



Customer Communications Management Understanding Buyers Needs and how to implement

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come

and

see

Canon

• Agenda

1. Why are businesses looking at CCM?
2. Type of CCM engagements
3. Implementation Scenarios: Identifying the problem and providing a solution

Key Trends Driving Interest in Customer Experience

1

Changing Consumer Demographics

- millennials, gen-z

2

Changing Consumer Behaviour

- rise in mobile usage; omni-channel

3

Emerging Technology

- Internet of Things, wearables, big data



Digital disruption is everywhere

McKinsey warns banks that fintech startups and alternative finance pose threat to traditional banking's profits

by Clara Gubourg

30 September 2015 9:50am

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OVERVIEW Google is a multinational corporation that is

Confirming [earlier reports](#) that Google has been plotting a move to help sell consumers auto

Rise of the Millennials



- Born after 1980
- Digital natives
- Technology savvy
- Consists of 50% of workforce by 2020
- Different values & beliefs than older generations, i.e. heavy social media users, collaborative, sharing economy, less privacy concerns

Customer Experience: Influenced by shifting customer expectations



"89% of businesses will compete on Customer Experience"
- Forrester

- Speed
- Authenticity
- Relevancy
- Alignment with values and beliefs

Omni-channel for best Customer Experience

Single Channel



- Communication via a single channel

Multi-Channel



- Communication through multiple separately managed channels
- Content, as well as look and feel can differ significantly between channels

Cross-Channel



- Multiple communications stemming from a single channel-agnostic source, adapted to the channel of choice
- Content & style are similar, layout may differ based on the channel

Omni-Channel



- Customers can start a conversation in one channel and continue it in another

Source: InfoTrends, 2015

2 major road blockers



Siloed organisations



Legacy Systems

Ownership of communications is changing

Shifting from IT to the Line-of-Business / Marketing Organisation



CIO

Ownership of communications
is changing from CIO to CMO

CMO



FROM

- ✓ Ensuring legal compliance
- ✓ Formal & Channel-centric
- ✓ Cost reduction



TO

- ✓ Better Customer Experience
- ✓ Interactive, Omni-Channel
- ✓ Optimising lifetime value

CCM as Operational Cost

KEY CHALLENGES

CURRENT REALITY

- ✓ IT required to make changes
- ✓ Decentralised ownership
- ✓ Operational, descriptive metrics
- ✓ Channel specific, data-driven engagement

WHAT IS NEEDED

- ✓ Business users to be in control
- ✓ Centralised tracking & governance
- ✓ Sentimental and business performance/prescriptive metrics
- ✓ Best next-action engagement across all touchpoints

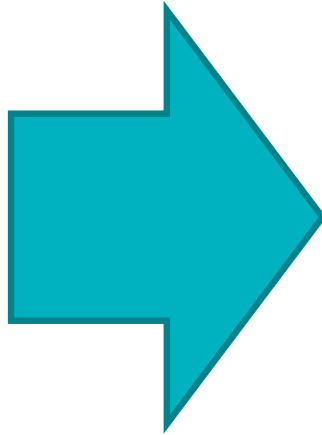
CCM as Business Opportunity

- Choose the right messaging for CCM

Nothing wrong with concepts, but does not resonate well among enterprise CCM buyers

Print Industry Terms

- ✗ Print cost reduction
- ✗ Legacy print reduction
- ✗ Multi-Channel Output
- ✗ Electronic displacement
- ✗ Variable Data
- ✗ Print & Mail
- ✗ Web-to-print



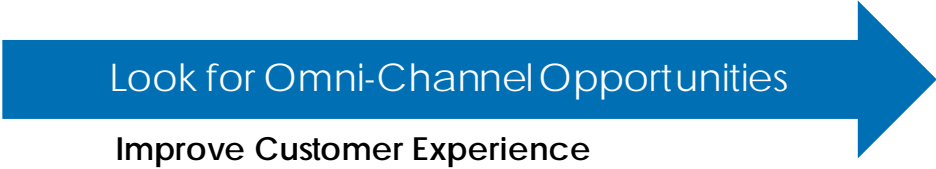
Enterprise IT Terms

- ✓ Customer Experience Mgmt.
- ✓ Omni-Channel Communications
- ✓ Communication Transformation
- ✓ Customer Engagement
- ✓ Communication Automation
- ✓ Deep Personalization
- ✓ Digital Self-Service Portal
- ✓ Marketing Communications

CCM Assessment: Based on Maturity Model

Level 1 Initial	Level 2 Develop	Level 3 Define	Level 4 Manage	Level 5 Optimise
<ul style="list-style-type: none">• Mono/legacy print• Limited compliance• Dependency on IT• Limited ability to respond to changing market demands• Cost conscious• Decision makers in IT and Operations	<ul style="list-style-type: none">• Mono to digital print migration• Investments driven by risk or cost reduction• Manual workflows• IT leading, with marketing influencers• No business control	<ul style="list-style-type: none">• Digital print to multi-channel output migration• Content automation• Basic approval workflows• Process optimisation• Establishing compliance• Marketing initiating investments	<ul style="list-style-type: none">• Multi-channel output with tracking• Most Web and Mobile messaging still outside of CCM platform• Centralised CCM strategy but decentral execution• Customer channel of choice• IT in facilitating role	<ul style="list-style-type: none">• Centralised CCM platform• Digital first strategy• Self-service portal capabilities• CCM Center of Excellence• Centralised Governance• Next-best action engagement

Different Strategies Required for Better Engagement



• Scenario: Level 1 (Automation)

Indicators

Technology

- ✓ High share of legacy print
- ✓ Mono print/overprinted offset
- ✓ Dependency on IT

People

- ✓ Decision makers in operation or IT
- ✓ Problematic relationship between IT and marketing
- ✓ De-centralised control
- ✓ Limited C-level sponsorship / attention

Processes

- ✓ Very long cycle times
- ✓ Ad-hoc processes
- ✓ No archiving
- ✓ Inability to respond to changing market needs

Red Flags

- ❗ Unwillingness to change
- ❗ Lack of corporate sponsors
- ❗ Unrealistically long project cycles
- ❗ Underfunding

• Approach: look for easy automation opportunities

Start with automating the back-office

Areas to improve:

✓ **Print automation & personalisation**

- offset to digital, postal sortation, commingling
- mono to colour print; personalised output

✓ **Legacy transformation**

- normalisation of legacy print data, data re-engineering, post composition
- replacing of old logos with new ones, easy signature changes

✓ **Workflow rationalisation**

- remove process redundancies
- migrate redundant composition platforms to a single system

✓ **Archiving / compliancy**

- ensure communications are stored in a centralised archive

✓ **Governance & Control**

- ensure it is clear who owns and manages communications

Scenario: Level 2 (Multi-Channel Communications)

Indicators

Technology

- ✓ Digital print, but limited electronic output (e.g. PDF e-mail only)
- ✓ No channel preference management

People

- ✓ Decision makers in operation or IT
- ✓ De-centralised control

Processes

- ✓ Business users need to request changes through bureaucratic IT processes
- ✓ Manual workflows for content changes
- ✓ Redundancies between business units or departments

Red Flags

- ❗ No CCM expertise (typically outsourced IT)
- ❗ Active history of M&A
- ❗ Old customer base (traditionalists / boomers)

• Approach: add multi-channel output and further automation

Add multi-channel output capabilities and more automation for structured communications

Areas to improve:

- ✓ **Replace limited multi-channel output with full communication composition**
 - output to any channel, including mobile
- ✓ **Add Enterprises Content Management**
 - Ensure content is stored centrally and can be easily replaced/changed
 - Develop automated approval workflows for content changes
- ✓ **Replace scanning with electronic forms**
 - Transition to electronic forms for more cost-effective inbound communications
- ✓ **Governance & Control**
 - empower centralised teams (i.e. in-house print centre) for ownership of communications

Scenario: Level 3 (Advanced Multi-Channel)

Indicators

Technology

- ✓ Full multi-channel output, however, not synchronised across channels
- ✓ Limited channel preference management
- ✓ No tracking

People

- ✓ Marketing/LOB wants to own communications, but are not enabled to do that
- ✓ Ad-hoc teams in place to own and manage communications

Processes

- ✓ Some business users can make content changes using interactive document solutions, however, only for specific applications (i.e. claims processing), not for marketing or other type of communications

Red Flags

- ❗ No C-level buy-in (which is required in this stage to move organisation to next level)

- Approach: enhance multi-channel capabilities

Start separating design & management from communications delivery

Areas to improve:

- ✓ **Tracking of communications**

- route all composition systems output to a centralised archive

- ✓ **Enable business users to own and manage communication templates**

- Implement web-based messaging or templating system that frees up business users from IT involvement

- ✓ **Implement approval workflows**

- Develop approval workflows that ensure business-user generated communications are approved and compliant

- ✓ **Preference Management**

- Invest in a centralised preference management system

- ✓ **Start forming a CCM Centre of Excellence**

- Start by bringing document composition and IT experts together and formalising them in a CoE

Scenario: Level 4 (Customer Experience)

Indicators

Technology

- ✓ Full multi-channel output, however, not synchronised across channels
- ✓ Channel preference mgmt. by BU, not corporate
- ✓ Some use of customer portals, but limited functionalities
- ✓ Full tracking but limited use of metrics

People

- ✓ Marketing empowered to make content changes, but design/layout require IT involvement
- ✓ Cross functional teams in place to develop strategy and execute change; however, they are decentral

Processes

- ✓ Mobile and web communications outside of CCM communication platform

Red Flags

- ❑ No C-level buy-in (which is required at this stage to move organisation to next level)
- ❑ Business units with lower levels of maturity holding back overall progress

Approach: Offer Centralised CCM Platform

Focus on centralising communications, including control/governance

Areas to improve:

- ✓ **Use CCM platform for web and mobile communications; reduce redundancies**
 - Move bespoke web and mobile development (only the communications component) to a CCM platform; integrate using SDKs or APIs, or salesforce.com integration
 - Bring 'rogue' marketing point solutions (often SaaS) over to the CCM platform
- ✓ **Deliver true omni-channel communications**
 - Add omni-channel communications through intelligent tracking and workflows
 - Make digital content more interactive (allowing customers to interact with data)
- ✓ **Enable customer-facing staff to have control and access all communications**
 - Business users can design/manage templates as well as adding bespoke content
 - Connect call centre agent systems to corporate-wide communications archive
- ✓ **Enhance Digital Self-Service Portal Capabilities**
 - Make web portals fully mobile; add dynamic content, message history, and more
- ✓ **Expand CCM Centre of Excellence**
 - bring in marketing and legal experts, as well as business analysts and project leaders to speed up funding and implementation

Scenario: Level 5 (Customer Engagement)

Indicators

Technology

- ✓ Centralised CCM platform
- ✓ Digital first strategy
- ✓ Some analytics, but struggle to turn it into actionable communications

People

- ✓ Marketers/LOB enabled to fully own communications, however, no strategy in place to use communications to deliver higher Customer Lifetime Value

Processes

- ✓ CCM Centre of Excellence in place, but communication ownership still at CIO/COO level instead of CMO/CXO

Red Flags

- ❗ No C-level buy-in (which is required at this stage to move organisation to next level)
- ❗ Business units with lower levels of maturity holding back overall progress
- ❗ No C-level role in the area of Customer Experience, i.e. Chief Experience Officer, Chief Client Officer, Chief Marketing Technologist, Chief Digital Officer

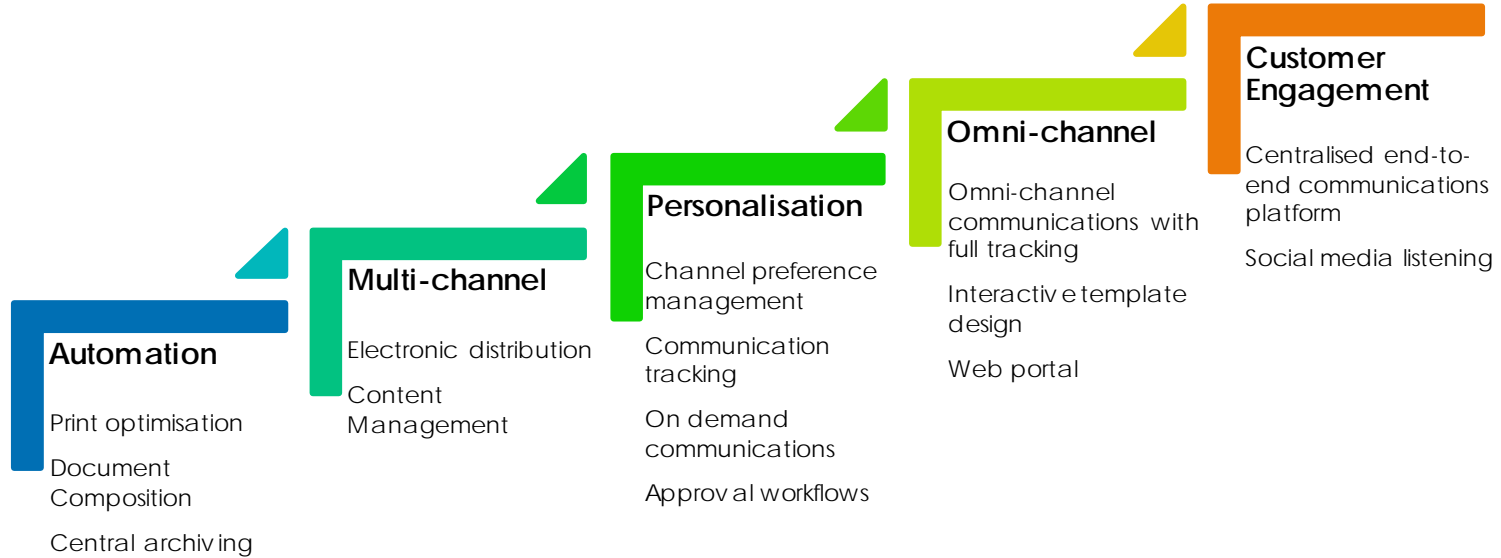
Approach: Maximise CCM to deliver higher engagement

Use innovative strategies to build higher engagement and customer lifetime value

Areas to improve:

- ✓ **Customer Insights; Customer Journey Mapping**
 - Map complete journey / outside-in using all available channels and communicate
 - Use insights to better define what metrics are needed for higher engagement
- ✓ **Implement instant interaction strategy**
 - Social Media strategy
 - Push notifications messaging; mobile app communications
- ✓ **Deliver Outstanding Digital Self-Service Capabilities**
 - Personalised video; Dashboard (Helping customers save money); Dynamic content
- ✓ **Testing & Data Analytics**
 - Next-best action for higher customer lifetime value
 - Multi-variate testing for agile deployment
 - Voice call / customer care analysis for call centre cost reduction
- ✓ **Have C-level push CCM as a Corporate Wide Communications Platform**
 - Position CCM as essential component in digital transformation

What Canon can offer



Level 1
Initial

Level 2
Develop

Level 3
Define

Level 4
Manage

Level 5
Optimise



Thank you

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and

see

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