

SMITH'S GUIDE TO: A CUSTOMER-CENTRIC FUTURE

SMITH

IT'S 3:32 AM

**DO YOU KNOW
WHERE YOUR
CUSTOMER IS?**

**YOUR
CUSTOMER-CENTRIC FUTURE
STARTS WITH THEM**

"YOU'RE NOT
BEHIND YOUR
COMPETITORS;
YOU'RE BEHIND
YOUR CUSTOMERS—
BEHIND THEIR
EXPECTATIONS."

— BRENDAN WITCHER, VP, PRINCIPAL ANALYST AT FORRESTER

3:32 AM IN A SHANGHAI HOTEL LOBBY

- **Annie has a 22-floor elevator ride to solve a problem in India.** She's a new customer.
- **Her challenge is complicated.** You learn about what's important to her, and her customer.
- **Your content provides her with a solution.** You learn what resonates with her.
- **Its configuration is unique.** You learn that she is also very knowledgeable about the product.
- **Your CPQ solves her problem.** She manages \$500M in procurement.
- **When she gets to her room, she has what she needs.** She's open to hearing more from you.
- **Including a well-timed phone call of support from her new account rep.** You learn that she likes to browse, research, and shop online but still enjoys a confirmation call from a human once the transaction is complete.

DOES THIS SOUND LIKE THE FUTURE?

It shouldn't. Your competitors are actively listening to customers and learning the best way to serve them right now. Sixty-three percent of organizations have a digital transformation strategy in place. From the same study, organizations stated that "putting e-commerce at the heart of digital transformation is key to staying competitive and retaining a loyal customer base."¹ SMITH believes there is a different answer to this: the customer (and data about them) should be at the center of a digital transformation, with decisions made around it. We can help you get there.

The future requires companies to:

- Operate with 10% of their existing workforce for the same revenue
- Operate with 10% of their current cost base
- Reach 10x more customers
- Run 80% of their business digitally with no human interaction

FULLY DIGITAL, NO HUMAN INTERACTION, BUT ALL ABOUT THE CUSTOMER?

Seems like a paradox. But it doesn't have to be. In fact, digital transformation can enable your organization to provide one-to-one, personalized experiences with a relatively low upfront cost and long-term business value. Digital transformation is the evolution of your business around your current customers, with capabilities to acquire and serve new customers at scale. When you compare that to doubling your sales and customer service teams

and the management that requires, it seems like the most logical solution.

To do that, you need to know your customers better than you know yourself. Then use that knowledge to redefine yourself as an organization.

Make every year the Year of the Customer.

¹ IT Pro Portal 2018

IT STARTS WITH THEM.

BY CHRISTINA LAGODA, VP COMMERCE & CONTENT CONSULTING

One of the most common challenges we tackle with our client partners is something that, on the surface, feels like an obvious question with a simple answer: “Who are our customers?”

The reality for many brands is that the answer isn’t so simple. Not because organizations don’t have the smarts, and data, to answer it, but because in the day-to-day rush to manage a thousand moving parts of the business, internal teams haven’t had the opportunity or resources to help formalize the answer.

Or, if they are able to start understanding their customers, they have no plan to turn their insights into action. They may have invested in research, and maybe even personas and journey maps, but they cannot seem to get the right stakeholders aligned to act on it or the scope is too narrow to make a significant impact to the top line.

Forrester notes that many US companies are actually stagnating in their efforts to improve their customer experience (CX), despite continuous investments that should be delivering the opposite.²

This is surprising given the availability of data, and tools to mine it for insights. Data is, in essence, your customers telling you what they want.

Knowing your customer is more than just having a data profile; a considerable number of elements go into the development of actionable CX insights that drive real business outcomes.

Customer experiences drive 71% of B2B buyer decisions.³

In any exploration of CX, our core questions are the same:

- What is the customer’s end goal? What problem is he trying to solve?
- What are the key characteristics of your target customer segment(s)? What are their behaviors and motivations?
- Who are their customers and influencers? How does that impact their decision-making?
- What is your unique value proposition? Why would this customer come to your business to solve their problem versus others?

One of the most powerful ways of examining your customers is, as Clayton Christensen suggests, to ***understand what job they’re trying to do.***

Our job is to help you with your job. Your job is to help them with theirs.

Since your customers have customers, understanding their extended influencers and how best they can tackle their solutions is a critical business activity that should be driving your business strategy.

Here’s how we do it, and in the process, turn your data into dollars through actionable intelligence.

²Forrester Customer Experience Index for US Brands 2018
³SG Analytics 2018

SEE HOW MIA THE MARKETER DOES HER JOB WITH THE HELP OF SMITH’S ANALYTICAL MATURITY ASSESSMENT.



START WITH DATA AND FIND TRUTH IN THE NUMBERS

SMITH’s AI and Data Maturity Workshop

More often than not, the data you have available can tell a hundred stories about your customers. You might not be able to hear it, but we can turn up the volume.

Starting with SMITH’s Analytical Maturity Assessment for Customer Experience, our team will work on establishing your current state, and your future state, of using data insights to drive customer experience. We will bridge the gap by creating the roadmap with the set of use cases that will move you to where you want to be and address your key pain points. Our team will also provide the KPI measurement framework to assess and quantify the success outcomes at each step of the journey.

Our Assessment is linked to SMITH’s AI Maturity Model, which examines your most common pain points, use cases, and provides a guiding path for evolving your business towards cognitive analytics and an AI future with a CX that solves your customers’ problems better than ever before.

With an understanding of the data you have available, we work together in a two-day workshop to establish high-level business objectives for the short, mid and long term, while drilling into the individual use cases for insight-driven action.

Whether your data is only foundational, or you’ve moved into predictive analytics, there’s room to improve (and generate more revenue.) Our approach examines the most common use cases for data-driven decisions while working with your team to identify the nuances in your customers to build a better customer journey that’s numbers-driven.

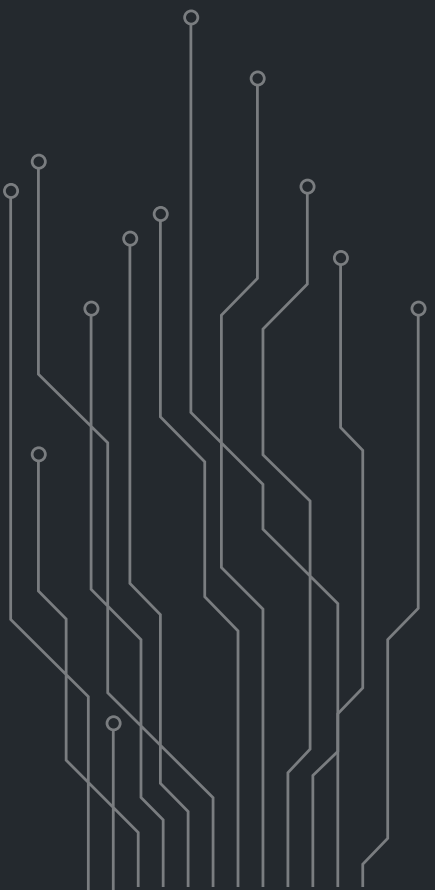
We’ll also work together to identify data gaps, building you a roadmap that includes critical use cases for customers, data analysis outcomes, and the KPI’s to observe progress at each stage.

By the end of our two-day engagement with a grounding in real-world data, our clients feel more confident about making investment decisions around people, platforms and processes.

We ask the right questions so that you can make the right decisions for a digital transformation.

Let us know when you’d like to get started.

DRIVE HIGHER ROI WITH SMITH’S DATA-DRIVEN AI APPROACH TO CUSTOMER EXPERIENCE DESIGN. START TODAY WITH OUR ANALYTICAL MATURITY ASSESSMENT.



GO BEYOND THE TRANSACTION

Your goal is to get your customers to buy from you, but every time they engage with you, it's an opportunity for you to learn more about them, their behaviors and motivations. The more you know, the better your ability to serve them, provide great experiences, and drive engagement more effectively through the channels and manners they desire.

Buying may not solve a customer's problem. Maybe they need education on a solution, or support in troubleshooting

a problem with their product. Businesses need to reframe their thinking to serve their customers and provide great experiences no matter what the problem might be. It's not all about the sale. Every interaction is an opportunity to encourage further engagement, foster brand growth and build loyalty. Capitalize upon these opportunities and your overall Customer Lifetime Value will be sure to grow.



SMITH

LET'S TALK

Whether you're exploring your roadmap for tomorrow, or trying to untangle a complex challenge today, we're here to help make your life easier and delight your customers.

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