



CALABRIO™

# Building Customers for Life

VALUE OF THE CONNECTED  
ENTERPRISE

# Building Customers For Life: Value of the Connected Enterprise



## VALUE OF THE CONNECTED ENTERPRISE

# Taking an Outside-In Approach Based on Voice of the Customer Analytics

You've been flooded with commentary and insights regarding "digital transformation." Every analyst and publication that covers your market has affirmed the "go digital or die" mantra in some form. But what does "going digital mean?" What value is there in the "connected enterprise" that is presented as the goal of almost every digital discussion?

The real value of moving towards a connected enterprise begins and ends with getting closer to customers. An emerging truth in the modern world

is that there is general parity among products and services in almost every market. Products and services are generally well-designed and can deliver on basic promises made to the buyer. Some more innovative offerings enjoy an advantage for a period, but agile innovation practices in competitive organizations generally close the gap quickly. So, unless you want to discount your pricing to the point where you're the low-cost provider, you need to find compelling ways to engage customers and convince

them that your offering is worth a premium price. Success requires establishing that there's little reason to consider switching to other brands – and there are ample reasons to remain a customer for life.

Sounds good, right? First, get close to customers, then convince them to buy and make sure they loyal for life. Seems so logical that every organization would follow this path. But it's an incredibly hard

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reality to create. It requires a commitment — in terms of both organizational focus and an investment in technology — to three key pillars:

## 1. UNIFYING THE ENTERPRISE

The cracks in customer loyalty are most often a product of silos and disconnection in the enterprise. Aligning on customer insights and customer-driven brand promises tends to break down silos and allow an organization to deliver better and better experiences as relationships evolve and expand with customers. This means the entire organization — from innovation teams to sellers to supply chain departments — must have access to changing customer insights. In other words, every part of the organization must be “connected” and centered on real-time customer insights.

## 2. THINKING OUTSIDE-INSIDE

There was a time when customer relationships were initiated, and brands were built through advertising. Technology has changed that. Now, customers are won, and brands are built through the creation

of exceptional experiences that make life easier, healthier, safer, more productive and rewarding. It's not possible to create and deliver those experiences with traditional inside-out thinking. Enterprises need to know precisely what matters to their customers and continuously track the evolution of that ever-changing reality in real-time. The most direct source of data to fuel an effective “outside-in” approach is the contact center. Every day, unfiltered and up-to-the-moment voice of the customer data pours into contact center over multiple channels. The key to strong and sustained customer relationships is making sure this information isn't trapped and lost in the contact center. It's important to extract, analyze, activate and share these high-value customer insights across the organization.

## 3. ADDRESSING THE ENTIRE LIFECYCLE

Getting customers in the door is valuable but keeping them for life is worth a fortune. Building lifetime relationships requires knowledge (or even

anticipation) of how customer beliefs, behaviors and preferences are changing, then making sure the entire organization — including technology partners, suppliers and third-party service organizations — understand the customer-driven strategy, so they can deliver on it consistently. The core concept is “experience” and, while it must always remain consistent to the brand, “experience” will mean different things at various stages of the lifecycle. For example, the processes customers use to evaluate, buy, service, upgrade and expand your offerings will each be unique, but they must all be “connected” and work towards that common goal of lifetime loyalty. An effective practice is to collect data that's relevant to the full lifecycle from a scientifically significant number of customers. Then, use that data to identify distinct phases and map key customer beliefs and behaviors to each phase. The resulting customer journey map will provide great value across the organization in terms of innovation, branding, pricing, service, supply chain and ongoing customer communications.

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THE TRUTH RESIDES IN THE DATA

## Where to Get Data and How to Transform It

Here's another truth about our business in the modern world: *loyalty is highly portable.*

Customers lead highly connected lives, which gives them instant and unlimited access to information about the many choices the market presents them. And while price will always be a factor in the decisions people make, there is a growing preference for products and solutions that reflect an understanding of the individual buyer. There's also an increasing expectation that engaging with a brand and getting the products and services a customer wants will take minimal time and effort. This trend was already in motion before the onset of the pandemic. Customers in every market accelerated their adoption of digital technology, developed allegiances to highly connected brands and established new expectations in terms of greater simplicity and less (or no) friction in every process from evaluation and purchasing to delivery and ongoing service.

Again, building an organization that can deliver on this is not only difficult, it's exceeding rare. **In fact**, a 2021 Ernst & Young study found that during the pandemic, 77% of consumers changed the way they shop, yet only 36% of companies are actively investing to accelerate the digitization of customer journeys and business processes. Clearly, becoming one of the minority of organizations that routinely meet or exceed customer expectations will create game-changing differentiation and value.

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Generating the insights you need to become one of these elite connected organizations requires continuous access to customer data, tools to turn that raw data into meaningful insights and a commitment to align the entire organization on the resulting strategies. The simple act of collecting the right data can be troublesome. The problem isn't finding data. In fact, at the beginning of 2020, the amount of data in the world was estimated at 44 zettabytes. By 2025, that figure will likely exceed 463 exabytes. So, data isn't just pouring into your enterprise, it's flooding in and creating oceans of information that's increasingly difficult to navigate. Clearly, some of that data offers great value and some is just noise.

Considering the power customers have and the portability of their brand loyalty, the most valuable data is the information that comes directly from them. Their perceptions of your offerings, their changing beliefs, their preferences, and their

expectations form the high-value insights that drive the connected enterprise. The most concentrated and direct source of those direct-from-the-customer insights is your contact center. Every day, customers and prospects call, email, text, video chat or interact with bots in your contact center and tell you precisely what you need to know to build a connected enterprise.

Sometimes customers can directly articulate how they feel about your brand, the experiences you deliver and your competitors. But often what they believe is not directly articulated but layered below the words they choose. For all these direct-from-the-customer insights, best practices call for the use of analytics and sentiment analysis tools that are driven by artificial intelligence (AI) and machine learning (ML) technologies.

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## A BASIC FRAMEWORK FOR MOVING FORWARD

# Six Steps Toward an Effectively Connected Enterprise

Every enterprise is unique in terms of how it innovates, creates value, engages customers, and builds experiences throughout the customer lifecycle. But most enterprises that have been successful in building a connected enterprise take six key steps toward that goal. Collecting information and getting your teams thinking in these core categories can provide an effective path moving forward.



### STEP 1. SOLVE THE DATA ISSUE

Your enterprise is awash in data and the pace is only accelerating. All the data pouring in isn't valuable; but much of it is absolutely essential. Leverage AI, ML and analytics tools to identify what's meaningful and turn it into insights. Never think that you've solved the customer experience question. Build processes for collecting relevant data in real time and turning it into actionable insights. These insights must offer out-the-box relevance for each user in order to speed time to value. It's also important that insights are and available in the location and format that align with the user's process. For example, insights may be integrated into existing departmental business intelligence tools for one group of users, while maintaining consistency and accuracy when adapted for users in other work groups.



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## STEP 2. CONNECT WITH CUSTOMERS

While obvious, this is often a difficult step to master. The volume of data makes it difficult to identify and analyze what's most important. Start by focusing on direct points of contact with customers. Use those insights to ensure that your innovation, sales, service, and supply chain processes are aligned to real-time customer preferences. Ensure that information is customized in terms of format and availability for each work group, while maintaining consistency and remaining true to direct input received from customers.



## STEP 3. BRIDGE THE SILOS

Even if your innovation team gets it right, you won't get the results you want if sales, service, or supply chain are working in silos and not leveraging high-value customer insights. The two keys here are planning and technology. As you build your connectivity strategies, ensure that all disciplines are involved in the process and that employees are empowered to act quickly on customer insights. The right AI, ML and analytics tools can also connect teams and ensure that everyone is working the same plan.



## STEP 4. WORK IN REAL-TIME

Digital transformation is real, and it was greatly accelerated during the COVID-19 pandemic. In fact, we experienced about 6.5 years of transformation in the first eight months of the pandemic. As a result, consumers became even more connected and their expectations for speed and exceptional experiences increased. So did the pace of innovation. You must get to market in weeks now, not months. You also need a direct feed coming from customers regarding their

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evolving beliefs, behaviors and buying habits. The best place for this connectivity is the contact center — it's where customers directly communicate what they are thinking right now.



## STEP 5. ENGAGE THE CHANNELS

If you employ a matrixed sales or service organization, you likely use channel partners. But in the customer's eyes, you're all just one big entity. Even though your sales and service may be matrixed, there is only one branded experience. Clearly communicate your customer connectivity strategies to channel partners in the development stages and leverage digital tools (AI, ML and analytics) to keep partners continuously aligned.



## STEP 6. MAINLINE THE CONTACT CENTER

The pandemic showed just how quickly customer belief and behaviors can change. It's important to realize that the unfiltered customer insights pouring into your contact center can show you precisely how and when changes are happening. By continually extracting data from the contact center, you can provide every part of the organization it needs to respond quicker and more precisely to changing customer needs.







## ABOUT CALABRIO

Calabrio is a customer engagement software company that provides analytic insights to catalyze growth through customer service contact centers. The Calabrio ONE® software suite empowers everyone in an organization, from contact center agents to the CEO, with easy-to-use tools that provide a better understanding of the customer. Every customer interaction yields insights that expand customer consciousness, which is how leading companies now drive growth and long-term corporate prosperity. Calabrio ONE is a unified workforce optimization (WFO) software suite—including call recording, quality management, workforce management, voice-of-the-customer (VoC) analytics and advanced reporting—that transforms the contact center into a customer engagement center and a valuable source of customer insight.

**Find more at [calabrio.com](https://calabrio.com)**

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