



The Art of Conversation

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*“ I’ve learned
that people will
forget what you
said, people will
forget what you
did, but people
will never forget
how you made
them **feel.** ”*



- Maya Angelou

first direct

NETFLIX



THE RITZ-CARLTON



ocado



UBER



Customer expectations have changed

Time & Effort

“Minimising customer effort and creating frictionless processes.”

Personalisation

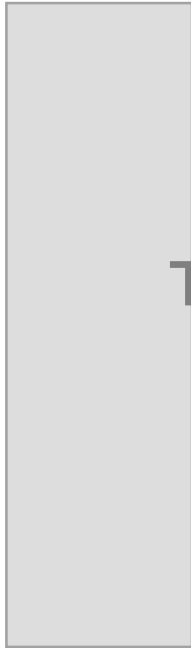
“Tailoring the experience and using individualised attention to drive an emotional connection.”

KPMG/Nunwood: Pillars of Customer Experience Excellence

The battleground for customer loyalty is increasingly around experience

2005

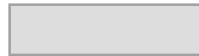
80% of CEOs believe they deliver a “superior customer experience”



The delivery gap



8% of customers agree



2018

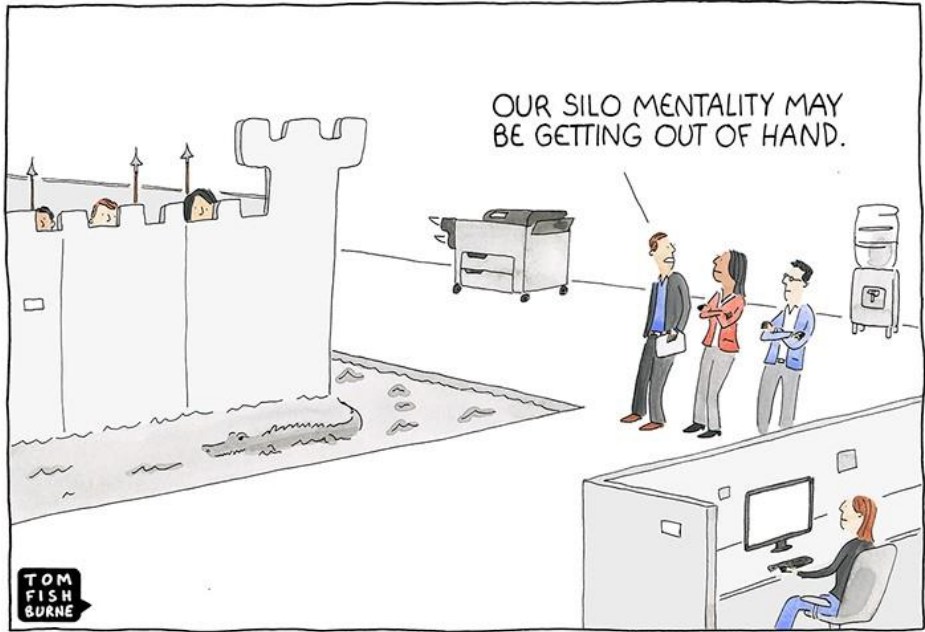
Customer experience performance is generally flat.

Customer expectations are continuing to rise.

The ‘last best’ experience informs the expectation.

Victor Milligan, Forrester CMO

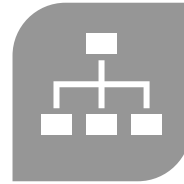
Common Challenges



© marketoonist.com



LEGACY SYSTEMS MEANS
CUSTOMER DATA IS HARD
TO USE

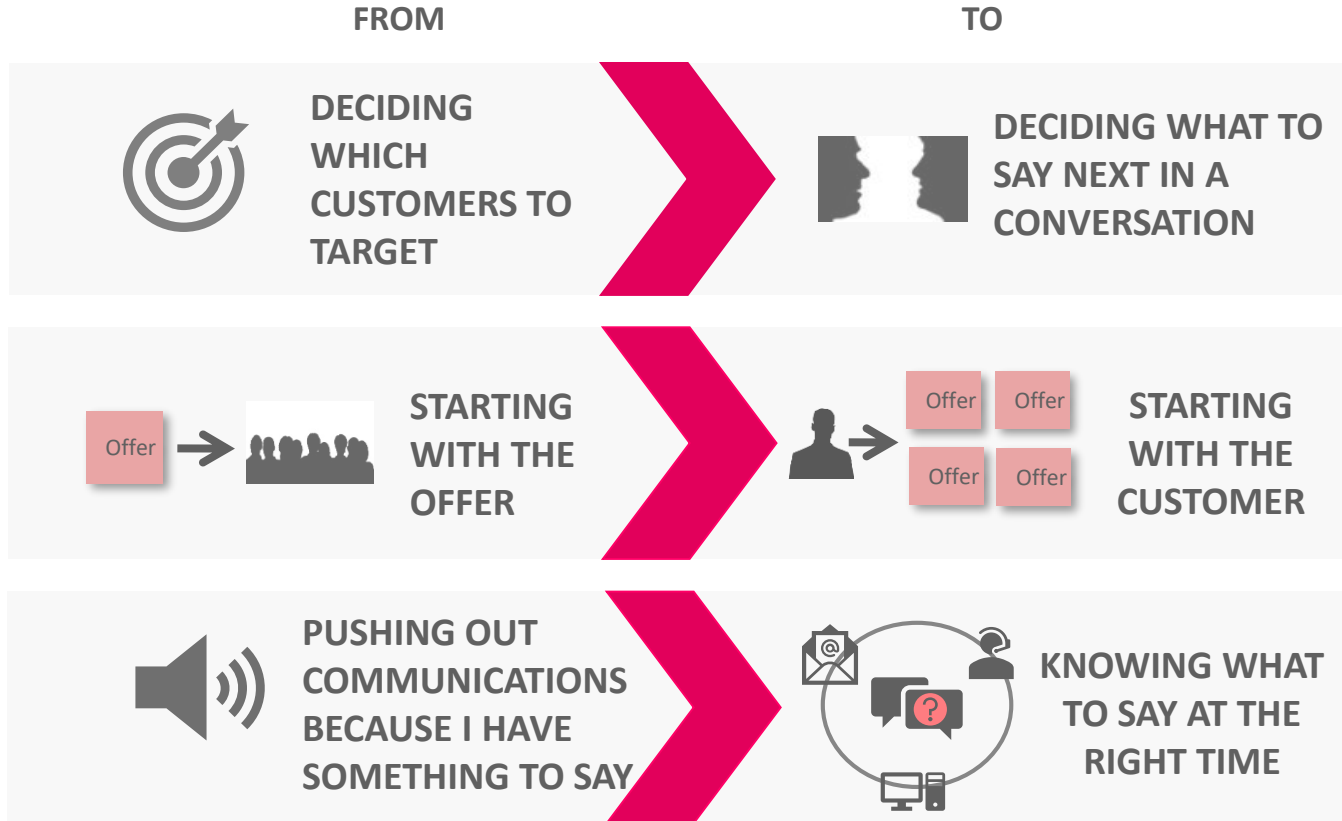


THE ORGANISATION IS
BUILT AROUND
FUNCTIONS



SILOED CUSTOMER FOCUS
CREATES FRICTION IN THE
CUSTOMER JOURNEY

Key Insight #1: Create a customer conversation



Resulting in a better customer experience

online survey

Please give us a moment of your time

kulula.com

Hi Liam Adam,

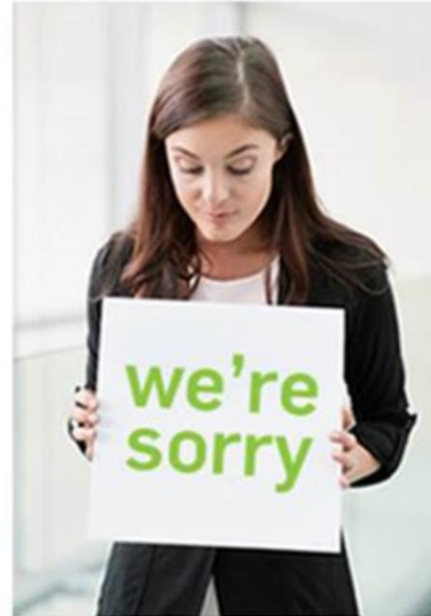
You're most probably annoyed and the last thing you want to see right now is an email from us. But before you hit that delete button, don't waste this opportunity to blow off some steam.

Please tell us about your experience yesterday on **MN926** from **George** to **OR Tambo**.

The survey is quick and easy (in fact, it's only four questions) and we're all ears so that we can improve and do our best to get it right next time.

Complete the survey. [Please click here](#)

Happy surveying,
kulula.com



Case Study: British Airways

We believe personalisation works




Works for customers



Works for colleagues

- 13m customers travelling 44m journeys a year
- 40,000 colleagues
- 170 destinations in 70 countries

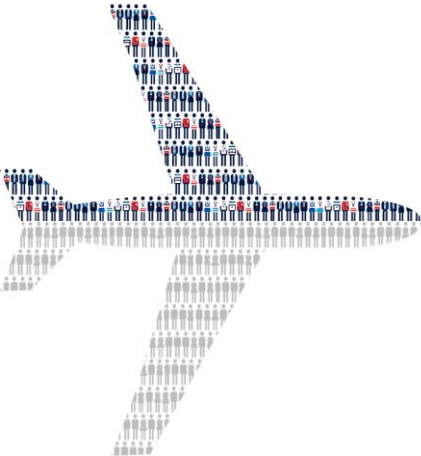
How to personalise 400m customer interactions?



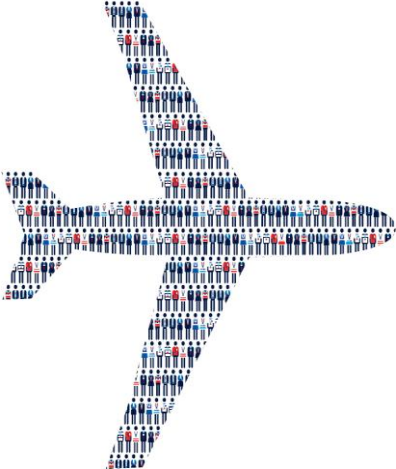
**Step 1: Fix the
data**

Customers, not PNRs!

BEFORE



AFTER





Step 2: Test and Learn

A 'Lab' helped prove the benefits of personalisation



Executive Club. Hi Marlene

Membership No: 70281478 Tier Points: 18 Login: M. Doyle
Avios: 21,977 Lifetime Tier Points: 14,345 Search offers

Here's an Avios birthday bonus just for you

Dear Hi Marlene,

Great! Avios would like to wish you an early happy birthday with an Avios bonus. To make your celebrations extra special:

We've got four Avios gifts for you to choose from - simply take your pick from the gifts below, register online and make a booking by 31 July 2013 and we're in! (open to all)

Your Avios come in a variety of packages. With our new, off peak prices, you don't need to have a huge Avios balance before you can start enjoying the rewards and your birthday bonus Avios could help you fly away again in a new date.

4,500 Avios when you fly Economy shorthaul	9,000 Avios when you fly Business class shorthaul
 Book now	 Book now
15,000 Avios when you fly Economy longhaul	25,000 Avios when you fly Business class longhaul
 Book now	 Book now

Register and book now for your Avios bonus

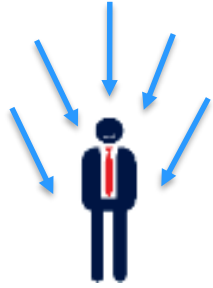
Register and book now



**Step 3: Scale and
embed**



The challenge



Multiple departments
wanting to communicate
with customers



Multiple systems used in
customer communications
and they didn't talk to each
other



The customer's current
context not considered in
communications



Customer
communications designed
around departments and
their specific objectives



No system for managing
competing priorities

You need the right technology

- ✓ Scale
- ✓ Agility
- ✓ Relevance
- ✓ Joined-Up



Key Insight #2: create the right governance



1. Create a customer planning framework



2. Establish a single set of customer contact rules



3. Establish customer value KPIs

Target State: customer conversation

Campaign Approach



Segment-Based (Product-First)





Offers	Product A	Product B	Product C	Product D
Bob			✓	
Jennifer				
Mary			✓	
Sara			✓	
Emily				

Pick which customers to send Product C to

'Always On'



Next-Best-Action (Customer-First)

Actions	Sales 	Service 	Retention 	Risk 
Bob				
Jennifer				
Mary				
Sara			✓	✓
Emily				

Pick the best actions for Sara



**The biggest
challenge is not
the capability....**



Internal engagement



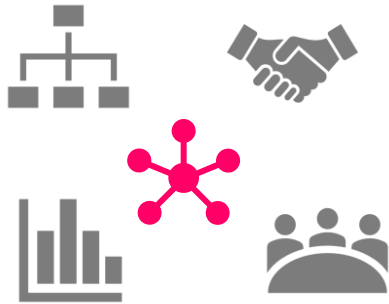
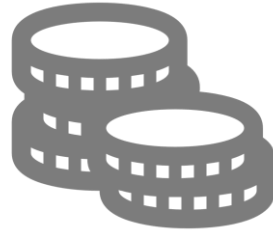
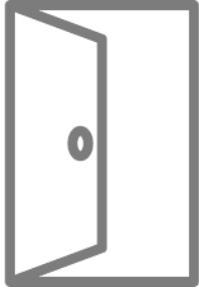
Why should I care?



What do I need to do?



5 Take-Outs



“It means understanding the customer, and you have to leverage data to do that. You need the right technology, the right infrastructure, and the right governance – and then you have to empower people to act. To do this requires a shift in organisational structure, mindset, and culture.”

*Joerg Niessing, Affiliate Professor of Marketing at INSEAD,
on customer centricity and customer obsession*



Questions?





PEGA[®]

Build for Change[®]