

What are the key 'moments of truth' for my customers?



You are here.



Why are we losing customers to the competition?

# MOMENTS THAT MATTER:

## Critical Touchpoints That Make or Break The Customer Experience

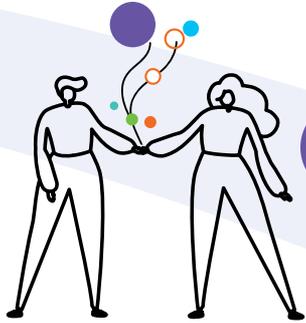


How can we speed digital transformation?

Written in collaboration with  
**Annette Franz, CCXP**



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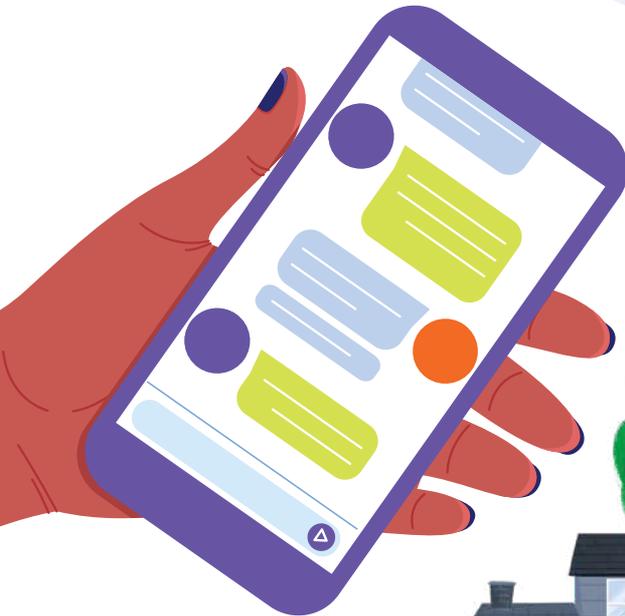


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## Introduction

Today, customers expect every experience they have with a brand or provider to be fast, easy, and convenient. With the ability to communicate regardless of where they are, customers don't distinguish between online and offline. They don't think about brands as brick-and-mortar + phone + mobile + website, etc. To them, it's one brand/one channel. In other words—omnichannel. To provide an exceptional customer experience, brands must start thinking the same way, especially those in more traditional industries such as financial services, insurance, telecom, and utilities whose operations are throttled by regulations, legacy technology, and organizational/data silos.

While each of these industries has many touchpoints, the key is to identify the critical ones and execute consistent, relevant, and personalized experiences—every customer, every time.

## Expectations of the connected customer

In a world where customers have rich information and content at their fingertips, expectations have evolved to meet and match their always-on existence. The connected customer, as they are now known, is consuming information throughout the day and is leaving digital fingerprints everywhere, providing organizations with a flow of data to be tapped and integrated into their planning. As the connected customer peruses apps and channels, posts content, and plans purchases, companies must meet customers on their terms with engaging content and messages that reflect where they have been and where they are going.

Driven by technology, customer expectations have evolved to include connectivity, immediacy, and simplicity. Customers want experiences that are personalized, consistent, relevant, timely, convenient, frictionless, and seamless, regardless of touchpoint. And communications—a critical component of the customer experience—must be captivating, engaging, authentic, trustworthy, and delivered in real time via their preferred channels.

Critical to designing an experience that meets customer expectations is to first identify and understand those expectations. Once you've done that, you've got to ensure that you design and deliver an experience in which you execute the critical moments of truth flawlessly.



### RELATED RESOURCE

## Managing the CX Demands of 5 Generations

This first-of-its-kind eBook features perspectives from CX experts from around the world on how companies may adapt their CX strategies to win the hearts and minds of consumers across all generations

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Customers want experiences that are **personalized, consistent, relevant, timely, convenient, frictionless, and seamless**, regardless of touchpoint.

And communications—a critical component of the customer experience—must be **captivating, engaging, authentic, trustworthy, and delivered in real time** via their preferred channels.



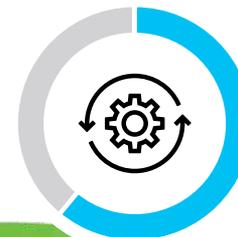
**64%** OF CUSTOMERS EXPECT COMPANIES TO RESPOND AND INTERACT WITH THEM IN REAL TIME



**63%** ARE LIKELY TO SWITCH BRANDS IF THEY'RE TREATED LIKE A NUMBER INSTEAD OF AS AN INDIVIDUAL



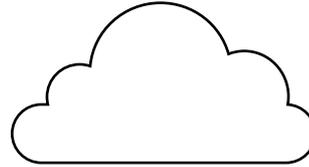
**50%** ARE LIKELY TO SWITCH BRANDS IF THEIR NEEDS AREN'T ANTICIPATED



**61%** SAY TECHNOLOGY IS REDEFINING THEIR BEHAVIORS

Source: TTEC's Inside the Connected Customer Experience report



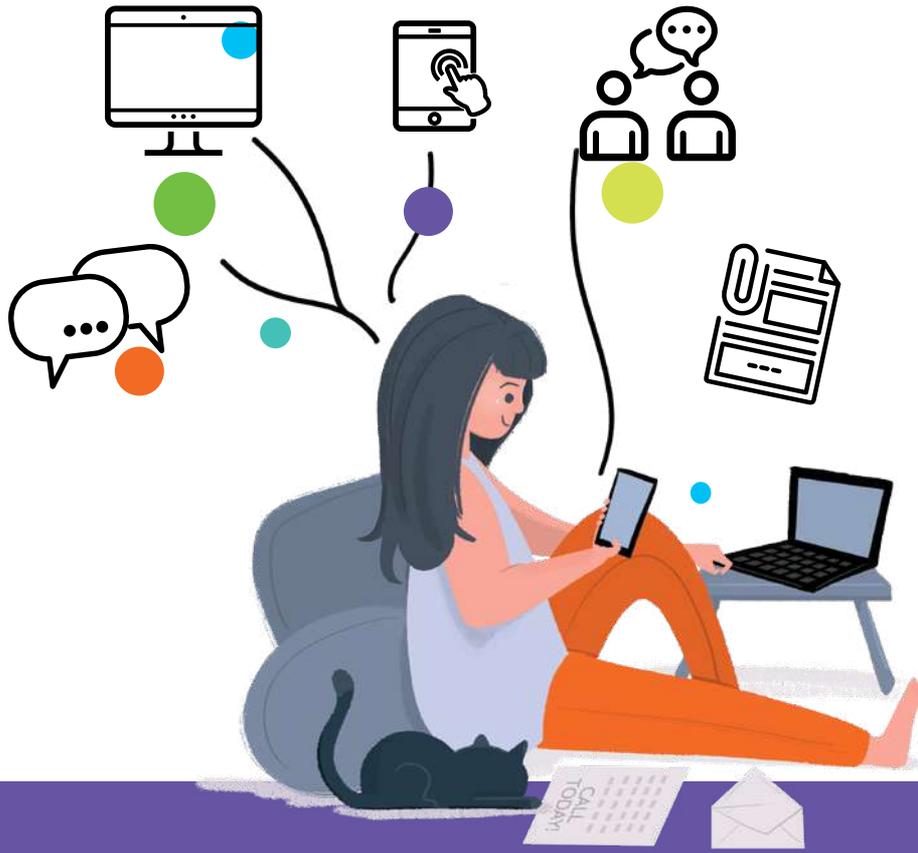


## What are ‘moments of truth’?

Moments of truth are make-or-break instances along a customer’s journey that present a decision point. If executed well, the customer continues on their journey doing business with the brand; if executed poorly, it’s likely the customer will stop doing business with the brand. Each moment of truth is an opportunity for the brand to differentiate.

Research done in the 1970s by Richard Normann, who developed the concept of “moments of truth,” uncovered that it takes 12 positive moments of truth to counter one failed moment. Given that, it’s imperative to remove friction from the experience and ensure each moment of truth is executed with a positive outcome.





“

**15 YEARS AGO**, THE AVERAGE CONSUMER TYPICALLY USED **TWO TOUCHPOINTS** WHEN BUYING AN ITEM AND ONLY 7% REGULARLY USED MORE THAN FOUR. **TODAY CONSUMERS USE AN AVERAGE OF ALMOST SIX TOUCHPOINTS**, WITH 50% REGULARLY USING MORE THAN FOUR.

Source: Marketing Week,  
“Why marketers are failing to target customers at key life events”

## RELATED RESOURCE

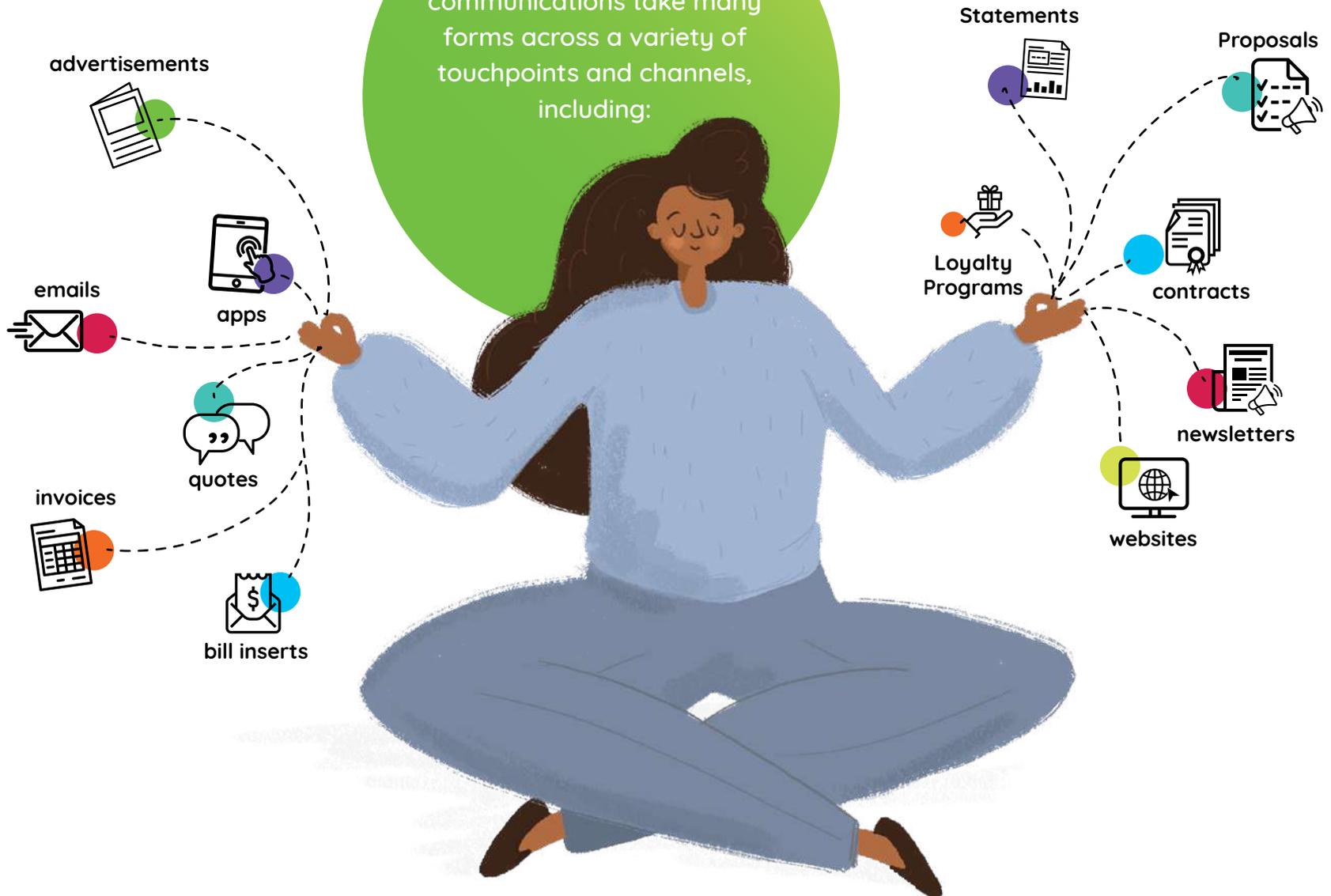
### Acquisition vs. Retention: Where should brands focus?

The old debate stands: Should companies focus on customer acquisition over retention? Despite the fact that the cost of bringing in new customers is much higher than the cost to keep existing customers, companies place a disproportionate focus on marketing and advertising in order to attract new customers. In doing so, they create what's called the leaky bucket syndrome, i.e., as fast as companies are bringing new customers in the front door, existing customers are running out the back door. Should companies plug the leak or keep filling the bucket?



DOWNLOAD  
WHITE PAPER

Customer communications take many forms across a variety of touchpoints and channels, including:



Communication is important in your relationship with your customers; each one is a critical moment of truth along the customer journey.

Communications support both the brand promise and the customer experience. Timely, consistent, and relevant communications build trust, and trust keeps customers coming back. As such, it's important to inventory all of your customer communications to create a big picture view and to understand each piece's purpose, be it to explain, inform, advise, advertise, educate, solicit payment, or other. Communications can be reactive or proactive, but they must be timely, consistent, personalized, and relevant to the individual customer, and seamless, regardless of touchpoint or channel.

In June 2015, [Think with Google](#) shared the moments that all marketers should know, citing them as instances when “decisions are made and preferences are shaped.” These moments are:

**1. I want to know:**

Customers search for information and learn about products and services.

**2. I want to go:**

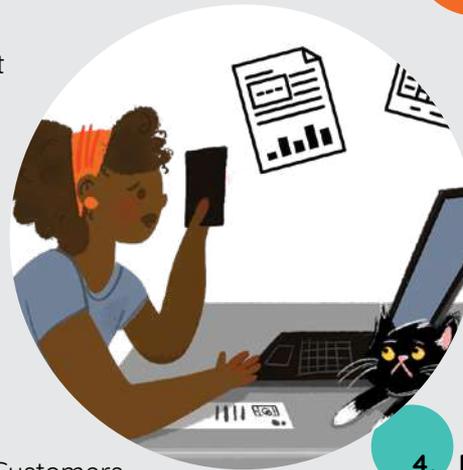
Location and location-based search that includes information such as available inventory and hold/wait times.

**3. I want to do:**

Customers search for information on how to use a product or how to complete a product-related task.

**4. I want to buy:**

Showrooming, webrooming, and price comparisons are all signals that indicate a purchase may be imminent.



As you can imagine, optimizing and unifying your brand's communications for each of these moments—each critical to the experience, to customer acquisition, and retention—and ensuring they are relevant to the moment, yields the outcome that every customer, and every brand, desires.



ISLAND OF INACCESSIBLE CEOs



LEGACY LAGOON

# PRIMARY OBSTACLES



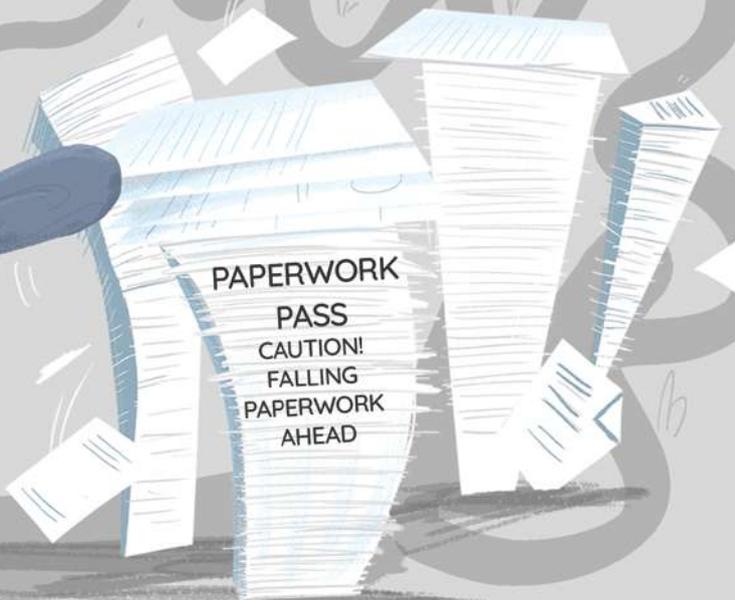
ESCALATING COSTS DETOUR



VALLEY OF LOST CUSTOMERS



REGULATION HIGHWAY



PAPERWORK  
PASS  
CAUTION!  
FALLING  
PAPERWORK  
AHEAD



# Primary obstacles

A lot of factors derail companies from being able to meet those communication expectations, including silos, data discrepancies, poorly designed or nonexistent omnichannel capabilities, legacy technology platforms, and more.



## Silos

Data needs to flow across departments and to different channels to deliver the best experience. In 2012, the American Management Association survey of internal collaboration found that 83% of executives said silos exist in their companies and 97% think silos have a negative effect. To recognize and understand them will help you to break them down or connect them.

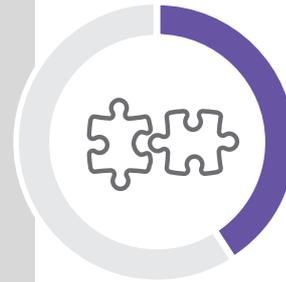
There are several types of silos. NewVoiceMedia published a whitepaper that defined three different types:

- **Operational: functionally-based.** This may be one of the most common types you think of when you're talking about organizations, as it refers to various departments that are not connected or talking to each other and organizations that are not acting in a uniform, one-company way nationally or globally.
- **Channel: interaction-based.** Customers have multiple channels with which to interact, but companies make it difficult to do so without excessive effort on the part of the customer; companies don't act and speak in one voice across channels and customers feel like they start anew with the company each time they shift to another channel. This speaks to omnichannel pain.



- **Hierarchical: organizational-level-based.** This type of silo occurs when team members are either inhibited or actively discouraged from engaging senior leaders without going through the correct protocols and channels.

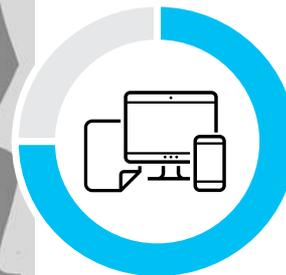
These silos perpetuate disconnects in data, communication, systems, and metrics. When they inhibit or prohibit collaboration, communication, and data sharing, the customer is undoubtedly impacted.



**41%** OF COMPANIES STATED THAT OPERATIONAL SILOS ARE A SIGNIFICANT BARRIER TO PROVIDING A SEAMLESS CUSTOMER EXPERIENCE. Source: eConsultancy



**70%** OF RESPONDENTS AGREE THAT A SILO MENTALITY IS ONE OF THE BIGGEST ORGANIZATIONAL HURDLES TO IMPROVING THE CUSTOMER EXPERIENCE. Source: Beyond Philosophy



**75%** OF CUSTOMERS EXPECT CONSISTENT EXPERIENCES ACROSS MULTIPLE CHANNELS (WEB, MOBILE, IN-PERSON, SOCIAL); 73% ARE LIKELY TO SWITCH BRANDS IF THAT DOESN'T HAPPEN.

Source: Salesforce, "State of the Connected Customer"



COMPANIES WITH THE STRONGEST OMNICHANNEL CUSTOMER ENGAGEMENT STRATEGIES RETAIN AN AVERAGE OF **89%** OF THEIR CUSTOMERS, AS COMPARED TO **33%** FOR COMPANIES WITH WEAK OMNICHANNEL STRATEGIES.

Source: Aberdeen

## Omnichannel

Breaking down, or connecting, silos is critical. When brands aren't able to share data between and among departments and channels, the customer feels it; the experience is fragmented and takes effort. As an example, communications may be disjointed, irrelevant, and out of sync with where the customer is in their life or on their journey.

If you're thinking about aligning your customer messaging and reducing customer frustration, one of the most impactful ways to do so is to take a look at your omnichannel (delivering a consistent and seamless experience across channels) experience, which

should not be confused with multichannel (using multiple channels, which are not integrated, to interact with customers).

In their interactions with businesses, customers don't think about channels; they think about what they need to get done. The idea of separate and unique channels doesn't exist in their world, so brands need to quickly evolve to integrate their channels in response. Disparate channels with inconsistent branding, messaging, and experiences caused by siloed data translate to frustration and effort for customers. Omnichannel must be a priority in your customer experience, and especially in your communications, strategy.



**75%** OF CONSUMERS EXPECT A CONSISTENT EXPERIENCE WHEREVER THEY ENGAGE (E.G., WEBSITE, SOCIAL MEDIA, MOBILE, IN PERSON).

Source: Salesforce



BY 2020,  
THE DEMAND FOR AN  
OMNICHANNEL CUSTOMER  
EXPERIENCE WILL BE AMPLIFIED  
BY THE NEED FOR NEARLY  
PERFECT EXECUTION.

Source: PWC



# Technology

In order to meet customer expectations, it's vital to first understand them, and leverage customer data to design and deliver the experience your customers have come to expect—at every touchpoint. Technology is the vehicle that delivers on those expectations to the right person, on the right channel, at the right time.

And yet, technology, specifically legacy technology, is what's holding many companies back from delivering the experience customers expect.



TO GET TO THE POSITION WHERE THE CUSTOMER IS AT THE HEART OF EVERYTHING, THE LEGACY TECHNOLOGY PLATFORMS THAT THEY [COMPANIES] HAVE IN PLACE WILL NEED TO CHANGE. THIS IS WHY SO MANY DISRUPTIVE STARTUP ORGANIZATIONS ARE SO SUCCESSFUL—BECAUSE THEY ARE ABLE TO DESIGN EVERYTHING AROUND THE CUSTOMER WITHOUT THE BURDEN OF ANY LEGACY TECHNOLOGY. SO, THERE IS A REAL NEED FOR DIGITAL TRANSFORMATION IN MANY CASES.

Source: MyCustomer.com

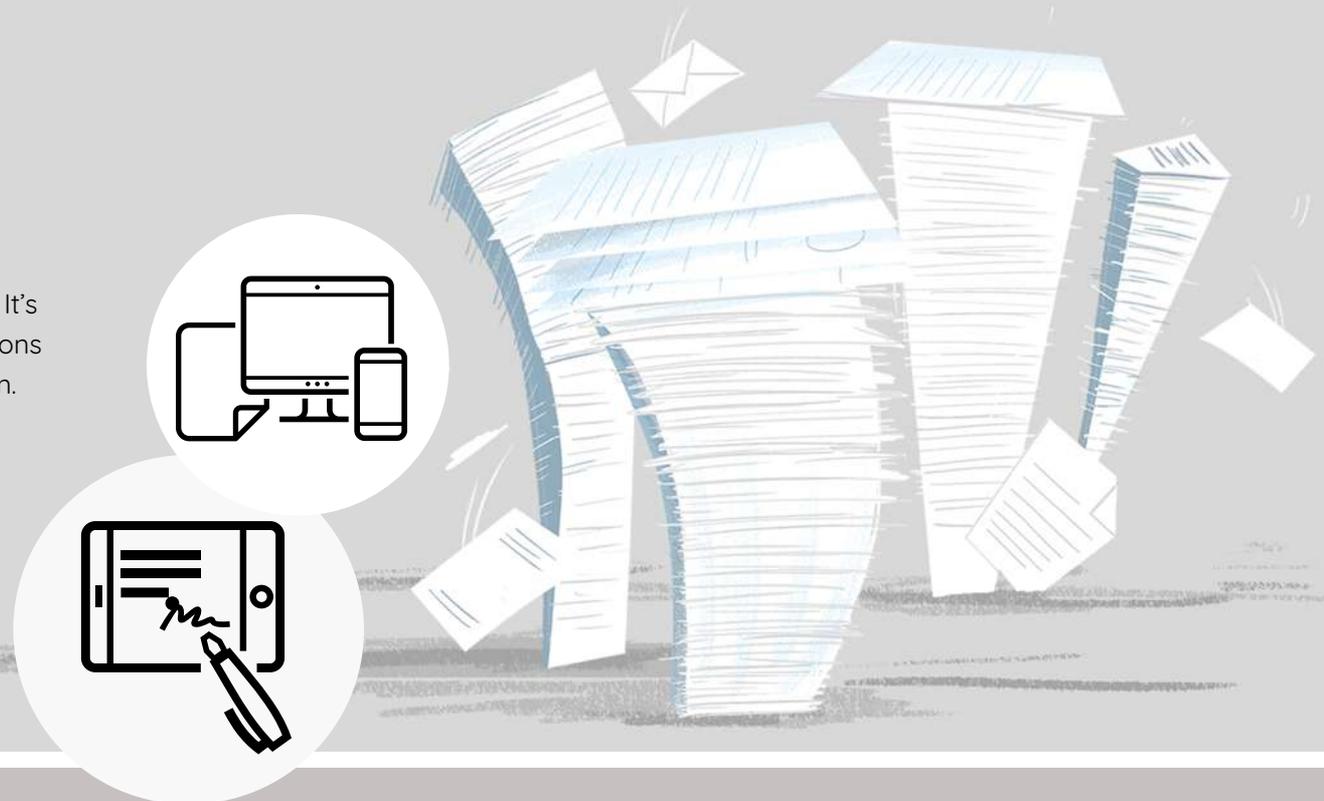
One area where this burden of legacy technology couldn't be more relevant is in communications. Not only are brands dealing with legacy technologies, each of which was created for a single, specific purpose or communication type, but also with disparate and/or redundant systems that cannot talk to each other. They also have what seems to be an unmanageable volume of messaging and communications that need to be wrangled and aligned, so as to not overwhelm, confuse, or worse, frustrate, the customer.

To counter that, leading enterprises are leveraging next-generation customer communications management (CCM) platforms to facilitate and support their omnichannel communication strategies. It's no longer enough for your communications to be branded consistently; that's a given. They need to be personalized, relevant, consistent, timely, and compliant, and

delivered to your customers when, where, and how they want to receive them.

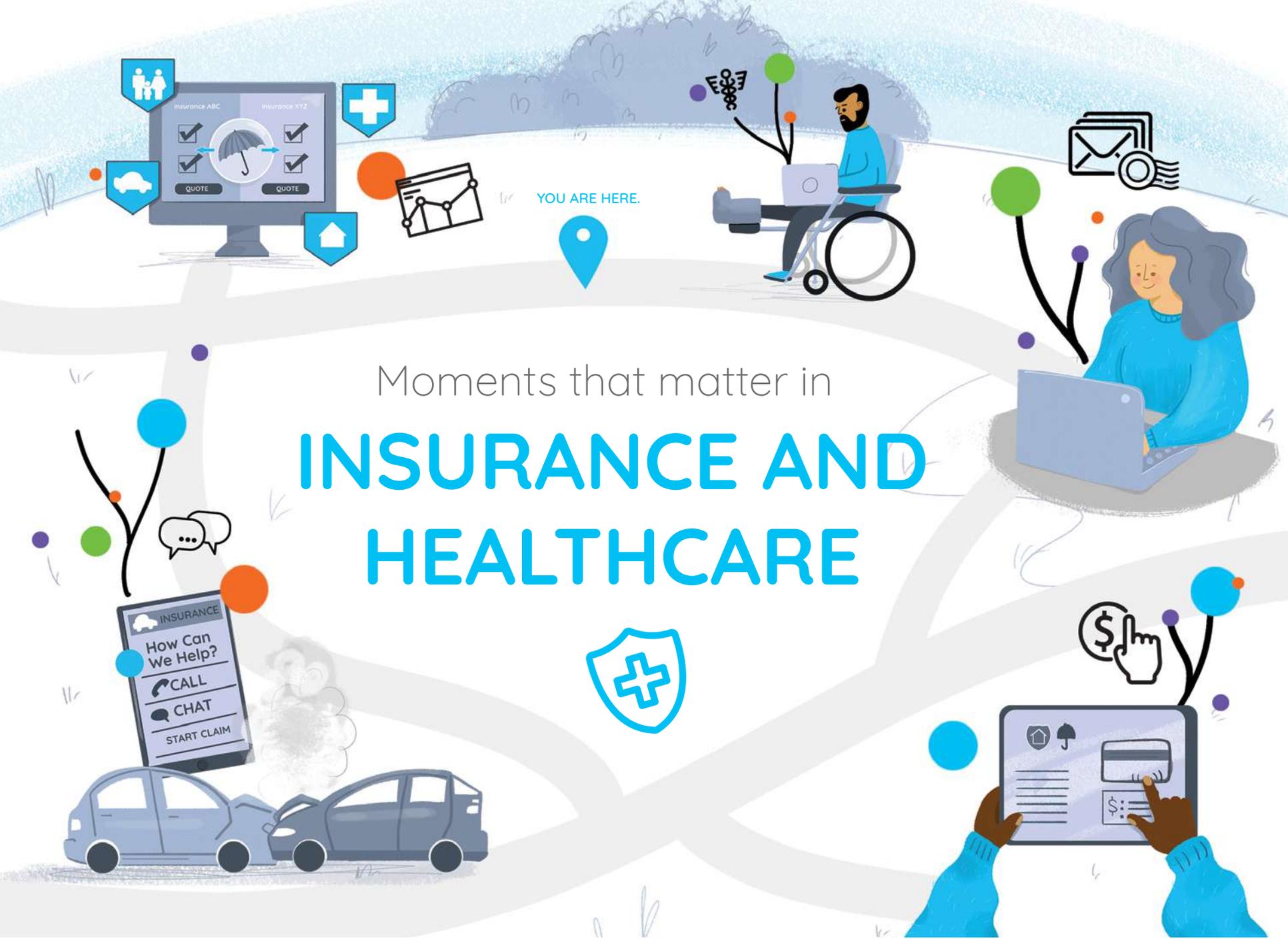
To achieve communication unification, your various marketing and messaging platforms need to be integrated. That's a problem that next-generation CCM platforms solve by facilitating collaboration and unifying not only messaging, but also siloed teams with disparate systems. They also allow teams from across the

business to design, preview, and test communications across every channel, showing side-by-side omnichannel previews so every communication is visible in every channel context, ensuring consistency, while preserving the channel experience. This also appeases compliance officers by providing a single proof experience for every channel that is archived and reviewed in a central location.



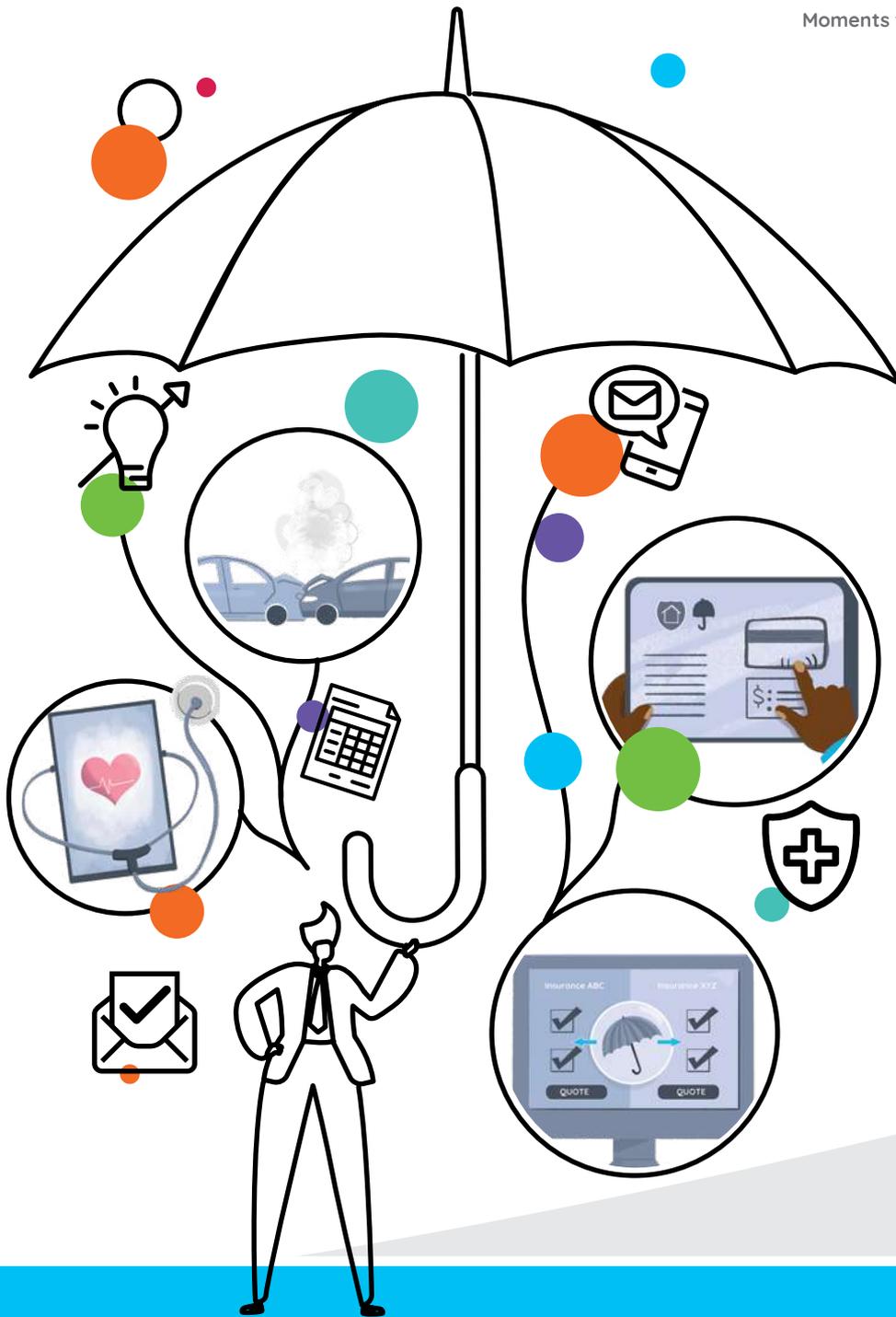
Moments that matter in

# INSURANCE AND HEALTHCARE



# Moments that matter in Insurance and Healthcare

Brands across all industries must innovate and do things differently. Customers are more informed and have higher expectations of brands overall, putting more traditional insurers and healthcare payers at risk of disruption. There are so many creative and innovative ways to use technology that could facilitate a more efficient and effortless experience for customers. When insurers talk about sending faxes to generations who've never seen, much less used, a fax machine, it's time for an upgrade!

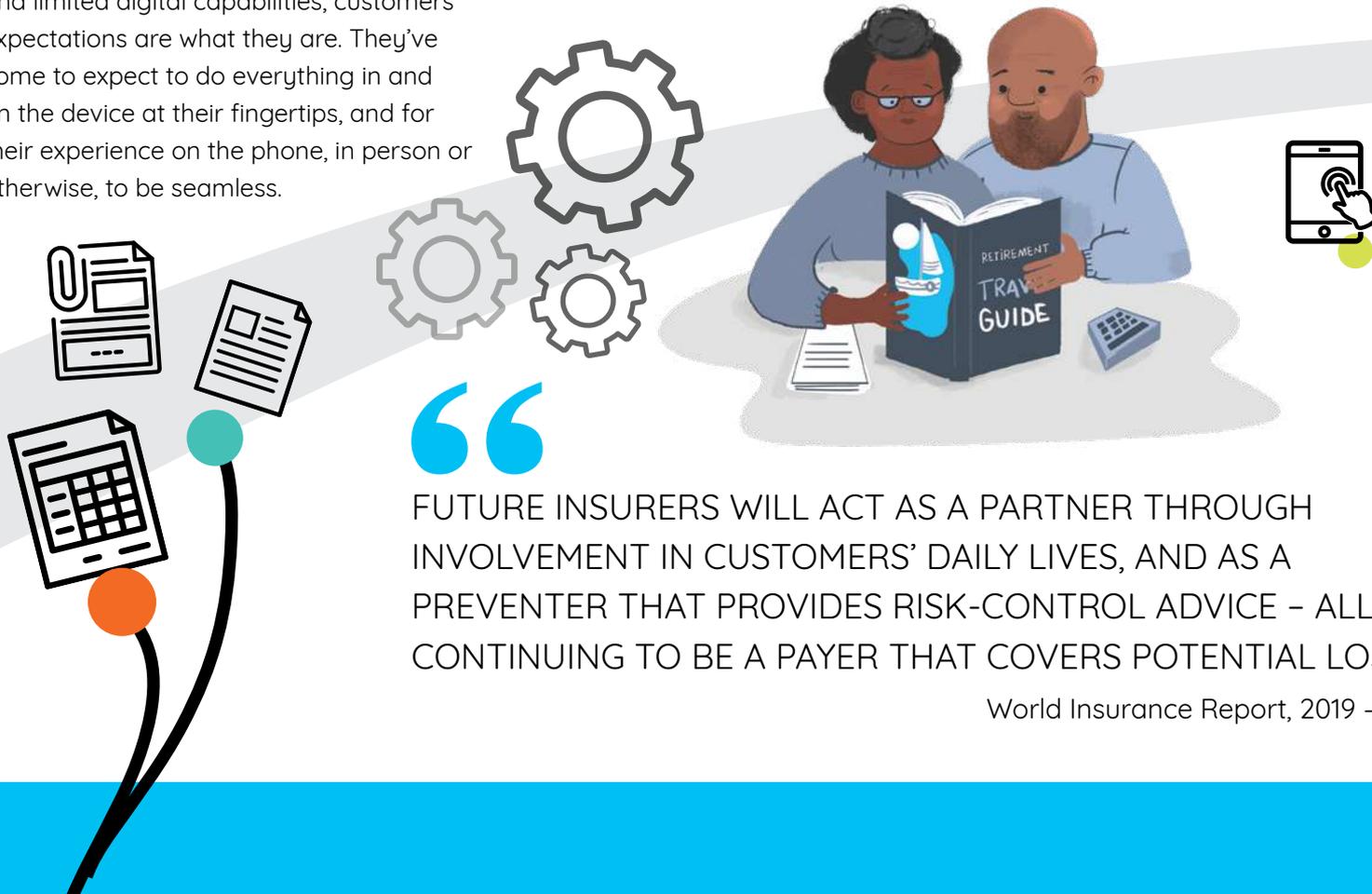


## Digital transformation

Without a doubt, customers' expectations for a real-time, simpler, and more digital experience have been shaped by experiences with brands in other industries. And while the insurance and healthcare industry are rife with legacy technology and limited digital capabilities, customers' expectations are what they are. They've come to expect to do everything in and on the device at their fingertips, and for their experience on the phone, in person or otherwise, to be seamless.

Digital is more than just putting a PDF version of your explanation of benefits or your claims settlement letter online for customers to view and download. If you haven't developed an app, engaged with customers on social media, and moved your data to the cloud, you're not there yet. While each of those is a difficult 'ask' in an industry that lags in technology and

digital experiences, brands that accomplish them operate more efficiently, are able to make better decisions, engage with their customers based on customer preferences, and innovate at a faster pace than ever before. Organizations that become digital businesses will win the hearts and wallets of customers.



“

FUTURE INSURERS WILL ACT AS A PARTNER THROUGH INVOLVEMENT IN CUSTOMERS' DAILY LIVES, AND AS A PREVENTER THAT PROVIDES RISK-CONTROL ADVICE – ALL WHILE CONTINUING TO BE A PAYER THAT COVERS POTENTIAL LOSS

World Insurance Report, 2019 – Capgemini

## What's holding insurance and healthcare companies back?

Many organizations remain hamstrung by internal factors (legacy technology, operational inefficiencies, organizational inertia, and cultural constraints) and external factors (regulatory and compliance requirements, agent or provider pushback, etc.). Together, these have a negative impact on the rate of change.

In their Making of a Digital Insurer report, McKinsey notes that 90% of providers are struggling to develop the technology infrastructure they need to support digitization, citing the size and complexity of their legacy systems as a/the barrier. They advise developing parallel capabilities (a foundational IT architecture centered on transactional systems, and a high-speed, agile IT model that focuses on customer

engagement systems) to keep the business moving forward, while at the same time maintaining safe and secure transactions throughout the upgrade process.

That's sound advice. Customers with higher expectations for interacting with brands may be easy pickings for a disruptor that enters the space and simplifies painful touchpoints along the value chain.



THE BATTLE BETWEEN EVERY STARTUP AND INCUMBENT COMES DOWN TO WHETHER THE STARTUP GETS **DISTRIBUTION** BEFORE THE INCUMBENT GETS **INNOVATION**.

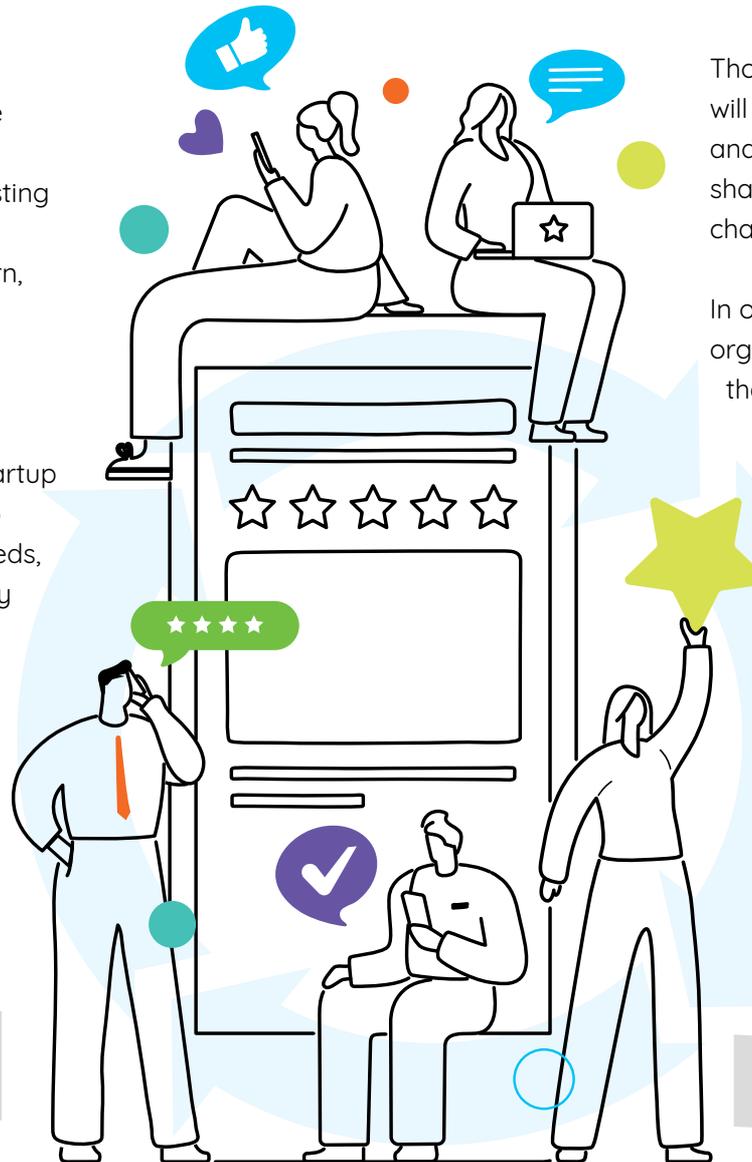
- Alex Rampell, A16



## The customer experience challenge

It's not enough for insurance and healthcare organizations to modernize their technologies and to digitize the experience; they must also update existing products and processes to meet the needs and the standards of the modern, connected customer.

Unclear and confusing coverage terms often make the claims process cumbersome and painful. What if a startup came along that allowed customers to design a policy customized to their needs, one that they could start or stop at any time without penalty, and pay only for what they need and then complete the entire purchase transaction and claims process via a mobile app in less than five minutes?



Those startups already exist, and they will be the ones who delight customers and more importantly, capture market share from the old standby brands while changing the industry for the better.

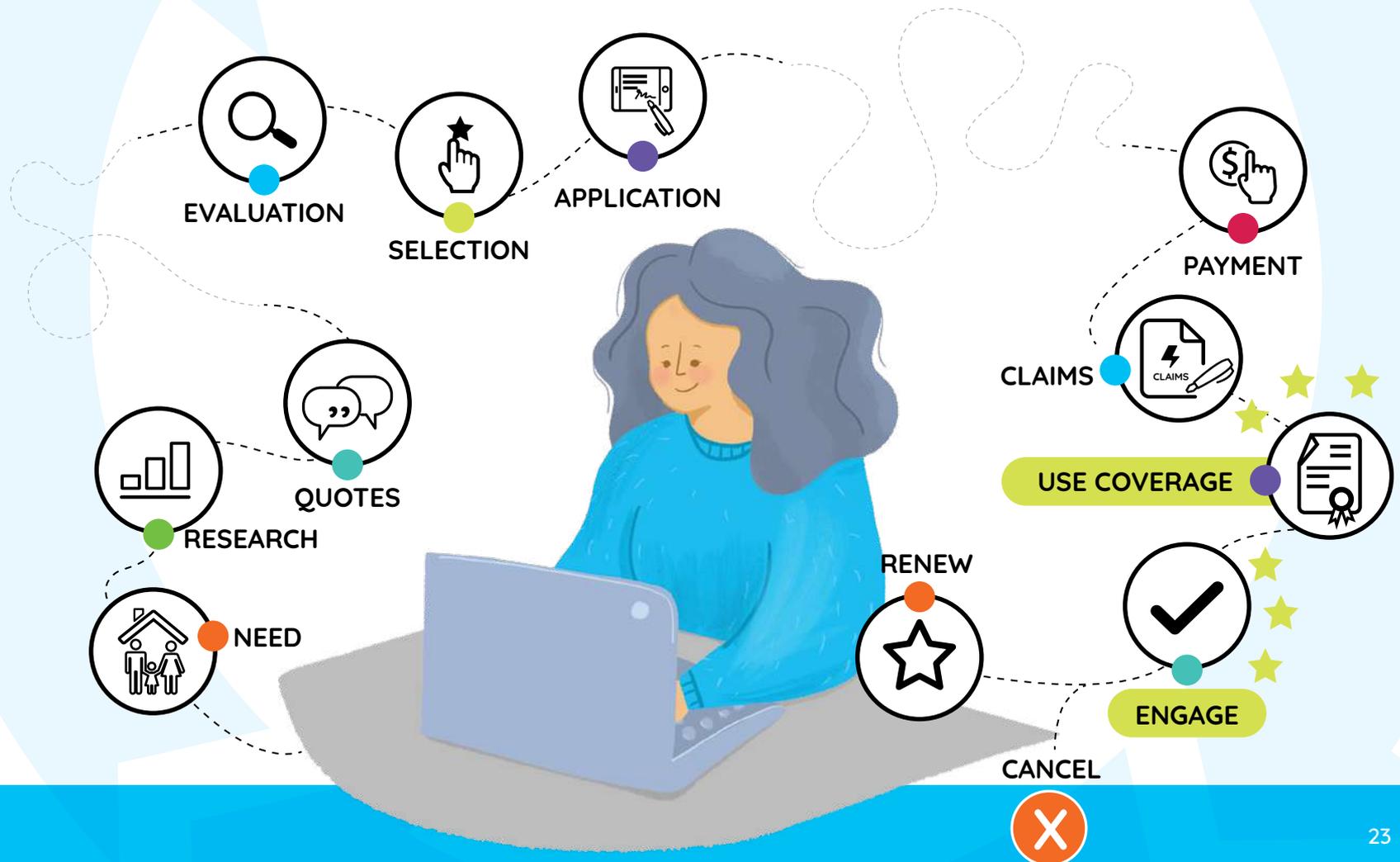
In order to stay ahead of the competition, organizations must put themselves in their customers' shoes and view, and then design the experience from the customer's perspective. They must identify opportunities to provide value by determining gaps between their products and services and customers' needs and expectations. Then implement technology solutions to facilitate and meet (or even exceed) those needs and expectations.

# The customer lifecycle

From an insurance perspective, the linear, traditional lifecycle for insurance customers looks like this:

NEED ► RESEARCH ► QUOTES ► EVALUATION ► SELECTION ► APPLICATION ► PAYMENT ► CLAIMS ► EXPAND ► RENEW/CANCEL

However, the newer customer experience looks something like this:



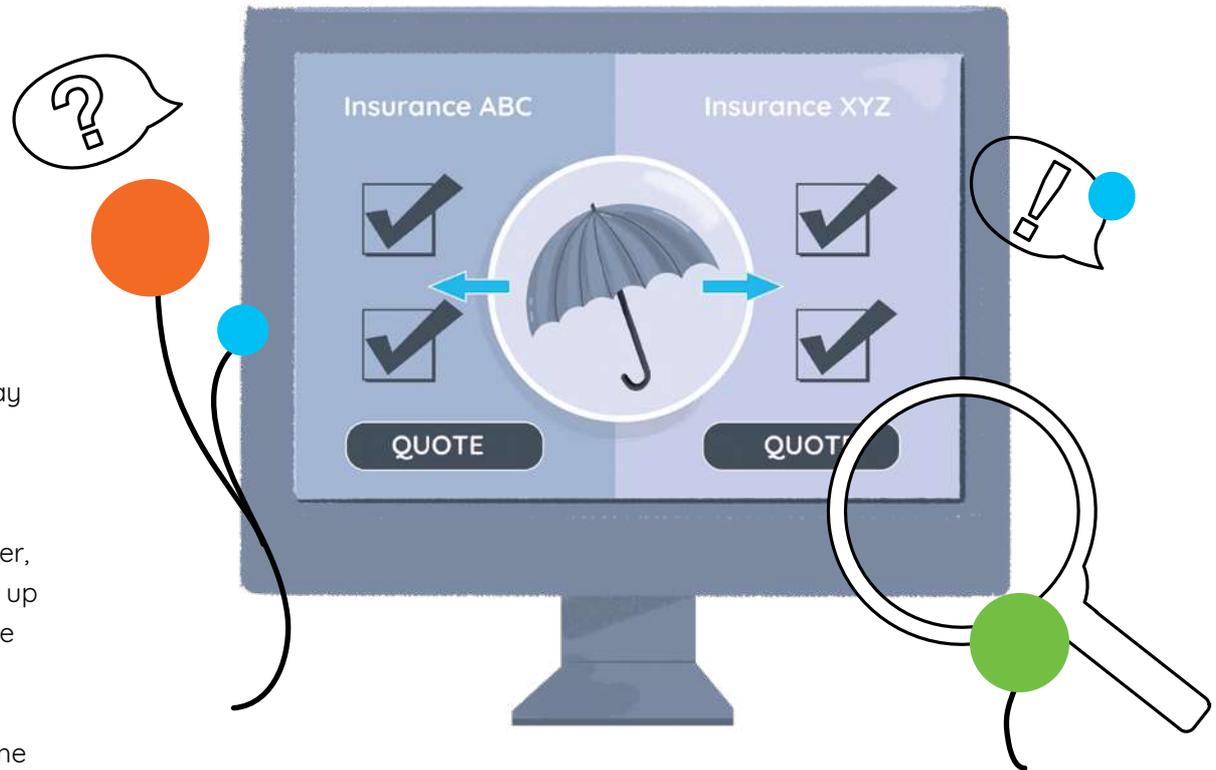
The customer first recognizes that they have a need and starts doing some research, during which they become aware of the various insurers that can offer several coverage options. They may use a price/coverage comparison tool or request a quote directly from several insurers or agents based on their needs. Upon consideration, they select an insurer, apply and sign up for coverage, and set up a payment plan. During the course of the year, they may file a claim and proceed through the claims process. As the year comes to a close, the customer makes the decision whether to renew or not. And if the experience has been a good one, they may consider purchasing other products that the insurer offers. Right?

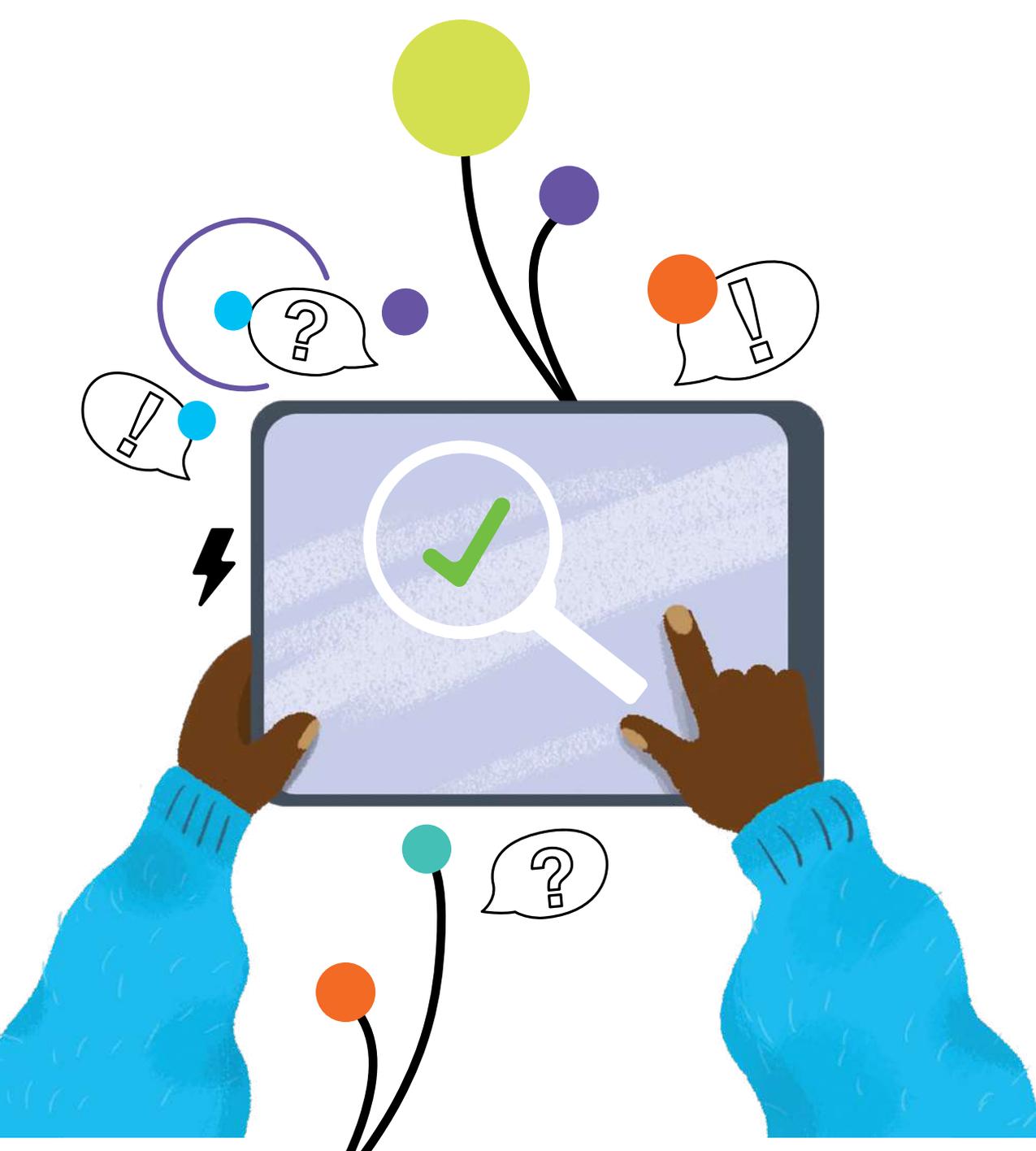
Wrong. Even though it seems people exhibit similar behavior patterns, the truth is that individuals will make different decisions depending on their needs, context and

urgency. Therefore, each person will have a different journey and experience as they seek to purchase, onboard, use and renew (or change) insurance coverage.

This complex customer journey is composed of a myriad of touchpoints and interactions, only a few of which

are mentioned above. To understand the customer journey and improve the customer experience, insurers and payers are looking to understand and optimize the moments that matter most to consumers and to the business. After all, providing a great customer experience drives business growth.





## Critical touchpoints

Throughout the year, key moments, such as the quote process, onboarding (including issuing the policy or member enrollment), and the claims process, will impact the customer's decision to renew. You can't compete by focusing on all touchpoints; your job is to identify and understand the moments that matter most to your customers and then ensure that they are delivered to their expectations. Focusing time and resources on those moments will be impactful for the customer and profitable for the business.

The three touchpoints mentioned: quote process, contract process, and claims process, are filled with opportunities to communicate with the customer in a clear, consistent, and timely manner that ensures the customer decides to both choose your company and/or renew their policy for years to come.

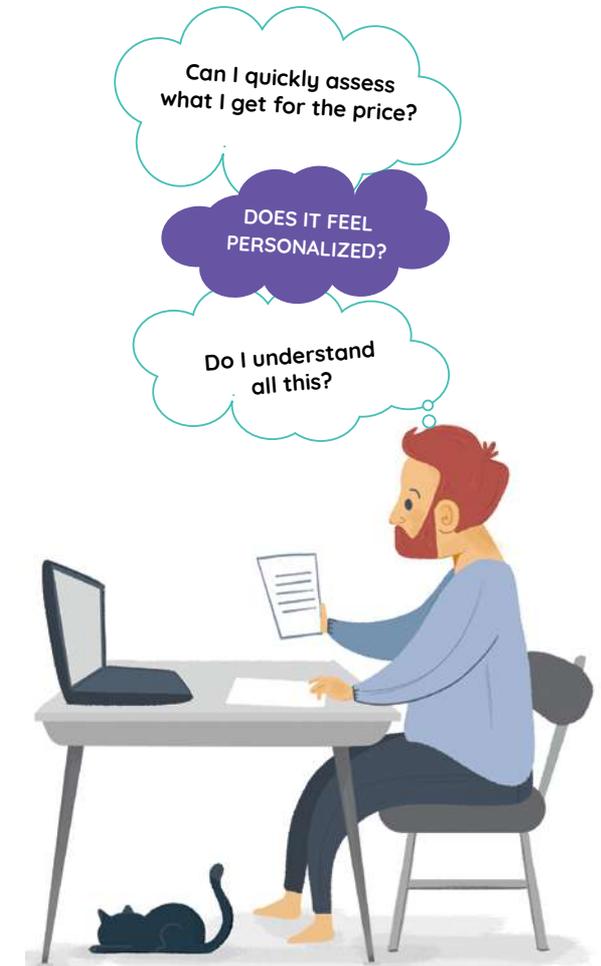
## Moment #1: the quote and application process

As you can imagine, the quote process is an important decision point for the customer, which makes it a pivotal moment for the insurer, too. Based on the information you provide and how you communicate it, either the customer buys or they do not. The customer realized the need to get insurance, whether it's new health coverage, a new auto policy, or if they are switching insurers, they have chosen your brand as an option to consider. They will likely get multiple quotes or compare several coverage options across different insurers, so it will be important to demonstrate value as early as possible and in a manner that sets you apart from the others. Consumers are evaluating coverage options, needs and price requirements, and are also asking the following questions: can I quickly assess what I get for the price, is the information self-explanatory or complex, does it feel personalized, is it being delivered via my preferred channel

and is it intuitive? Insurers that are able to use data to pre-determine an initial set of requirements and ask only the necessary questions to deliver the most accurate information back are winning at the CX game. Not all insurance purchases are driven by price; oftentimes, customers will have unique needs that not every insurer can meet, and they are willing to pay more to organizations that offer more value. In fact, Accenture's Global Financial Services Consumer Study found there is a strong demand for carrier's "beyond-insurance" offerings.

And let's not forget agents, brokers, providers and all the other groups that either own the direct relationship with the customer or heavily influence the customer experience. While the role of digital is ever-increasing, the role of the trusted broker or provider who serves the best interest of the customer, is also equally important.

For the consumer: is this the best price and coverage for my needs or can I get more value from my insurer?



For the consumer: is the organization easy to do business with?



# WELCOME!

## Moment #2: the onboarding process

The onboarding process is an opportunity for payers and insurers to set the tone for what customers should expect from any future interactions with the organization. At this moment, savvy insurers and payers are establishing a customer-centric experience – similar to first impressions, they know they only get one chance. The most common onboarding mistake is to overwhelm with questions, information, steps and options, so insurers are making every step simple, clear and meaningful. For example: do you really need to ask for their mailing address or last name again? What information do you need

day one and what will you do with this information? If it doesn't add value to the organization or customer, consider not asking for it and use the opportunity to call attention to more important elements or to ask for additional information. During onboarding, simple language, clear steps and an easy-to-navigate experience will win you more customer points (and higher customer engagement) than you might think. An exceptional customer experience is designed to harmonize the experience the customer expects, the organization provides, while aligned to the business needs.

### Moment #3: the claims process

Unsurprisingly, the claims process is another critical moment of truth for insurance and healthcare organizations. It wouldn't be a far reach to state that most individuals, if not all, purchase health, commercial or personal insurance to gain peace of mind, and hope they never have to use it. It is also true that insurers would be quite happy with low risk, healthy customers who pay the premium on time.

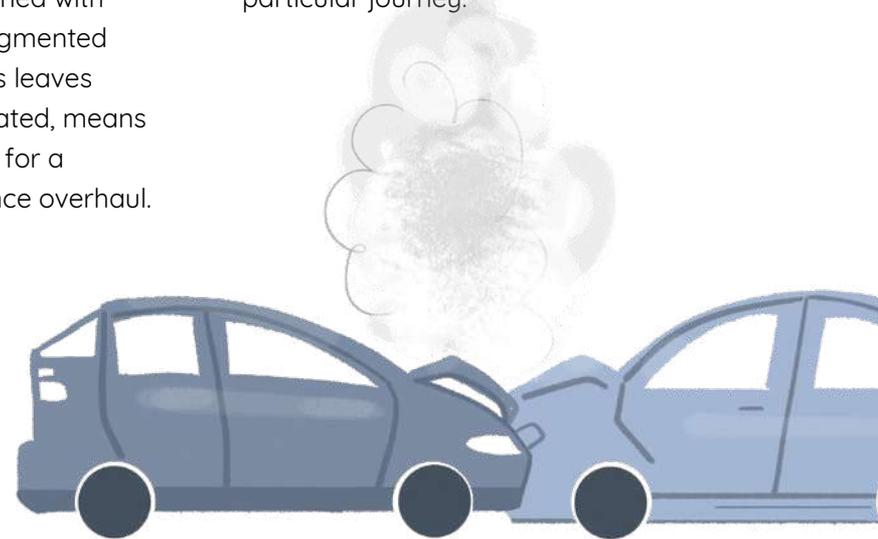
However, accidents happen. People get ill. The claims process can be very emotional for the customer. It can also be easy. Depending on the complexity and severity of the claim, some customers might want a quick resolution while others will want more interactions with the insurer, or the broker or agent with whom they have a relationship beyond receiving a check. The common mistake here is an over-emphasis on digital. The solution is straightforward: digital can and should augment the customer experience, but it will require

infusing empathy within the process to deliver a frictionless experience, as it can be lost when removing the human and personal aspect of insurance.

Modern communication technology enables insurers to centralize and unify all of the communications touchpoints across the organization. Disparate systems and legacy technology create a barrier when it comes to supporting modern communications. That combined with the fact that a siloed and fragmented approach to communications leaves customers feeling unappreciated, means the insurance industry is ripe for a communication and experience overhaul.

**For the consumer: will the insurer help me beyond a check?**

In insurance, the customer experience is influenced by all areas across the organization, including sales, marketing, operations, underwriting, claims, and billing, but some customers might be most familiar with, or interact mainly with, their agent. Each line of business will have different messaging with different goals, depending on where the customer is in the lifecycle or in a particular journey.





Satisfied customers are 80% more likely to renew their policies than unsatisfied customers.

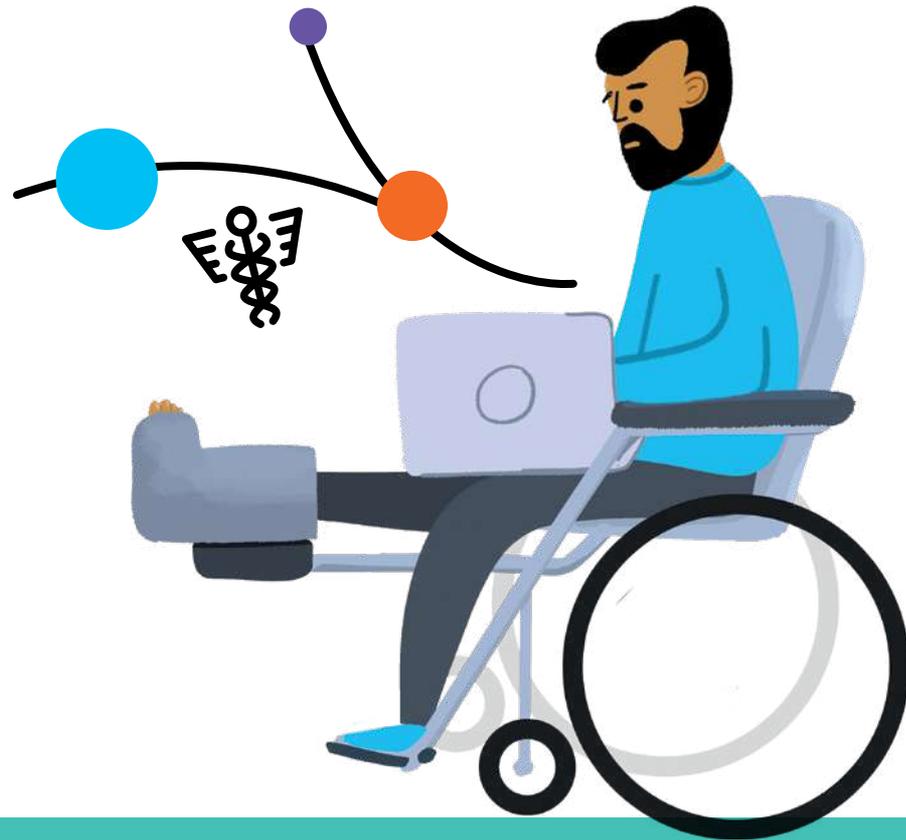


Inventoried and creating a centralized view of each of those communication pieces will be imperative in order to deliver a cohesive experience. A customer experience platform can solve for that in many ways, including allowing users to create a journey map that shows when and where along the journey the customer receives each of the communication pieces, helping insurers to simplify and streamline messaging and the customer experience.

“ IN THE PAST FIVE YEARS, US AUTO INSURANCE CARRIERS THAT HAVE PROVIDED CUSTOMERS WITH CONSISTENTLY BEST-IN-CLASS EXPERIENCES HAVE GENERATED 2-4X MORE GROWTH IN NEW BUSINESS AND ABOUT 30% HIGHER PROFITABILITY THAN FIRMS WITH AN INCONSISTENT CUSTOMER FOCUS, IN PART BECAUSE SATISFIED CUSTOMERS ARE 80% MORE LIKELY TO RENEW THEIR POLICIES THAN UNSATISFIED CUSTOMERS.

Source: McKinsey

According to a 2016 report from McKinsey, “In the past five years, U.S. auto insurance carriers that have provided customers with consistently best-in-class experiences have generated two to four times more growth in new business and about 30 percent higher profitability than firms with an inconsistent customer focus, in part because satisfied customers are 80 percent more likely to renew their policies than unsatisfied customers.” That was true four years ago in the U.S., and it remains true today for insurers and payers around the globe. It’s worth the effort to take a deeper look into your communications and find opportunities to improve the customer experience.



## RELATED RESOURCE

### Quadient named Dominant Provider in Novarica Market Navigator Report

This Novarica Market Navigator report provides an overview of the available stand-alone document management/enterprise content management (ECM) and document creation/customer communications management (CCM) systems currently available to US insurers



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REPORT



Moments  
that matter in  
**BANKING**

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# Moments that matter in Banking

Like Insurance and Healthcare, the ultra-competitive retail banking industry must accept the challenge and innovate to deliver a better experience for its customers. Customer obsession must drive the desire and the strategy, but data and technology must support and facilitate a more efficient and effortless experience for customers.



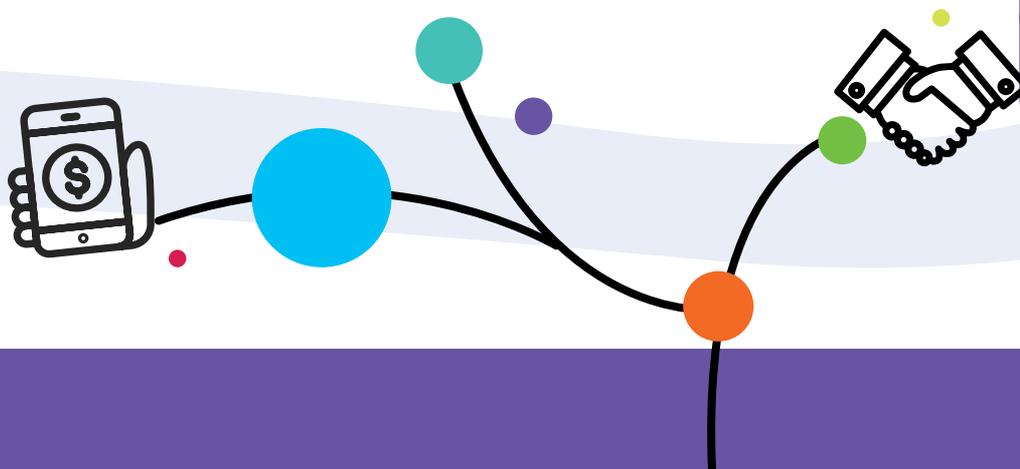


## Digital transformation

The good news, according to McKinsey, is three out of four of the 50 largest global banks have pledged to transform their customer experiences. This has certainly proven to be worthwhile, as an example provided in the same report indicates that one of these banks found that lifetime profitability of an active promoter of the bank is five to eight times greater than a customer with a negative perception of the bank. Similarly, Forrester found that a single point improvement in a retail bank's CX Index score could result in \$124 million in increased revenue.

Banking is unique in that the face-to-face interactions and the handshakes of the past upon which banking relationships were built are still the basis for the trusted relationships customers build with banks today. After all, we trust these institutions with our hard-earned money. In other words, branches do still matter. However, there are plenty of customers who just want to manage funds and check assets via an app or a website. Digital matters, as well. Essentially: know your customers and deliver a great experience both online and offline.

Banking is unique in that the **face-to-face interactions** and the **handshakes** of the past upon which banking relationships were built are still the basis for the trusted relationships customers build with banks today. After all, we trust these institutions with our hard-earned money. In other words, branches do still matter. However, there are plenty of customers who just want to manage funds and check assets via an app or a website. Digital matters, as well. Essentially: know your customers and deliver a great experience both online and offline.





J.D. POWERS' ASSESSMENT OF THE MARKET SHOWS THAT **DIGITAL CHANNELS ARE NOT AS EFFECTIVE AS INSTITUTIONS HAD HOPED**, WITH DECLINING CUSTOMER SATISFACTION IN ONLINE CHAT, EMAIL, AND SOCIAL MEDIA CHANNELS, LEAVING CUSTOMERS RESORTING TO TELEPHONE CHANNELS TO RESOLVE ISSUES. IN FACT, OF ALL THE CUSTOMER INTERACTION CHANNELS MEASURED, ONLY THE ATM CHANNEL SHOWED IMPROVEMENT FROM THE PREVIOUS YEAR.

Source: J.D Power U.S. Retail Banking Satisfaction Study

Without a doubt, customers' expectations for a real-time, simpler, and more digital experience have been shaped by experiences with brands in other industries. If you haven't developed an app, engaged with customers on social media, and moved your data to the cloud -- you're not there yet. While each of those is a difficult 'ask' in an industry that lags in technology and digital experiences, brands that accomplish them operate more efficiently, are able to make better decisions, engage with their customers the way customers want to engage, and innovate at a faster pace than ever before. Those banks that rise to the challenge of becoming digital businesses—yet balance that with a great branch experience—will no doubt win the hearts and wallets of customers.

That's sound advice. Customers with higher expectations for interacting with brands may be easy pickings for a disruptor that enters the space and simplifies painful touchpoints along the value chain.

What's holding banks back? Factors both internal (legacy technology, operational inefficiencies, organizational inertia) and external (regulations, risk management, security threats, increasing competition from fintech) to the business impact the rate of change or the speed at which change can happen. Financial institutions have invested in building functionality that reduces their costs, such as offering self-service alternatives to branch service, but discovered that customers don't find all of this functionality beneficial, resulting in the expected revenue uplift not materializing.

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THE US \$1,000,000,000,000 THAT TRADITIONAL RETAIL AND COMMERCIAL BANKS HAVE INVESTED GLOBALLY OVER THE PAST THREE YEARS TO TRANSFORM THEIR IT OPERATIONS HAS NOT YET DELIVERED THE ANTICIPATED REVENUE GROWTH.

Source: Caterpillars, Butterflies, and Unicorns:  
Does Digital Leadership in Banking Really Matter? (June 2019 - Accenture)”



# The customer lifecycle

The lifecycle for a banking customer looks like this, but it can involve complex journeys, depending on the purpose of the banking relationship or the product(s) being used:



The banking journey for customers can be complex and varies tremendously by customer. It depends on the customer's needs and the problems she is trying to solve, which translates to different products and channels used.

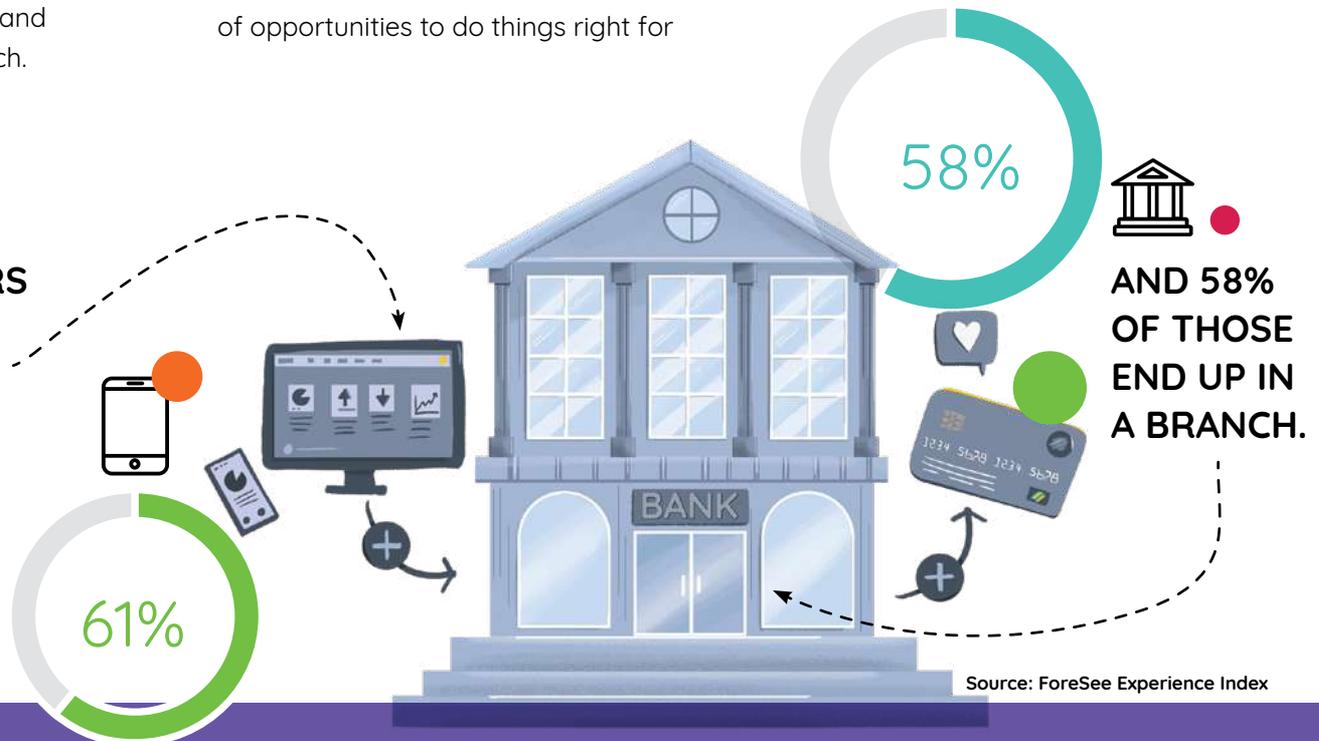
And customers aren't yet committed to completing entire transactions digitally. According to the ForeSee Experience Index, 61% of customers start their journeys in a digital channel when opening a new account, and 58% of those end up in a branch.

In the J.D. Power study mentioned earlier, it's revealed that banking relationships lack good communication. At the root of dissatisfied digital-only customers is poor performance by banks in communication and advice, products and fees, and new account opening.

There are a lot of places throughout that lifecycle where things can go wrong and where communications leave a lot to be desired, but there are also a lot of opportunities to do things right for

the customer to ensure that you retain them. Critical moments include the new account (e.g., checking, savings, credit card) opening process and the mortgage/loan process. How those go will impact the customers' decision to purchase other banking products and even to continue doing business with your brand.

**61% OF CUSTOMERS START THEIR JOURNEYS IN A DIGITAL CHANNEL WHEN OPENING A NEW ACCOUNT**



# Critical touchpoints

You can't compete by focusing on all touchpoints; your job is to identify and to understand the moments that matter most to your customers and then to ensure they are delivered to their expectations. Focusing time and resources on those moments will be impactful for the customer and profitable for the business.

Data will be key. Banks are data rich and need to use that data to help customers make more-informed financial decisions, thereby becoming a trusted advisor. Remember the banking relationships built on handshakes mentioned earlier? This

becomes a more sophisticated version of that; the more customers trust their banks, the more likely they are to expand those relationships. Data-driven banks will have the right people in place to analyze the data, the right structure in place to break down silos and ensure the right data reaches the right people at the right time, and the proper technology in place to centralize and secure the data.

Data is also key to personalizing communications for banking customers. Often, we hear complaints about banks who send out credit card offers to

customers who are already cardholders (of the exact same card being offered). This frustrates customers who wonder, "Doesn't the bank know me? Don't they know which of their products I use?" Every time that happens, it erodes confidence and trust just a little bit more.



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“ IN THE CASE OF MORE COMPLEX ADVISORY CUSTOMER JOURNEYS, THE MOMENTS OF TRUTH ARE THE MOMENTS THE CUSTOMER HAS TO WAIT FOR THE NEXT STEP. THOSE MOMENTS OF NO-CONTACT ARE INCREASING UNCERTAINTY AND POTENTIALLY LEAD TO DISAPPOINTMENT. CLARITY, TRANSPARENCY AND STICKING TO TIMELINES ARE VITAL TO MANAGE EXPECTATIONS.

## Moment #1: new account opening

The new account opening, and onboarding process is a critical one for any financial institution. They've acquired a new customer (or expanded business with an existing customer), and it's time to properly welcome that customer into the fold. It's time to make a great first impression that will influence the customer for all of her banking in the future.

Unfortunately, the typical account opening process involves a visit to a bank branch and a dedicated hour of a customer's time to sign a stack of papers. This process is

far from simple or convenient. Customers don't want to kill trees and sign documents ad nauseum. They want to open accounts online or on the financial institution's mobile app.

Banks have an opportunity to simplify this process and allow customers to open accounts online or via the mobile app and to receive digital onboarding documents behind a secure login. Gone are the days of walking out of the bank with a two-inch thick welcome kit filled with brochures and documents that end up in the recycle bin.



GONE ARE THE DAYS OF WALKING OUT OF THE BANK WITH A TWO-INCH THICK WELCOME KIT FILLED WITH BROCHURES AND DOCUMENTS THAT END UP IN THE RECYCLE BIN.

### RELATED RESOURCE

## Santander Bank UK: Taking Customer Onboarding to the Next Level

Santander UK wins 2019 Celent Model Bank Award for Commercial Customer Onboarding with Quadient Inspire

DOWNLOAD  
CASE STUDY



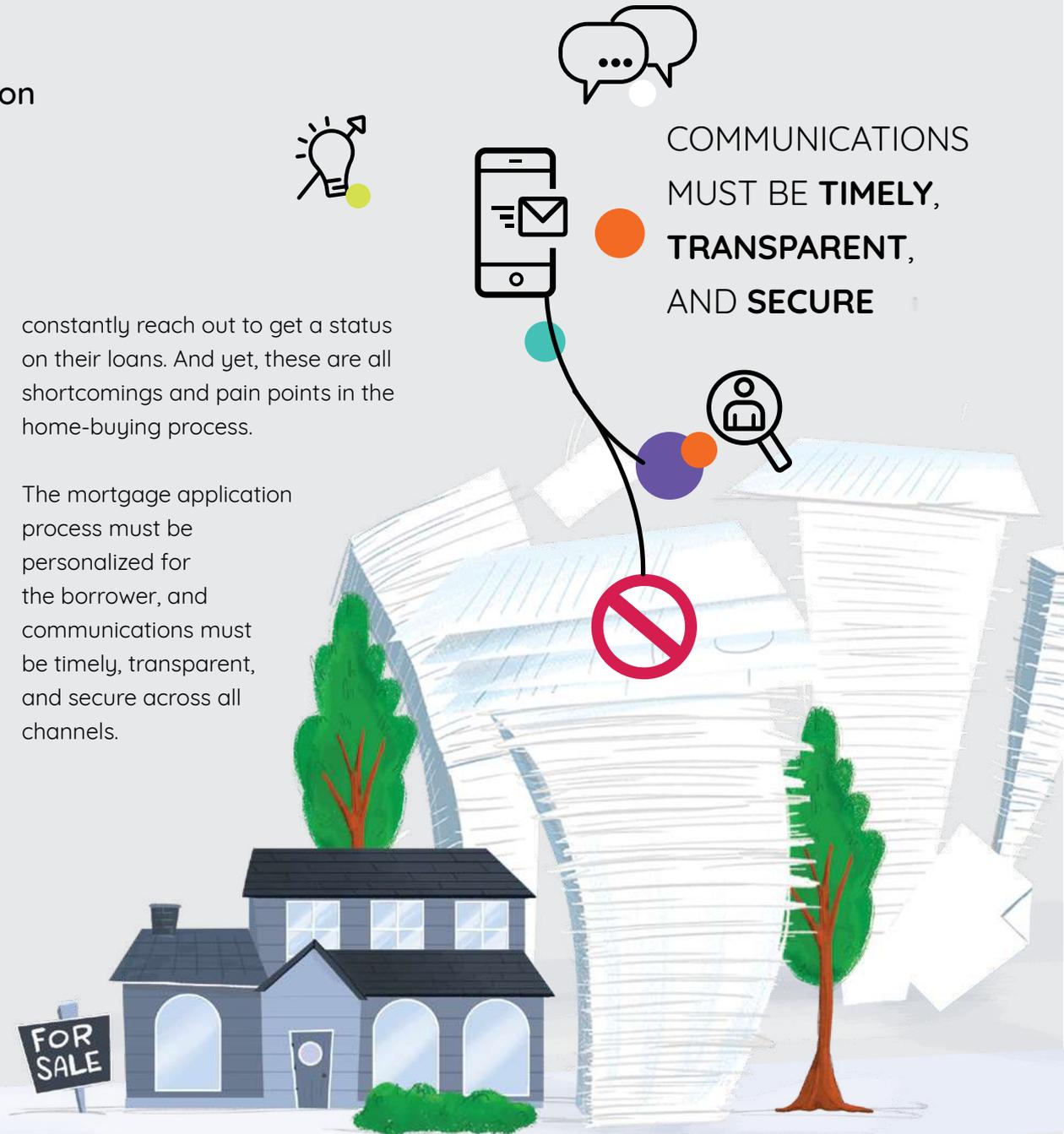
## Moment #2: mortgage application

In 2018, Mortgage Cadence conducted research among homeowners; their findings showed that only 39% of them were satisfied with their mortgage lender. In a commoditized market where customers are mainly looking for the lowest interest rates and the lowest fees, the only true differentiator is a great experience. And yet, the documents the customer receives during the mortgage application process are voluminous, complex, confusing, and loaded with legalese.

Customers don't need to meet their lenders in person, but they do want to understand the process and the documents. They also want consistent and personalized communication from lenders to reassure them that their loans are on track to close as scheduled. They'd also like proactive communication so they don't have to

constantly reach out to get a status on their loans. And yet, these are all shortcomings and pain points in the home-buying process.

The mortgage application process must be personalized for the borrower, and communications must be timely, transparent, and secure across all channels.



COMMUNICATIONS  
MUST BE **TIMELY,**  
**TRANSPARENT,**  
AND **SECURE**

### Moment #3: financial difficulties



LEVERAGE INSTANT COMMUNICATION CHANNELS AND SEND THE CUSTOMER A MESSAGE

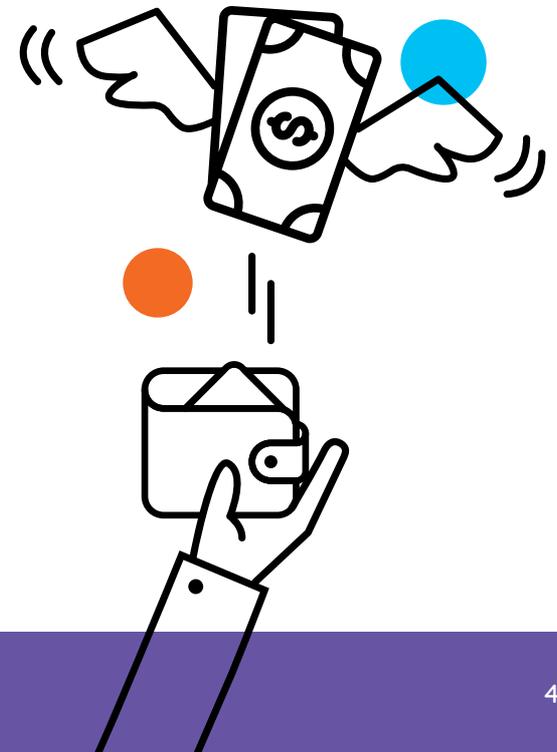
A critical touchpoint that creates anxiety for banking customers is when there is more money leaving their accounts than is coming in. This could be the result of overspending around holidays and special events, through a simple accident, i.e. a payment was made from the wrong account, or through financial difficulties arising from a redundancy. Regardless of the source, the result is likely to be an anxious customer and some form of debt.

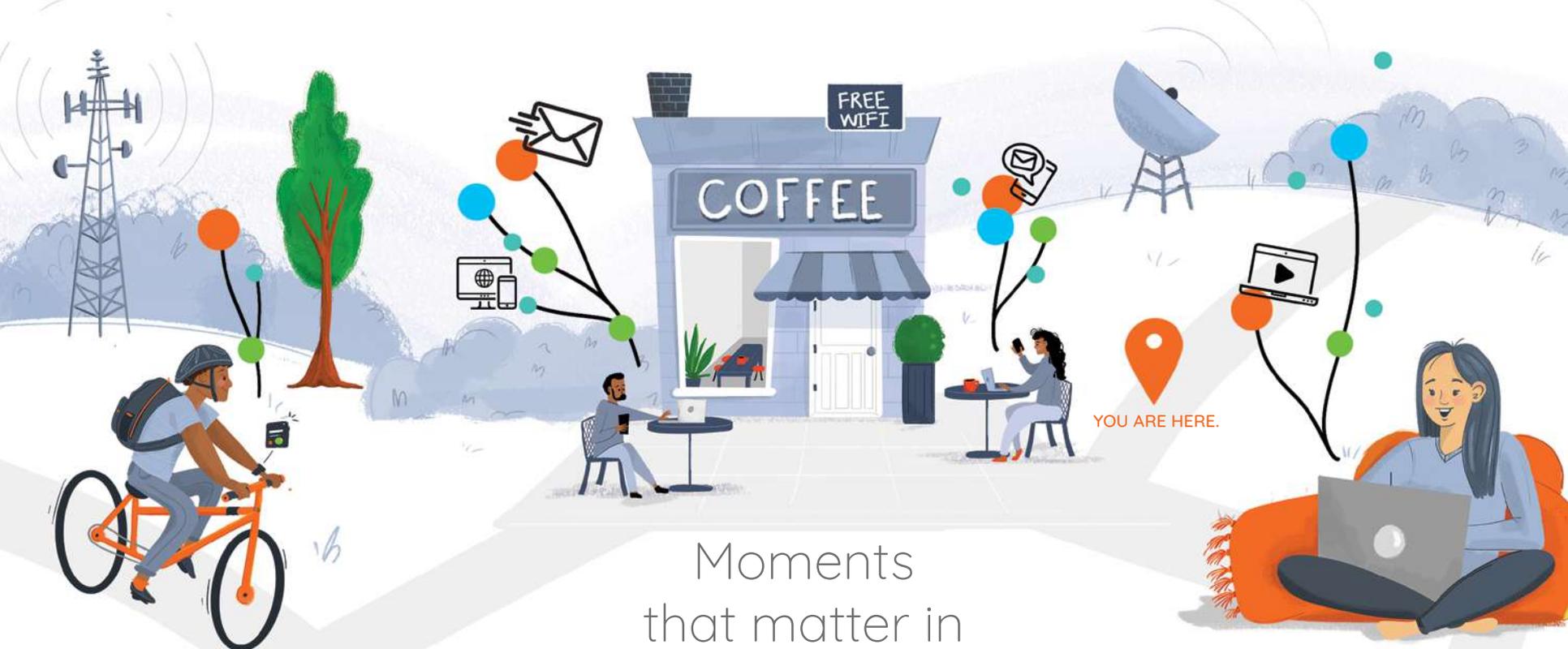
Banks have a huge opportunity in this area. Accounts can be monitored in real-time, and yet many institutions simply resort to telling the customer that they went into arrears or were overdrawn

after the event. Leveraging instant communication channels and sending the customer a message saying “You are currently overdrawn, please repair your position before 10pm tonight or you may be charged” may seem counter-intuitive because it reduces the banks immediate revenue, but the improvement in the relationship with the customer will positively impact the bottom line from the loyalty generated in the longer term.

It’s a lot of work, but it pays to do it. BCG notes that banks that improved the customer experience increased their revenues by 25% and their productivity by 20%-40%. The banks adopted customer-

centric design practices, redesigned processes from end-to-end, applied digitization and process robotics in order to be more efficient and responsive, and transcended organizational silos to internalize customer-centricity across the business.





Moments  
that matter in

# TELECOMMUNICATIONS

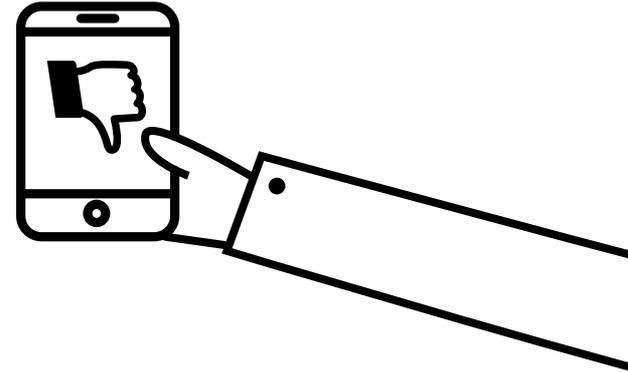


# MOMENTS THAT MATTER IN TELECOMMUNICATIONS

The telecom industry must be at the forefront of digital disruption because their customers are always on, constantly communicating, no matter where they are. They rely on their telecom providers to deliver capabilities that allow them to do so without fail. After all, telecom providers are the oxygen in our connected lives.



Customers are not happy with their experiences with telecom providers.

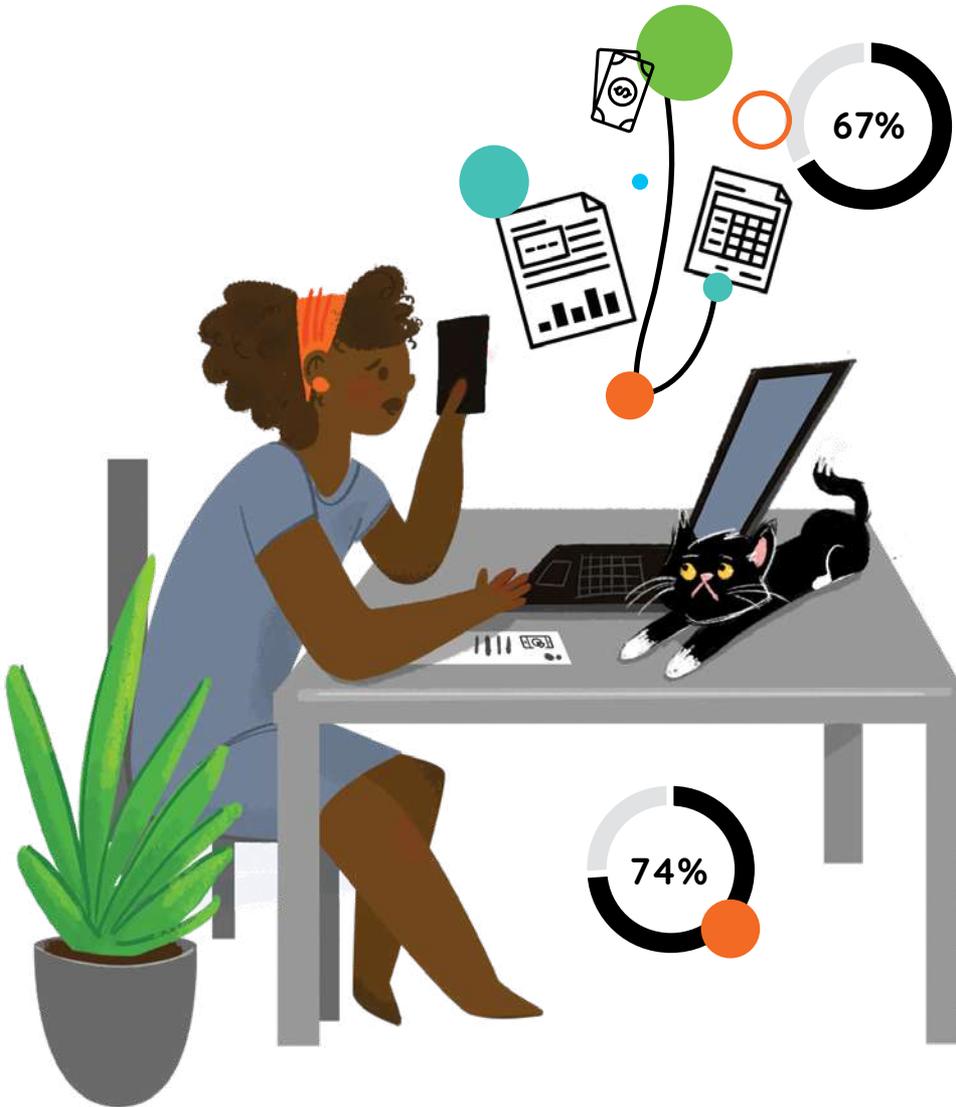


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A 2016 DECIBEL INSIGHT SURVEY OF U.S. AND U.K. CONSUMERS REVEALED THAT **THE TELECOM INDUSTRY RANKED LAST** OUT OF NINE INDUSTRIES **REGARDING CUSTOMER SATISFACTION** WITH DIGITAL EXPERIENCE.

ACCORDING TO ASPECT'S 2016 CUSTOMER EXPERIENCE INDEX SURVEY OF U.S.-BASED INTERNET USERS, THE TELECOM INDUSTRY RANKED SECOND OUT OF FIVE (GENERAL RETAIL, TELECOM/CABLE, TRAVEL, FINANCIAL/CREDIT, AND BIG-BOX ELECTRONICS) IN TERMS OF HIGHEST CHURN RATE RESULTING FROM POOR CUSTOMER SERVICE.

Customers are not happy with their experiences with telecom providers. The stories of frustration are endless. According to The Zero-Touch Customer Experience, a May 2018 report by Ericsson's Consumer & Industry Lab, on average, it takes smartphone users 2.2 attempts and 4.1 days to successfully complete interactions with their telecom service providers. The number of satisfied users declines by 30% if it takes more than a day to get things done. Even though customers expect personalized service, only a third believe their telecom provider understands them as a customer.



**67% OF CONSUMERS AND 74% OF BUSINESS BUYERS SAY THEY'LL PAY MORE FOR A GREAT EXPERIENCE.**

Source: Salesforce

## Digital transformation

Dimension Data revealed an uncomfortable truth in their 2017 Global Customer Experience Benchmarking Report: while 89% of organizations claim that customer experience, underpinned by digital transformation, is critical to their survival and is a top strategic priority, 51% are failing to act. It appears the telecom industry is struggling with digital.

Ericsson's research also found that 46% of customers believe providers hide behind no-reply emails, autoresponders, and impersonal Contact Us forms. They note that telecom providers don't use digital channels effectively to reduce effort, since satisfaction scores are equal for both traditional channels and digital channels.

What's holding telecom companies back from delivering simple and seamless experiences? One big issue is that telecom industry regulations, mandated by governmental and quasi-governmental bodies (e.g., Canada's CRTC, the EU's BEREC, and the United States' FCC), are constantly evolving. So, telecom must maintain compliance while juggling other priorities, which has a negative impact on their ability to respond to the market.

## The customer lifecycle

The lifecycle for a telecom customer looks like this, but it is comprised of complex and varied journeys, depending on the persona and the type of product used:

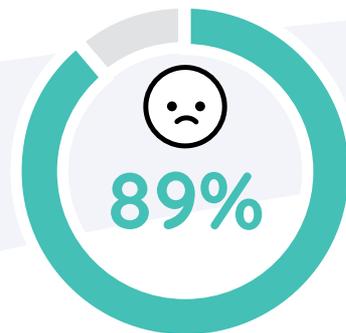


The customer determines they have a need and starts doing research, during which they become aware of the various telecom providers. They evaluate their coverage options and plans and then consider which provider will be best for them. The customer selects a provider, signs a one-year contract, and may set up an automatic payment plan. During the course of the year, they use the service, pay their bills, and call for support. As the year comes to a close, the customer makes the decision of whether to renew or not. And if the experience has been a good one, they may consider purchasing other products that the provider offers.

## Critical touchpoints

There are a lot of places throughout that lifecycle where things can go wrong but also a lot of opportunities to do things right for the customer. When things go right, the customer becomes more profitable through upsells and cross-sells, and it becomes more probable that they will renew for the following year. Examples of critical moments when things go wrong include:

- Data overage charges without any warning or notification or clear explanation;
- Cold transfers or escalations to multiple departments to get questions answered, starting over every time;
- Difficulty accessing bills or account information online;
- Confusion about bill content, and;
- Not offering payment options for the way customers want to pay.



89% OF CUSTOMERS GET **FRUSTRATED** BECAUSE THEY NEED TO REPEAT THEIR ISSUES TO MULTIPLE REPRESENTATIVES.

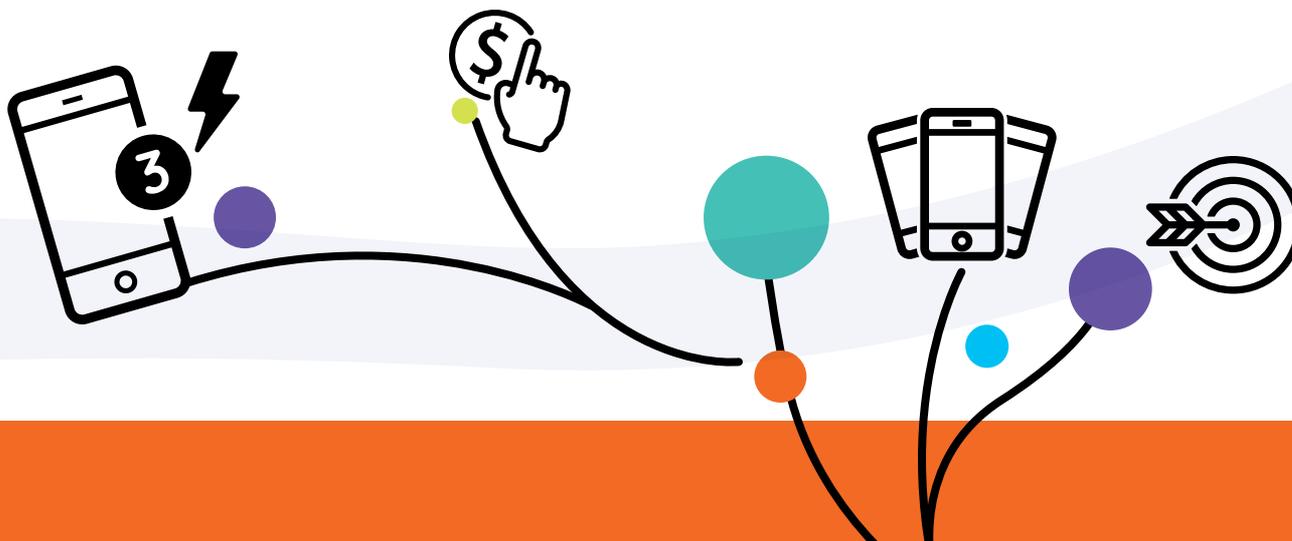
Source: Accenture

It's easy to understand why communication is a key aspect of the telecom customer experience. These critical moments are known pain points for customers, but they are also opportunities for the provider to be proactive and provide an excellent customer experience. For example, they can:

- Send the customer an SMS warning about impending data overages and offer a proposed plan upgrade at the same time.
- Allow users to view their usage in real time via a mobile app or their online account.
- Simplify the way users are presented with the various components of their bills, as well as opportunities with 5G.
- Ask for feedback about online account information and bills in order to improve their content.
- Allow customers to pay the way they want to, e.g., via Venmo or PayPal or through an automated payment plan that allows for monthly or even weekly payments.

**87%**  
OF CUSTOMERS  
THINK BRANDS  
NEED TO PUT  
**MORE EFFORT**  
INTO PROVIDING  
A CONSISTENT  
EXPERIENCE.

Source: Kampyle



## Customer experience challenges

Telecom providers face another challenge when it comes to renewals. According to InMoment's 2017 Telecom Industry Report, satisfaction decreases at the one-year mark for all service lines offered by this industry. This brings to the forefront a serious marketing and customer experience issue: when a company focuses on acquiring customers, but does not focus on what it takes to keep them, they do things differently.

Telecom providers are well known for their customer acquisition tactic of offering steeply discounted subscription plans for the first 12 months of service. When that fee increases in the 13th month, customers take notice and begin to evaluate the value received for the price paid. Providers should take note that it's not enough to acquire customers; they must also design a better experience, especially at the critical touchpoints, in order to retain them. To

solve for this, proactive communication is key. It is important to remind customers on their monthly billing statements about the promotional period, and to send SMS messages as that period draws to a close; be fully transparent with customers about impending bill changes.

According to the Database Marketing Institute, telecom providers experience annual churn rates of between 10% and 67% annually, and 75% of consumers signing a telecom contract are coming from another provider. Providers must focus on their current customers and ensure they are delivering those critical moments seamlessly.



## Communication is key

As you know, consumers today live and die by their cell phones and other connected devices. They use them to stay in touch with friends and family, for social media, to book travel and check-in for flights, to buy their morning coffee, conduct their banking, and more. Not having the ability to do all of those things because a cell phone bill was paid late or because they had overages that shut down their online access can be traumatic.

Telecom providers must take control of their communications organization-wide. Having one single communications hub in place that integrates and consolidates

multiple communications and messaging systems across the organization will make life easier for everyone, company and customer. That single system, a modern customer communications management platform, gives access to folks across the organization so that each department can visualize and collaborate on messaging and communications for customers. In other words, it allows providers to centralize and unify all of the communication pieces to ensure that each department is consistently communicating with customers, proactively, at the

right time. In addition, by plotting your customer-facing communications on a journey map, you are able to visualize when and how they are delivered. When you combine that knowledge with seeing how customers engage with your communications, and where the critical moments exist, you gain clarity, and an advantage, for delivering a great customer experience.





YOU ARE  
HERE.



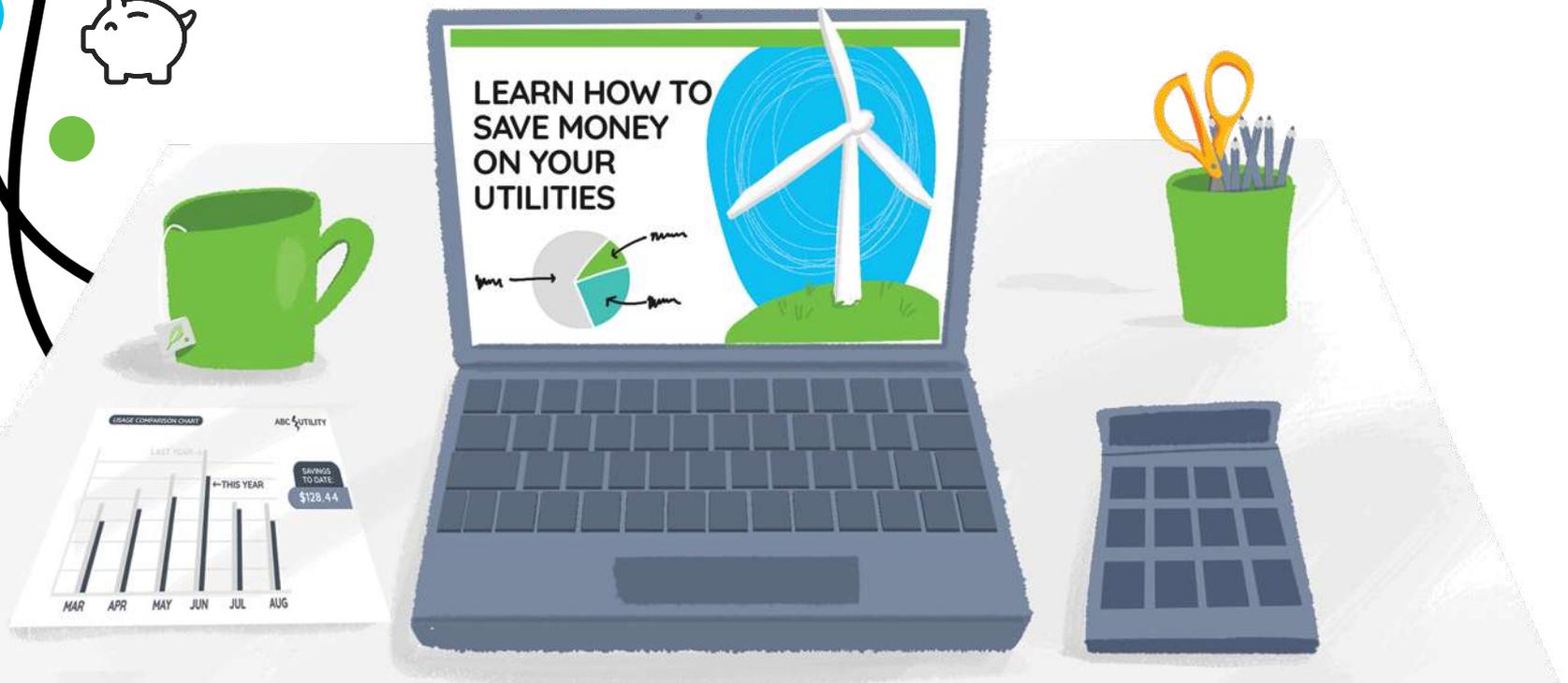
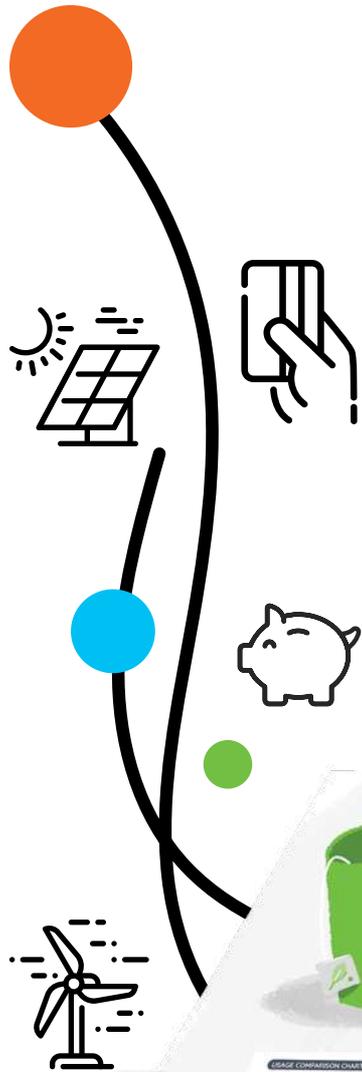
# Moments that matter in UTILITIES



# Moments that matter in Utilities

The utilities industry must also take the digital disruption challenge head on, and redefine how they serve and interact with customers, especially as customers are

presented with a variety of options to conserve energy, generate energy (e.g., solar), and automate their homes. This is truly a pivotal time for utilities.



## Digital transformation

For utility companies, digital transformation offers opportunities, such as: (1) create mobile and web apps where customers can monitor and manage their usage; (2) develop systems that will allow them to instantly send SMS alerts or mobile notifications to customers when issues arise; and (3) offer customers the ability to pay their bills, even set up automatic payments, and interact with customer service digitally. According to the 2018 J.D. Power Electric Utility Residential Customer Satisfaction Study, customers who interacted with customer service digitally were more satisfied than those who

interacted with a representative. Utilities must step up their digital capabilities.

A couple of other digital options that utilities can take advantage of, given there are so few opportunities to engage with customers, are upsells and new program enrollment. Many utilities have spent hundreds of millions of dollars to develop energy efficiency programs (e.g., demand response, solar panels, smart thermostats) as a means to: (1) decrease load in order to avoid disruptive power outages or being forced to purchase expensive alternative energy sources to meet demand, and (2) create customer loyalty. Communicating with customers via the channels they prefer for these options will be critical to program success.

So, what's holding the utilities back? Like other industries, there are factors both internal (legacy technology, operational inefficiencies, organizational inertia) and external (regulations, evolving competitors, emerging technologies) to the business that impact their ability to change, and the rate at which they can effect change.

As with banking, insurance, and telecom, customers with higher expectations for interacting with brands may be easy pickings for a disruptor that enters the space and simplifies painful touchpoints along the value chain.



UTILITIES ARE AMONG THE LOWEST-PERFORMING INDUSTRY GROUPS WHEN IT COMES TO DELIVERING DISTINCT DIGITAL CUSTOMER EXPERIENCES.

Source: J.D. Power

# The customer lifecycle



After the customer recognizes they have a need, perhaps they're moving into a new home in a different area that has undergone utility deregulation, they start doing research, during which they become aware of the various utility providers. The customer evaluates their options and then considers which provider will be best for them. They select a provider, set up an account, and may set up an automatic payment plan. During the course of the year, they use the utilities, check their usage and manage their account, receive notifications about peak usage periods, pay their bills, and may call for support due to a question or an incident. As time goes by, the customer considers offers they have received for other products and services, such as boiler warranties and energy efficient upgrades.



## Critical touchpoints

There are a lot of places throughout that lifecycle where things can go wrong—including a power outage or a gas leak—but also opportunities to do things right for the customer to ensure that they renew for the following year.

At the top of that list is data. Utility providers are data rich and need to use that data, along with predictive analytics and AI, to improve reliability, predict outages, proactively inform customers about power outages and other things that impact their service. They can also use that data to better understand customers and their energy use, which will help them design products and services to meet customer needs.

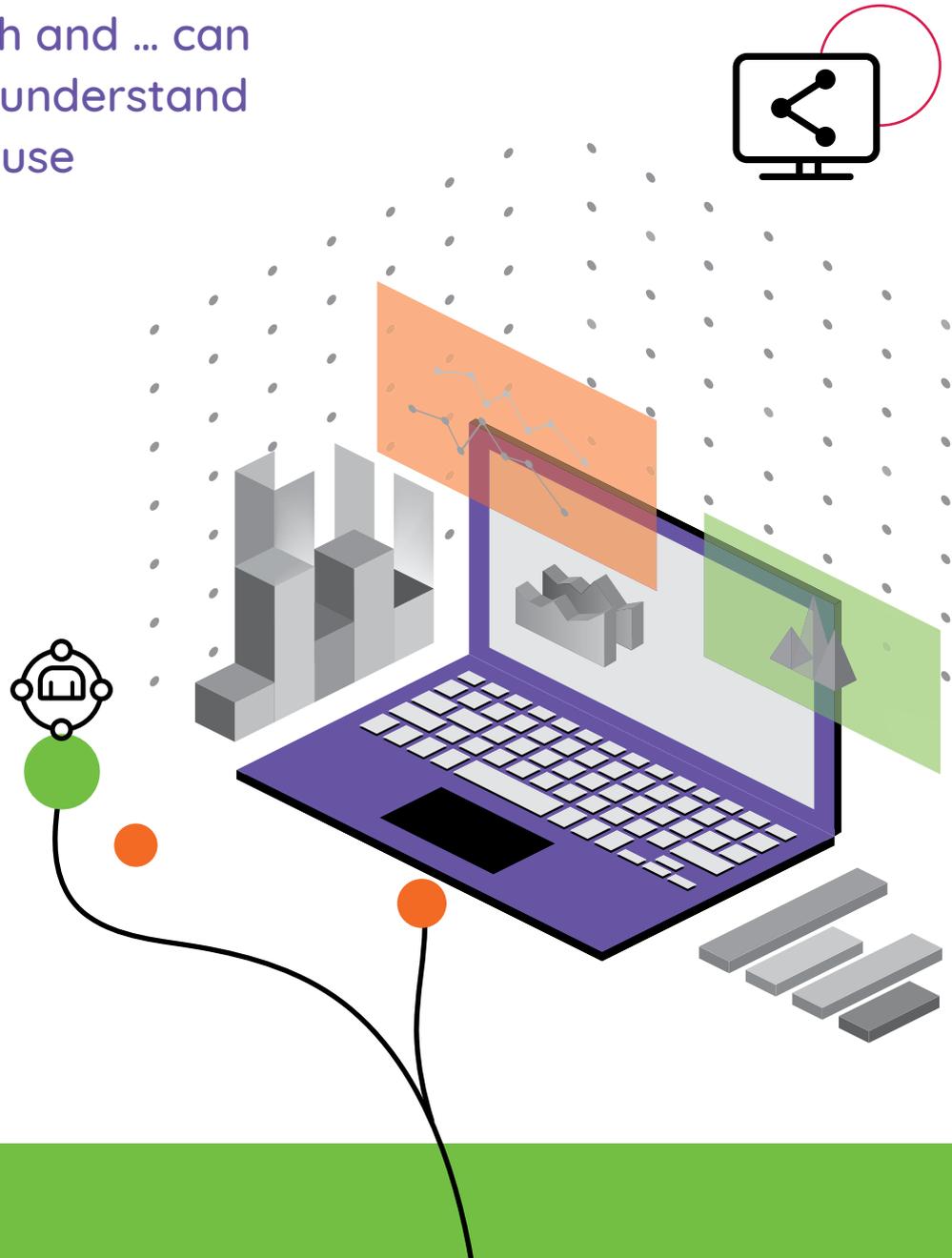
According to Bain, “Utilities already have access to data and tools that they can use to begin deploying production analytics and generating insights that create value. For example, some have already sharpened their accuracy in predicting equipment failures and power-outage durations—results that can reduce costs and increase customer satisfaction.”

In order to truly help customers, utilities must first understand who they are and the experiences they desire. Consider this, in Accenture’s 2016 report, *Customer Centricity: Must-Have or a Waste of Energy*, they noted: “Utilities customers just want the lights to work. They do not want to be wooed. In fact, 44 percent of energy



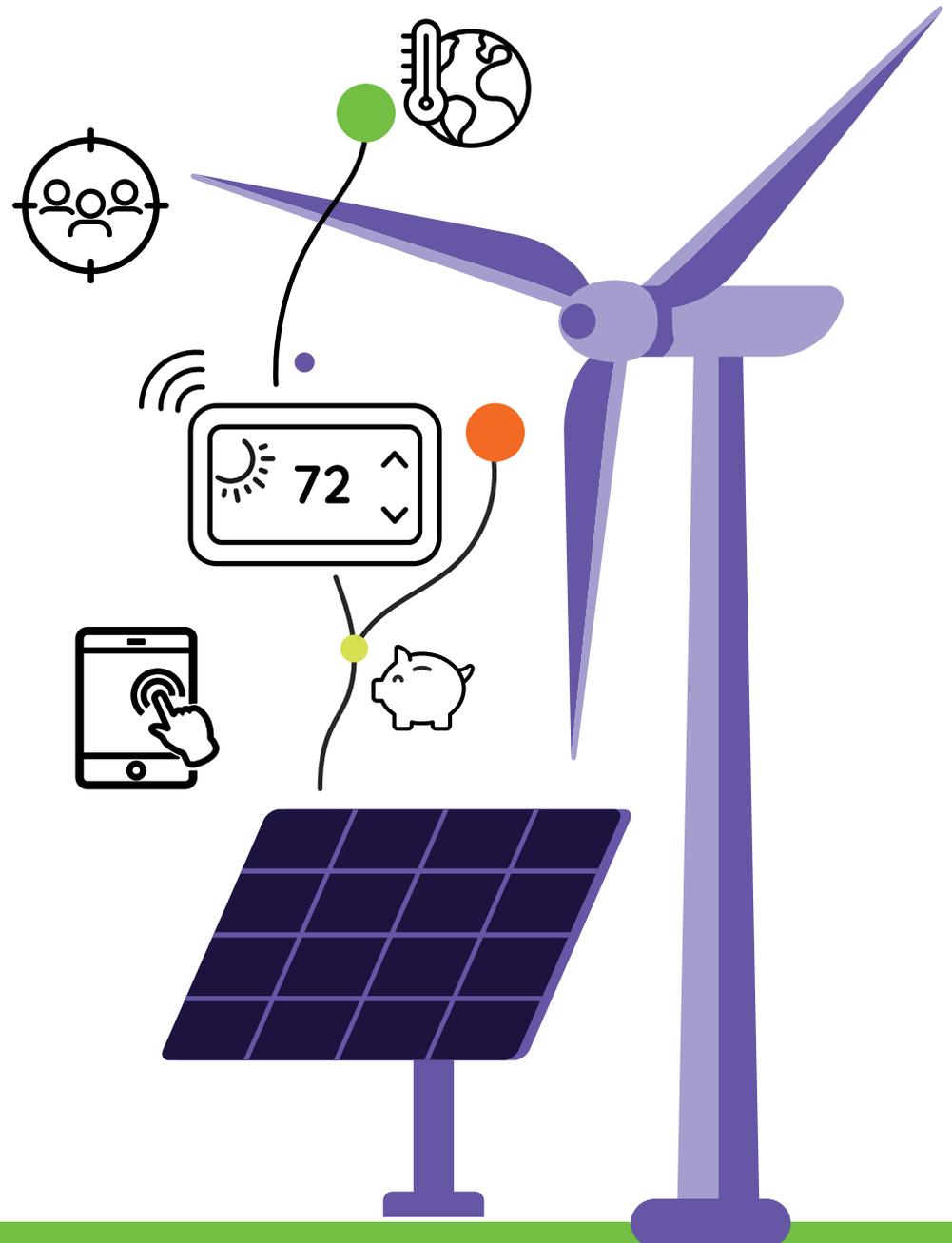
## Utility providers are data rich and ... can also use that data to better understand customers and their energy use

consumers say they have no interest in interacting at all with energy providers.” This is not surprising, given that utilities typically have relatively few interactions with customers, except for outages or billing errors; and when those things occur, the company must be prepared to execute well. In the report, they go on to question why energy companies are focusing on customer-centricity a la Amazon, when in reality they should be focusing on what customer-centricity means for their customers and for the utilities industry.



## Know Your Customers

Accenture also notes that what matters most to utility customers is time, convenience, and value. Eighty percent of customers say saving money on their energy bills is very important. And 60% say they value comfort and the convenience of automation. Opportunities exist to fulfill your customer's wishes; to offer them green/energy efficient products and options, smart meters, and more. The message is clear. Know your customers. Understand their needs, their expectations, and what matters to them. Engage with customers in meaningful ways to help them understand the value that you provide, especially through products and services that solve their problems and meet their needs. And communicate with them proactively when things go wrong.



## Unified communications for customer safety

A unified approach to your communications strategy is critical for customer safety. When there are issues such as outages or leaks, you must communicate often and in detail, and you must do so in a way that is straightforward and reassuring. Ongoing open communication about the status of the issue will help to put the customer at ease. Having a unified CCM platform, one that integrates with your existing technology infrastructure including any utility CIS, allows you to plan ahead, take inventory of all communications from the various departments involved, and identify gaps and misalignments.

[McKinsey](#) worked with a European utility company to understand some of the challenges facing this industry, where customers have 20 providers to choose from, most of them competing on price. In their research, they uncovered how

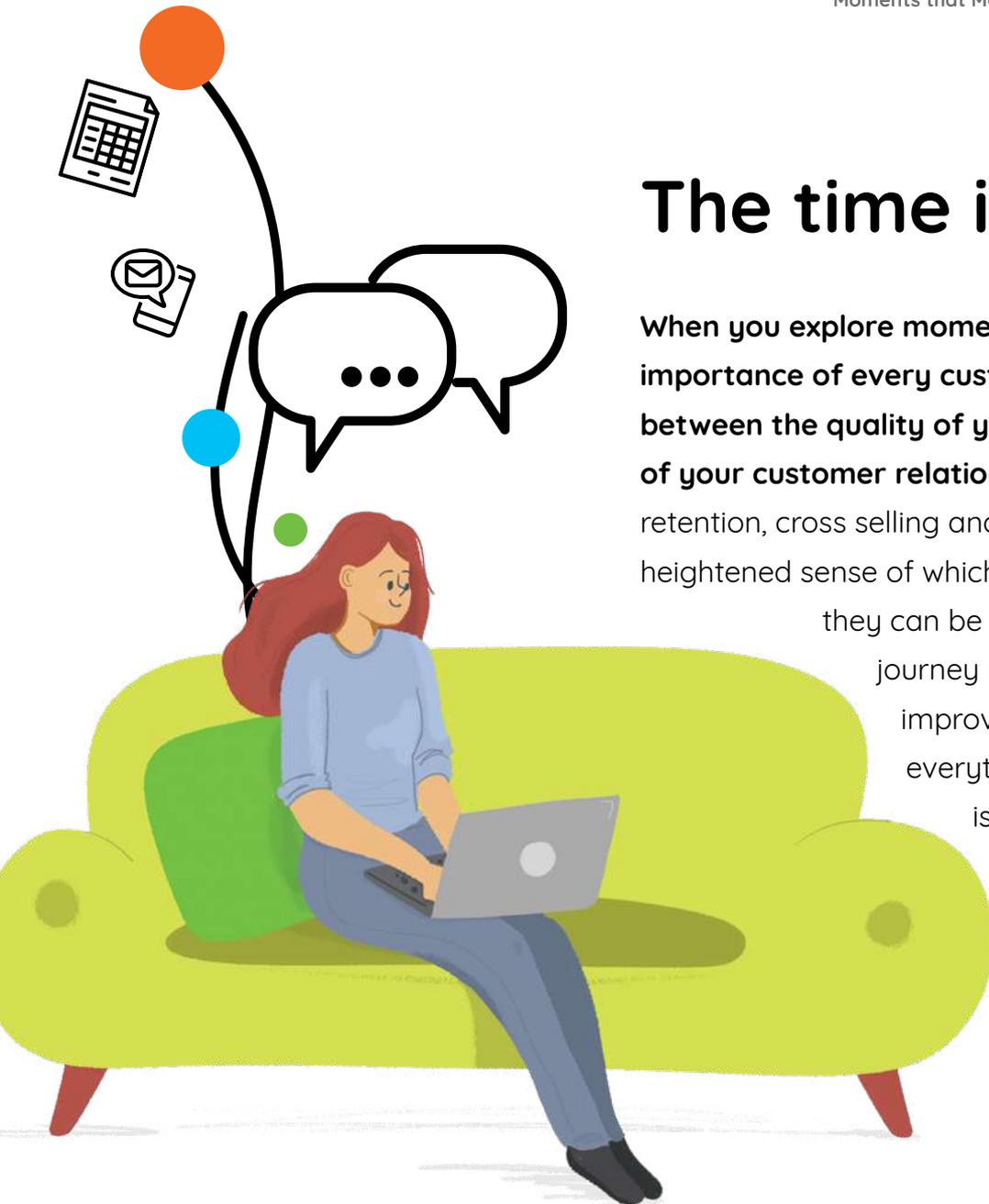


complex customer journeys can be. They also learned about shortcomings of the customer experience, including cross-functional handoffs and communications issues, where they failed to provide information at critical touchpoints and

confused customers with conflicting messages. These are exactly the type of issues that having an integrated and unified CCM platform can solve for utility providers.



**THE TIME  
IS NOW!**



## The time is now!

When you explore moments that matter, you understand the importance of every customer interaction. You make connections between the quality of your customer communications and the strength of your customer relationships. You know how better experiences improve retention, cross selling and referrals. By reading this book, you have a heightened sense of which communications are critical. You have seen how they can be proactively managed using the latest in customer journey mapping technology. You know you want to improve, but you may think that it is too difficult to fix everything you want to fix. You may be surprised that it is not as difficult as you imagine.

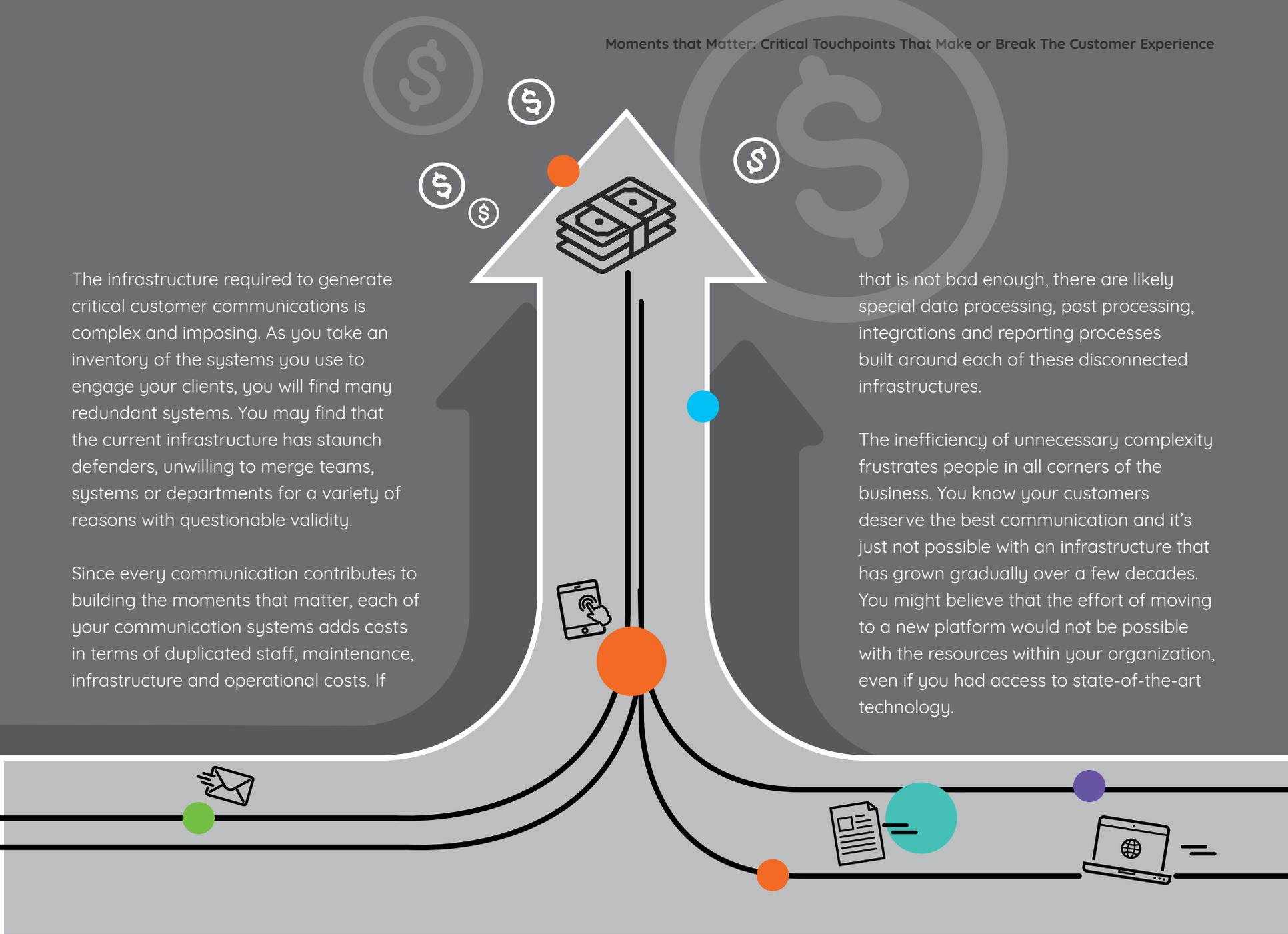


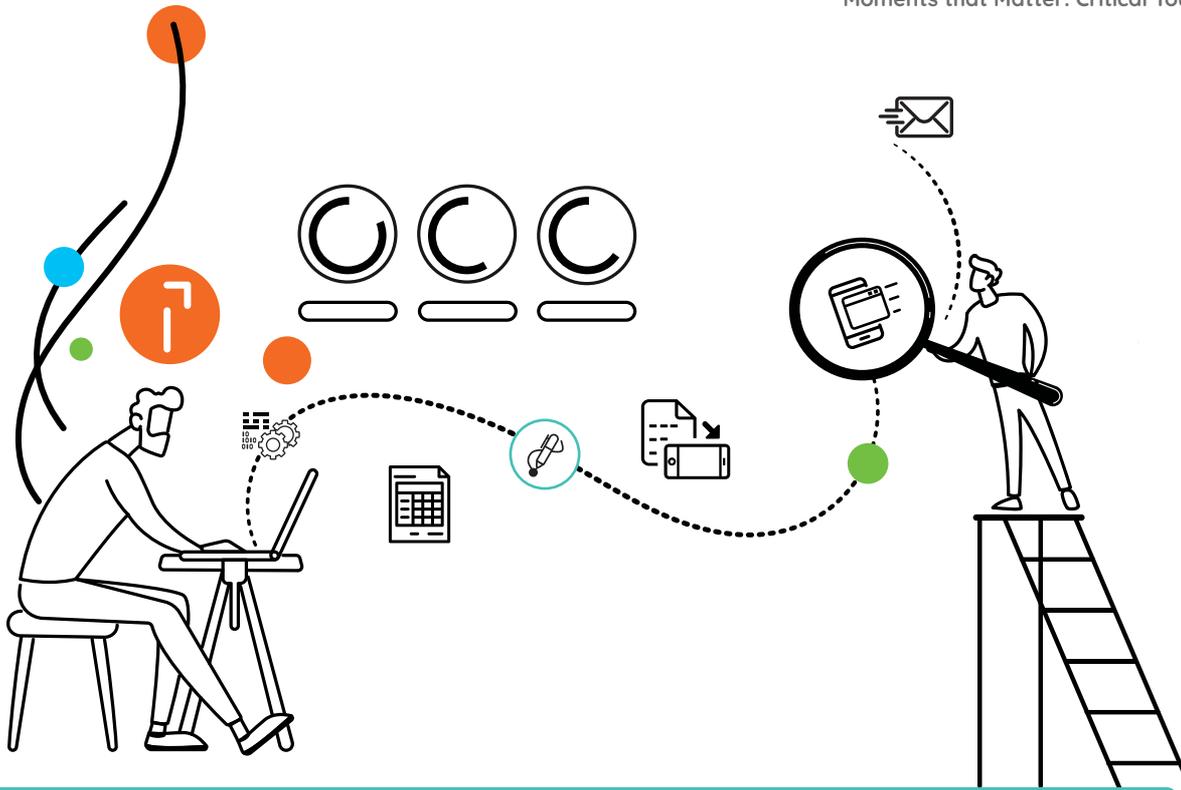
The infrastructure required to generate critical customer communications is complex and imposing. As you take an inventory of the systems you use to engage your clients, you will find many redundant systems. You may find that the current infrastructure has staunch defenders, unwilling to merge teams, systems or departments for a variety of reasons with questionable validity.

Since every communication contributes to building the moments that matter, each of your communication systems adds costs in terms of duplicated staff, maintenance, infrastructure and operational costs. If

that is not bad enough, there are likely special data processing, post processing, integrations and reporting processes built around each of these disconnected infrastructures.

The inefficiency of unnecessary complexity frustrates people in all corners of the business. You know your customers deserve the best communication and it's just not possible with an infrastructure that has grown gradually over a few decades. You might believe that the effort of moving to a new platform would not be possible with the resources within your organization, even if you had access to state-of-the-art technology.





But, while you were keeping this complex system operating, companies like Quadient were working diligently to resolve your migration and transformation problems. In 2020, technology exists that facilitates your digital transformation. New content-first approaches now analyze, process and optimize new communications from your existing communication output at incredible speeds using Artificial

Intelligence (AI) technology in concert with other technologies.

Even if you have a complex communication infrastructure using multiple versions of software from multiple vendors, these AI-based approaches start working by processing your current and archived output. Using AI, millions of pages of your current output can be scanned,

deconstructed, analyzed and reformulated into new applications that better match your customer experience strategy.

This technology starts by reading thousands, or even millions, of pages, looking to extract reusable content, identify variables within text, and discern patterns that construct your communication. Ultra-high-volume comparisons examine any type of output, regardless of the legacy technology used to generate the communication. This means that your communications, whether they are AFP, PDF, PCL, email, HTML can be cross-compared, mined for content, and used to regenerate a more efficient communication experience portfolio.

When completed, this technology has a library of extracted content (paragraphs of text, headings, images, etc.) that are ready to be renamed, organized and optimized. The AI is trained to consolidate the content into the right applications to become the basis of your future communication strategy. The AI recursively reprocesses the

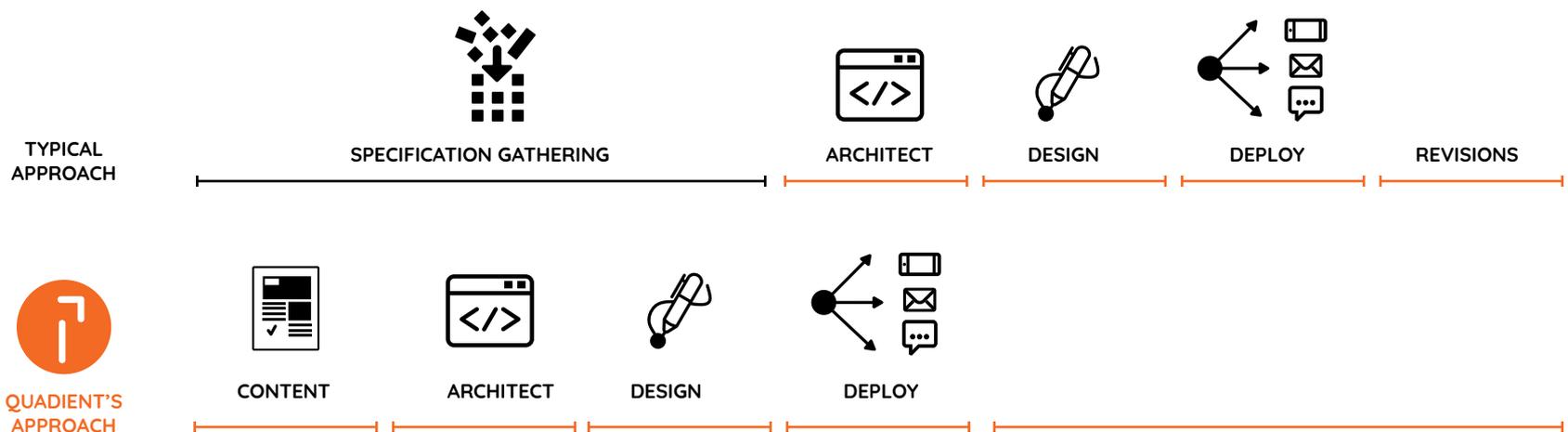
contents of every communication analyzed to present options for more efficient organization.

But humans don't need to trust all of the work to AI and Machine Learning (ML) technologies, the business experts have opinions, insights and needs that must be addressed. The AI technology accepts human input and direction at every step, to ensure that the millions of comparisons done by the ML are distilled into a smaller number of problems that are easier for a person to solve.

This partnership between people and technology delivers the best of both worlds by applying the rigor of a machine processing billions of internal consistency comparisons with the insight of humans to make macro-level decisions about organizing content. By delegating millions, and even billions, of comparisons to the AI, the business problems naturally surface at a scale that the business can handle.

How has this approach performed in enterprises so far? This approach has delivered incredible results in two

ways. First, the analysis phase of communication transformation projects has been reduced by 95% or more in cases by delegating the analysis of communications to an AI-based method. This saves time by allowing software to make comparisons at a speed millions of times greater than people. By sending a diverse set of documents through this process, the business is presented with a comprehensive inventory of content and an organizational model that is instantly capable of regenerating that content.

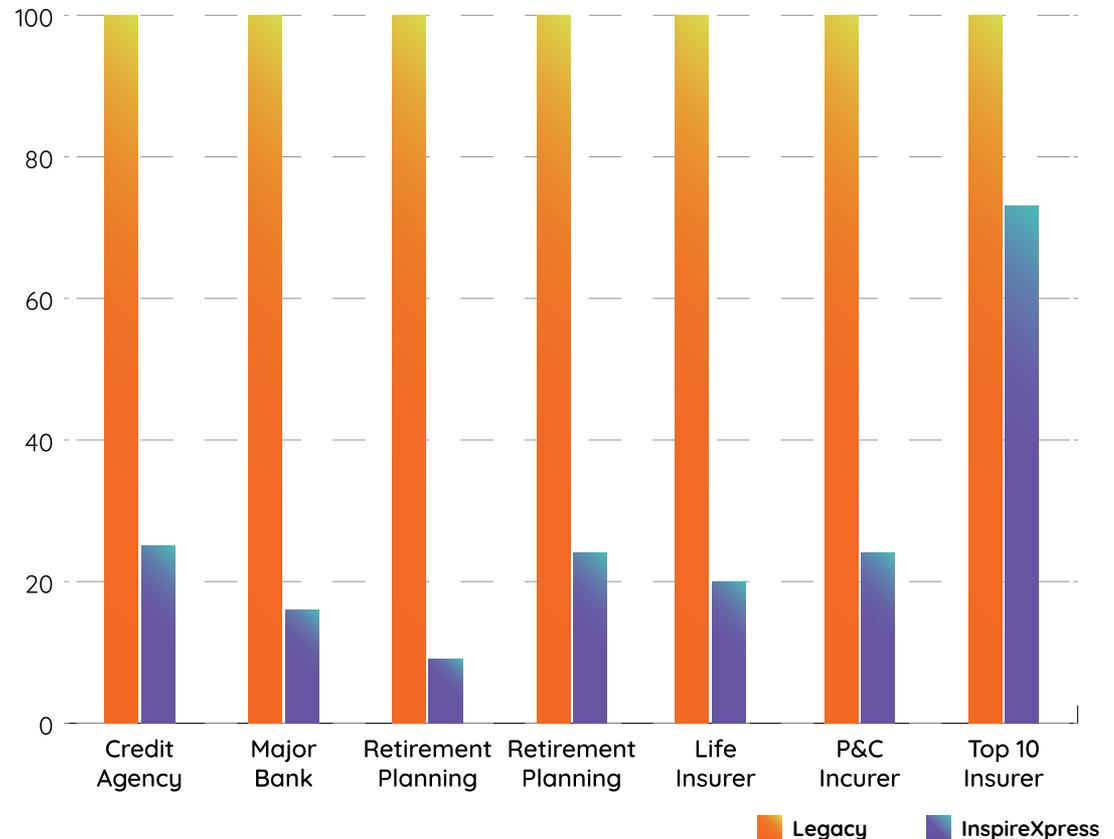


We have saved 95% of the analysis time at several clients. (You're going to ask if we can share the name, what an amazing idea. I tried. A LOT. Nobody wants to share their name here. We have 2 clients who signed case study as part of their deal, but their projects aren't even started yet.)

Next, this approach delivers a reduced total operational cost moving forward by identifying redundant content, similar content and other commonalities that can be turned into efficiencies. Generally, when there are thousands of templates, this approach consolidates and optimizes about 75% of them away.

This is applicable at the level of individual atomic content units (like paragraphs), as well as at the higher template level. One of our clients budgeted 380 working days to analyze a category of their documents, and this method completed the analysis in under four days. In another account, the client was able to migrate one template per month with a manual process. By applying this technology, they completed migration of 55 templates in under three weeks.

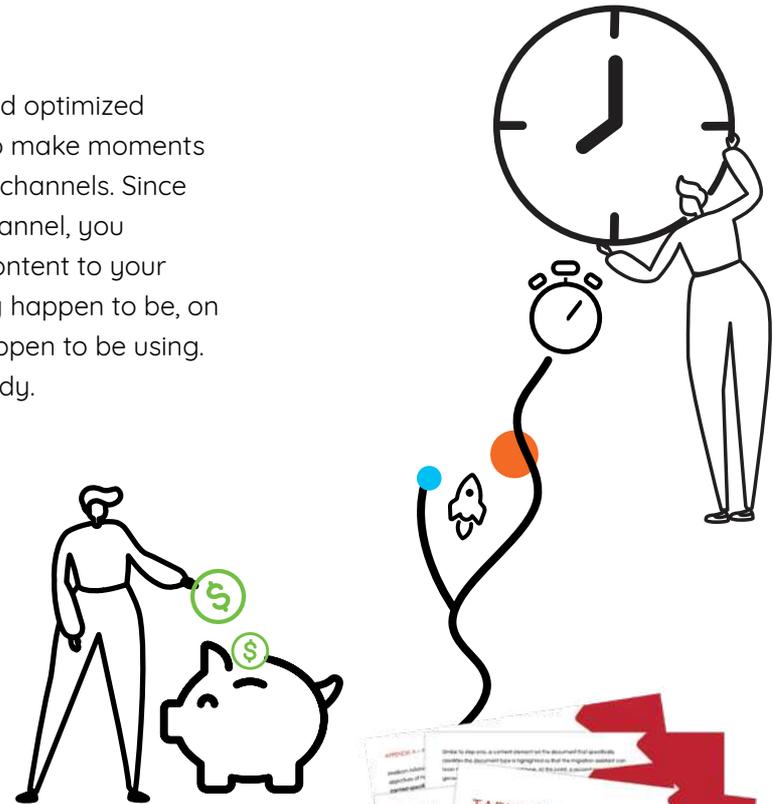
### InspireXpress Consolidation



(Image explanation: this is the pre-InspireXpress situation as 100%. Most of these are on the “block” level of atomic content. But hey, that one on the right doesn't look great. That's because it was a small set of templates (38 to start with) that we reduced to 28.

This consolidation reduces the components required in your communication portfolio, reducing your management costs and increasing operational flexibility. Once you have achieved this type of consolidation, you are ready to put your optimized content and template structure to good use. Since all of the atomic-level content is automatically exported directly to the content management system, your business can start with a clean slate. Since all of the application templates can be written as interactive communications, you can focus on the design and rules that drive your applications.

With new applications and optimized content, you are ready to make moments that matter across more channels. Since Inspire delivers to any channel, you are ready to take your content to your customers wherever they happen to be, on whatever device they happen to be using. You are omnichannel ready.



## RELATED RESOURCE

Platform consolidation made easy with InspireXpress

This Madison Advisors report uncovers how Quadient InspireXpress is helping enterprises overcome the challenges of consolidating platforms to deliver a seamless omnichannel experience.

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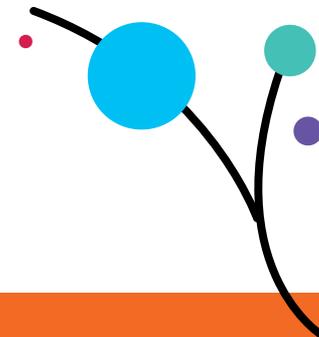
Know this: successful brands will invest aggressively in the touchpoints they know will have the greatest impact on the customer and, hence, on growth and profitability.

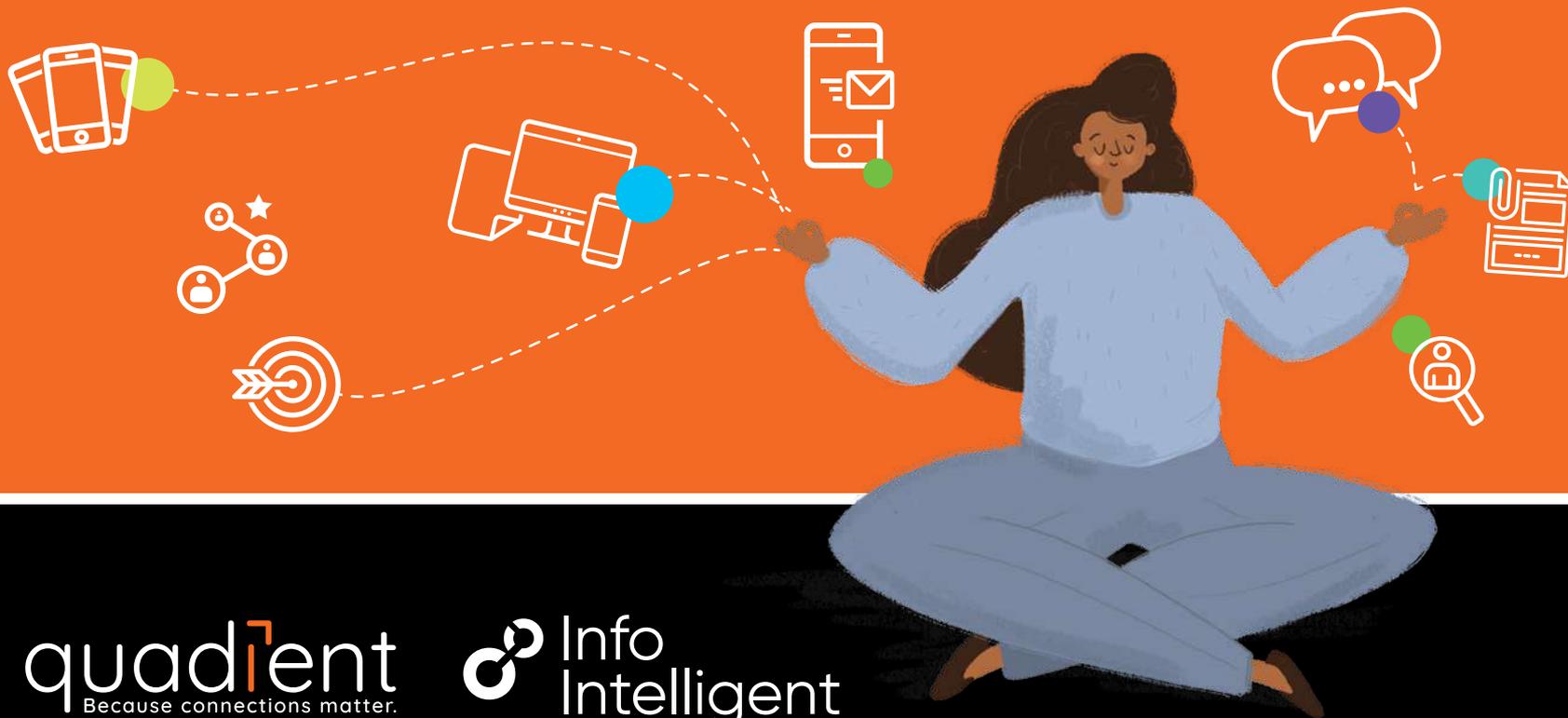
How do you identify those critical touchpoints? You're going to start with mapping the customer journey, so that you can see all the steps that the customer must take to complete a task or to solve a problem. But know that the maps themselves don't identify moments of truth; data will do that for you. You've got tons of data—feedback, transaction, interaction, and more—that you can use to identify what matters and how well you're executing.

As you've now learned, some of the most critical touchpoints along the customer journey involve communications, whether as the touchpoint itself, or to mitigate a critical touchpoint fail. The key is to get those communications right. In order to do so, you can't have uncoordinated communications systems throughout the organization causing customers to receive irrelevant or ill-timed communications. Instead, coordinate communication designs, collaborate on messaging, and deliver messaging confidently through multiple channels. Brands are able to unify their communications via a next-generation CCM platform that allows them to do that and view

their communication portfolio as a whole, increase consistency, minimize bad experiences, and reduce operational costs.

When you can save money for the business and improve the experience for the customer, it's a win-win.





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Because connections matter.

 **Info  
Intelligent**

### About Quadient

Quadient is the driving force behind the world's most meaningful customer experiences. By focusing on four key solution areas including Customer Experience Management, Business Process Automation, Mail-related Solutions, and Parcel Locker Solutions, Quadient helps simplify the connection between people and what matters. Quadient supports hundreds of thousands of customers worldwide in their quest to create relevant, personalized connections and achieve customer experience excellence. Quadient is listed in compartment B of Euronext Paris (QDT) and belongs to the SBF 120 index.

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