The New Global Customer Experience Management Mandate
Introduction

Customers, along with technology, have evolved in the information age. As individuals, they expect to be treated as such, with specific needs and wants. The companies and brands that leverage the advanced technologies that now exist to make this possible will be the ones that will achieve success in the global marketplace.

To be successful in today’s customer-driven era, organizations must deliver compelling and engaging experiences informed by a contextual understanding of their global customers at an individual level.

Properly managing the global customer experience, however, is more than just producing a product or delivering a service. It requires a methodology that encompasses multiple disciplines and integrates cross-functional processes and teams throughout an organization.

This eBook provides an introductory guide to helping organizations develop a global customer experience strategy that will set them on the path to that success.
Compelling Globally

To be competitive globally, companies must pay careful attention to each part of the customer journey. Companies can no longer focus on just the buyer’s destination. Today a company must understand and track the customer’s progression from research, to purchase, through to the post purchase relationship.

Tracking the buyer’s journey has become more complex because of the proliferation of buyer engagement points in channels and devices such as social media channels, online support, websites, mobile phone content, and blogs.
SECTION 1: INTRODUCTION AND OVERVIEW

“The digital revolution has permanently changed the global economy. Empowered customers are connected, informed, and full of expectations that companies must meet.”

Company’s must respond to the following issues:

1. Companies need to address the entire customer journey. They can no longer ignore the beginning and simply target customers at the evaluation and buying stages.

2. Due to the explosion of contact points at each stage of the buyer’s journey, companies need to conduct research (customer needs and challenges, personas, channels, devices, engagement) to completely understand how customers seek information and communicate their needs.

3. Companies have to conduct local research across geographies in order to develop a local customer experience strategy for each market (customer needs & challenges, personas, channels, devices, engagement).

Global Processes Help To Deliver Relevant Local Customer Experiences,’ An August 2012 study conducted by Forrester Consulting on behalf of SDL.
There’s no technology panacea for successfully building a customer experience management strategy - the technology doesn’t drive the strategy! Rather the strategy must determine how processes, solutions and technologies are used to implement a successful customer experience management program. When the strategy comes first, company’s have a greater chance of avoiding the common challenges of implementing a customer experience management program including:

1. Not realizing that customer experience consists of the buyer’s emotional responses from their interactions and that subsequent expectations about these experiences are ever more dependent on the buyer’s environment, culture, and marketplace
2. Not understanding that the customer experience isn’t static, but instead is constantly changing
3. Overspending on customer experience management, even while customer satisfaction remains low
SECTION 1: INTRODUCTION AND OVERVIEW

Defining Customer Experience Management

“Executives share a tacit belief that delivering locally relevant experiences is critical to their business success; many don’t yet understand exactly what that means or what it takes to make it happen.”

Global Processes Help To Deliver Relevant Local Customer Experiences, An August 2012 study conducted by Forrester Consulting on behalf of SDL

Starbucks, which spent less than $10MM on advertising from 1987 to 1998 yet added over 2,000 new stores to accommodate growing sales. Starbucks’ popularity is based on the experience it consistently delivers for customers.
SECTION 1: INTRODUCTION AND OVERVIEW

Creating the Global Customer Experience Management Mandate

Three common problems arise when companies try to meet the growing challenges, obligations and commitments of implementing a global customer experience management program:

1. Executive pushback at the cost of conducting local research and delivering localized experiences
2. A lack of understanding of how to manage customer experiences across global markets
3. No clearly defined responsibility or accountability for managing customer experiences globally

By not acknowledging these challenges companies stumble, focusing instead on technology and process implementations that fail to connect desired customer experiences with the deployment of a customer experience strategy to meet local needs.

Global customer experience management addresses the challenges of providing experiences by region, language, and preferences of customers. This is done by ensuring sufficient insights are gathered and the right processes are deployed locally across devices, channels and markets for each part of the customer journey.

SDL’s approach to developing a global customer experience strategy is to use three frameworks - insights, orchestration, and contextual experiences. Using these frameworks, organizations can develop and implement their strategy through workflow and process thus developing solutions that enable the execution of an effective global customer experience strategy.

SDL’s technology and services help manage online global customer experiences by enabling brands to predict what their customers want and to engage with them across multiple languages, cultures, channels, and devices.
To build an effective customer experience strategy that benefits both customers and organizations, companies need to gather research, develop insights, and provide benchmarks that measure the effectiveness of any programs that are implemented. Those insights must be captured throughout the customer journey to determine what customer experiences are needed at each point, and to establish metrics to monitor the effective implementation of a global customer experience management strategy.

Gathering the Data:

To develop and implement a customer experience strategy that’s omni-channel, companies need to gather insights from multiple data points including feedback from:

1. Print and TV ads
2. Social networks, email, and websites
3. Call centers, loyalty programs, and mobile applications

Collecting input from all customer touchpoints in multiple channels enables companies to properly analyze the data, draw relevant insights of customer wants and needs, and then develop an effective customer experience strategy.
Customers don’t just interact with organizations across one single channel so single source data is insufficient to draw relevant conclusions. Companies need to gather insights for strategy development and for tracking key performance indicators. SDL provides a number of solutions that provide insights for strategy development and governance, including the SDL Customer Commitment Framework™ (CCF).

CCF provides a social data-enabled analytics framework that predicts customer behaviors including a prospect’s likelihood of buying a product, evangelizing a brand, or sharing content. The framework captures social media conversations that are most important in understanding and enhancing the three key success points in the customer journey – shopping, sharing, and advocacy – and applies algorithms to model the customer experience.

CCF works with SDL SM2 social media monitoring application as well as SDL’s other customer analytics tools. The CCF assembles the social datasets and structures them into a series of predictive measures that C-level executives can understand, relate to, and trust as a decision making tool. With these solutions, SDL empowers insights in the following ways:

1. Provides technology that enables companies to connect with customer data in real time
2. Provides a vendor that uses a measurement framework that spans the entire customer journey
3. Connects disparate data points and sources to enhance decision making
SECTION 3: ORCHESTRATION

Creating the Single Customer Experience View:

Companies have different corporate silos - research and development, marketing, sales and support – that each present a different experience for the customer. Yet customers expect to receive a holistic rather than a separate customer experience. Companies need to coordinate these silos to be successful in deploying a customer experience strategy. The purpose of orchestration is to achieve that single view of the customer experience across contextual interactions.

Designing & Orchestrating the Customer Experience Plan:

To develop a global customer experience management strategy, companies need to gather insights and develop a process that cuts across all corporate silos. The strategy will define how a company organizes publishing across channels, markets, languages, and teams while developing a plan for the following areas:

1. Content
2. Workflow
3. Governance
4. Localization
5. Systems Integration
Designing & Orchestrating the Customer Experience Plan

1. **Content** - Plans will be developed for initial content requirements focusing on the various channels and devices used at each point in the customers’ journey. Content is also dependent on the expected customer experience considering the market and technology capabilities of the particular company.

2. **Workflow** - Companies will set up processes to ensure that feedback is collected, customer experience metrics are reviewed, and results are analyzed. The process crosses corporate silos to support quality, consistency, and alignment of goals.

3. **Governance** - Companies will design a global customer experience governance process, establishing the metrics that drive customer experience for individual local markets, and ensuring that those metrics are met.

4. **Localization** - Localization is not only about translation, but also how customer experiences are localized. This depends on the channels and devices used in each local market and where the customer is in their journey.

5. **System Integration** - Orchestration of content will depend to some extent on what systems are in place to deploy content across multiple channels and devices. There will also be occasions when new channels, devices, and design strategies need to be deployed. A company will have to consider what’s possible within their existing systems infrastructure.
The global customer experience strategy will dictate where to deploy contextual experiences. How those experiences are deployed requires a world-class system and solutions such as those provided by SDL. They include:

**SDL Campaign Management** solutions help orchestrate contextual experiences by enabling companies to eliminate organizational silos and access information quickly. This is accomplished by providing access to corporate data that includes transactional, socio-, and geo-demographic data. Campaign Management monitors data from every customer interaction and helps to understand customers as individuals. This process helps reveal clues on how best to engage the individual customer and provide them with relevant, timely and engaging content.

**SDL Tridion** is a global Web Content Management (WCM) solution that engages customers anywhere, anytime, and in any channel.

**Structured Content Technologies** eliminate the need to write and translate the same information multiple times. This allows companies to leverage the same content in a variety of contexts.

**The SDL Intelligent Marketing Suite** allows marketers to listen to their customers, understand their expectations, and orchestrate the right message across the right channel to the right device or touchpoint.

**Language Technologies and Services** help you to deliver a local experience to customers around the world. These solutions simplify and accelerate the localization processes while maintaining quality and reducing costs.
Omni-Channel Experiences

Customers now use multiple channels throughout the customer journey - to gather information at the beginning, to evaluate vendors in the middle, and to use products once purchased at the end. Content has to be relevant and delivered across many channels, devices, and markets at each stage. The design process for omni-channel experiences has to recognize the value of allocating resources to each part of the customer journey in a particular channel or market and with a specific device. Content decisions should be based on the return of investment to the business, and whether the content piece can be tied back to customer experience metrics and KPI’s.

Resource allocation is key to content development and deployment since companies are faced with higher costs due to the proliferation of channels and devices. Therefore companies have to work smarter in designing content that can be reused or designed to work in multiple instances from the initial plan. What works for one market, however, may not work for another. Therefore content may have to be repurposed or designed specifically for a particular market, in order for the global customer experience management process to work across different customer segments and geographies.
The Dynamic Nature of Experience - Static vs. Change:

One of the challenges facing companies is to understand the dynamic nature of change in how customers use channels and devices. As the pace of technological change increases across the globe, adoption rates for social media, mobile devices, and the web changes as well. Every country and culture is different in how they adopt technologies, channels, and devices. Companies must understand both the dynamic nature of experiences and how that changes across cultures.
SECTION 4: CONTEXTUAL EXPERIENCES

- In 2011 sales of smartphones exceeded that of PCs.
- The average consumer goes to 10.4 Different sources before deciding on a single purchase, up from 5.3 Sources in 2010.
- In 2009, 51% of users turned to a search engine first when seeking business information; this year, that number rose to 71%. During the same period, print directory use declined slightly from 33% in 2010 to 27% this year.
  
  Source: Dac group

- Mobile browsing: percentage of all web traffic (May 2012) worldwide: 10.01% North America, 7.96% Europe, 5.13% Africa, 14.85% Asia, 17.84%.
  
  Source: StatCounter (May 1-7, 2012)

- PC/laptop purchases are preferred by 87% of US respondents.
  
  Source: Zmags - “Meet the Connected Consumer”
SECTION 4: CONTEXTUAL EXPERIENCES

Contextual Experiences

Managing Contextual Experiences Globally:
SDL enables global businesses to enrich their customers’ experience throughout the entire customer journey. Create relevant experiences for your customers regardless of how or where customers engage.

- Allow your customers to interact across touchpoints
- Provide interactive, rich and contextually aware experiences to your customers
- Provide a localized and culturally aware customer experience
- Scale your experiences geographically, across channels and to different target audiences
The early stage of the customer journey is critical as Linda’s story reveals. Without insights into customer needs, and the channels used, companies cannot hope to orchestrate contextual experiences that satisfy customer expectations in the right channel and device.
SDL’s Social Intelligence tools and Campaign Analytics products will enable a company to understand each of their customer segments. A company will use their internal analytics to develop each of their customer segment descriptions, and also help the company to understand what the buying process is on their online properties. While SDL’s Social Intelligence tools will give the company more insights into the online tools outside company properties, such as where the share of voice is about carriers and phones across the web, and what are the top issues and topics for buyers as they go through their discovery process.

The Customer Journey

Linda, a consumer in the United States is not satisfied with her cell phone and contract. She has heard about new phones from TV advertising, billboards, the web, and observing friends, colleagues and family who have newer phones. Linda is unsure of where to begin her search for a new phone and carrier. Linda is in her 30’s, works in marketing and is savvy when it comes to using social media and the web.
Social Intelligence tools from SDL will give companies intelligence on where customers gather, that gives the companies options on where to advertise, or influence online properties to mention their company. Social intelligence tools will give you some insights into the characteristics of consumer behaviors but it’s not necessarily realistic for a company to get involved in every consumer transaction. In Linda’s example it would have been easy for a carrier to conduct searches on Twitter posts that mention someone is looking for a carrier. Customer support would direct a consumer to information about the carrier and the process of buying a phone.

Linda tweets that she is looking for a new phone and asks for suggestions. One or two followers re-tweet the message, and a conversation begins regarding poor reception in different areas. Linda is still undecided.

She posts a longer message on Facebook about her needs. She asks if other people have similar problems with reception. This gets a response from about 15 friends who write about their issues with poor reception along with the name of their carriers. Linda now feels she has a better idea about the options for carriers and reception, though she is unsure whether there’s a credible alternative to her current carrier.
As Linda conducts her search online on her laptop and conducts a search for the term, “cell phone carriers.” Linda’s search results display pay per click ads for carriers as well as organic listings for several carriers. Scrolling down the page, Linda notices a site that reviews carriers and also a New York Times article on the topic of “breaking free of the cellphone carriers.”

Linda also finds an article from a large big box store about “choosing the right phone carrier.” She decides to visit the review site and to read the big box article, which she thought sounded helpful. Linda doesn’t want to go to the carrier’s site because she wants independent reviews and wants to learn about the best process for choosing a new phone.
The review site just confuses Linda even more because there are more carriers available than she even realized. Linda does learn that the big carriers have similar plans and coverages. Linda decides she needs more information about which carriers cover her area. (For Linda, cell phone reception is the most critical decision point in her discovery process.) She also decides to search other topics related to different phones.
Despite carriers’ achieving top search rankings on the term Linda used, because she wasn’t ready to review the carrier she didn’t visit their websites. The real winner here was the review site, which earned revenue from the visit, and the big box retailer which Linda decided to visit since their article was relevant.

Providing appropriate content at the right point in the customer journey produced an emotional response from Linda. That response proved to be critical in Linda’s evaluation of the Big Box store, yet there wasn’t a one-on-one interaction. Rather the Big Box store had successfully understood the customer journey and what contextual experiences were critical along the path finally orchestrating content that met Linda’s needs.

The ‘Big Box’ article was helpful. Linda learned that she needed to ask each carrier about their coverage map and that each carrier offers different phones. She also picked up tips on what carrier plan features she needs to consider. Linda decided to search on the term “choosing the right cell phone” and she found several articles that explained the best process for choosing a phone.

Linda decides she doesn’t have any more time to conduct research, but that she’d visit some of the carrier stores at the Mall over the weekend. She plans on comparing coverage maps, looking at phones and getting some ideas about prices. Linda also decides to visit the Big Box store because of their article.
After visiting three carrier stores over the weekend, Linda believes she has a better idea about what carrier to choose. She still hasn’t decided on what phone to purchase, however. She also visited the big box store and is surprised to learn how many phones the store sells and carriers they represent. The sales staff at the retailer isn’t knowledgeable about the phones but they were very friendly!

Linda asks for advice on what cell phone to choose on Facebook. Ten people answer Linda’s post. Some recommend the phones they currently owned while one or two people pointed to blog and media articles comparing phones. One person asked a few questions about her needs.

The answers she received helped Linda choose a phone that narrowed her choices about carriers. As a result she decided on which phone and contract she would buy. She then goes back to the carrier’s website for detailed information on the phone and contract. Linda then decides to go back to the mall. While there, she uses her existing mobile phone to check pricing. She eventually purchases the phone and contract from the Big Box store because of a promotion they were running.
The Customer Journey

The cost of the carrier’s website and store are high, yet Linda didn’t make a purchase from the website, the store or mobile website. Instead the big box store won the sale because of its strategy of answering questions and providing comparisons, drawn from insights about customers, despite Linda relying on the carrier for data for her decision.

Companies need to target consumers by their journey, but also use analytics to indicate how content in one part of the journey influences another part of the journey. A page about choosing a carrier may have been the catalyst for Linda eventually purchasing a phone and contract through the big box retailer. But unless there’s a tie back between traffic on that page and results, there’s no reason for any company to develop such research content. SDL’s social intelligence tools give companies insights into what channels and devices companies are using, while SDL’s campaign analytics tools enable companies to track customers along their journey across web properties.
After her purchase, Linda needs more information on how to use the phone and how to upload her contacts. She calls the carrier and asks for help.

The carrier’s customer support person recommends she visit one of their stores where they would be able to help her with her contacts and also provides her with links to the carrier website that will provide instructions (including videos) on how to use the phone.
Over the next few weeks, Linda learns how to use the new phone and realizes she needs a mount for the phone for her car. She goes back to the carrier’s website online and orders the mount along with extra chargers for her car and home.

At the end of the month, Linda receives a bill from her carrier. She has gone over the limit of data and text usage so she decides she needs a different calling plan. After using the carrier’s online phone plan tool, she determines what she needs and upgrades her plan.
SDL campaign management solutions enable cross-channel consistency for marketing messages and offers. All of the customer data can reside in one place and is easily accessible, eliminating the need to draw data from multiple silos.

This improves the workflow process. That one view enables companies to have a clear global picture of what’s working and what isn’t. Campaign management solutions enable companies to provide global contextual experiences by orchestrating customer messages and offers that work because they are based on insights.

Linda then writes a post on Facebook thanking her friends and showing a picture of her, taken with the new phone, along with a link to the phone’s manufacturer’s website showing a video of the phone.

Katja, one of Linda’s Facebook friends based in Germany, sees the picture and story and wonders if it’s time for her to get a new phone.
SDL provides globalization services including translation and localization. Those services work also within SDL’s technology solutions from the Tridion content management system for options on localized content management. SDL’s translation management technologies give companies options when translating content.

The manufacturer had the phone available for Katja to review, but had not translated the content, causing her to look for alternatives. Determining what phones people want can be as easy as reviewing the analytics to see which pages need to be translated. Without someone responsible for orchestrating contextual experiences on different language pages there’s a lost opportunity for the manufacturer.

Katja clicks on the video link Linda provided to the manufacturer’s website. She determines that there’s an option to translate the page. She selects the German option and discovers that while the manufacturer makes phones that work in Germany, Linda’s specific phone doesn’t have a page translated into German.

Katja reviews the German language version of the carrier’s website which appears to have few translations. Katja decides she will have to search for phone choices from other manufacturers. She searches for her carrier’s website to look for phone choices...
The Customer Journey Is Circular

As we saw with Linda, our fictional consumer, customers need to interact with relevant content at every touchpoint along the way. Today’s customer expects basic information during the research phase, comparative data as they move toward purchase, and specific instructive content in post-purchase. The organizations that use every available channel to provide this level of attention in all geographies will be the ones that succeed in creating brand advocates. Linda’s journey shows how an unsure consumer can become a knowledgeable buyer, loyal customer, and eventually a brand advocate. Her experience ultimately reached Germany, where the process will continue.

Companies face real challenges in understanding what and how to orchestrate the right local contextual experiences throughout the global customer journey. By developing an effective customer experience strategy that incorporates insights, orchestration, and contextual experiences, companies can provide benefits to customers and drive overall business success. That is the ultimate goal.
About SDL
SDL enables global businesses to enrich their customers’ experience through the entire customer journey. SDL’s technology and services help brands to predict what their customers want and engage with them across multiple languages, cultures, channels and devices. SDL has over 1,500 enterprise customers, 400 partners and a global infrastructure of 70 offices in 38 countries. 42 out of the top 50 brands work with SDL. For more information, visit www.sdl.com.