

# A guide to excel on customer experience



WHAT IF YOU REALLY PUT YOUR CUSTOMER AT THE HEART OF YOUR BUSINESS



siapartners

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# FOREWORD

## Who is this guide for?

Whether you are a CEO an innovation project manager or director, a director of communication, a digital transformation officer, a head of marketing and communications, or if you are a customer experience or digital addict;

Whether your are in a **global Group** or in a **start-up**;

Whether you were wondering about **the best way to start your transformation towards a customer centric organisation** or whether you just wanted to gather some **new ideas**;

**Keep reading – you are in the right place!**

## What does it include?

This guide contains the **key trends we have observed as well as our insights** built over 18 years of supporting our clients across **all industries and services**.

It includes:

- The **major trends that change the rules of the game** for customer experience
- Our insights on **how to design efficient customer journeys** to reach your main business objectives and how to turn your organisation in a customer centric one
- Select **practical examples & case studies** from hundreds of past assignments

## What are the 3 key takeaways?

1. Customers expect a **personalized, targeted relationship** that **meets and anticipates their expectations**
2. To provide a great experience – one that is seamless and coherent across all channels - companies need to **redefine their customer journeys and focus on the voice of customers**.
3. This requires that companies switch from a product-centric to a **customer-centric vision and organisational structure**.



# Introduction

Companies tend to resemble more and more one another, with similar products, capacity to deliver, or experience of the frontline employees.

**Differentiation tends to derive from the way customers are served, and the perception they get during a 'lifetime' of interactions with the company: the customer experience.**

We believe that to perform on this theme, you need to:

- **Raise awareness of customer experience principles within your company**
- **Implement a bottom-up approach to business transformation driven by customer experience improvement through customer journey design.**
- **Holistically reboot your business model and change your DNA to allow this shift towards customer centricity**

This approach also gives sense to your digital transformation and your innovation projects: digital features are introduced as leverage for improved customer experience, increased sales and reduced servicing costs. This mindset shift puts customer experience ahead of technology – not the other way around.


This guide gives you the guidance to engage in transformation driven by customer experience improvement through customer journey design, and will be useful to a wide range of managers from service marketing, business transformation sales, supporting functions, and of course customer experience offices and customer officers.

*“ Differentiation tends to derive from the way customers get served, and the perception they get from end-to-end interactions with the company: the customer experience. ”*



# New rules of the game: CHALLENGES TO ADDRESS!

**89%** of companies expect now to compete mostly on the basis of **customer experience**



know your customer

# 5 key trends shaping the new customer's expectations

Already successful tools for communicating with friends, playing games and sharing news, social media are becoming a major shopping channel, from discovery to placing orders.

Customers feel overwhelmed by offers that barely relate to their needs, and with irrelevant information about the products they want. They now expect to receive relevant personalized service or recommendations both online and in store, with agent who are familiar with their needs.

## 1 Socialization of purchasing behaviour

## 2 Personalization through data

# Illustrations of the 5 key trends shaping the new customer's expectations

WeChat offers e-retail platforms, while Amazon develops Anytime, an app covering a lot of messaging & social media use cases

Cerruti (Soho Hong Kong) now sends personalized messages (advices on products...)based on the purchasing predictive analysis thanks to the analysis of the customer omnichannel data

amazon

CERRUTI



Customers are increasingly expecting from brands to be authentic, to demonstrate a meaningful commitment towards sustainability, and to be "cool". As in today's social era, brands have to efficiently communicate about their DNA and the lifestyle they advocate.

Customers now want the ability to shop whenever and wherever the mood strikes them. They also want products that fit their personal needs and tastes. They are looking not only for customized products, but also for an offering that correspond well to their actual usages.

Omnichannel journeys, in which customers use both offline & online channels, is becoming the primary mode of experiencing the brand. This leads to new trends such as "showrooming" for retail. It requires for companies to fix their basic omnichannel offerings while providing more advanced services such as in-store virtual reality experience and online product customization.

### 3 Connection through values & authenticity

The Kering Group decided to reduce its environmental impacts, to advocate social welfare and to create game-changing platforms through an ambitious plan



### 4 Expectations beyond standards

Dior launched an online customization campaign for its handbag Lady Dior on Valentine's Day 2016. Clients were able to choose the accessories & buy the bag directly from the platform



### 5 Omnichannel experience

Museums like Le Louvre now rely on omnichannel to design an augmented experience to enhance the encounter between visitors and the works of art within the museum and outside of its walls. The use of mobile applications for example aims to guide the visitor in the discovery of the museum through indoor positioning, itinerary, comprehensive descriptions of artworks, audio commentaries...



# A customer journey goes far beyond direct interactions with the brand

## What is a customer journey?

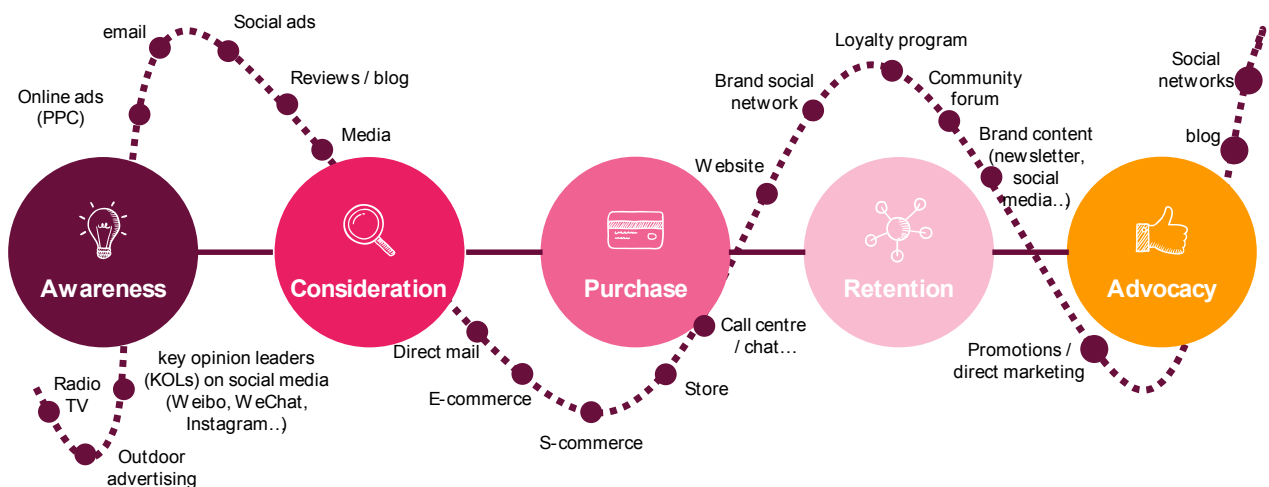
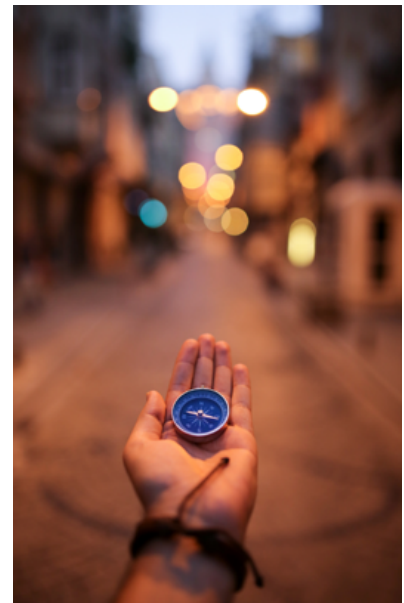
Customer journey is **the end-to-end process** taken by a customer to get an expected result (for instance buy his/her new home), from the customer's perspective. It is therefore a detailed sequence of steps performed by the customer, **some of which are performed in contact with the company** (digitally, face-to-face, over the phone, etc.), **or independently** (for instance doing some research on the Internet, or asking for referral to a friend).

## What are the new challenges?

Omnichannel is a new standard for customers. Since most channels are not mastered by companies, mastery of the whole customer journey is a frequent pain point across industries.

All departments of the company involved in the customer life cycle are solicited depending on the step of the sales path. These new trends make the **traditional vertical organisation obsolete**. To be up to the new customers expectations and stay up to date, **companies must establish a relevant presence on all stages of the client's journey**.

One common pitfall of customer experience management is to try to address each interaction individually (e.g. email, call to service centre, online request...). **The perception of the customer is caused by the end-to-end journey and the end result** therefore, all aspects of the journey contribute to the overall experience (e.g. quality of contact, ease of getting things done clarity of the information provided...)








# The sum of customer journeys constitutes the overall customer experience

The total number of customer journeys for a company varies a lot depending on its activity. Whereas a transport, retail or telecoms company has a dozen of main journeys, a banking or insurance company may have hundreds due to the large number of products and the events that can happen.

**Customers have different expectations** whether it is on contact channels or on the characteristics of the offer. When describing a customer journey, it is therefore crucial to indicate the **expected perception** of the customer for each step (reassurance, sense of ease, surprise, peace of mind...).

**Designing a customer journey is to manage the customer's perception and experience.** Generalities like "customers want everything right away" are no longer sufficient!



Customer journey types	 <b>TRANSACTIONAL</b>	 <b>PROJECT</b>	 <b>PROBLEM RESOLUTION</b>
Customer expectations towards interaction modes	<b>Ease</b> Security Reliability (peace of mind) Quickness	<b>Advise</b> Trust / empathy End-to-end request handling Ease / reliability to finalize solution	<b>Care</b> (reassurance) Being known Reliability (true resolution) Ease Rapidity of resolution
Examples of customer journeys	Payment on a website in a secured way Cheque deposit in branch or digitally Fund deposit on life insurance contract Mass transfer order (professionals / corporate)	Buy main home Prepare retirement Review one's investment to meet personal goals Finance issued invoices through credit insurance (professionals / corporate)	Resolve fraudulent card payment on internet Manage unexpected treasury needs

# THE DESIGN OF GOOD CUSTOMER JOURNEYS is the first step for you to perform today

**+91%** *loyalty & retention*





# The design of customer journeys enables you to meet most of your objectives

The companies we support, especially in the banking and insurance industries are struggling to adjust to this new era of customer centricity. More than an end in itself, this approach to the design of customer journeys based on a deep understanding of your customer makes it possible to address today's most pressing challenges:



## Cross sell upsell

Most companies still have a product-focused approach to their sales and marketing, this is reflected in their business model. This focus prevents companies from adopting a disruptive and innovative cross-sell and upsell approach and identifying sales and innovation opportunities to improve their customer's experience.

**Anticipating customers' unmet needs and identifying what makes a customer engage and develop their business portfolio with a company requires putting the customer's voice at the centre of the company's business.**



## Acquisition and retention

The basic expectation of customers is the relevance, the convenience and the ease of service. The risk of churn is high if the brand is not able to provide a seamless service, consistent on every touchpoint. **One step further, brands need to engage customer on a less transactional and more emotional level.**



## Brand image and eReputation

Marketing does not longer mean "selling products" in a one-sided endeavour. Actually, one-sided does not work anymore when social media has given consumers a megaphone just as powerful as that of traditional marketers. **Digital is opening up a whole new era of opportunity, enabling brands to bond with all their customers and prospects through relevant and/or emotive content.** It is a necessary move for brands seeking for the holy grail of customer relationship: loyalty.



## Improve the effectiveness of call centre

It is crucial for customer experience and thus companies performance to be able to connect the customer with the right person, able to deliver the right service at the right time. **Analysing the global picture of customer journeys enables companies to eliminate some calls and turn to self-service channels the main clients' grounds for reaching the call centre.** Very often, companies focus on restructuring the scripts & improving the CRM tools used in call centres, while the gain could be significantly higher by considering the whole customer journey!



### Cross-sell & Upsell increase

You are working on distribution model & on sales force performance but sales growth is increasingly difficult to maintain?

It is crucial to switch from a product centric to a **customer centric business model** & marketing. Building on the **triggers related to customer data, habits & moments of life**, we will have the opportunity to revisit your innovation process for products and services portfolio

Data personalized emails can lead to a recovery of ~20% of abandoned shopping carts & a 15% increase in sales



### Acquisition & retention

Are you in the process of setting up a loyalty program and experiencing difficulties engaging your clients?

By looking at the clients' overall experience, and the way they interact with your brand (as well as beyond this interaction), you will be able to switch from a product offer to a relational offer to encourage customer engagement and personalize the user experience across channels.

Businesses optimizing emotional connections in real-time outperform competitors by 26% in gross margins & 85% in sales growth



### Brand image & eReputation

You are releasing brand content on social media, institutional website... but you don't know how to measure and increase its efficiency?

By looking at the **clients' overall experience**, and the way they interact with your touchpoints and beyond, you will be able to **switch from a product offer to a relational offer** to encourage **customer engagement** and personalize the user experience across channels.

69% of online customers agree that the quality & relevance of brand's messages influence their perception of the brand



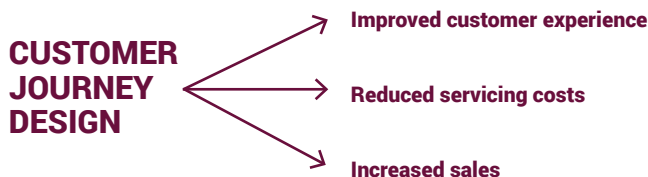
### Call centres efficiency

You are restructuring the scripts & improving the CRM tools used in call centres but the gains do not exceed a few seconds?

By analysing the global picture of customer journey, you will be able to eliminate a large part of inbound calls through the fostering of a self-care approach. Combined with the implementation of RPA projects, this approach allows you to improve the performance of call centres & the customer experience.

Processing upstream information eliminates between 25% & 50% of customer calls

# Why is it crucial for companies to invest on customer journeys design



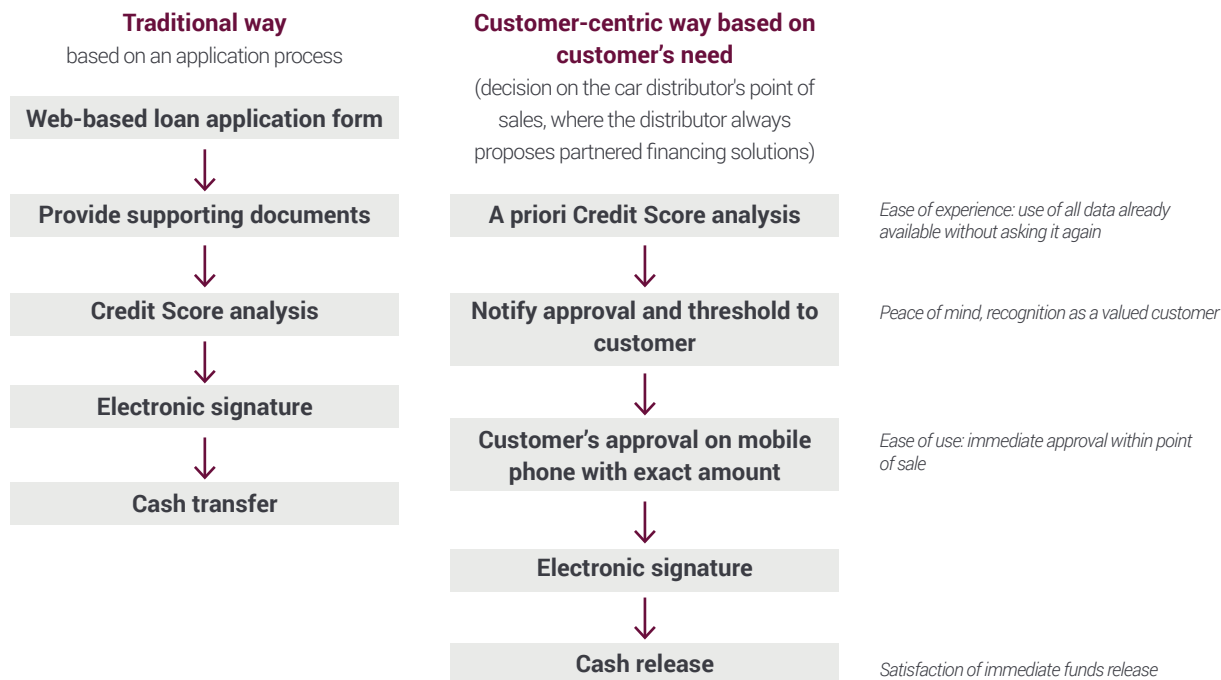
## Why invest in the redefinition of customer journeys?

Benefits of improving the customer experience are usually presented as an increased customer satisfaction, which would lead eventually to increased revenue and reduced customer churn.

Despite its truth, this approach sometimes fails in convincing decision makers as the direct link between customer satisfaction and profit may appear as weak.

This is the reason why Sia Partners proposes a more direct approach based on customer journey design, in which end benefits directly derive from the way the customer journeys are designed.

### Customer journey vs. internal process: personal loan



From the bank's perspective: higher sales conversion ratio, easier Credit Score analysis (no need for real time), shorter process time (less resources needed...)

# Example of customer journey design tackling all benefits:

## Customer's real estate project needing a mortgage loan

### Improved customer experience



#### Provide an improved customer experience

- by providing reassuring messages, showing that the bank is **really involved in the customer project and truly cares**,
- by offering **customized** financial solutions on all aspects related to the real estate project (not only the mortgage loan),
- if this is referred to a general customer I would say "... showing that the bank is really involved in the customers..."
- by **reducing the delay** for getting his/her project live.

### Reduces servicing costs



#### Streamline the front-to-back process

- by **making digital all time-consuming steps** (for instance by enabling the customer to provide supporting documents online),
- by making the interactions between the customers and the bank **easier** through online information-sharing and communication features (so that both the customer and the advisor know anytime the progression stage of the mortgage loan request, what is expected on both sides, etc.)

### Increased sales

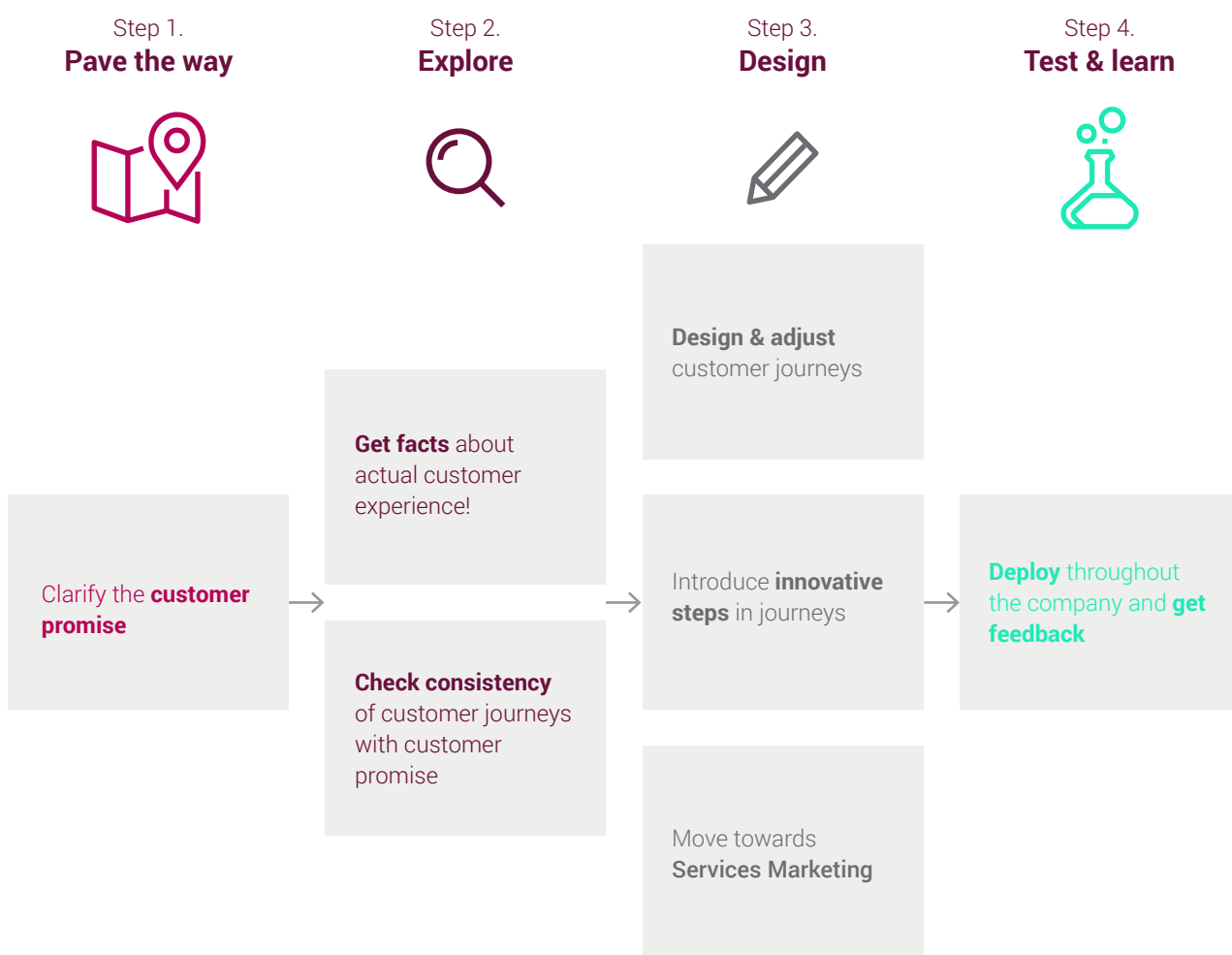


#### Support the advisors' sales process

- by providing more **customized** mortgage loan offers thanks to a **dedicated** tool to analyse the customer's financial situation and the detail of his/her real estate project,
- by **expanding the cross-sales opportunities** of real estate-related products that the customer will value in this situation (home insurance, life insurance, relocation, etc.),
- by enabling a better **follow-up** of sales opportunities.

# How to design optimal customer journeys based on the knowledge of your customer

The main elements of this approach are: gathering customer insights, mapping customer journey, design of customer journey and agile build & deployment. This approach does not just intend to make customers more satisfied, it primarily intends to make the customers, the employees and the whole company more satisfied altogether.







Pave the way

# Step 1.

## Clarify the customer promise

The very first step when embarking on a customer experience improvement programme is to **clarify the promise made to customers**.

This relates deeply with the **company's value proposition**.

A budget airline company and a top-end airline company don't have the same value proposition - the promise made to customers (and employees) is clearly different.

### Ask yourself:

- What is the **value proposition and the customer promise** of the company you work for?
- What do you want **your customers to recommend you for?**
- Do traditional group and online pure player banks have the same value proposition?

**How to differentiate from competition?**

### Example of the DBS Customer Promise "Banking the Asian Way"

We marry the professionalism expected of a best-in-class bank with an understanding of Asia's cultural nuances.

- **Asian relationships:** We strive to embody the elements of what relationships are about in Asia. We recognise that relationships have swings and roundabouts, and look at relationships holistically, recognising that not every transaction needs to be profitable in its own right. We stay by our clients through down cycles.
- **Asian service:** Our service ethos is built on the RED motto: being Respectful, easy to deal with and dependable, with the "humility to serve and the confidence to lead".
- **Asian insights:** We know Asia better; we provide unique Asian insights and create bespoke Asian products. Our customer conversations are underpinned by award-winning research that offers insights into markets and industries in Asia.
- **Asian connectivity:** We work in a collaborative manner across geographies, supporting our customers as they expand across Asia



**WHAT'S  
YOUR  
BRAND?**



# Step 2.

## Get facts about actual customer experience

### Get facts!

Once the customer promise is clarified, the next step is to **explore the truth** about **their expectations** and the **actual reality** experienced by customers.

Get the actual *pain points*, difficulties and complexities that the customers face, and the perception they get from these.

**Customer insights** can be gathered through the following methods:

- Surveys (CSAT, NPS, Effort Score)
- Focus groups
- Data analysis (e.g. "digital diary")
- Social listening
- Observation surveys

**Digital capabilities**, become essential to enrich customer listening:

- **Smart data:** the efficient use of big data through web scrapping & social listening effectively enables a company to capture the "voice of the customer"
- **Internet of things:** connected devices hold numerous customer's behavioural & geolocation information.
- **Multichannel:** IoT, CRM, DMP, clienteling software enable companies to gather and exploit customer data across all channels, both digital & physical.

### Evaluate customer journeys against promise

It is crucial to **evaluate the customer journeys as performed** against the customer promise. Over-serving or under-serving are both problematic.

**The clearer the promise is stated, the easier it is for the customer journeys' consistency to be evaluated.**

This is the baseline on which the target customer journeys will be designed, and it also helps to communicate within the company about the true sequence of events.

The Voice of the Customer **is dynamic & omnichannel**. It is collected & analysed **in real time at every touchpoint**.

It helps to **improve the customer experience** by improving service quality to attract more customers and to increase the revenue generated by each customer

All kinds of customer insights are meaningful, however, the best way to get these facts about customer experience is through **ethnological surveys**.

Conducted by **meeting customers face-to-face** and **going through what they experienced, step by step**, along the customer journeys, **with open questions and active listening**.

Useful to **avoid unconsciously factoring-in the companies views**, and to identify pain points & difficulties customers face, & also to get **detailed facts** about what happens, which help to understand the story & how to remediate.





# Step 3.

## Design new customer journeys

### Design & adjust customer journeys

The actual customer journey mapping is the key input for designing the target customer journeys.

It is important to keep in mind that expected benefits are not only the customer satisfaction – increased sales or reduced costs have to be taken into account as well.

This is why it is important to have also a clear view of the **delivery model** of the company – how front, middle, back offices and support functions can contribute to the customer journey, This is a prerequisite to be able to address all benefits at the same time.

### Introduce innovative steps in journeys

Innovation in customer journeys can be leveraged through digital capabilities, but can also introduced through new customers' situation-based or usage-based possibilities. This can be new business model such as new subscription offer, new services: a community of customers for IoT clients.

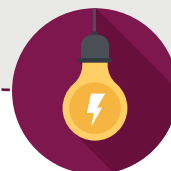
### Move towards services marketing

The design of the customer journeys is very similar to what marketers do - customer surveys, focus on customer expectations, etc. In fact, this approach is a services marketing approach. The "object" designed and proposed to customer is not a product rather it's a way of serving him through the customer journeys.

**Digital capabilities are often the best contributing factors to improve the customer journey, such as** self-service online capabilities, but not only.

- **Digital tools provided to employees** (e.g. tablets with clienteling software for agents to help them to provide more customized solutions)
- **Online interaction tools** for customers to know anytime the progression of their requests, ask questions without having to know the relevant person or department to contact, provide information to help the company processing the request,
- **Document exchange & analysis online features** can help a great deal in both exchanging and controlling the documents (to prevent fraud or comply to know-your-customer regulatory requirements)
- Smartphone features to address **customers' usage and situations related to mobility**

**Besides digital capabilities, your main goal is to keep it simple and pragmatic, by first fixing the basics!**





# Step 4. Deploy throughout the company & get feedback

Implementation is mostly a matter of project skills, which are widely developed. In the case of customer journey deployment, it is important to conduct **agile projects in short cycles**.

The first focus is to **build quickly**. This can be achieved thanks to small agile teams, composed of members possessing various skills, in an iterative and time-boxing mode. Customer journey implementation rely on developing a set of customer interactions, which don't have to be delivered all at the same time nor in the same level of detail – very different from a regulatory project for instance, which needs perfection and completeness.

The second reason to proceed quickly and adopt an interactive approach is that customer journey design is not a perfect science. Customer interactions have to be adjusted rapidly if they don't provide the expected result. This is a **test and learn approach**, very well known by online companies, but not familiar to traditional banks and insurance companies for example.

It requires for companies to build critical skills for the digital age:

**Agile mind-set and organisation**

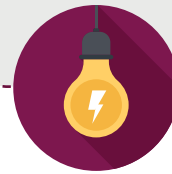
**Assets-based horizontal teams**

**Fully integrated business/IT teams**

**Customer centric approach driven by business**, not IT or technology

**Continuous testing** (POC, A/B testing...)

**Continuous release of technology functions.**



# The key pitfalls you want to avoid in your customer journey improvement project

A Customer Journey design should always **focus on serving the customers**. **Identifying the risk of failure**, either based on previous Customer Journey improvement projects or on market examples, is **key to mitigate the potential issues**.



**Go too little** to the customers and keeping too little room to listen to them & engage them

Every **successful relationship** is based on the right combination of listening and talking. Company always learn a lot from their customer by just **contacting them directly**.



Take the **existing processes for granted** and focus only on improving the existing customer touchpoints

Improving the journeys may require a to **rethink** and **streamline the processes** (avoid to ask twice information to customers for instance)



**Think too big** in terms of project size may discourage key stakeholders

**Little steps** are the key! Think about pilot initiatives that create more easily momentum. Using **Agile** approaches is a key success factor as well.



**Mix up “internal process” with “Customer Journey”**

The internal-process point of view is driven by the company's needs and constraints – customers have their own needs and behaviours



Believe that digitization of all the journeys (i.e. targeting the **100% digital**) will be an answer to all customers' needs

Different needs lead to different expectations (car insurance underwriting do not involve the same **affect** as a life claim). Companies have to adapt their journeys and include **human touch** in them.



Perceive accurate Customer Journeys as a **nice-to-have only**

**First-movers** in smart Customer Journeys will definitely have an advantage over their competitors. Including a **“Customer Journey” touch** to existing projects can only be an asset.



**Rely only on technology** to drive the innovation and the change, and underestimate the **human factor**

If technology is a necessity, it is not enough to be a **differentiating factor** if the **human aspect** of the relationship insurer/customer is put aside. What Uber users like is that the drivers care about them!

# Your levers to make your company CUSTOMER CENTRIC

**80%** of companies believe they deliver a superior customer experience

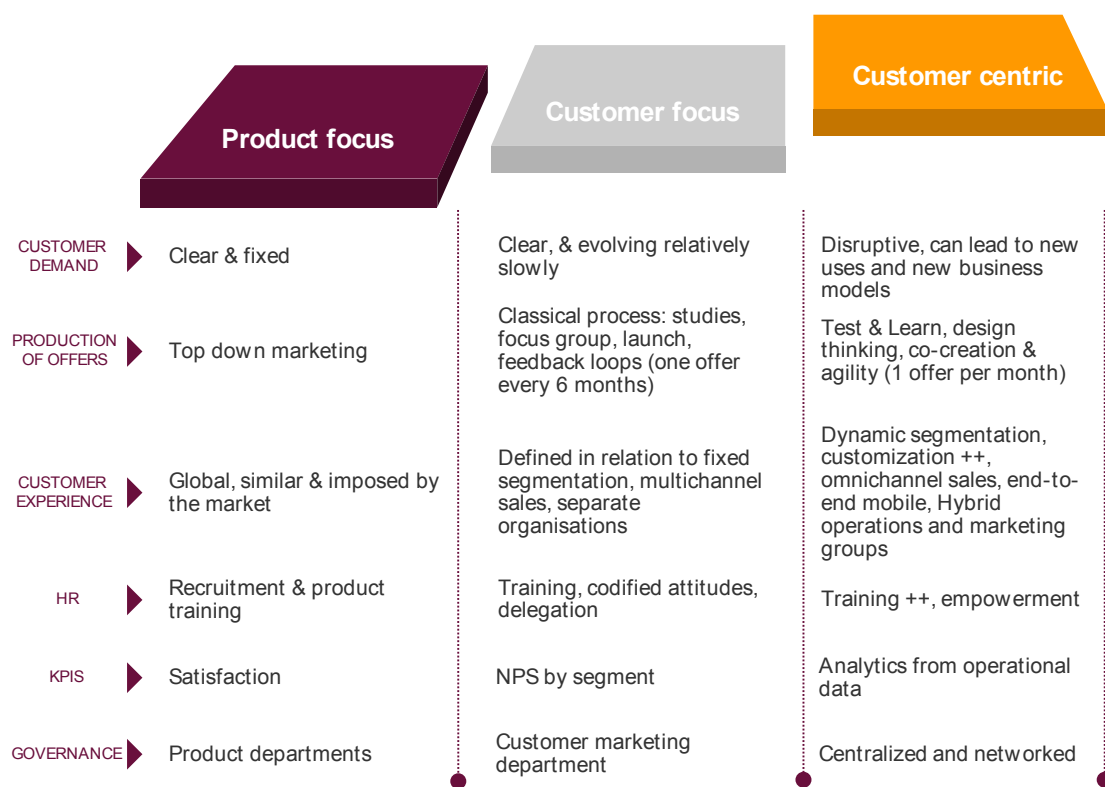
**8%** of customers believe these companies deliver a superior customer experience loyalty & retention



# One key requirement to efficiently design the customer journeys: being customer centric

Customer journeys look like traditional processes, but they differ in many ways. The main difference is the **customer orientation**. In a traditional process, companies focus on their internal constraints and objectives (regulatory constraints, fit with the company's organisation, siloed-objectives of the various departments...). The pitfalls of these traditional processes are that:

- Customers have different experience on each channel
- The company provides an unbalanced level of service to customer segments
- Business teams focus on their scorecard rather than on customers



# What does it take to be customer centric?

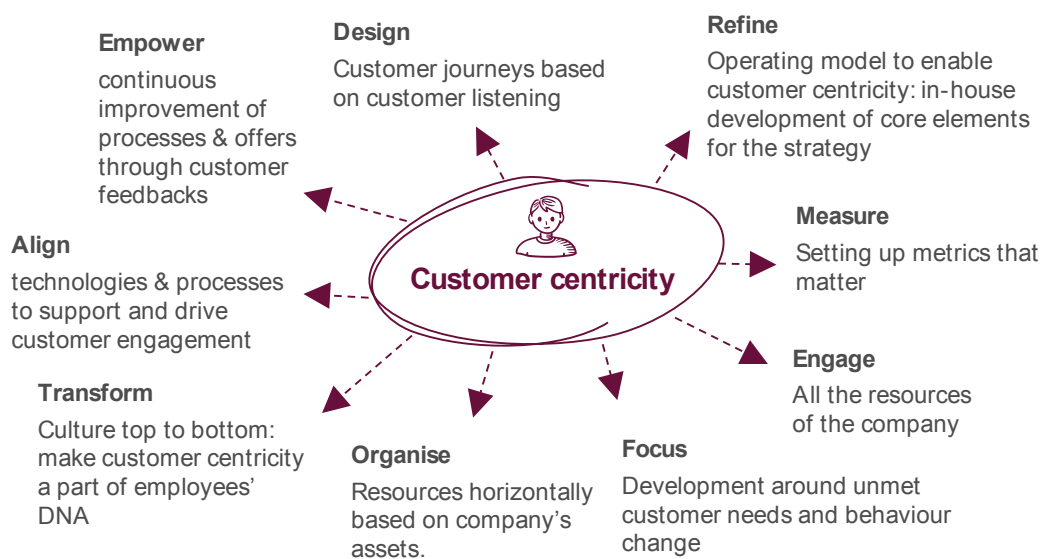
**Customer centricity is a consequence of the power shifting between brand and customer.** Customers are more selective on which brand they choose to represent their aspirations and behaviour. With social media marketing and social selling exploding, customers can now compare products and services in real time and across multiple devices – this has presented a huge challenge for many brands.

**The winning brands are the ones who develop tight bonds based on brand content with their customers, who offer them great service, and built a long term relationship with them.**

To that extent, the main challenge for companies is to be able to share customer information across departments.

Customer centricity is a strategy that aligns the development of services and products with the current needs of a small segment of customers in order to maximize their long-term financial value in the company. The implementation of such a strategy requires:

- **Using customer data and lifetime value** to better understand and segment the company's customer base;
- Identifying the **"best" customers**;
- Focusing on the best products and services for the best customers.
- Setting up an **agile organisation**, to disseminate a customer-centred culture and to subject the strategic evolutions to this customer centric culture





# Our experience tells us that you must reboot your business model with a focus on key dimensions



## Organisation

You have set up a Digital Direction focusing on a lot of innovative projects (block chain, bots, mobile app...) but you do not see the benefits?

The priority is to identify your **key assets** (clients, data, platform/product) and to design the right **silos-free horizontal organisation** and ways of working to improve your performance on these assets.

The opportunity cost of not being omni-channel is 10% in lost revenue



## Culture

You are promoting a customer centric culture & implementing innovative tools but you estimate that it does not prove its worth from a business point of view.

It is crucial for your organisation to define and implement a **customer centric culture** and an efficient way to **communicate it**. Your employees need then to be trained to materialize and promote this culture.

Only 27% of employees feel quite at ease with new digital practices



## Technology & Processes

You spend a considerable time implementing new technologies, but you still need to reduce cost & errors, improve flexibility while improving customer experience?

You need to preserve the quality of the customer experience by starting from an analysis of the customer journey and insights to **leverage on technology such as RPA or on human action at the right time for the right purpose**.

Implementing RPA on one of its process a Global Bank managed to reduce the average sale-time from 10 to 4 min in Hong Kong



## Data

You have large amount of customer data but you don't know how to transform it sales and customer engagement?

One of the main objectives here is to **optimize big data & small data (at customer level)** in order to provide your customers with a personalized, lean & smooth experience.

74% of customers are frustrated with irrelevant contents, ads, and offers

# Organisation. Turn customer centricity into a strategy that impacts the whole organisation

Customer centricity is not just about offering great customer service, it means offering a great experience from the awareness stage, through the purchasing process and finally through the post-purchase process. **It is a strategy based on putting your customer first, and at the core of your business.** The first question to address is how the departments should be organised, how the work should be distributed, what should be the mandates of the different teams.



## From a vertical to an horizontal organisation

The traditional vertical organisation needs to **evolve towards an horizontal, silo-free one.**

- The first step is to identify the key assets: usually the customer, the data, and the platform / product / service. These assets that are to be secured must be the entry angle for defining the organisation.
- The second step is to look at how each vertical function contributes to the performance of these assets and to gather them.

## Gathering resources in a different way

What made sense in the past was a matrix organisation between skills and geography. But for now on, **the matrix has to be between vertical and horizontal functions.** The location strategy needs to contribute to this organisation by bringing resources together geographically or via digital platforms.

## Adopting new processes

Customer experience is not something fixed but, on the contrary, it evolves over time. **It must constantly stay in touch with the customer's expectations & needs.** Therefore, this new horizontal organisation must be supported and accelerated by the implementation of agile method

For companies at an early stage of "customer centric" organisation, it can be accelerated by the appointing of a dedicated team, in charge of:

- defining standards of customer experience, based on brand's customer promise
- establishing agile design methodologies, based on customer listening and disseminate them
- putting in place a system for continuous improvement.



## CASE STUDIES

For a public transportation group, Sia Partners defined the scope & the **road-map for building a customer strategy.** By improving the **overall multimodal transportation experience**, we helped the client provide higher customer satisfaction. Our team also conducted related projects, to offer differentiated services for 4 million customers, and **developed real time mobile & direct communication across channels.**

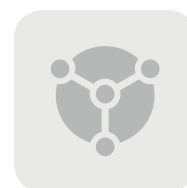
# Technology & Processes. Innovate & manage change while serving the quality of the customer experience

In order to provide a lean & smooth experience to the customer, **technological innovations are a necessity**. The question is knowing.

Digital and customer experience have become popular words, legitimizing all the technologic investments & innovations of the company, sometimes leading to forget to submit this to a consistent strategy based on the real added value from a customer experience perspective. More often than not, organisations that integrate new technologies (mobile applications, IoT, etc.) are carrying out **"technology for technology's sake"** (no proper test of its viability with the market, evaluation of the related investment compared to alternative tools, or consideration of their goals or expectations from a customer journey point of view).

Everything cannot be improved by technological innovations, and **the adoption of a customer centric culture must reflect in the choice of innovations and the way in which they naturally fit into the customer journey**. In many cases, the innovations must come from additional information provided upstream of the touchpoints in order to further guide the client in his experience. In other cases, technologies such as Robotic Process Automation enable to optimize processes and to concentrate the human efforts of the company's resources on high value-added interactions with customers.

**Customer centricity organisation applies to everything it conceives, from its products to its HR processes, based on a well-defined experience platform that aims to align internal and external initiatives.**



## CASE STUDIES

For an ecommerce actor in retail, Sia Partners helped define **the physical implantation strategy in line with the existing digital strategy**. Sia Partners assisted the 1<sup>st</sup> European actor in the personal care industry in defining **functional requirements in order to implement an adapted CRM software in an Agile way** for 4 businesses in more than 10 countries.

# Data. Rely on customer data to reinvent & boost engagement

In today's competitive landscape, **customer insight and mind-set is key to building and maintaining a strong relationship** between business and customer. By knowing the customers inside and out, companies can deliver information with a **personal, relevant and timely approach**. Data is gold for retail as well as for online journey, it enables marketing where efforts and decisions are guided by factual customer data. It enables a greater relevance in the communication and in the choice of channel with the recipient, allowing to **improve customer experience and leading to sales increase**. It requires having the right company's mind-set; a.k.a being customer centric, not collecting and using a much data as technology allows it, but wondering where it might be the solution to an unmet customer need or to enriched customer journey. So 2 steps:

- Collect data: but not any data you can get your hands on; it's about collecting relevant data. The well-known **"big data"** which consists of making the data ac-

cessible to all the stakeholders of the organisation; But also the **"small data"**. Indeed, the granularity of the data must be sufficiently fine to be effective in personalizing the customer relationship, and therefore tracked at the client level.

- **Avoid data silos:** avoid conflicted messages, improving customer experience and brand image

Basic data from Analytics tools must be understood, processed and analysed before they can be properly operated. Tagging sites, grouping and segmenting data, training teams and creating cockpits are the prerequisites for reaching the different levels of maturity around Digital analytics.

**We help companies understand their customers' needs and behaviours through their preferences and interactions. We help them build a 360° customer view, define a use case, and collect and analyse their data.**



## CASE STUDIES

For a business & leisure transportation company, Sia Partners led a multi-organizational project to build a **360° customer view database** (12 million customers). For a public transportation company, our team conducted a **qualitative & quantitative analysis of customer data to provide insights & a detailed segmentation**.

# Culture. Make your employees the main asset of your customer centric organisation

An **optimal customer experience** can only be a **reflection of an internal culture** that is effectively communicated and transformed into working principles so that this philosophy becomes an integral **part of the DNA of the organisation**. Recruitment should also focus on people minded, able to radiate on this aspect. The HR strategy of the global company must be tackled in this sense: definition, communication of values, profiles of people recruited to materialize the customer's aspirations of the company. It should be noted that **compensation mechanisms** must be consistent with this objective.

Some conditions must be gathered to enable the implementation of a customer centric culture:

- **Shared customer-centric vision**
- **On-going focus on customers' needs**
- **Accountable and empowered staff**
- **Willingness to change**
- **Engaged employees**
- **"We" culture**
- **Internal customer orientation**
- **Inspirational management**
- **No customer experience without experience employee**

The employee experience is very often neglected to the benefit of customer experience in digital transformation projects. The reason for it is that customers are perceived as a source of income, and employees as a cost factor. Our conviction is that **companies need to consider their employees as their first customer**. Indeed, the employee delivers to the customer what lives on a daily basis. According to a Gartner study, **a 2% increase in employee satisfaction rate results in a 1% improvement in customer satisfaction**.

In order to stand out and retain its customers and employees, the company must offer them a value-creating experience at every step of the process. The experience must be consistent and do not leave any of the stages of the relationship aside, each constituting a moment of truth for the employee lifecycle or client. The goal here is to create a continuum of value.



## CASE STUDIES

For a railway company & a retail company our team led a transformation project **to empower employees with new digital tools, building a stronger & more authentic relationship with the customers** across different touchpoints.

# Customer promise does not only rely on well designed customer journeys, it is also triggered by emotions raised by the brand

## The current context of brands has changed

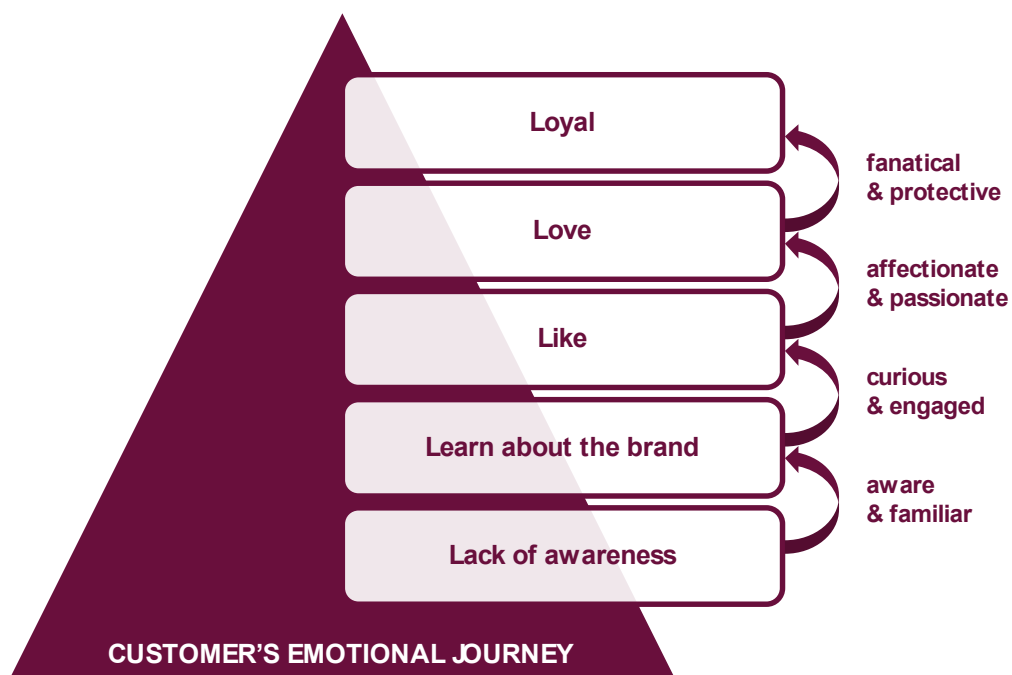
- Barriers to entry are weakening, leading to a **new form of competition**
- The advent of digital has **accelerated innovation cycles** and reduced product life cycles
- **Consumer expectations are increasingly high**

## Before: selling "dream"

- We invest money to develop a product, associate it with marketing and put it on the market to face the competition
- The **emotional power associated with the product is enough to sell it**

## Today: selling an experience

- **Boundaries between products and services are shrinking:** consumers are looking for experience with brands

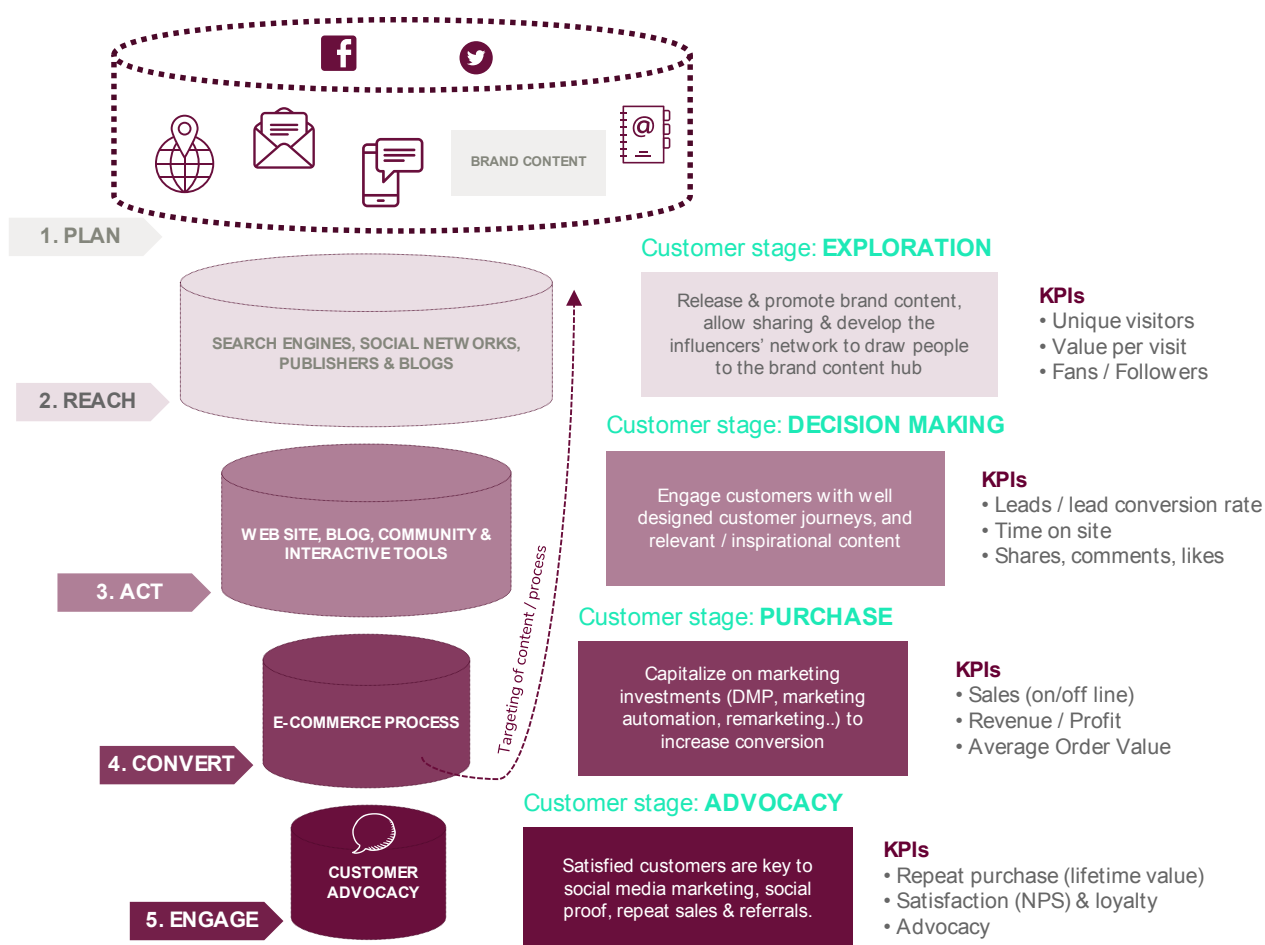


# Bonding with customers requires promoting an image of the brand to which customers want to authenticate

The use of **customized & targeted marketing channels** is growing (social networks, chat-bot, websites, mobile apps and websites - mobile phones and tablets, etc.). **It opens the field to billions of potential interactions between brands and their customers.**

To provide customers with relevant content and to be competitive online, it is necessary to plan, manage & optimize:

- Digital channels for defined targets
- S.M.A.R.T. KPIs
- Focused investment in content marketing



# Key takeaways

The customer has become multiple: both business and leisure, family and individual. His needs and desires quickly evolve based on what he is doing and seeing at a given moment: basic offers or bouquets of products and services. Customer segments therefore become dynamic: evolutionary and contextual.

**It requires an adjusted value proposition, with the right packages and portfolio at the right time through the right channel. This is achieved by redesigning the customer journeys.** This requires you to adjust your offer, marketing, and business model towards a customer centric organisation.

To successfully achieve this shift, here are some key takeaways for you:



1

**Design both customer and employee's journeys as consistent experiences.** These journeys must not leave any of the stages of the relationship behind, each constituting a moment of truth for the employee or client. The goal here is to **create a continuum of value.**

2

**Technology is not "the" silver bullet** to achieve customer alignment; it requires **end-to-end streamlining of processes, data and culture.**

3

**Integrate the customer centric approach into the offer development process;** define what success and failure looks like for each journey step.

4

Enable customer centricity through **horizontal organization and agile ways of working.**

5

Process owners must be held **accountable for customer satisfaction** through their journey segment to the next journey point where a new owner takes charge.

6

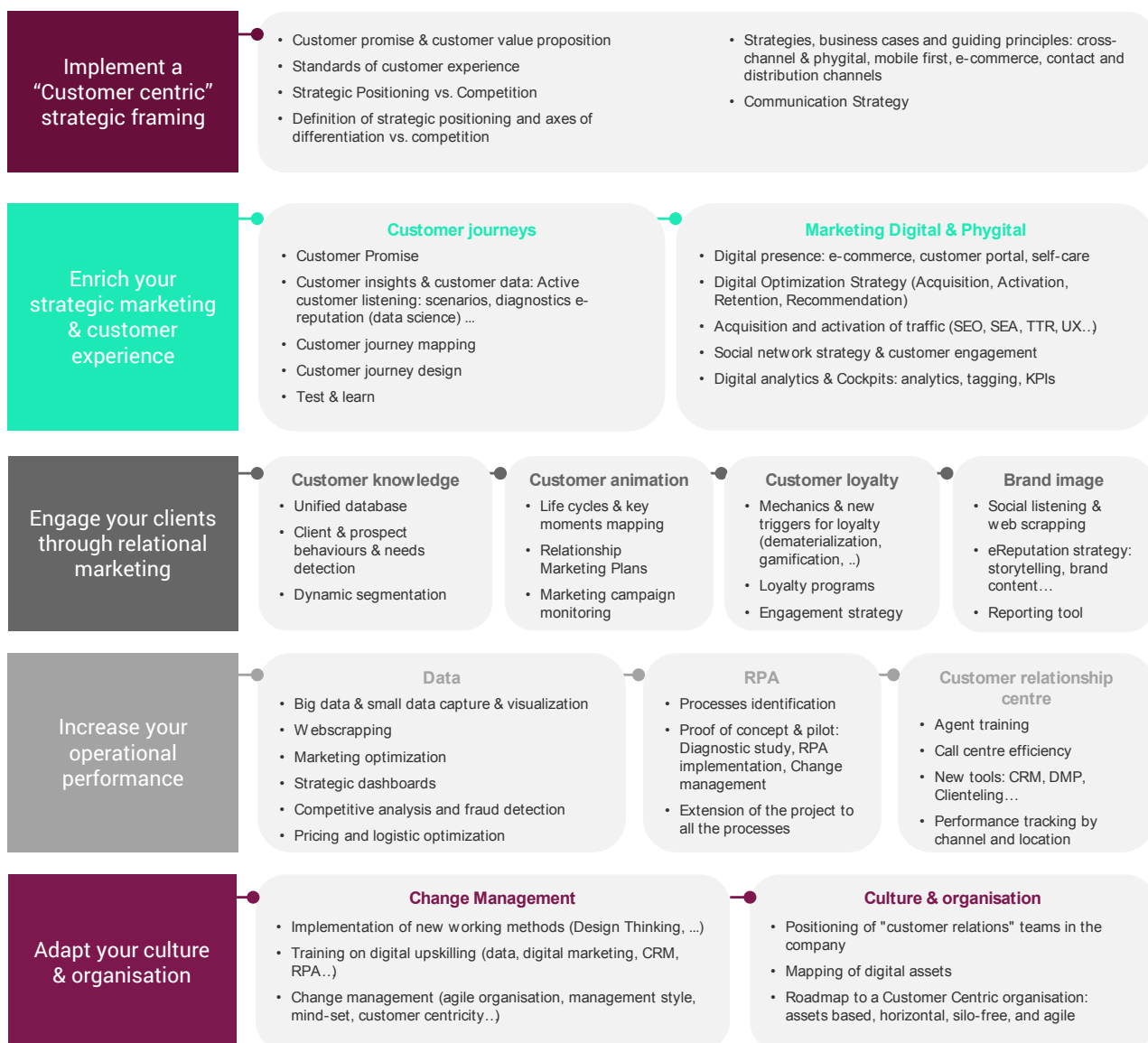
**Data and infrastructure are the glue that stitch together new experiences** and enable employees to do the right, informed thing.

7

Release **brand content in ways that matter most for each audience;** tune each story to the interests of internal business leaders or customer.



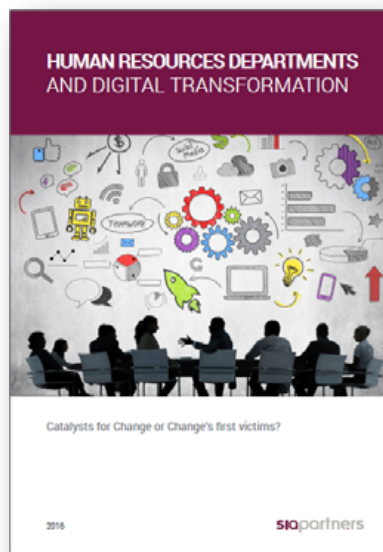
# Our offers catalogue mixes tools & methodologies to support you in the improvement of customer experience



# To go further on different focus related to this subject...



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# ABOUT SIA PARTNERS

Independent consulting group and pioneer of Consulting 4.0, Sia Partners was co-founded in 1999 by Matthieu Courtecuisse. Sia Partners has more than 950 consultants, 35% of which are based outside France, and a turnover of 155 million euros in the 2017 fiscal year. The Group is present in 15 countries and the United States represents its second market. True to its innovative approach, Sia Partners explores the possibilities offered by Artificial Intelligence, invests in data science and develops consulting bots. Sia Partners is a global partnership wholly owned by its executives.



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