

OMNICHANNEL CUSTOMER ENGAGEMENT

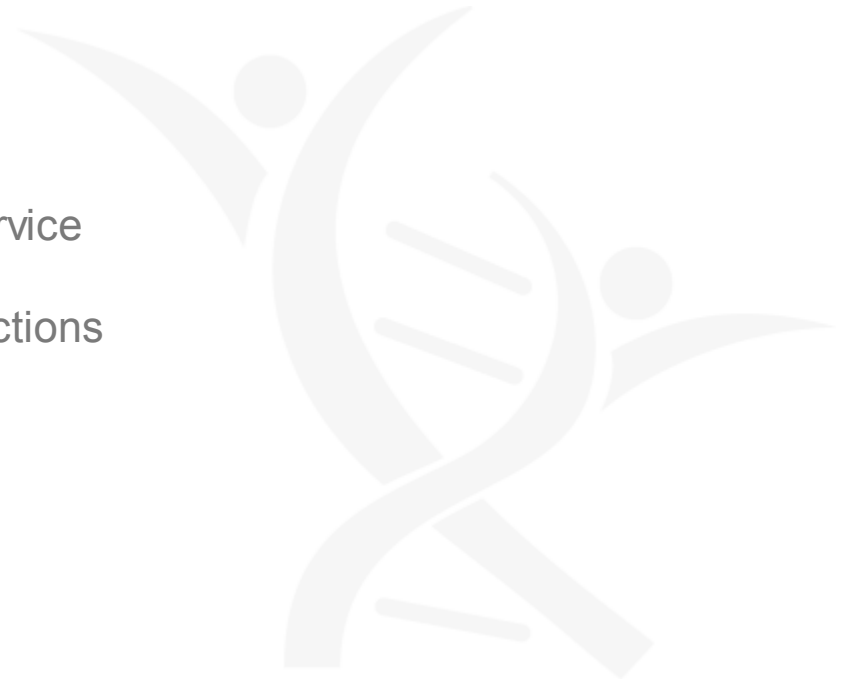
Interactions, Channels, Touchpoints and the Customer Experience

Vladimir Dimitroff
Principal Consultant



Why we interact with customers?

- The 'Get', 'Keep' and 'Grow' of any business
- Objectives and processes:
 - acquisition
 - retention
 - development
- The functional view
 - Marketing, Sales, Customer service
 - but also Billing, Collections...
 - PR, CSR and other 'lesser' functions



Why customers interact with us?

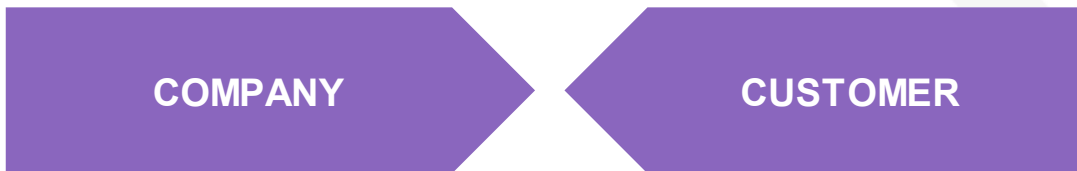
- Needs, wants and 'jobs to be done'
 - fundamental needs and value creation
 - perceived needs, 'wants' and preferences
 - discrete specific needs ('jobs')
- The importance of a classification
 - recording, analysis and learning
 - structured management of customer processes
 - lean organisation and system design
- Classification example (KISS rules)
 - first 'why' (reason), then 'about' (subject)
 - matrix and tree structures
 - single logical model for databases and process design
- The Experience aspect



The conflict - and CX challenge



- Their reasons to interact are different from ours. (Surprise?)
- Mapping and meeting



Channels

- Distribution vs communication
 - physical and virtual distribution
 - mass and direct communication
 - primary and auxiliary communication
- Channels vs media
- Transaction channels
- How about social media?
- The full portfolio

Channel types

by content and purpose

- **product, information, activity, funds**
- **communication, service delivery**
- **communication taxonomy**

by medium and functionality

- **Physical vs virtual/digital**
- **single/multi-point, mass, direct**
- **origination (in/outbound), assisted vs automated**

by nature of interactions

- **marketing (communications)**
- **service & support channels**
- **other: distribution, payments**

Touchpoints

- Points in time, points in space
- Journey points and ‘moments’
 - most are interactions, some are indirect
 - they define the customer experience
- Interface points
 - part of a channel
 - physical, even for virtual channels
- ‘Multichannel’ as in -
 - touchpoints represent channels
- What happens there
 - events
 - interactions
 - transactions (?)

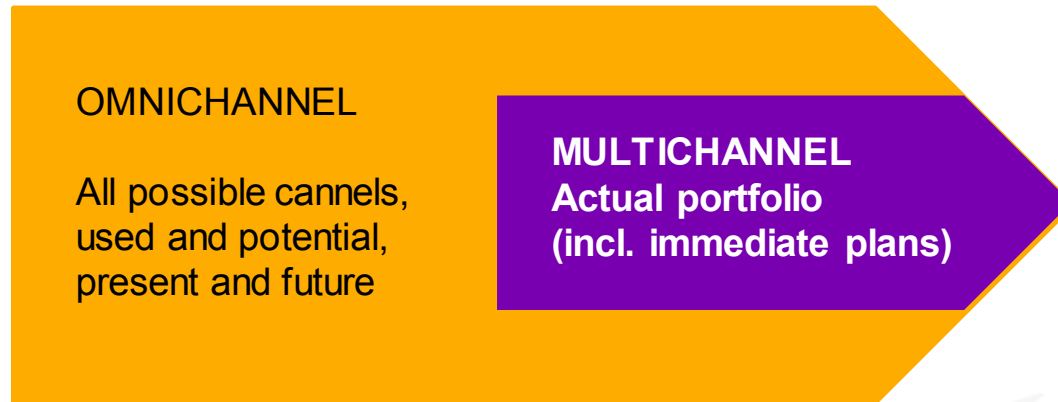


Sample channel portfolio

- Distribution
 - Own retail outlets
 - Dealers, resellers
 - Other channel partners
- Mass communication
 - Broadcast: radio, TV, social
 - Print
 - Outdoor
- Financial (payments)
 - DD, standing orders
 - Debit /credit cards
 - Mobile wallets and payment apps... etc.
- Direct - human assisted
 - F2F - retail
 - F2F - field sales
 - Remote - paper mail
 - Remote - phone
 - Remote - personal email
 - Remote - personal SMS
 - Remote - IM, Web chat
 - Remote - social platforms
- Direct - automated
 - IVR
 - SMS
 - Email
 - Web - main site(s)
 - Web - self service portal
 - Web - community portal
 - Web - 3rd party social sites
 - Kiosks, ATMs
 - Apps (mobile, web, widgets)
 - Barcodes, QR, other
 - NFC tags

Add more for true 'Omni-'

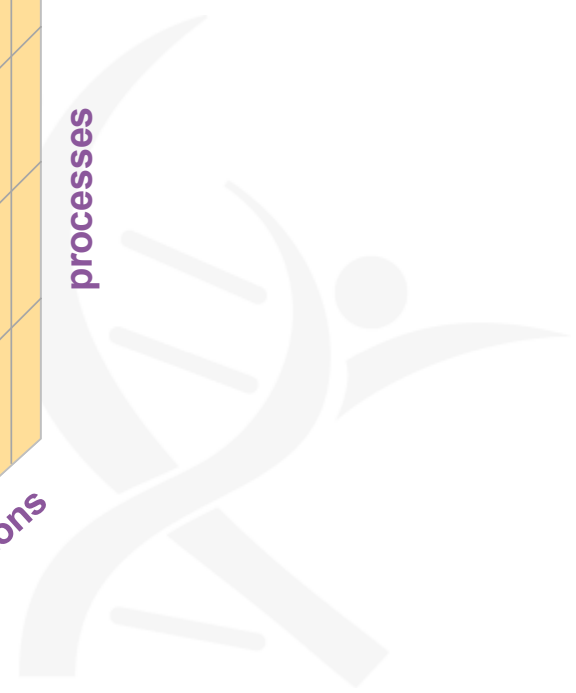
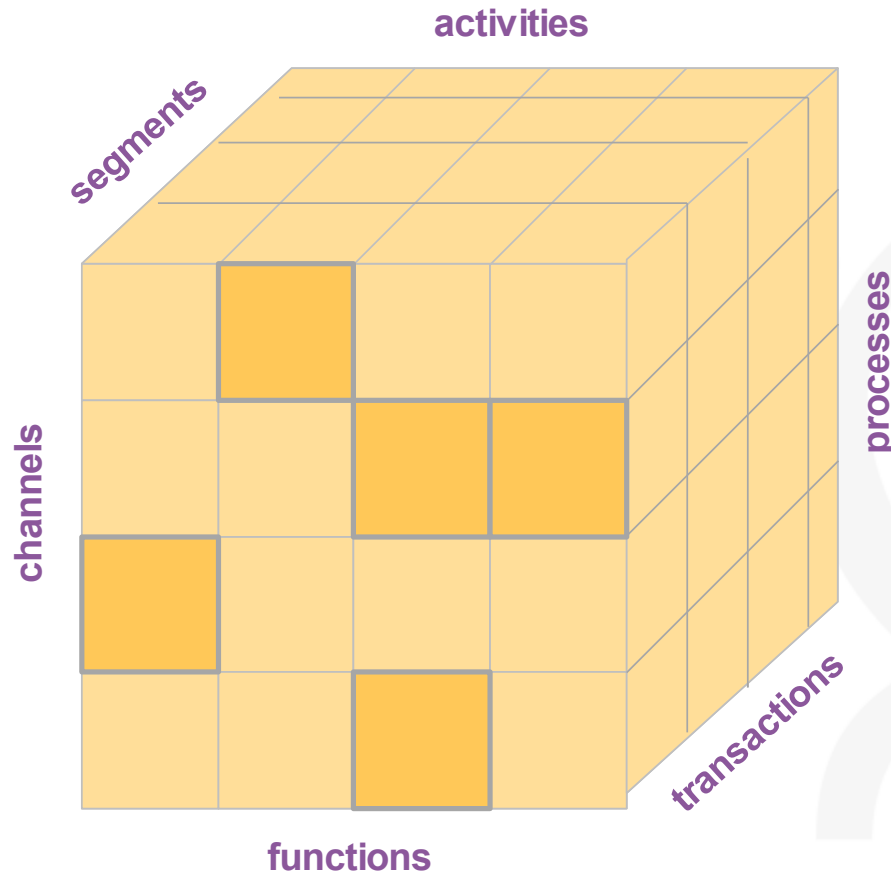
From Omnichannel to Multichannel operations



- Considering CX-related attributes of channels:
 - Rational (bottom of Maslow, hygiene): convenience, effort required, speed
 - Semi-rational, high perception: interactivity (e.g. human-assisted are more interactive than auto); scope, depth and detail in interactivity; Personalisation.
 - Emotional (top of Maslow, bottom of CX iceberg): friendliness, respect, care(d for), inclusive/belonging, exclusive (privileged treatment)
 - Challenge to address emotional aspects with automation (Siri, Cortana, Google Now)

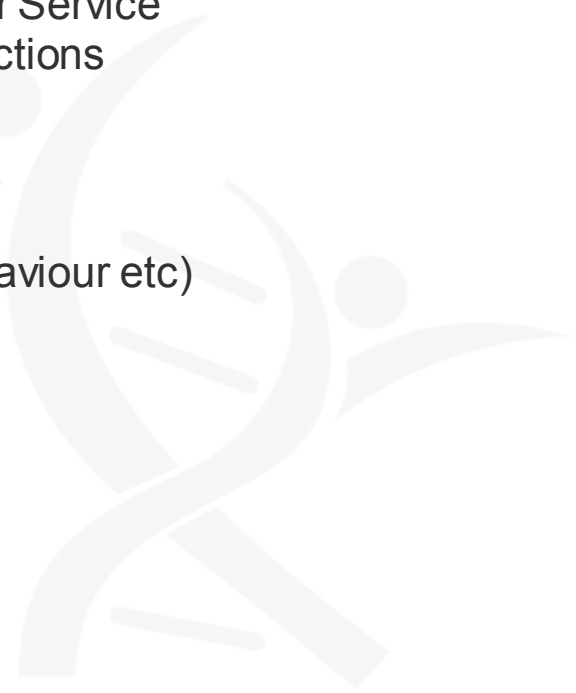
Building an Interaction Management model

- **Key principle: differentiation** (intersecting channels with structured dimensions and adopting differentiated strategies and processes)
- **Format:** matrix / multidimensional cube



Model logic: key dimensions and content

- Key purpose of customer interaction
 - Acquisition, retention, development
 - Other: collaboration, crowdsourcing
 - A Customer (!) purpose perspective ('jobs to be done')
- Business functions
 - Customer-facing: Marketing, Sales, Customer Service
 - Financial: Fraud, Revenue Assurance/ Collections
 - Other: PR, CSR, R&D, Legal
- The Customer (!) dimension - segments
 - Value segments
 - Needs clusters or proxies (demographic, behaviour etc)
 - Tactical micro-segments and RTI layer
- Intersections content
 - Binary (tick-boxes)
 - Quantitative - weights, vectors
 - Decisioning logic, business rules
 - Budgeting, performance metrics



Model building example

channel	marketing	sales	service
call centre		✓	✓
CC - IVR			✓
SMS	✓	✓	
email	✓	✓	✓
retail		✓	✓
app	✓		

2D table with Functional dimension



Model building example

channel	acquisition	retention	growth
call centre		✓	✓
CC - IVR			✓
SMS	✓	✓	✓
email	✓	✓	✓
retail	✓		
app		✓	

2D table by Key Purpose



Model building example

channel	VIP	middle CLV	low CLV
call centre	✓	✓	
CC - IVR		✓	✓
SMS	✓	✓	✓
email	✓	✓	
retail	✓	✓	✓
app	✓	✓	

2 D table by Value Segments



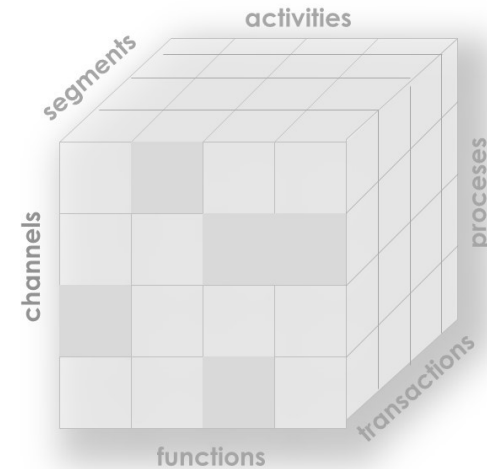
Model building example

channel	marketing	sales	service
call centre	■	■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■
CC - IVR	■ ■	■	■ ■ ■ ■ ■ ■
SMS	■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■	■ ■
email	■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■
retail	■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■
app	■ ■ ■ ■	■	

From binary to quantitative weights

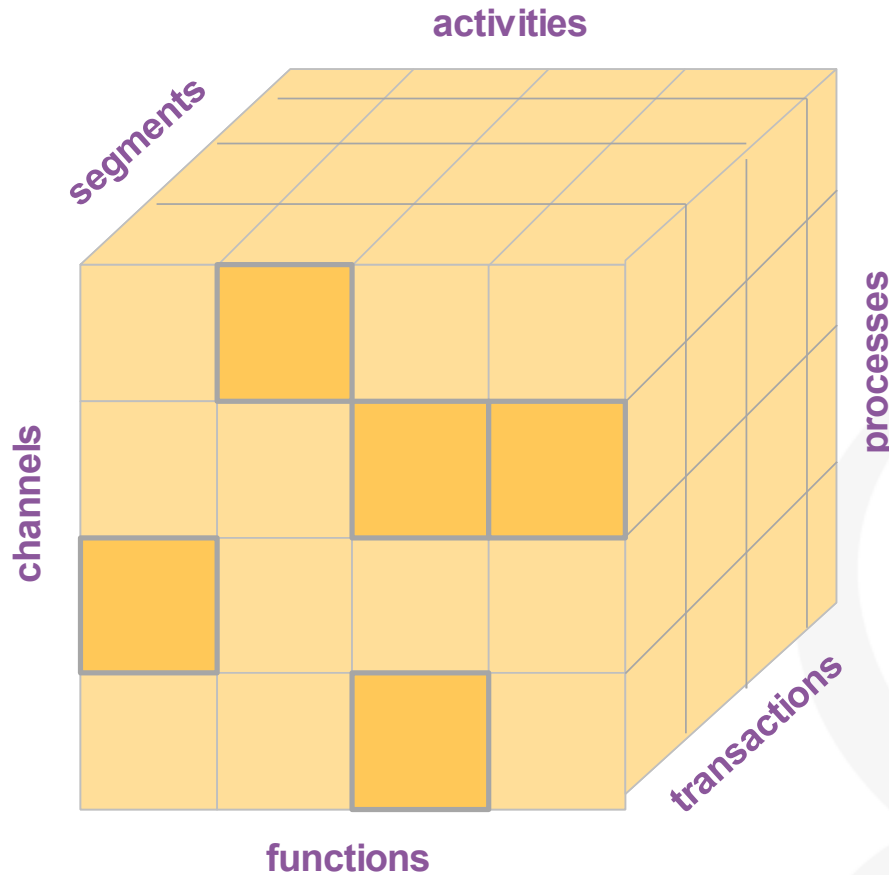


Uses of the model



- To design with channel usage focus for channel effectiveness
- To eliminate redundancies and duplications
- To optimise the channel mix for the business and its operating model
- To streamline and perfect underlying processes
- To optimise customer experience through relevant channel use
- To allocate resources for maximum return
- To measure performance and drive continuous improvement

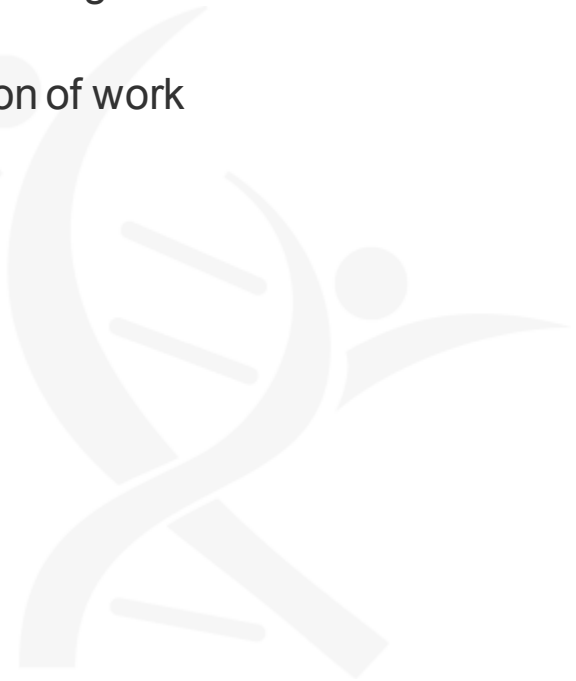
Master one dimension at a time



- before you continue adding complexity

Managing multichannel interactions

- From clear strategy to structured operations
 - visionary and pragmatic
- Process implications
 - end-to-end customer processes with common logic
- Organisation implications
 - efficient cross-functionality and de-duplication of work
 - improved responsibilities allocation
- Systems implications
 - single architecture and modular integration
- Financial implications
 - budget allocations
 - performance measurement



Thank you!

Q & A

