



OVERCOMING THE EXPECTATION GAP:

The Customer Engagement Imperative





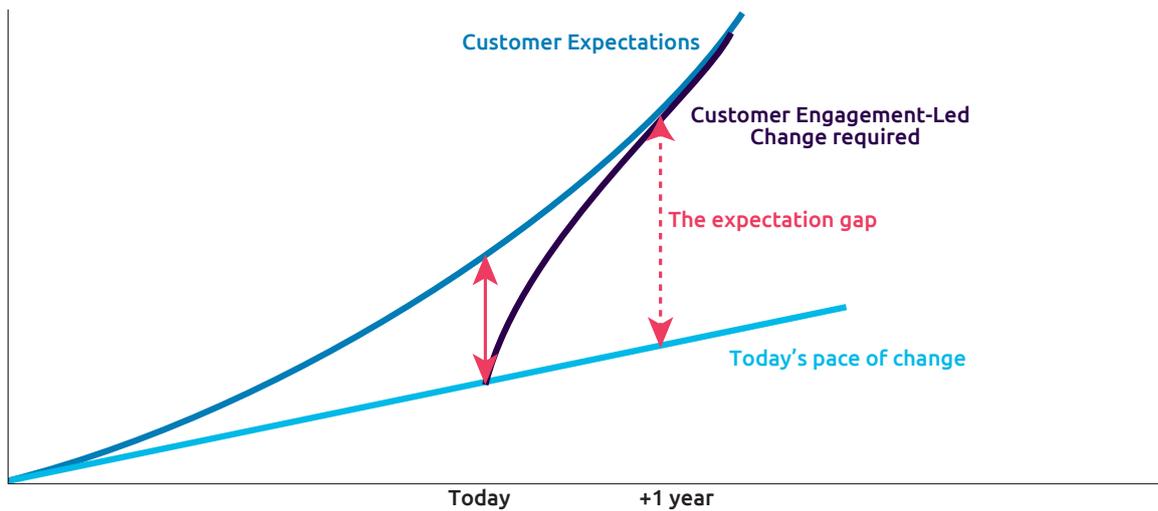
CUSTOMER IS KING

Customer expectations are increasing faster than enterprises are acting

Customer experience: two words that have bounced around boardrooms for the past ten years. We all know by now that to stay alive, brands have to keep the customer front and center in the way they operate, organize and think about themselves.

It's the reason businesses have been investing more in creating customer touchpoints. But as these investments grow incrementally, customer expectations grow exponentially. While brands are developing roadmaps for incremental change, customers today expect immediacy. The expectation of the ideal experience is now – when buying sushi, software and everything in between.

In other words, the pace of change isn't fast enough. The gap's actually getting bigger.



To close the expectation gap, your whole business needs to re-orientate around your customers

Customer engagement goes beyond particular touchpoints or experiences – it’s about building relationships across channels, functions and time. And to get these things working together, you need to construct your organization, invest in technology and measure performance with one question in mind: what do our customers want and need?

CUSTOMER ENGAGEMENT | noun

Engagement is any and every touchpoint between a person and a brand. Positive engagement holds their attention; compelling engagement makes them committed. There’s no neutral – if you’re not actively trying to engage customers, it’ll negatively impact your brand.

CUSTOMER EXPERIENCE | noun

This is how you form an emotional connection with a person. It’s the way they think and feel when they’re using your product, talking to your employees, visiting your stores, interacting with a chatbot – you name it.

The challenge isn’t getting buy-in. It’s creating a plan and acting fast: a comprehensive view of customers and what matters to them, and an understanding of which levers will impact their perceptions, emotions and reactions, and how you will mobilize to achieve this.

The value of building engagement

Put simply, customer engagement is the single most important way brands will differentiate themselves in today’s world. It’s been frequently stated by analysts and proven in the market.

For starters, the companies who Forrester crowned ‘customer experience leaders’ in 2018 outperformed the laggards on both stock price and total returns.

And we can see those numbers echoed elsewhere:

32% – the percentage of brands at the top of the CX Index generally grew their portfolio price. That’s compared to an average of 3% for the brands lagging behind¹.

81% of consumers are willing to pay more for a better experience with a brand².

80% of consumers say that experience is as important as the product³.

A two-way street

More and more, it’s becoming clear that the relationship between brand and customer is the same as any human friendship, partnership or relationship: both parties need to get something from the exchange. Each and every time they come into contact, both should feel the upside.

Sooner or later, one-sided relationships become parasitical and unsustainable. Words like ‘upselling’ and ‘promotions’ come to mind here. In the early days of customer relationship management, the focus tended to be more on creating sales than useful services.

Being genuinely useful to clients goes deeper than loyalty programs and points cards – in fact, more than half the people who sign up for any brand loyalty program end up forgetting about it.

1 “Does CX Quality Affect Stock Performance? Yes, But...,” Forrester Research Inc., Rick Parrish, February 28 2018.

2 “The Disconnected Customer: What digital customer experience leaders teach us about reconnecting with customers,” Capgemini Research 2017.

3 “State of the Connected Customer,” Salesforce Research 2018.

Today, a Brand exists in the experiences it enables... Engaging successfully across the customer lifecycle requires tying a thousand knots to imagine, architect, build and run the myriad experiences with the required degrees of consistency, excellence and agility.



Compare that with someone like Starbucks: they've turned their entire experience into an app. From finding a store to ordering your flat white, everything happens in just a few taps: maximizing the possibilities for engagement and transforming the experience for their customers.

And although a customer's relationship with a brand goes across channels, contexts and time, in my experience, there are essentially three types of interactions: everyday, 'wow', and moments of truth.

1. How easy are the **everyday interactions**? Opening an account, adding an item to a shopping cart, checking a balance – these things should be nearly invisible. If they're working well, a customer will barely notice them.
2. When do you wow them? **'Wow'** interactions are when you go above and beyond for a customer – like biometric login or contextually relevant offers straight to their phone.
3. How do you act during a **signature moment**? Let's say your customer has a problem or a difficult choice to make; they'll judge your brand based on how well you empathize with them. It is here that opinions are changed, where, lifelong relationships are formed and where value is created, such interactions are best suited to human channels.

All these things can give your brand an opportunity to engage; but the key is to understand which is which, what each costs, and how you can use it to create value – to you as a brand and them as a customer.

If you understand these moments, you can orchestrate them to fine-tune a pitch-perfect all round experience.

Real engagement is everyone's responsibility

It needs a company-wide focus. Branding used to be about marketing and advertising, colors and fonts. Now it's about relationships – every aspect of them: from the retail floor to purchasing online to customer service, and how and when your delivery arrives. No company can afford to think of these areas separately anymore – they need to form one cohesive engagement strategy.

Nor is it just about tools or technology; it's about bringing your data, insights, design, business logic, culture, organizational structure and governance together behind one goal. It's a whole company mission, and we call it 'customer-led business transformation'.

In short, customer engagement comes down to four things:

1. **Customer Strategy and Planning:** define your opportunity, then set your plan for growth. Which customers? Which environments? What experiences? And what's the value going to be to your business?
2. **Engagement Design:** imagine and design the way you'll interact with consumers to meet their needs – online, offline, today, tomorrow.
3. **Engagement Enablement:** organize your capabilities to engage customers across the whole lifecycle: from technology to process to platforms.
4. **Engagement Performance:** understand the economics of engagement and build your plans to optimize each interaction.

We call these the levers of engagement; the factors to orchestrate across marketing, sales and service. You always need to think of these same four points, whether you're building a loyalty program, redesigning your lead management system, improving your contact centers – or changing anything that impacts customers.

In short, the era of the expectation gap can be an opportunity; an opportunity to redefine engagement, a chance to transform and to pivot as a whole organization. At Capgemini Invent, we have an end-to-end process to guide your organization to this goal – from defining your vision to designing your capabilities and scaling them as required. We have created a methodology that will enable both the planning and the acceleration of customer engagement.



Feel free to get in touch with any of the names on the back cover and we'll help you begin.



About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 22 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion. *People matter, results count.*

Learn more about us at

www.capgemini.com/invent

The information contained in this document is proprietary. ©2018 Capgemini. All rights reserved. Rightshore® is a trademark belonging to Capgemini.

For more details contact:

Global/US

Mark Taylor

Managing Director – Global Lead,
Customer Engagement, Capgemini Invent
mark.taylor@capgemini.com

UK

Gagandeep Gadri

Capgemini Invent
gagandeep.gadri@capgemini.com

Germany

Steffen Elsässer

Capgemini Invent
steffen.elsaesser@capgemini.com

France

Jerome Chavoix

Capgemini Invent
jerome.chavoix@capgemini.com

Netherlands

Oliver Grunwald

Capgemini Invent
oliver.grunwald@capgemini.com

Norway

Johan Lindelien Schwartz

Capgemini Invent
johan.schwartz@capgemini.com

Australia

Katherine Battle-Shultz

Capgemini
katherine.battle-schulz@capgemini.com