Managing Customer Relationships in a Hyper-Connected World

All that stands between a company and a five-star review or a PR nightmare is a customer's 140-character "Tweet," a poke at thousands of "friends" on Facebook, a video gone viral on YouTube, or a posting on one of the thousands of product review message boards on the Web today.

Customer interactions used to be less complex and were manageable via face-to-face meetings in storefronts or through call centers or mailings. No longer. Today, the process of interacting with customers has spiraled out of control with the wholesale migration to the digital world and more recently with the emergence of online social networking communities. Customers now have more avenues than ever to express their complaints, kudos, and requests for new features and capabilities.

Savvy executives already know that the customer lifecycle spans multiple channels, and today a contemporary approach to customer care means also becoming a part of online social networking communities. They must be able to hear what customers are saying to each other, respond in a proactive manner, and communicate with customers through a myriad of channels.

The importance of social media cannot be overstated when Facebook has 500 million users and 50 million messages are sent daily via Twitter. That's about 600 "Tweets" per second and many could be about your product, service or company.

While challenging, diving into the social networking pool provides a unique opportunity to hear the uncensored customer opinions about products, and customer service – not only yours, but also your competitor's. And it's a unique opportunity to respond in a strategic way before customer service issues get out of hand leading to damaged corporate or brand reputations.

People matter, results count.

Do you manage social media as a necessary evil or a growth engine?

In addition, as companies expand their markets globally via the Web and social networking, it is more critical than ever to tell a clear, consistent, and accurate "story" of who they are and what benefits their products offer. It must be a localized, compelling story that can be told across all customer interaction channels, especially the Web where content must be fresh, real-time, relevant to the specific individual, and consistent. The key to success across all customer channels is the same – doing business on the customer's terms: how, when, and in the manner they want. The key is providing this experience in a seamless manner across all channels, cultures, and market segments.

Of course, companies are also continually challenged to glean better business insight from their customer interactions so they can deliver the best experience by making smarter business decisions that also lead to accelerated growth and increased profitability. To accomplish this, companies need to build or collaborate with business partners to provide the infrastructure, tools, and business process management that support effective interaction with each customer and produces the insight that is able to predict and anticipate the most appropriate customer treatments.

In search of solutions to these challenges, this paper presents and describes a framework that we believe can be applied to customer operations to enable a best-in-class approach to managing your customer relationships.

Social Networking Communities and Emerging Trends

Social networking communities present both opportunities and risks to the health of customer relationships and brand reputations. On the one hand, five-star reviews of products and services posted on online message boards and social networking sites are like free publicity. On the other hand, negative comments and reviews that go viral on the Web can severely injure the reputation of a product or brand.

The problem stems from a new paradigm of customer behavior. Instead of calling the toll-free customer service line with their problems or requests, customers are increasing first talking to each other about their customer experiences on social networking sites and online message boards. As a result, negative issues that could have been resolved earlier are often blown out of proportion as an increasing number of customers experience the problem before the customer service organization can react or respond with a fix.

Therefore, to be truly customer focused today, companies must learn how to better manage relationships in this hyper connected world. One of the ways to begin is to become familiar with the next generation of "business verbs" and start to understand their implications on customer interactions:

- **Personalizing** Customers expect a "my x" approach to interactions and product offerings that demonstrates that the provider really knows them and their preferences.
- **Social Shouting** Customers no longer only seek answers from the companies they do business with, but rather seek answers and express their views and concerns in open, peer-based forums.
- **Predicting** Leading companies are mining their operational data to improve the precision of their marketing, sales, and service offers and treatments.

- Near Sourcing Especially in an uncertain economy, companies are seeking additional ways to differentiate their customer service by shifting back some operations to onshore (or near shore) locations.
- Chatting Self-service does not mean you do not need to provide assistance to customers. Customers want the ability to truly interact online when they need it.
- Listening Leading companies are setting listening posts to engage customers within the social network environment.

Let's not forget customers are a company's ultimate source of revenue and profits, and today's paradigm of customer care demands 24/7 interaction with customers across multiple channels, especially the Web. To best align their customer service organizations to these industry trends, innovative companies are focusing on three key areas of Customer Operations Management: Customer interaction and community management, content lifecycle management, and customer insight through better business intelligence. Whether pursued separately or as a three-tiered strategy (an operational focus on these three processes), enable organizations to navigate the fast moving waters of both the physical and virtual worlds.

Capgemini Customer Operations Management: Case Studies

Case Study: Customer Interaction & Community Management-Faster and Better Customer Services
Capgemini's Customer Interaction & Community Management BPO services enabled a global telecommunications company to evolve from call-centric to customer-centric operations through enhanced loyalty and ownership programs and by putting in place a mutually beneficial result/reward model. The client improved customer satisfaction by 20 percent, first contact resolution by 15 percent, and issue resolution by 15 percent. As a result, our center was ranked number one out of 52 sites by our client's organization in 2010

Case Study: Content Lifecycle Management
Capgemini's Content Lifecycle Management services enabled a global computer manufacturer to expand the scope of its multi-language content capability by delivering CLM services from both Poland and China. Capgemini's solution centralized operations for web content quality management, and have processed more than 17 million pages of content presented to customers in 13 different languages, resulting in significant reduction in errors and an enhanced web user experience.

Case Study: Customer Insight Services
Capgemini's Customer Insight Center Services helped a leading Finish retailer gain better customer insight from its POS data for product management reporting. The client can now analyze and discover patterns in customer behavior over time, geography, product campaigns, and customer segments. As a result of having more accurate and up-to-date customer information for reporting, the retailer improved its product mix and forecasting with its suppliers with external suppliers.

Facebook has 500 million users – and growing.[1]

Customer Interaction and Community Management

The social networking communities are much like the old game of "telephone" – it takes just one person to start spreading the word, either good or bad, about your product or service down the line to millions of people. Therefore, the cornerstone of the customer interaction and community management strategy is the ability to monitor, listen to, and engage in customer conversations on social networking sites with the goal of responding proactively and quickly to customer care issues.

Once a social CRM strategy has been developed, there are four key elements to the process:

Listen
- Locate target customers and identify relevant communities
- Identify opportunities for raising customer satisfaction levels
- Build internal awareness of customer issues and needs

Engage
- Create a social media presence as part of a corporate identity or branding strategy
- Engage in conversation online in real-time
- Respond positively and proactively to comments and posts
- Publish relevant content that reflects the needs of a particular community
- Build trust among target customers and relevant communities

Monitor
- Continuously monitor trends in customer attitudes
- Define measures of success
- Capture and analyze results for better business insight into customer needs

Act
- Incorporate product ideas from customer comments and postings
- Manage real-time triage of customer care issues

- Launch marketing offers geared to specific communities
- Fine tune brand messaging based on real-time customer comments.

Managing customer relationships in today's dynamic online communities requires companies to optimize operations to improve the overall customer experience. To date so much of the effort around social listening has been driven by the PR and marketing departments with a heavy focus on utilizing this emerging capability to monitor brand reputation. Few organizations have defined and built the processes to "act" on what they are learning and even fewer have integrated these activities into their overall Customer Operations. To actively improve the customer experience, management must rapidly do both. This also demands a sophisticated, outcomesoriented business model that keeps the focus on the value delivered (an effective transaction) rather than just the efficient management of the interaction (eg. minimizing call handling time). It also means establishing visibility of reporting and analytics to gain business insight about customers' real needs in the present and the future. As a result, a customer interaction and community management strategy can also help companies a more predictable customer care organization as they seamlessly manage customer relationships across marketing, sales, and the entire global organization.

Content Lifecycle Management

The story of Chevrolet's marketing snafu with the introduction of the Chevy Nova in Mexico – the car whose name means "doesn't go" in Spanish – is a well-worn caveat, but one that especially applies in today's Web-connected world. Managing global customer relationships means speaking the language, literally, of

50 million messages per day are sent via Twitter – about 600 "Tweets" per second[2]

each cultural community in all online content, from web sites to social networking groups.

While content remains king, it's actually the customers who ultimately rule over a company's revenues and profits. Therefore, companies must not only ensure that online content is fresh, but more importantly, accurate and localized in terms of pricing and translations. Companies must take a more in-depth approach to ensure that content is reaching the right audience at the right time with the right message – with the ultimate goal of gleaning more insight about customer preferences and needs while generating increased sales.

The methodology behind an effective content lifecycle management approach goes beyond creating, publishing, and updating content. It should be designed to add value to customer interactions, achieved through more focused content auditing and validation processes. In addition, the most effective content management opertaions enables companies to also analyze how and when their customers use the content. As a result, management can gain greater insight into customer behaviors and preferences – information that can be used throughout the customer life cycle

Customer Insight
Customers are "talking" to companies 24/7 about their products and services in the social networking environment and elsewhere online. Both customer interaction/community management and content lifecycle management strategies capture data from these multiple customer interactions. But in order to make the best decisions based on these terabytes of data, companies need to acquire the tools and develop the business intelligence

strategies that will help them identify patterns to better target and support customer needs. Simply put, to understand the data is to understand the customer – and that insight can be worth its weight in gold in terms of increased profitability due to increases in loyalty of more satisfied customers.

A managed customer insight service with robust data management, reporting, and analytics can help companies obtain a clear picture of customer behavior at multiple touchpoints. Although this facet of customer care never actually "touches" the customer, it is nonetheless a critical part of a seamless and efficient customer experience. For example, by identifying customer patterns and preferences, companies can align branding messages, product campaigns, and service offerings more accurately to specific market segments.

Although it's virtually impossible to know each customer personally today, companies can still deliver personalized service in every customer interaction – but only if they have the true business insight.

Customer Operations BPO: Capgemini's Point of View
Monitoring and participating in social networking communities, managing the content lifecycle and staying on top of customer analytics, all require a significant investment of time and resources for companies already strapped for resources. Capgemini believes that these three broad areas of customer management are ideal prospects business process outsourcing (BPO).

Capgemini offers customer management BPO across the lifecycle of the customer, whether it's data from and about the customer, interactions related to the marketing,sales and/or

Companies spend 6 to 7 times more on acquiring customers versus retaining them

service processes, or the content that is used by frontline employees uses.

Either as standalone services, or as a combined solution, Capgemini's BPO solutions for Customer Interaction & Community Management, Content Lifecycle Management, and Customer Insight Services enable companies to listen, engage, monitor, and proactively respond to customers in their preferred manner and environment. In order to deliver substantial operational and financial benefits to our clients, CapGemini has invested in a set of world class enablers, including the following:

Command Center Model

The Capgemini Command Center model provides a fast track to predictability, consistency, and control in managing customer care delivery centers. Companies can gain deep insight into the needs and preferences of individual customers through these best practices:

- Unprecedented transparency of performance dashboards and communication protocols
- Unequaled control through quality assurance and compliance
- Continuous improvement through Six Sigma Lean Practices and other operational efficiencies
- True business insight through data analytics and predictive outcomes

Total Process Manager for Content Management

Capgemini's Total Process Manager (TPM) system aligns content lifecycle management with the client's operations for an improved customer experience. The focus is on a total, end-to-end process built upon streamlined communication and visibility throughout the enterprise. Our recommended best practices include:

- Lifecycle Management for improved content accuracy and quality
- Workflow Controls and On-demand Reporting for improved efficiency and visibility

A 5% increase in customer retention rates can result in 50 to 60% increase in profit.

Case Study: Improving Customer Satisfaction through Improved Content Management

A world leader in the design and manufacture of innovative aviation products and services for the business, regional and amphibious aircraft markets wanted to reduce costs for all of its aircraft programs while still maintaining a high level of customer service. The company's challenge was to improve service quality and reliability to customers by providing accurate aircraft and parts information.

Capgemini set up an offshore team to support the company's Aircraft Technical Content Management. The team created an end-to-end process for content authoring, illustration, publishing, and quality management. Beyond that, they used Capgemini's Total Process Management (TPM) tool to control content quality and delivery across the lifecycle.

As a result, the aviation products company was able to transform its technical content management processes to improve customer service and reduce costs. Specifically, the Capgemini solution simplified over 400 processes to just 27, and reduced multiple manual-specific competencies to four, leading to significant cost savings. Other benefits included the establishment of a delivery solution in India for future aircraft programs, and the elimination of more than 12,000 change drivers annually. Most importantly, the company achieved its key goal of increasing customer satisfaction, which was measured by an external agency.

■ Resources Allocation & Time Management tracking for improved efficiency and operational cost savings

RightShore® Methodology
Capgemini also believes that companies can communicate and interact with globally diverse customer segments if they can be both physically and culturally closer to the customer our RightShore® delivery structure helps clients achieve the right balance of the best talent from multiple locations, working as a single team to create and deliver an optimum solution. Companies can leverage the global resources of RightShore® to ensure that online communication and content is relevant and accurate for customers in multiple countries, cultures, and languages.

Conclusion
To maximize the quality and duration of customer relationships, companies must deliver stronger performance in how they interact across the entire customer lifecycle.

Capgemini believes that a trusted new paradigm of outsourced customer-focused operations must emerge if companies are really going to simultaneously keep pace with and cost efficiently manage their customers in today's hyper-connected world. To support your efforts to do so, our Customer Operations Management teams provide outsourced solutions in: Customer Interaction & Community Management, Content Lifecycle Management, and Customer Insight Services.

About Capgemini

With around 120,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2011 global revenues of EUR 9.7 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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Paul Cole
Phone: +1 617-584-3678
email: paul.cole@capgemini.com

Rohit Kapoor
Phone: +1 972 556-7249
email: rohit.kapoor@capgemini.com