

Want Customers?



It is no longer effective to talk *at* customers. Businesses need to accompany them on the buying journey as fellow travelers, providing valuable and relevant insights and offers all along the way.

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Contents

3 Executive Summary

4 Methodology

4 Introduction

FIGURE 1: **The Buying Journey Can Begin and End Anywhere**

5 Establishing a Framework of Trust

6 Data for Personalization: An Even Exchange

FIGURE 2: **The Value of Personalization**

FIGURE 3: **Rising Importance of Personal Service**

7 Digital-Physical Convergence

FIGURE 4: **What Customers Expect...What Customers Receive**

8 Meanwhile, in B2B

FIGURE 5: **Social Media: Not Just for B2C Anymore**

9 Another Channel: Wearable Technology

FIGURE 6: **Perceived Benefits of Wearable Technology**

10 Beyond CRM

FIGURE 7: **Customer Engagement Systems**

10 Conclusion

11 **Sponsor's Statement:** Engage Customers Like Never Before, with Customer Engagement Solutions from SAP

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Executive Summary



- ▶ **With new technologies** (including social networks, mobile apps and even wearable tools) making it easier to connect, share and discover, customers are creating their own purchasing experiences. Enabled by these capabilities, they are wielding their newfound power to pick and choose what they do, where they do it, with whom they interact and even whether they will share their personal information with businesses.
- ▶ **Power has shifted from sellers to buyers**, and businesses need to develop trusted relationships with customers by becoming the “signal in the noise.” They can do this by providing strategic insights, relevant guidance and personalized offers, all framed within a compelling brand narrative and delivered at key points in the buying journey.
- ▶ **The opportunities for delivering this type of engagement** have never been greater. Customers generate a wealth of information that businesses can analyze to create data-enriched insights into customer behaviors and needs. The amount and context of that data ultimately drive more personal connections between the customer and the business, enabling even deeper and more relevant engagements.
- ▶ **Customers increasingly understand the worth** of their personal information and are willing to provide it to businesses when they trust there will be an even exchange of value. For example, most are willing to provide personal information when it is made clear that they will receive a personalized, customized experience in return.
- ▶ **Customers expect omnichannel consistency**, as well as convergence of the digital and physical experiences. However, companies are lagging in these capabilities.
- ▶ **As quickly as consumers are adopting** digital tools and channels, businesses need to outpace this activity by continuously developing compelling and engaging customer experiences. That can happen if they embrace the same technologies as consumers have, as well as other technologies such as in-memory databases, big data and analytics. Just as digital technologies are spurring new customer behaviors, they are also the key to keeping up with and even getting ahead of the increasing rate of change.

Methodology

To understand the latest technologies and strategies to engage the new consumer, SAP sponsored a research report based on qualitative interviews with thought leaders, published materials and quantitative research from independent consultancies and research firms.

Competitive Edge Research Reports conducted interviews and compiled research from the following thought leaders:

- ▶ Accenture
- ▶ A.T. Kearney
- ▶ Capgemini
- ▶ Cisco
- ▶ Cognizant Business Consulting
- ▶ Content Marketing Institute
- ▶ Enterprise Applications Consulting
- ▶ Forrester Research
- ▶ Harris Interactive
- ▶ Monetate
- ▶ PricewaterhouseCoopers
- ▶ Peppers & Rogers Group
- ▶ Retail Information Systems
- ▶ Social Media Marketing
- ▶ Ventana Research
- ▶ Think Jar

Competitive Edge Research Reports performed the in-depth telephone interviews and the writing, editing and production of this report. Competitive Edge Research Reports and the authors of this report, Lauren Gibbons Paul and Mary Brandel, are grateful to everyone who provided their time and insight for this project.

Introduction

Do you know where your customers are? The answer to that once obvious question is not straightforward in today's business world. Mobility, social networks and Web commerce have blown the doors off the traditional buyer-seller relationship and turned what was once a linear customer buying experience into a complex prism that can begin and end anywhere, at any time (see Figure 1, "The Buying Journey Can Begin and End Anywhere," below).

FIGURE 1
The Buying Journey Can Begin and End Anywhere
(percent responding)



Base: 750 U.S. consumers
Source: A. T. Kearney, 2013. <http://goo.gl/CyGzfo>

The Future of Customer Engagement

The channels of interactions are diverse and intermingled. For instance, while many customers purchase online after “showrooming” a product in a store, they are nearly as likely to do the opposite—buy in-store after “Webrooming” online, according to Accenture.¹ That does not account for the customers who operate in multiple channels at the same time, whether downloading a coupon while in the store or watching a video review on their mobile device while live-chatting with a service rep on their laptop. Nor does it include the expectations customers have amid their byzantine activities, whether it is in-store pick up for an online purchase or the same level of personalized offers in-store as online.

“For the first time, we have the ability to deliver equal value to the customer that we extract from them.”

—Esteban Kolsky, founder, Think Jar

Meanwhile, business-to-business (B2B) customers are also using social networks and other online forums when researching a purchase, and more B2Bs expect to interact via mobile devices and apps. So, while customers are downloading apps, chatting in forums and showing up in stores expecting a continuation of their online experience, how can businesses expect to be heard above the noise? And with customers developing their own private ecosystems to obtain knowledge and conduct transactions, at what point can businesses be of value during the buyer’s journey?

Because it is no longer effective to talk “at” customers—and impossible to control what they see, hear or touch—businesses are left with one choice: Engage with them. That means accompanying customers as they meander among channels and, to get noticed, being a good companion who takes a real interest in them all along the way. It also requires that they provide a consistent experience as customers zig and zag from the Web to their mobile device to the store and to the call center, along with personalized and relevant insights and offers.

The good news is, the opportunities for developing and delivering this type of engagement have never been higher. With all their activity and constant digital connectedness, customers generate a wealth of information that—should they choose to share it—businesses can analyze to derive deep insights into customer and prospect behaviors and needs, enabling them to engage at a more personal level.

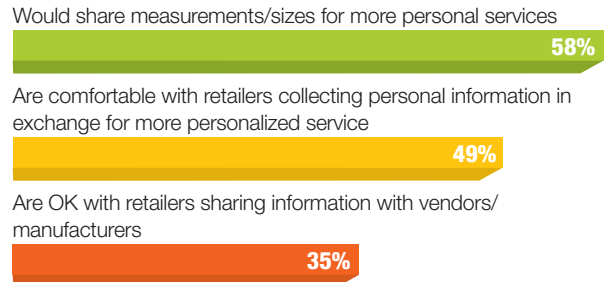
“How do you, as a vendor, present yourself to the customer? Are you offering the right products at the right time in the right forum and doing it in a way that reaches out and tells them you understand who they are and what they need?” says Joshua Greenbaum, principal at consultancy

1. According to Accenture’s 2014 Seamless Retail Survey (which surveyed 750 U.S. consumers), more respondents bought in-store after browsing online (78 percent) than bought online after shopping in-store (72 percent).

FIGURE 2

The Value of Personalization

Many consumers are willing to share personal information in exchange for value-added services or personalized experiences. (percent responding)



Source: Retail Shopping Results, Cisco Customer Experience Research, 2013.
<http://goo.gl/PyPkYx>

Enterprise Applications Consulting. “You really want to return to the day where you went to Main Street and shopped at the five-and-dime because you got personal interactions, but that retro experience also needs to be affordable and scalable.”

Social behaviors, mobile devices and even wearable technologies create a two-way stream that both generates information and delivers it back to customers. The flow of data is also iterative: When customers share more information, that leads to better insights, which enables more relevant interactions, which inspires more customer interest. “For the first time, we have the ability to deliver equal value to the customer that we extract from them,” says Esteban Kolsky, founder of Think Jar, a research and advisory organization that specializes in customer engagement. “I learn more about you, you learn more about me. When you generate knowledge and trust over time, that is engagement.”

ESTABLISHING A FRAMEWORK OF TRUST

When it comes to customer engagement, the name of the game is trust, according to Kolsky. To earn the right to intimate customer engagement, companies and brands first need to earn the trust of customers. “Providing knowledge that customers don’t otherwise have—this is the seller’s way of getting power,” he says. And so, beyond all other objectives, businesses should view every interaction with a customer or prospect as an opportunity to generate knowledge and build trust.

The Future of Customer Engagement

An example, Kolsky says, is T-Mobile, which moved from rapidly losing subscribers in the mid-2000s to quickly gaining them in 2013. The fourth largest mobile service provider² began positioning itself as the “uncarrier” in response to customer feedback, such as covering early termination fees for customers who switch from their carrier, as well as providing upgrades that are not tied to contracts. The carrier also uses real-time analytics to ensure that its promotions target individual customer needs in terms of their geography, network usage metrics and other historical data. Further, when customers interact with service associates by phone or in a store, the service reps can see which promotions they have accepted or declined, so they do not repeat an offer, and they can collect more data, enabling even more personal service.³ “People trust them—the brand promise becomes the trust that the business can generate,” Kolsky says.

A fundamental mindset shift is for businesses to put the customer's interests ahead of the corporate coffers. “Do you want the customer to trust you more? Or are you just trying to sell more?” Kolsky asks. “If you're looking to enhance trust, that is a higher relationship. When we do it right, the brand promise is trust, letting the customer know, ‘You will never have to worry about dealing with me.’”

The stakes are high when companies—even one of the world's most-loved brands—violate the trust of customers. And it requires a fast and effective response to build that trust back. Target, for instance, was one of the latest retailers to learn this lesson the hard way, when its customer credit card data was breached.⁴ The company took out full-page ads in national newspapers, among other measures, to apologize for the violation, showing that engagement is about dialogue and being willing to answer the tough questions. Later, the retailer fired its CIO and its CEO as additional efforts to restore customers' trust.⁵

DATA FOR PERSONALIZATION: AN EVEN EXCHANGE

Such breaches raise the question of whether customers will be willing to share their personal information with a business, and if so, which information they will entrust the business with. After all, customers are not going to download just any app onto their personal mobile device. And they will be wary about freely handing over information about their habits and whereabouts. As businesses grow more aware of this dynamic, some—like Google—are explicitly enabling them to opt-out of providing certain types of information, such as which companies they have endorsed with a review or a “follow.”⁶

2. T-Mobile's first-quarter 2014 financial results. <http://goo.gl/jCvL7L>.

3. Brandel, Mary. “Applying Technology to Boost Customer Loyalty.” *Computerworld*, Aug. 13, 2012. <http://goo.gl/2p0zk6>.

4. Kerber, Ross, Phil Wahba and Jim Finkle. “Target apologizes for data breach, retailers embrace security upgrade.” *Reuters*, Jan. 13, 2014. <http://goo.gl/3h5lsU>.

5. Ziobro, Paul. “Target Replaces CEO Steinhafel Following Massive Holiday Breach.” *The Wall Street Journal*, May 5, 2014. <http://goo.gl/tB2S6V>.

6. See more at Google's privacy policy. <http://goo.gl/7WiJpQ>.

FIGURE 3

Rising Importance of Personal Service

Ratings are based on a scale of 1 to 5, with 5 indicating “very important.”

2012 2013



Source: “Retail Gets Personal,” Cognizant Technology Solutions and Retail Information Systems News, June 2013.

Further, as part of their newfound power in the marketplace, consumers now understand that their personal information has clear value for businesses, and they expect to receive something of value in exchange for it. Such value can come in the form of outright cash payments, a giftcard or a discount. But the most compelling exchange is a more personalized shopping or Web-surfing experience. Numerous studies show not only that customers now desire more personalized interactions and offers with businesses, but also that they are willing to provide personal information when it is made clear they will receive a customized

The Future of Customer Engagement

experience in return (see Figure 2, “The Value of Personalization,” on page 5). Such findings may lead some businesses to shift their investments from incentives that yield short-term revenue uplift to personalization technologies that increase revenues over the long term.

“I see a lot of companies that don’t know how to reach customers with the right relevant offer. We are so far from perfecting the relevance factor.”

—Joshua Greenbaum, principal, Enterprise Applications Consulting

In fact, according to a 2013 study by Monetate, a firm that helps marketers understand their customers’ situations, behaviors and preferences and then act on those insights, not only are most customers (85 percent) aware that Web sites track their online shopping behavior—and understand that tracking can result in offers and content that matches their interests—but the majority (75 percent) even prefer that retailers use personal information to improve the shopping experience. In response, the vast majority of companies (94 percent) now believe that online personalization is critical to business performance, according to the study, and two out of three believe personalizing their Web sites will improve the customer experience and the success of their business.⁷

The desire for personalization extends beyond the Web. Increasingly, customers also expect relevant, personalized and localized service and deals no matter what channel they are using at the moment, whether in-store, mobile or the Web, according to a study by Retail Information Systems and Cognizant Technology Solutions (see Figure 3, “Rising Importance of Personal Service,” on page 6).

The goal for businesses, then, is to help customers sort through the vast amount of data sent to them every day—to filter the signal from the noise, as it were. This means striking a balance between understanding the customer’s individual preferences—the topics and products that excite him or her—and delivering on them at the right time, while also not overreaching or being disturbingly intimate.

For many companies, striking that balance continues to be a challenge. “I see a lot of companies that don’t know how to reach customers with the right relevant offer,” Enterprise Applications Consulting’s Greenbaum says. “Algorithms have not yet been written to make that as good as it should be.” Beyond technology issues, he says, “relevance has a sensitivity level that is important, too. Don’t offer them a deal on a cemetery plot when their spouse has just died. We are so far from perfecting the relevance factor.” What is needed are context-sensitive algorithms that are capable of making these

FIGURE 4

What Customers Expect... (percent responding)

Retailers’ product offerings to be the same across different shopping channels

51%

Promotions to be the same across channels

57%

Prices to be the same

69%

...What Customers Receive (percent responding)

Customer accounts were completely connected across in-store and online channels

31%

Able to earn and use loyalty points across multiple channels

32%

Believe they will secure a better price online

31%

Base: 750 adult consumers

Source: Accenture’s 2014 Seamless Retail Study. <http://goo.gl/ZZ9ZxM>

distinctions. Such developments seem inevitable, given the continued arrival of increasingly smart, context-aware and location-sensitive apps on the market.

DIGITAL-PHYSICAL CONVERGENCE

As much as businesses need to keep up with customers as they bob and weave among channels of engagement, they also need to stop thinking about channels in isolation. The goal is to blend together the online and digital worlds into one holistic and unbroken experience. That means consistent pricing and product offerings throughout channels, as well as a continuation of the experience itself—where an interaction that starts in one channel can get picked up in another channel, no matter where that interaction left off.

Digital-physical convergence also means exporting the best of one type of shopping experience to another. For example, many customers would agree that the instant gratification of leaving with their purchase in-hand is one of the perks of purchasing in a physical store. To match that in-store experience, online retailers are experimenting with same-day shipping. Meanwhile, in the physical store, customers

7. Monetate. “Mass Marketing vs. Personalization.” 2013. <http://goo.gl/E29osi>.

The Future of Customer Engagement

expect to find conveniences similar to those they have when shopping online, such as product availability information; the ability to research and view options and reviews; or, if their size is unavailable, to scan the product barcode at a kiosk, order it in their size and get it shipped to their home for free. "The lines between the different shopping channels are blurring," says Chris Donnelly, global managing director of the Retail practice at Accenture, a management consulting, technology services and outsourcing company.⁸

A key omnichannel offering, according to Shannon Warner, associate vice president at Cognizant Business Consulting, is the ability to purchase online and pick up in-store. In fact, according to Warner, offering in-store pick up of online purchases is a significant competitive advantage over pure-play online retailers because it offers a differentiated level of convenience that cannot be matched by e-tailers such as Amazon. Early adopters, such as Nordstrom, Apple and Home Depot, she says, are realizing larger basket sizes and higher conversion rates.⁹

Observers say digital-physical convergence is the future of retail. Brick-and-mortar retailers are transforming the in-store shopping experience with digital capabilities. E-tailers, meanwhile, are shaking up age-old physical-world traditions by establishing Sunday postal deliveries.¹⁰

Although retailers that manage to provide a consistent omnichannel experience and bridge the digital and physical experiences will win early advantages over their peers, many have been slow to do so (see Figure 4, "What Customers Expect...What Customers Receive," on page 7). "Retailers able to integrate the physical store with the rest of their digital capabilities, and who also use analytics to support new models of customer engagement and personalized service, can gain a true competitive advantage," Donnelly says.¹¹

MEANWHILE, IN B2B

Retailers are leading the charge with customer engagement, but the principles that apply to the business-to-consumer (B2C) side are just as important on the business-to-business side when it comes to the new ways of capturing and retaining customers' attention and loyalty. And a prime area for B2B customer engagement is on social media.

8. Accenture. "More U.S. Shoppers Plan to Buy from Stores but Want the In-Store Shopping Experience to Match Convenience of Online, Accenture Study Finds." Feb. 3, 2014. <http://goo.gl/57IKlg>.

9. Warner, Shannon. "Why In-Store Pickup Is the Tip of the Omnichannel Iceberg." Cognizant Business Consulting white paper. <http://goo.gl/vS9BK8>.

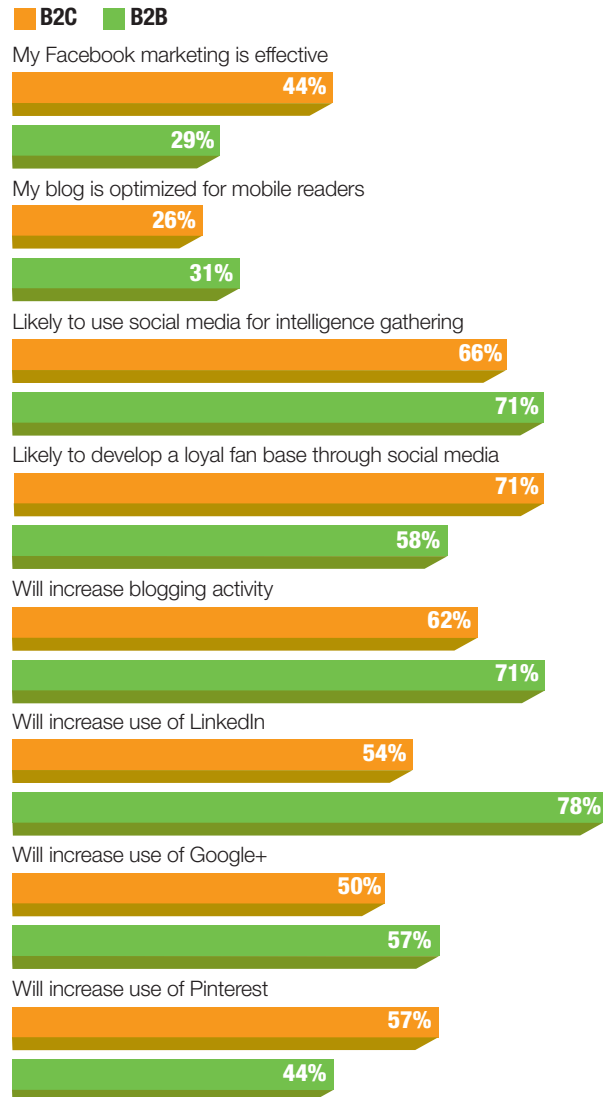
10. Barr, Alistair and Donna Leinwand Leger. "Amazon Starts Sunday Delivery with U.S. Postal Service." *USA Today*, Nov. 11, 2013. <http://goo.gl/FzRq0K>.

11. Accenture. "More U.S. Shoppers Plan to Buy from Stores but Want the In-Store Shopping Experience to Match Convenience of Online, Accenture Study Finds." Feb. 3, 2014. <http://goo.gl/57IKlg>.

12. Content Marketing Institute. "B2B Content Marketing: 2013 Benchmarks, Budgets and Trends." <http://goo.gl/sbyHTy>.

FIGURE 5

Social Media: Not Just for B2C Anymore (percent responding)



Base: 3,025 B2C and B2B respondents
Source: "2013 Social Media Marketing Industry Report," Social Media Examiner, 2013. <http://goo.gl/jl3A09>

Particularly for younger generations coming into the workplace, social media will increasingly be the way that customers will learn about new solutions, and businesses are beginning to respond (see Figure 5, "Social Media: Not Just for B2C Anymore," above). According to the Content Marketing Institute, 87 percent of B2B brands currently use social media to engage audiences and distribute digital content to prospective and current customers, up from 74 percent in 2012.¹²

The Future of Customer Engagement

An example includes Etratech, a producer of advanced electronics controls in Canada. After posting virtual tours of its manufacturing facility on YouTube, its sales cycles shrunk to between six and eight weeks, down from six to eight months, because prospects could research the firm before they contacted the company.¹³ Other B2B firms are integrating social media sites with their customer relationship management (CRM), pricing and other enterprise systems. So, for example, when customers contact the company through Facebook or another social media site, it goes to call center agents, just like a phone call.

Even for B2B companies whose customers do not heavily interact on social media, opportunities exist to leverage social media analytics. For example, through social media monitoring, businesses can better understand sentiment on social, political and environmental issues facing their customers' businesses and then use that insight to inform their decision-making on everything from campaigns to product direction.

“Wearables can arm employees with intelligent insights in the moment, which will greatly improve their performance, enhancing the company's bottom line.”

—Tom Archer, U.S. technology industry leader, PricewaterhouseCoopers

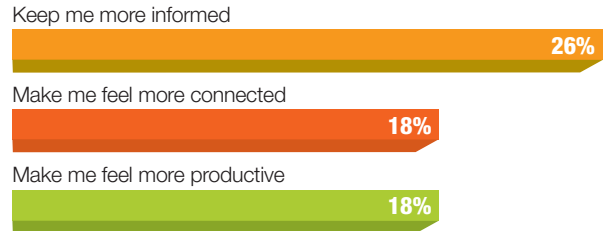
Analytics can increase B2B customer engagement in other ways, says Enterprise Applications Consulting's Greenbaum, especially when it comes to pricing. For instance, using analytics, sales executives can set price thresholds, both low and high, that take market data into account. This gives sales reps the flexibility to set a price that is likely to be approved. “They can sit down with the customer and give them some transparency and work together on the price,” he says. Sales reps can also adjust other variables, such as delivery and payment terms, to make the deal more attractive to the customer, deepening the relationship. “It becomes a thing of beauty. Instead of throwing a price on the table and the customer reacting to it, you shift from a price discussion to a value discussion,” Greenbaum says.

ANOTHER CHANNEL: WEARABLE TECHNOLOGY

There seems to be no end to the number of channels emerging for customer engagement, and the latest is wearable technologies (see Figure 6, “Perceived Benefits of Wearable Technology,” at right). From watches to glasses to fitness bands, wearable technologies augment the physical world with information from the digital world. As with so many trends today, consumers are leading the adoption of these personal devices, but the potential for business applications abounds. Particularly for sales, marketing and customer/field service, wearable

FIGURE 6

Perceived Benefits of Wearable Technology
54 percent of respondents said wearable technology would benefit them in some way. (percent responding)



Base: 2,250 U.S. adults

Source: Harris Interactive, December 2013. <http://goo.gl/Smp1zw>

technology creates entirely new customer experiences, due to both the data it generates and the delivery mechanism these devices offer.

“Whoever can push the most useful information at the fastest pace to employees who are making important decisions will gain a competitive edge,” says Tom Archer, U.S. technology industry leader at PricewaterhouseCoopers, a multinational professional services network.¹⁴ “Wearables can arm employees with intelligent insights in the moment, which will greatly improve their performance, enhancing the company's bottom line.”

For example, in B2B field support, repair times can be greatly reduced by data being sent directly to a wearable technology device worn by a technician. The device could include error data, schematics and installation instructions, diagnostic data from other related machines or even a live video stream with someone back in the office to collaborate on the fix.

Potential marketing applications are vast. Window shopping, for instance, takes on a new meaning when imbued with pop-up information. Through wearable technology, customers can view not just displayed apparel, for instance, but all the colors available. Or they can pair the item—virtually—with accessories also sold by the retailer or try it on their avatar to see how it will look on their body type. When ready to buy, the transaction can take place from the wearable technology itself.

13. King, Rachael. “Manufacturers Sign On to Facebook, LinkedIn and Twitter.” *The Wall Street Journal*, Jan. 5, 2013. <http://goo.gl/kxtjBR>.

14. Archer, Tom. “Are Wearables for Business Too?” PwC Emerging Technology blog, Apr. 9, 2014. <http://goo.gl/y2dyqQ>.

The Future of Customer Engagement

BEYOND CRM

A wide range of technologies, including big data, predictive analytics, in-memory databases, collaboration systems, content management, sentiment analysis, mobile apps and many others are essential for helping businesses mass-customize their one-to-one customer engagement models to make them affordable, scalable and real-time. “Technology allows us faster processing, which gives us the ability to deliver in scale,” says Think Jar’s Kolsky.

According to a survey by Ventana Research on customer engagement, three out of five respondents said mobile technology and analytics are the most critical to their customer engagement strategies (see Figure 7, “Customer Engagement Systems,” at right). One-third said they would consider adopting predictive analytics; fewer named the most innovative text (15 percent), speech (21 percent) and agent desktop (29 percent) analytics.

“There is a lot of new technology, systems that manage what customers are doing on your Web site, the inquiries they make and the white papers they click on,” says Joe Lo, U.S. technology customer impact leader at PricewaterhouseCoopers. As a result, he says, “the role of the CIO is really critical these days. They really need to partner with the business, in some respects leading the business.” Business executives rely on technology leaders to sketch a vision of customer engagement based on new technologies. The role goes far beyond traditional technology maintenance and implementation because it relates directly to customers.

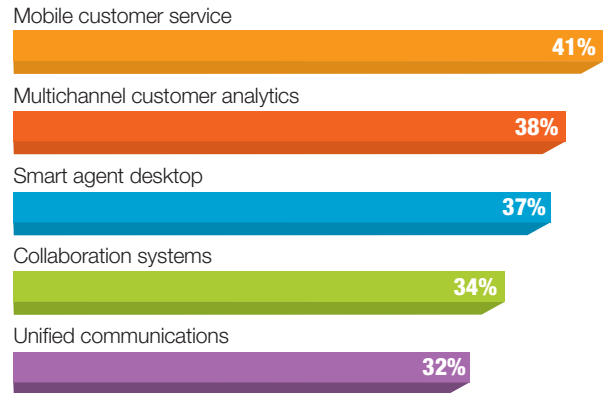
For example, real-time analytics makes it possible to promote immediate, compelling offers to customers, regardless of channel, according to Kees Jacobs, digital proposition lead in the Digital Customer Experience practice at consulting, technology and outsourcing services firm Capgemini. An example is vouchers or coupons that count down in real time, offering better discounts the sooner customers make the purchase. Additionally, “clienteling” applications put real-time customer data into the hands of store associates, which can lead to greater in-store conversion, as well as improved customer experience and loyalty.¹⁵

David Cooperstein, vice president and research director at independent technology and market research company Forrester Research, concurs. “The CIO and CMO are partnering like never before because marketers realize technology is fundamental to their

FIGURE 7

Customer Engagement Systems

Ventana Research identified five types of tools companies plan to implement in the next two years to increase customer engagement. (percent responding)



Source: Ventana Research's Next-Generation Customer Engagement Benchmark research, November 2013.

success, not just big data but also the different channels,” he says.¹⁶ Today’s data-rich customer engagement strategies require the CMO and the CIO to be wired together, says Don Peppers, a founding partner of consultancy Peppers & Rogers Group. “The CIO is the nervous system of the company, and the CMO is the brain. You can’t separate the two. CIOs and CMOs have become very close collaborators on everything from the call center and Web site to e-marketing.”¹⁷

CONCLUSION

For businesses today, the stage is set for much richer and deeper customer engagement. But first, they need to prove themselves worthy of customer trust. This requires not just following customers on their buying journeys but getting out in front of them—connecting with them on a personal level to offer something of value. Increasingly, that value is knowledge that can be heard above the cacophony of input consumers face every day, through an increasing number of channels and media or just word-of-mouth.

For this, a true transformation is needed, one built on data, valuable insights, personalized interactions and the ability to deliver these experiences when they matter, in a way that blends and optimizes both the physical and digital worlds. In this way, businesses will live to see another day, through compelling customer experiences that connect people with the brands and products they love. ▲

15. Kramer, Arjan. “Retail Business Models for the Future: The Convergence of Physical and Digital Channels.” Capgemini Digital Strategies post, Jan. 15, 2014. <http://goo.gl/5i23qZ>.

16. David Cooperstein. “CMO and CIO Partnering for Success.” SAPCRMTV video, April 11, 2014. <http://goo.gl/sxOwtj>.

17. Ibid.

Engage Customers Like Never Before, with Customer Engagement Solutions from SAP

THE WAY THAT BUSINESSES ENGAGE with customers and manage relationships has radically changed. Today's customers are digitally empowered through mobile and social technologies, and they are better informed than ever before. Customers are now in control of the relationships they have with their favorite brands—not the other way around.

In the face of this challenge, traditional CRM tools are fast approaching obsolescence. They just do not have the breadth to satisfy the growing demand for omnichannel customer engagement. And while other tools on the market independently address stovepipes of sales force automation, marketing, analytics, social, Web, point-of-sale, loyalty and commerce, what businesses need is a comprehensive approach. Such an approach needs to be based on a common view of customers and products, enabling companies to engage with customers consistently, across all touchpoints and all functional activities.

The fact is, customers no longer conform to the push-marketing, sales-funnel thinking that most CRM systems are built upon. This approach tends to force customers into a relationship paradigm in which the business is in control and fully in charge of eliciting awareness, interest, decisions and action. Developed in the 19th Century, this model is simply no longer applicable. This is why inbound marketing via digital channels and real-time customer engagement is becoming so effective in uncovering customer needs and making the connection ever more relevant.

There are now multiple touchpoints where the customer enters and continues his or her relationship with a business. And the journey doesn't happen in a linear fashion—it happens at the customer's convenience.

To respond to the demand for an innovative and simplified approach to managing the complex nature of the modern customer journey, SAP is helping companies that market, sell and service customers around the world by delivering a solutions portfolio focused on omnichannel customer engagement.

In either a B2B or a B2C world, companies that are most adaptable to customer-driven change will survive and even thrive. SAP's customer engagement solutions empower customers to provide excellence in customer engagement, omnichannel commerce, predictive marketing, social customer service, sales intelligence, real-time customer insights, product recommendations and more.

SAP's products and services are designed to enable businesses to engage their customers like never before and deliver the best experience for individual customers, whether it's how a marketer communicates with them, a site or app responds to them, or a sales or service agent helps them.

Customer engagement solutions from SAP can help your company:

- Improve sales, social selling and guided selling.
- Enhance brand loyalty.
- Optimize customer service and satisfaction metrics.
- Increase business visibility for marketing performance.

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