



Customer Touch-Points: The Next Frontier for Growth

by Lane Michel

Growth only comes from increased purchase rates. Purchases are decisions customers make based on their needs and expectations. If you are relevant -- or even better are already a positive and necessary part of your customer's experience -- then you have the chance of a career to increase growth. So how in the complex multi-channel, high noise level, and customer controlled world do you get that relevance and growth?

Become a Customer Touch-Point Master

Relevance and purchases are in the end the two measures that matter to marketers. Relevance begins only with interactions a customer has as they try to satisfy any need. Every interaction -- whether with mass advertising or direct marketing, through a partner, agent or channel, or at any time of the customer's choosing -- is a touch that either builds or destroys the potential for your company to grow.

Organizations that adopt a disciplined approach to developing greater relevance at these touches are reaping the benefits. Consider the following:

- ▶ A large pharmaceutical organization realized a 60-times-over ROI when it leveraged the insights it gleaned from a customer experience touch-point map and customer segmentation work to focus its sales and marketing efforts.
- ▶ Sodexo, a food and facilities management organization, has leveraged customer feedback to improve their customers' experience resulting in an increase in service retention by 46%
- ▶ BearingPoint, a business consulting, systems integration and managed services firm, uses customer segmentation insights to improve marketing communications and programs -- resulting in an average response rate of 60%
- ▶ Vignette, a computer software organization, has used customer experience management to focus on its top customers -- resulting in an increase of revenue from targeted accounts by 22% in one year.

Each of these companies achieved the success they desperately needed by moving beyond "traditional" sales and marketing tactics to an organization-wide tool and process for improving the most important points where a customer touched their products, service or communications.



Customer touch-point discipline benefits the organization by

- Driving more profitable business throughout a customer lifecycle. At minimum, companies employing touch-point mapping have achieved an ROI of 5-7 times on deploying that tool -- many organizations have received almost unbelievably higher returns.
- Identifying un-met needs across the customer lifecycle where untapped growth in purchase or re-purchase can be attained. This provides marketing with insights to determine which channels and messages should be deployed to specific customer segments with the goal to convert that purchase potential.
- Sustaining growth through increased (unconscious) preference and future purchase retention. Marketers monitor touch-points for customer advocacy

CUSTOMER EXPERIENCE GROWTH FRAMEWORK



The CEM Growth Framework helps companies focus on the five key elements from strategy through execution. The new common thread across these five elements is to know what is happening at your most critical touch-points through the customer lifecycle. It is built through disciplined management requiring the application of new touch-point mapping tools arriving in the market. But, this is much more than a one-time process or tool installation. It is an ongoing discipline that is necessary if your company truly expects to harness the value of its customers by managing its customers through each and every interaction.

There are five steps to deploying the CEM Growth Framework. Each step builds upon the previous providing insights and information to help you better assess your customer segments and customer needs, create messaging that would be most relevant, and gather feedback to improve customer experience and marketing performance:

- Talk to your customers – better understand customer interactions with a focus on needs, levers and efficiency
- Create Customer Experience Touch-Point Map – provide a physical representation of your customers’ current state experience
- Evaluate Experience from Customer’s View – determine value of individual touch-points to customer, organizational alignment of processes that impact customer experience, technology and data infrastructure as enablers
- Recommend future state – compelling “burning platform” for change, vision and first actions
- Create Buy-In & Action – develop continuous innovation and adoption to drive Customer Experience Management



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Armed with innovative new touch-point mapping tools and the CEM Growth Framework you will uncover long-hanging fruit that you could not even imagine. Right now, that the fruit is ripe, real and ready for you or your competitor to harvest.

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If you would like more information about Customer Touch-Point Mapping or the Growth Framework, you can contact either Jenny Belser at belserj@quaero.com who leads Quaero's Center of Excellence for Customer Experience Solutions or Lane Michel at lane@quaero.com.

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