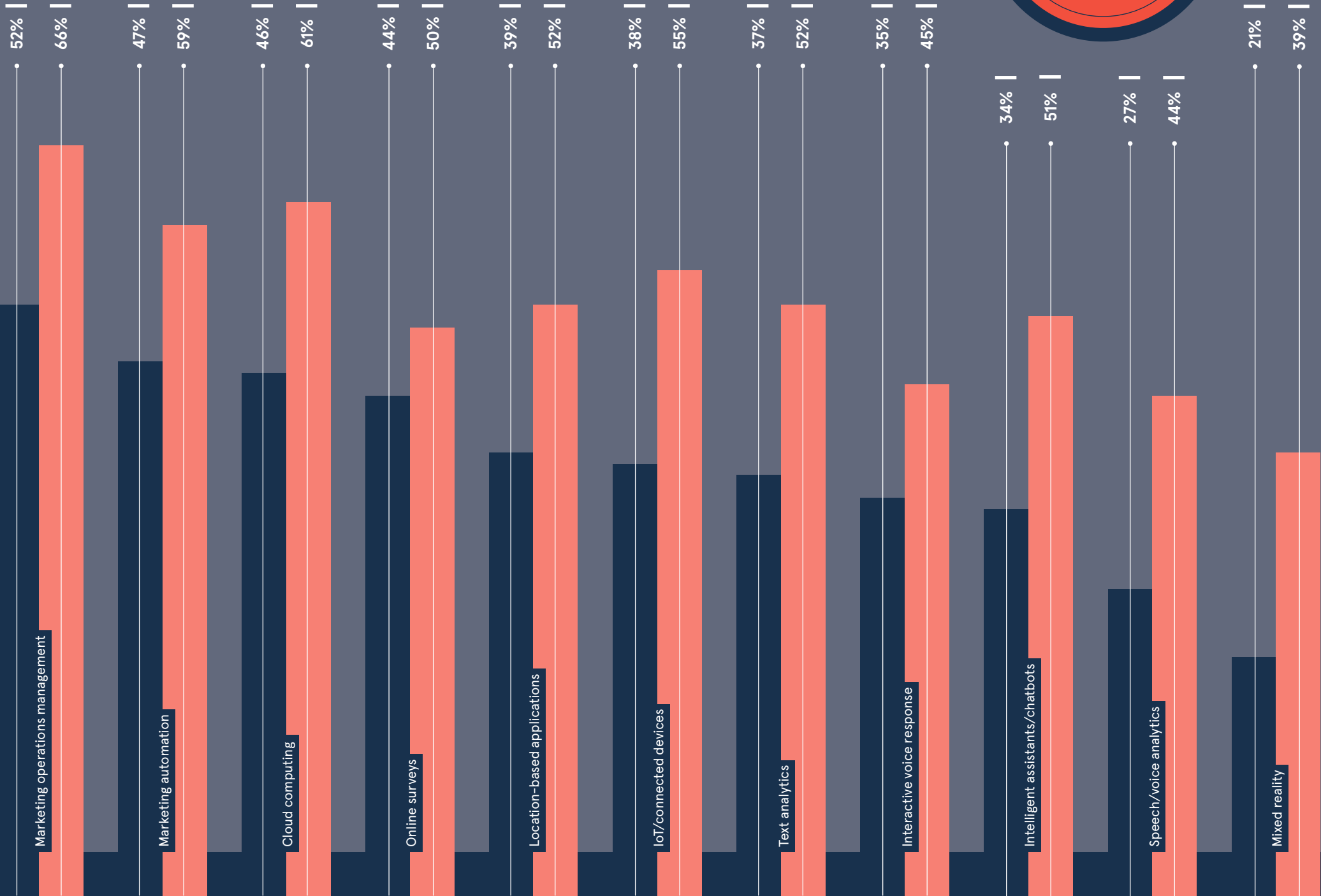
"Once technology becomes advanced we won't need people for great customer experiences"



WHAT CAN HELP BRANDS BETTER UNDERSTAND?

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Harvard Business Review 2018



ARTIFICIAL INTELLIGENCE

Six ways AI can improve customer experience

Artificial intelligence (AI) is being used to chart a customer experience journey that fits the demanding expectations of digital consumers. Here are six new approaches businesses can take to boost customer engagement, experience and success

Nick Ismail



Frontline customer self-service

AI can be used in the frontline of customer service, helping customers get instant answers, fast outcomes and consistency.

The infuriatingly long wait for a phone call with a live agent, just to receive an over-simplistic answer, is now being replaced with chatbot technology, powered by AI, for an immediate solution.

"Chatbots are capable of sourcing data at a much faster speed than an individual working behind the scenes," explains Bernd Gross, chief technology officer at Software AG. "This not only speeds up the time

taken to deliver a service, but it also frees up employees' time to focus on more value-added tasks."

This frontline revolution is in its early stages, but there are a number of industries that have already embraced self-service customer experience.

Financial services, travel and hospitality are "leading the pack", according to Ryan Lester, director of customer engagement technologies at LogMeIn, "because they get a lot of similar questions all of the time".

AI in customer self-service will help reduce these repetitive, low-value interactions; the frequently asked questions will be handled by the tech, instead of being sent to a live employee or agent.

Enhancing automation

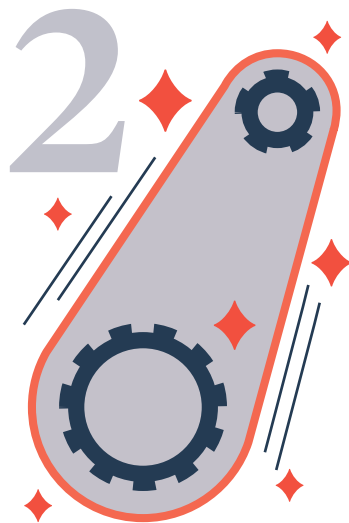
Businesses have been automating laborious, mundane tasks for years now. But instead of a human managing this process, AI has become good at enhancing the automation of repetitive tasks; it can become the layer that monitors and manages these automated processes.

It does this in two ways, according to Rufus Grig, chief technology officer of Maintel. The first is that AI can start to replace the conversations customers currently have with automated systems "with technology that will understand natural language input, whether typed or spoken", Mr Grig explains.

"That's the difference between saying 'Alexa, play Radio 4' as opposed to fiddling around with the tuning settings on your digital radio," he says.

The second area in which AI can enhance automation involves the integration of internal processes.

"We have been using robotic process automation for some time now, effectively using software agents or 'bots' to automatically drive computer systems to save the need for human workers to carry out multiple repetitive tasks. This works very well without the use of AI, but AI can add some value, for example enabling image recognition, or inferring emotion or intent from a customer's text-based input," says Mr Grig.



Customer acquisition and retention

There's a really great opportunity with AI for organisations to be more proactive and predictive in how they interact with both new and existing customers.

"AI can help with delivering more personalised interactions in real time," says Mr Lester of LogMeIn. The prime example is Amazon. If you go on its website and you're looking for a new kitchen appliance, the AI can look at what you're searching and your previous search terms, and suggest potential products that might be of interest.

This capability can be run out at a very low cost. Rather than putting the onus on a customer to search through a website, the AI can start engaging with that customer proactively, asking them some discovery questions to help find the best, most relevant product. Importantly, because it's AI, the more data you feed into it, the more it knows about the customer, or as it interacts with more customers, the better it gets at providing the right suggestions.

However, organisations should not be proactive for proactive's sake. A consumer will not want to be recommended a TV if they've just bought one, for example. To overcome this, the technology needs to be made contextually aware. There are good and bad applications, but it comes down to how you're applying the AI, rather than the algorithm itself.

From an existing customer perspective, AI can help organisations



master cross-selling by providing relevant products and services based on granular personalisation and prediction models. "Personalisation will act as a catalyst in winning over existing and potential buyers," says Anu Jain, executive vice president, general manager of LiveArea.



Co-pilot

AI is increasingly being used behind the scenes to help live agents and employees deliver better customer experience.

At the moment, according to LogMeIn's 2018 AI Customer Experience report, 25 per cent of an agent's time is spent looking for relevant information to help a customer.

Acting as the co-pilot, however, AI can gather information on the customer in real time, informing the agent of who they are talking to, the customer's history with the brand, their preferences, the potential

problem the customer is having and how to solve it. Having this information during the interaction provides agents with more time to spend on resolving the issue.

As with the adoption of any technology, there is some hesitancy, perhaps even a fear of job losses. But once implemented, employees embrace these new ways of working because it helps them do their job better, in an easier way.

On a related note, customer experience can also reflect on employee experience as the application of AI internally can boost productivity and job satisfaction.

Personality matching

This emerging trend involves understanding how the consumer likes to engage and matches that persona with the best agent or communication tool available.

"Some consumers like to be short and to the point; they just want the immediate answer with no small talk, while others like to have a bit more of a social interaction," explains LogMein's Mr Lester.

The speed and power of the technology produces new ways to look at existing data in real time. As such, AI is becoming more capable of capturing information about sentiment with behavioural analytics. It can then build up a personality profile of a customer, which will come to define the agent-routing process.

Natural language processing has a role to play. "The technology can process reams of customer data coming in through a variety of channels,

phone, social media or email, for example," says Tiffany Carpenter, head of customer intelligence at SAS UK and Ireland. "The AI engine rapidly picks out valuable information, including overall sentiment, instances of complaints and regularly repeated questions, to help the company address common issues and get an early warning if customers are becoming more unhappy."

This unification of customer data is crucial for improving customer experience. "To this end, AI is beginning to be used for data infrastructure tools," says Ben Lorica, chief data scientist at O'Reilly Media. "This means that tools for data-gathering, like mobile apps and sensors, to data-ingestion, data-integration and data-preparation are all being augmented with AI."



Reducing customer friction

AI can help navigate the whole customer experience journey, and identify where friction points occur and where experience levels fall down.

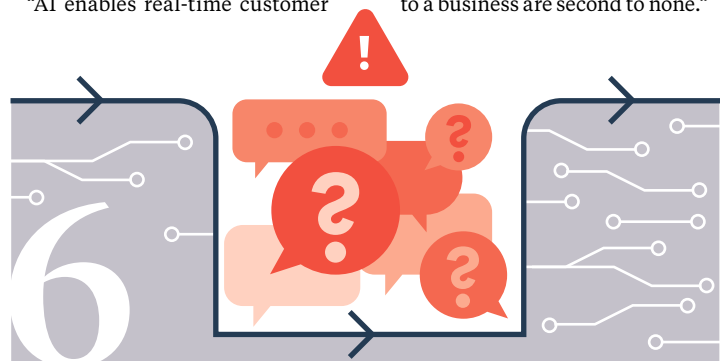
Compared to a human, reading through endless transcripts, AI can easily find the most frequently asked question where customers aren't getting the result they want. "This helps you go after that low-hanging fruit faster," explains LogMein's Mr Lester. Businesses can then identify problems quickly and amend the customer journey appropriately.

"AI enables real-time customer

engagement, as well as instant identification and remediation of service-level issues," says Mr Gross at Software AG. "With its ability to help companies understand their data and prioritise areas of the customer journey quickly, it becomes possible to improve and enhance these services, with more informed decision-making."

O'Reilly Media's Mr Lorica believes businesses would be foolish to overlook the use of AI technologies in customer experience.

"It's a no-brainer," he concludes. "With the ability to process large-scale data, to understand and process customer feedback, the benefits to a business are second to none."



Brand experience could be your next competitive advantage

To leapfrog the competition, companies should focus on blending brand and design thinking to create total brand experiences – the next evolution of customer experience

Customer experience is the current battleground. Companies are looking to gain a competitive advantage by transforming their customer experience.

Global marketing and technology agency, Digitas is one company encouraging and guiding businesses – from bluechip multinationals to startups – through this transformation: A transformation that urges businesses to do-away with disjointed silo approaches to technology, marketing and communications, and instead bring them together.

"Our capabilities as an agency revolve around integrating media, technology, customer relationship management and communications within the same offering," says the company's UK chief executive Dani Bassil. "It's about combining marketing and technology in new ways, getting traditionally disparate functions to work in tandem so your marketing activity synchronises perfectly with your digital platforms, apps and websites."

This new era of customer experience is best described as a total brand experience, creating a connected and differentiated experience platform that spans both brand communications and digital touchpoints.

"It's a new concept which requires

imagination and the ability to reframe opportunities in new and interesting ways," says Ms Bassil. "But if companies get it right, they will be able to harness the power of creativity and the power of technology to find new opportunities for growth."

This total brand experience recognises the importance of brand and the importance of customer experience. In some cases, an ad's creativity builds memorability leading people to buy a product. In others, it's not the ad that makes the difference, it's the digital experience.

"These two schools of thought sometimes oppose each other as one is geared at utility and ease, while the other focuses on brand differentiation," Ms Bassil explains. "It doesn't mean you can't bring them together, though. In fact, do so and you can achieve memorable and frictionless experiences simultaneously."

It is not only better for the customer, but better for the business too, reducing the cost to serve customers or increasing acquisition, while also improving brand health; not the usual success measure associated with customer experience.

For example, Digitas was tasked with selling holidays on the website of a well-known transatlantic airline. When testing the experience they found that the speed of the search interaction was leading users to believe that the recommendations weren't well-considered or tailored to them. So they slowed the page down, added in a 'spinner' and some brand copy. By using counterintuitive, creative thinking not only did online conversion increase but so did brand favourability.

So how do companies position themselves to take advantage of the next evolution in customer experience?

Inevitably, there isn't a magic tool to bridge the traditional, silo approach. It requires cultural, organisational transformation to instil such fluency between marketing and technology, and create a connected experience where the silos are not noticeable to the end-customer.

"People don't care that one brand interaction is served by the technology silo and another by the marketing silo, and nor should they," says Ms Bassil. "They don't want or need to see the transformation journey that the business is on. To them, the brand, product and experience are indistinguishable from each other."

This presents challenges to the traditional corporate structure, from changing how key C-level positions should be organised and integrated, designing talent strategies that focus on developing people who are "bilingual" in marketing and technology, and embedding data and technology to ensure a connected experience.

"It has to be an organisation-wide initiative and that's why the creation of a total brand experience is difficult to implement," Ms Bassil concludes. "It's also why, if you can get it right, it presents a real opportunity to differentiate your business against competitors."

"We believe the successful blending of marketing and technology will enable companies to gain a significant competitive advantage in the years to come."

2020

predicted year when customer experience will overtake price and product as the key brand differentiator

Walker

For more information please visit [digitas.com](https://www.digitas.com)



PERSONALISATION

Cosying up to brands of the future

An evermore discerning customer demands greater personalisation and will engage with those brands that can create a truly bespoke experience, but how can this be taken to the next level?

Nick Easen

Getting hyperpersonal with customers is nothing new, but doing it using context to create relevant experiences at scale and speed is. Some are on the right track. No two Netflix home pages are the same globally; Amazon and Spotify do a good job. Download the Starbucks app and you can customise and order drinks, using information on past purchases. Yet real personalisation is in its infancy.

"Consumer expectations are changing at speed and there's been a stark light shone on the ineptitude of incumbent brands by startups and digitally native players unfettered by legacy systems and cultural blockades," explains Hugh Fletcher, global head of innovation at Wunderman Thompson Commerce.

Data capture at key points in the customer journey means everything. But how you use it is the tricky bit. Identifying actionable insights quickly and using these to pre-empt future customer behaviour and drive loyalty is a strategic goal. Those companies at the cutting edge of hyperpersonalisation are therefore creating products and services that generate real-time, valuable customer data to assist them in this quest.

A useful term that Accenture uses for those doing this is "living businesses",

companies able constantly to anticipate and respond to changing customer needs using data. "Over half of consumers globally prefer buying from companies that deliver relevant, timely and personalised interactions. Savvy companies are now prioritising how they can become part of a customer's everyday life in a more meaningful way," says John Zealley, global lead at Accenture's customer insight practice.

"Living marketing" and "conversational commerce" are terms used in a similar context, since listening and appreciating customers at every touchpoint and then predicting behaviour makes sense. But it's easier said than done. In a post-General

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If the goal is to build a personal relationship with an individual, then like any connection, it takes time and cultivation

Brands are starting to deliver in-store personalised services that mirror your online persona, says Sarah Sherry from Twelve Agency

Data Protection Regulation world, when European Union legislation protects data privacy, there are challenges; get beyond the consent hurdle and there are other stumbling blocks too.

"The real issue is that personalisation is typically done with the idea of selling more instead of building a relationship with customers. If the goal is to build a personal relationship with an individual, then like any connection, it takes time and cultivation. In real business terms, this also takes investment," says Cory Crusier, innovation lead at Lippincott.

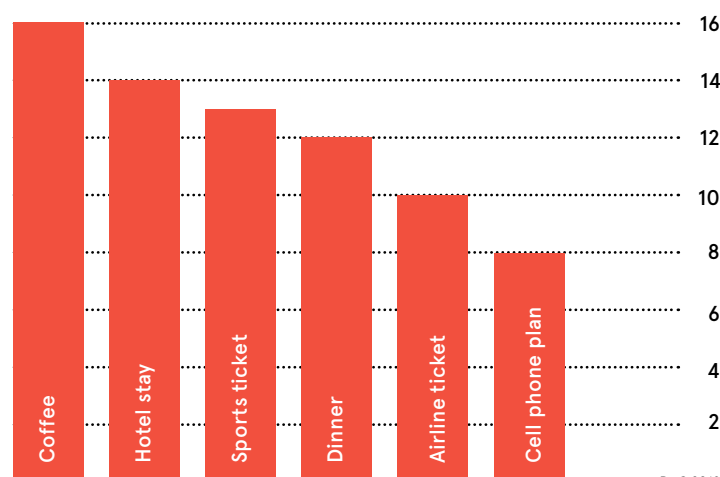
Hyperpersonalising without being hyperpersonal or downright creepy, the so-called personalisation paradox, maybe some way off for many brands, but it's making companies think how empathetic they are towards their customers.



HOW MUCH MORE WOULD YOU PAY?

How much more would you pay for the following product or service if the company provides a great customer experience?

Price premium (%)



PwC 2018

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Suggesting music choices based on past listening habits is one thing, hounding customers with ill-informed ad banners via cookies or emailing them by name and address, is another. No one wants a hard sell on your digital doorstep.

How much personalisation is too much is also a big question, yet some people are even willing to share their DNA in exchange for make-up selections or swap data for curated wine choices; there's a rainbow of consumer attitudes out there. "Every user is different and what some people may find uncomfortable, others may think is a delightful help. Knowing what your costumer wants is crucial," says Benoit Soucaret, creative director at LiveArea.

And the bar's being set higher as customers now expect a Netflix-style experience whenever they come into contact with a company in any sector. Presently, customers are less loyal to brands and more wedded to good service; digital startups have utilised this idea to their advantage.

There's no doubt that building a rapport with customers over time is the future of personalised brand experiences and a new battleground. "I think this is all about who owns the customer relationship," says Nick Cooper, global executive director at Landor Associates.

The rise, success and inflated valuations of disruptive digital-native brands that go direct to the consumer, from Graze to Glossier, Dollar Shave Club to HelloFresh, shows the importance of building a deeper relationship with customers. There's a lot to be learnt from them. They are pushing the boundaries of personalised experiences, thinking like an agile, nimble, digital startup can be a good strategy.

"Organisations with large amounts of data about customers preferences, habits and interactions are leading the field. Companies offering consumers personalised physical products are also seeing significant growth in market share, from Nike to Rapha. They're meeting unmet needs providing unique products that are specific to customer preferences for sizing, colours, fitting and styling," explains Paul Smith, SAP's customer experience global industry principal for consumer products.

"Going forward, 90 per cent of the growth from incumbent brands will be through more direct engagement with customers rather than having an opaque, indirect view of them."

Personality plays a vitally important role in personalisation. The key to a digital brand's success is not data alone. Building a strong brand personality fosters an emotional connection with customers and also has the power to transform the perception of mundane products.

"Take sustainable toilet paper brand Who Gives a Crap, known for its colourful packaged toilet roll and door-to-door service. The brand transforms the ultimate functional product into an ethical statement to be proudly displayed," says Michelle Du-Prât, managing director of Household. The likes of Splosh's refillable cleaning products or Brushbox, which sells eco-friendly toothbrushes via subscription, work in a similar fashion.



charles on Unsplash

Top tips from customer experience experts

‘It’s all about the experience’

Personalisation is not about optimising the customer journey for immediate business benefit, such as click on that buy-now button or banner. It’s about creating longer-term loyalty as experience becomes the new battleground for customer acquisition.

Shorful Islam,
chief data scientist,
Tribal Worldwide London

‘Reach out to third parties’

Brands can augment their data by partnering with organisations or purchasing it from third parties. When this data is applied with first-party data, a more robust picture of customers emerges, equipping you with even more information to provide highly relevant offers.

Steve Grout,
director of loyalty,
Collinson

‘Don’t overdo it’

With all the data signals that can be applied to an experience, it’s very easy to fall into the trap of producing a lot of different versions without there being any incremental benefit, just extra cost; know, through testing, where that balance lies.

Matt Holt,
chief strategy officer,
Digitas

‘Authenticity rules’

It’s crucial for deep connections between brands and consumers. However, authenticity needs to be embraced across all functions of an organisation’s ecosystem, so each part of the business ensures a seamless and personal customer experience.

Ash Bendelow,
managing director,
BRAVE

‘Relevance is everything’

Don’t be annoying to customers. Take time to target a few touchpoints rather than all of them and make sure you’re always creating experiences with your audience in mind. Take time to map out how your brand can be part of your customer’s life in a practical, meaningful way.

Louise Whitcombe, head of customer engagement, Ogilvy UK

“In future, organisations will use data to proactively inspire customers at the right time

Big incumbent and high street brands aren’t utilising the assets they currently have to their full advantage either. The physical store used to be a bastion of personalisation; remember the local butcher and post office counter staff who knew you by name? This will gradually return, but in a reinvented guise.

“The new adidas concept stores or the Glossier pop-ups in the US have nailed the personalised, non-creepy shopping experience that mirrors your online persona with

your in-store one to give people the ultimate shopping experience,” explains Sarah Sherry, head of digital business at Twelve Agency.

“It’s imperative that brands keep themselves relevant today and in the future. It’s not simply about using data and artificial intelligence for personalisation. The answer could be in new products and services. It should be about using creativity to solve the business needs.”

Most brands are currently using personalisation in a reactive way to engage customers or tentatively reach out to them. This will only get more engaging over time.

“In future, organisations will use data to proactively inspire customers at the right time. Take holidays, for instance. Why wait for a customer to proactively enter the holiday market, when data will tell you where, when and what is normally booked,” says Mr Fletcher.

“Proactive inspiration will mean companies, organisations and brands will target customers, rather than waiting for them. It’s personalisation, but not as we know it.” ●

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Rise of the chief customer success officer

A new breed of corporate executive, the chief customer success officers, are taking a seat at the top table while others fight to be heard

Belinda Booker

Customer success roles have never been more in demand. A search of a leading recruitment website turns up nearly 40,000 vacancies in the UK alone, although a consistent definition of customer success continues to be elusive.

According to one customer success specialist, he is regularly contacted by recruiters only to receive short shrift when he tells them, "I'm not a sales guy." He is now cautious of any job offer after accepting a chief customer success officer (CCSO) position in an enterprise software company that turned out to be anything but.

"You're talking about a name that doesn't fit the position," says the CCSO, who asked not to be named. "There was relatively little customer focus, it was about driving maximum margins for our masters. When you have customer success in your title and your job is to reduce costs at any cost, it's not customer centric and it's not for me personally, hence my tenure there was extremely short."

While customer success isn't done for the good of society, it does have to make shareholders happy, he says, and profit growth should be achieved through providing better value to customers, not aggressive cost control or sales.

Kevin Willers, chief customer officer at CoreHQ, agrees. "A role like mine is really understanding how to build a structure to best support all your customers to be successful," he says. "It's about understanding how to apply resources in the most appropriate manner at the most appropriate time, at the same time as keeping an eye on the fact that you have to do this in a profitable way."

“The CCSO is so important that in the future we will see more and more moving into chief executive roles



Mr Willers adds that, to be done properly, customer success should cover the whole of an organisation. "I'm like the conductor of an orchestra, making sure all the right functions across my organisation come in at the right time," he says.

Because of the requirement to get buy-in from other departments, customer success must be spearheaded by a C-level executive. Resistance from those with other mandates is a key challenge.

"Asking the sales team to detract from their new revenue target to protect existing revenue can be a difficult conversation," says Mr Willers. "Likewise, when the product development team is keen to deliver new features to enhance the product against the competition, you might have to ask them to take time out of that development cycle to work on bug fixes essential to the retention of customers."

"To do that you have to have someone who's at the executive table. Because I'm a peer with other C-level execs, we can have a company-wide conversation. Clearly, sometimes that will mean supporting other divisional goals ahead of customer success. But it allows that discussion to happen. If you don't have a seat at the top table, then customer success will not be successful."

In fact, Mr Willers thinks the CCSO is so important that in the future we will see more and more moving into chief executive roles.

A chief executive who already leads customer success in his organisation concurs. "As the CEO of a software-as-a-service technology business, with a recurring revenue model, I see customer success as the critical factor in driving the success of our business," says Milan Patel, chief executive of dotdigital Group.

"It is something that we focus on from the top down, right the way through our business."

"Customer success is not just about ensuring customer satisfaction, but also to ensure that the long-term vision of our business and technology platform is aligned to the long-term success of our customer base. This can only happen if we have a C-suite that is aligned on the importance and value of driving customer success."

Chris Bartlett, who heads up one of the largest customer success teams

in Europe, made up of 150 people at Adobe, believes the field of customer success as a whole must become more professionalised, with companies like his leading the way.

"We have a responsibility to ensure we are shaping teams for the future," he says. "This includes ensuring we work hard on diverse hiring practices, and continuously share insights and best practice."

"I'm always thinking about ways to hire and retain the best talent, which involves investing in programmes such as learning

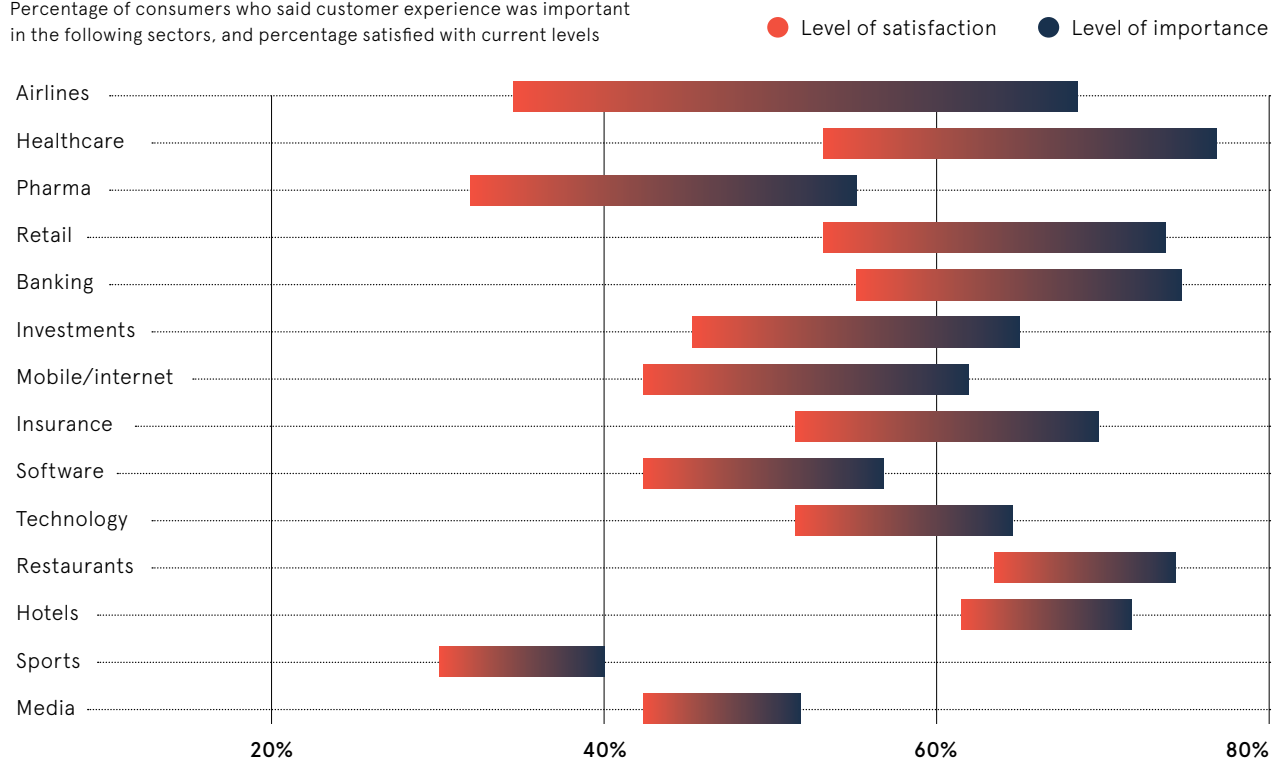
funds, wellbeing programmes and team-building exercises."

Mr Bartlett adds that Adobe is collaborating with the Customer Success Network to encourage regular debate across the community, with a goal of establishing global standards in customer success.

"We have adopted a Global Success Charter across our global customer success teams to ensure we're setting a standard to be proud of, and I'm excited to see how this evolves with the industry and our customers," he concludes. ●

WORRYING GAP BETWEEN EXPECTATIONS AND EXPERIENCE

Percentage of consumers who said customer experience was important in the following sectors, and percentage satisfied with current levels





STRUCTURE

A philosophy, not a function

With many companies still grappling with what it means to be truly customer centric, others are turning it into an art

Belinda Booker

The strongest companies are those that embed customer success as a philosophy not as a function.

So says Ian Robson, who was with Salesforce during the early days of customer success. However, despite being nearly ten years down the line, and companies adopting customer success left, right and centre, he believes many still do not really understand it.

"It's unusual now for software-as-a-service companies not to have the concept of customer success management, but what we're seeing is a wide variety of execution models," he says. "Some companies have simply renamed sales account managers as customer success managers, some have renamed their support team. It's obviously not the case that renaming an existing function puts you in the customer success business."

Maurice FitzGerald, author of four books on customer-centric strategy, says the biggest risk to implementation is a mission to sell something through your customer success function.

"In true customer success, the company's mission is that the customers get the return on investment they expected. A lot of software companies are jumping on the bandwagon with customer success because they feel they have to, but you know they don't really believe in it if they give those people sales quotas."

Exponents of true customer success include companies such as Salesforce, ZenDesk and Slack. Mr Robson, who now helps implement customer success through his consultancy Success Methods, describes this as "bringing an entire library of best practices, case studies, experience and knowledge that can be applied to every customer to help them move as quickly as possible to a point where they're releasing significant value from their investment".

But customer success is an area that's moving fast and, while other companies are still struggling to catch up, progressive businesses are already evolving the concept, changing the way they measure it away from internal metrics such as customer retention and on to metrics that directly measure the success of their customers.

"While the indirect measures of customers renewing and expanding revenues are a good proxy for them being happy, it's not as accurate as looking at the metrics that specifically describe the success of customers," says Mr Robson.

Mr FitzGerald adds that customer success will only become more pervasive as it is embraced by all companies with multi-year service contracts. "I see it spreading across industries," he says. "I've already been involved with a commercial lettings company and a couple of banks where non-renewal is an issue. The software business is just the first to deal with this problem." ●

Technology offers a personal touch

AI-driven personalisation plugs the gap between digital efficiency and inhuman coldness

Ecommerce retailers display thousands of products and services on their websites each day, but from this deluge, most consumers engage with only 20 to 25 products during a site visit. The onus on sellers, now more than ever, is to ensure the right 20 to 25 products are greeting every individual.

This notion of personalisation is key, especially among fashion and fast-moving consumer goods retailers, according to Murat Soysal, co-founder and UK chief executive of Segmentify, a company that has taken the initiative on behalf of ecommerce operators to bridge the gap between digital's advantageous efficiency and scope, and its restricting lack of personability.

"Customers come and go so quickly, making immediate decisions on whether to explore a product they are faced with more deeply or not," he says. "Ecommerce retailers need to be even quicker, using an ever-improving data pool to get ahead of the game and make sure the right products are greeting each individual to improve the chance of improved engagement and uptake."

Segmentify's role as an ecommerce personalisation platform addresses and champions each customer's individuality, beginning at a company's website and branching out across all marketing methods and promotional material.

"It's all about creating a consistent and personal customer journey for every visitor," says Mr Soysal. "The move from traditional commerce to online and omnichannel brings so much opportunity and flexibility, but also so many potential pitfalls."

"There are companies out there that are greeting customers online with the promotion of size nine running shoes, when they're actually out of stock in that size, or recommending washing machines to people who only bought one a month previously. It's one thing to generate data on individuals, but converting that data into an accurate personalised journey for each is a bottleneck."

“In the future product recommendations will be so effective they will suggest products that will fit individuals without doubt

STILL GOING STRONG

Personalised recommendations are still holding the key to customers' hearts

£13b

worth of items were added to the basket

£412m

worth of items were purchased

12.5%

conversion

10%

contribution

15%

basket rate



When Segmentify inceptioned in 2015, its aim was to turn all its own customers into Netflixes and Amazons. Both global heavy weights have thrived from their artificial intelligence or AI-driven approach to the customer experience, ensuring each viewer or buyer is greeted with a personalised set of options as opposed to a random sample of shows or products. "Of course, these companies have huge AI and machine-learning budgets, but you don't need that level of investment to achieve the same results," Mr Soysal explains.

Across an ecommerce operator's website, email blasts, SMS channels, push notifications and even brochures, the emphasis needs to be on providing a personalised array of options akin to these giants. For those that do so effectively, Mr Soysal affirms that the benefits can be both extensive and almost immediate.

"What we do to a client's website is quite transparently trackable and return on investment is easy to evaluate," he says.

"If consumers are presented with four products on a website via a special widget, they click on one option, add it to a basket and buy it, you can deduct that personalisation has had a direct link to that sale."

Segmentify has helped retailers achieve, on average, 10 per cent revenue contribution from such widgets and this extent of improvement is now a minimum expectation from a concerted personalisation strategy using AI tools.

"This can be achieved by just adding

one line of code to their website and the benefits are seen within two weeks," says Mr Soysal.

He believes personalisation will continue to prove itself as the main differentiator from a customer experience perspective, especially given the machine-learning tools it's leveraging. As more and more customer data is gathered, the tools at hand will become smarter, the propositions to customers will improve further and return on investment will make for more enjoyable reading.

"It will improve not just what is recommended, but how it is recommended too," says Mr Soysal. "In the future product recommendations will be so effective they will suggest products that will fit individuals without doubt. Powered by augmented or virtual reality, retailers will be able to provide recommendations that suit a person better than they could even browse themselves, based on previous choices."

"The more we learn about each individual customer, the better the personalisation journey will be for end-consumers as the notion of customer experience enters this next era of digital disruption."

For more information please visit www.segmentify.com

segmentify



TRANSFORMATION THROUGH PEOPLE

Empowering Leaders | Inspiring Teams

The World Economic Forum says we're on the cusp of the Fourth Industrial Revolution.

Before you retrain for blockchain, pause. In an increasingly digital world, human skills become disproportionately important.

True & North bring together the creative toolkit of Design Thinking and the rigour of Consultative Sales.

Our workshops and transformation programs empower teams to engage customers with empathy, insight and creativity.

Leading organisations build customer-centred teams with True & North.

Find out more: trueandnorth.co.uk