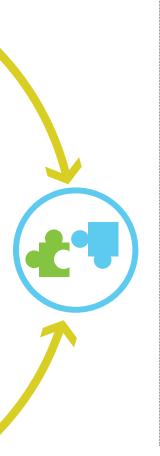


Marketers know what it takes to succeed today: Stop talking "at" customers and engage with them. By making customers feel listened to and "known," marketers can capture their loyalty. Here's a look at what customer engagement means today, through the eyes of six organizations that have transformed their marketing efforts by focusing on the customer.



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### Engagement Is Everything

Here's what it takes to engage with customers and keep them coming back for more.

BY LAUREN GIBBONS PAUL

arketers today are undergoing a dramatic transformation. Customers aren't what they used to be, thanks to their always-connected status, the intertwining of Web and physical commerce, and the socialization of everything. So rather than focusing on traditional

In many cases,
"there is a
big gap
between what
customers
expect the
experience to
be and what
it is."

—David Raab, principal, Raab Associates approaches to brand messaging and campaign management, marketers now need to provide real-time, personalized experiences that reach customers just as they need them. Businesses need to provide an unbroken and highly relevant conversation across channels, responding to and even anticipating customers' everevolving needs.

In today's terms, this is known as "customer engagement," and it can take many forms. It's the promotion that pops up when a customer passes a store selling a product he's likely to want at that particular time. It's the store associate who can offer useful help because she can access the customer's transaction history. It's the mobile alert on exactly when an order will be delivered. It's the ability for customers to move from chat session to mobile app to store and, no matter which channel is in use, to still feel "known."

In other words, it's about providing customer engagements that are relevant, convenient, responsive and reliable. "A compelling customer experience meets customer expectations and then exceeds them," says David Raab, principal at Raab Associates, a marketing technology consulting firm. For example, the Amazons, Burberrys and Netflixes of the world have created a widespread expectation that goods and services will be delivered practically in real time and cater exactly to customers' personal needs. [Click here to see Raab's presentation on the 'Seven Marketing Automation Myths to Ignore.']

"Consumers expect so much—the immediate delivery, these incredible personalized offers, just shy of reading



their mind," Raab says. In many cases, however, "there is a big gap between what customers expect the experience to be and what it is," he says (see Figure 1, "Slow Progress Toward Customer Engagement").

Consider that as quickly as companies can add new channels, customers take advantage of them, whether it's mobile, social and the Web or in-store, on-location and in the field. Marketers need to ensure their messaging and corporate persona are consistent across channels, while simultaneously exploiting each channel's capabilities for what it can bring to the interaction. As they channel-hop, customers leave behind digital imprints, rich with data that marketers can collect and analyze to create ever more personalized and localized interactions.



Many customers prefer to handle transactional details via self-service and automated solutions. When they do speak with a service provider, "they have a desire for the genuine, for unscripted service."

-Micah Solomon, customer service consultant, author and speaker In response, marketers are investing in technology capabilities that enable them to track and analyze customer activities, anticipate needs, interact in real time and relay information across all channels. The result: gripping, relevant, absorbing customer engagements that lead to lasting, profitable relationships, higher levels of satisfaction and new revenue. Société de Transport de Montréal, for example, has increased ridership and discovered new revenue, in part by delivering in-the-moment travel information, as well as localized and personalized offers, to commuters' smartphones (see page 6).

#### A Moving Target

Still, trying to make customers happy can be confusing. Their desires may seem contradictory at times. Many of today's customers, especially millennials, prefer to handle transactional details with the utmost speed and convenience via self-service and automated solutions, says Micah Solomon, a customer service consultant, author and speaker. When they do speak with a service provider, however, "they also have a desire for the genuine, for unscripted service," he says. This can be a difficult mix to get right, unless you can really understand their needs and desires. [Click here to read Solomon's blog post on the key to customer engagement.]

Thankfully, more consumers are willing to trade privacy for convenience and other valued engagements, Raab says (see Figure 2, "The Value of Personalization"). Of course, because not everyone feels that way, there needs to be an "off" switch so individuals can set their own preferred balance, he adds.

With big data analytics platforms able to comb through volumes of structured and unstructured data points in seconds—combining relevant information on demographic, psychographic, social activity and purchase behavior—companies can now draw conclusions about consumer preferences and predict their next moves.

"Assuming you know what your customer wants is the worst. Asking is better than assuming. But observing real behavior to determine preferences is the gold standard," says Raab. No wonder, then, that analytics

The Value of Personalization

58%

Would share measurements/sizes for more personal services

49%

Are comfortable with retailers collecting personal information in exchange for more personalized service

35%

Are OK with retailers sharing information with vendors/manufacturers

Source: Retail Shopping Results, Cisco Customer Experience Research, 2013.

platforms are a key technology on marketers' priority list of investments (see Figure 3, "Analytics Key to Customer Engagement"). An example is Lenovo, where data scientists analyze the unstructured data from social media to find out what's important to consumers "before Buzzfeed starts talking," says Rod Strother, director of the technology provider's Digital and Social Center of Excellence in Singapore (see page 7).

Additionally, Australia and New Zealand Banking Group (ANZ) analyzes actual customer behavior to provide advice on streamlining customers' banking transactions (see page 8).

Analytics can also enable companies to glean hidden insights from ever-growing data stores that can be passed along to customers. Using the latest in-memory technology, fleet management giant ARI offers customers fast insights into data to optimize efficiency and minimize total cost of ownership (see page 9).

#### **Emotional Bonding**

Emotions can be the heart of an engaging customer experience. "The hallmarks of personal service are a warm welcome, a fond farewell and emotionally appropriate service processes," says consultant Solomon. To Mike Wittenstein, customer experience designer at Storyminers, a global experience and service design consultancy, emotions are the "brand glue that bring customers closer to companies." [Click here to view a video interview with Wittenstein, conducted by the editor of *Customer Experience Magazine*.]



"No matter how hard you try or how much you spend, your brand can't be any better than what your customers actually experience."

—Mike Wittenstein, customer experience

designer, Storyminers

Providing personal experiences is one way that companies can inject emotion into their engagements. This would be the hotel clerk who upgrades a family's accommodations to a suite, unasked, knowing the single room they booked will prove claustrophobic. It is the jeweler who enlarges a wedding band, gratis, when brought in for cleaning because the customer's arthritis made it impossible to slip it on her finger. People don't forget experiences like these, and they want to tell others about them.

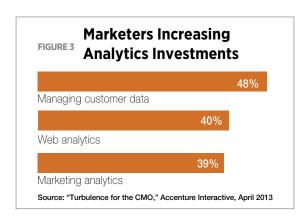
Swiss grocer coop@home, for example, is working with a group of healthcare clinics to provide coop@home vouchers as part of the "going home" package for people who have been hospitalized. The effort is part of a push to target people who most need at-home grocery delivery. "That's part of our long-term goals, to really make a difference in people's lives," says Ellen Brasse, head of marketing for coop@home (see page 10).

Emotional connections come into play in the B2B world, as well, says Wittenstein. "In B2B, people want to feel supported, informed and to look great in front of their boss," he says. In fact, B2B companies are currently making more progress, faster, than their B2C counterparts. "B2B clients notice and appreciate the slightest timeand money-saving improvements," Wittenstein says.

It's not enough to strike the right emotional note; marketers, and the leaders who support them, need to ensure that all channels are aligned to deliver on the promise implied by the emotion. Wittenstein cites the case of a home improvement retailer running a touching TV ad showing a father and son building a tree house together. When he went to his local store to pick up supplies for just such a project, he was chagrined to discover the necessary materials were not in stock. "They just missed the boat completely," Wittenstein recalls.

#### **Technology Enables Execution**

Although more technology options than ever can help marketers get closer to customers—mobility, analytics, social networking and big data platforms top the list—experts agree your customer engagement strategy is much more important than the choice of technology you



select to enable that strategy. "You have to start with a commitment as a business to align around your customer," consultant Raab says. "It has to be a conscious business strategy—this is what we're doing, why we're doing it, and this is what we expect to get out of it."

What matters most is to make a decision about putting the customer at the center of your company, Solomon adds. "From this, finding the right tools and approaches will follow logically." CEMEX is a good B2B example of a company that has struck that balance. Well-known for its focus on keeping customers updated in real time on delivery status, CEMEX has developed a mobile app that tells customers exactly where the truck carrying their order is located (see page 11).

Customer engagement is not just another marketing campaign; the entire company needs to rally around the effort. "No matter how hard you try or how much you spend, your brand can't be any better than what your customers actually experience," says Wittenstein. "Nothing matters unless customers notice, appreciate and share what you did for them."

Lauren Gibbons Paul has written extensively on customer relationship management and customer experience management for more than 15 years. Additional reporting for the ANZ and Lenovo snapshots provided by Elizabeth Fry.



## STM Spells F-U-N

Montreal's public transportation system provides much more than an efficient ride.

Riding on public transportation doesn't rank at the top of most people's lists of delightful experiences. That is, not unless they live in Montréal. On any given day, a commute on a Société de Transport de Montréal (STM) bus or train transports customers into a world of convenience, personalized deals and fun.



Pierre Bourbonniére, director of marketing, Société de Transport de Montréal

STM has developed an app that uses geolocation capabilities, real-time analytics and information gleaned from its transit-card system to learn about individual customer behaviors, update customers with current travel information and send them contextually relevant promotional offers to businesses on their routes. [Click here to view a video on STM's mobile initiative.]

Let's say you're heading home from work on a Friday afternoon. Because you swiped your transit card at the beginning of the trip, STM knows you are on-board. Shortly after you get on, you receive an alert on your smartphone that your home station is closed for elevator repairs and that you should take the suggested alternate route instead.

Further into your trip, another alert informs you that a famous fish market near the alternate destination has a special this evening: 50 percent off oysters. Because you opted to receive alerts on retail, restaurant, sports and entertainment offers, and you also provided the system with your preferences, STM "knows" that fresh seafood would likely be a great way to kick off your weekend.

Led by the inventive Pierre Bourbonniére, director of marketing, STM has increased public ridership in the last 18 months by sending real-time information to riders, expanding its routes, improving quality and emphasizing its environmental friendliness. The increase in riders is important, as STM's objective is to increase ridership by 40 percent by 2020.

"We have rebranded ourselves," says Bourbonniére.

"We have made ourselves a little more approachable, less governmental, more fun, cooler and always with something that is related to the environment." STM has also picked up new revenues from deals with merchants, who are keen to access people whose interests intersect with their offerings.

Millennial riders are especially environmentally conscious, Bourbonniére says, and STM targets this demographic via gamification techniques. In its "Merci" loyalty program, riders earn a "tree" for each return trip they make, which leads to awards when they reach different levels.

When it comes to customer engagement, STM enjoys an undeniably winning equation: appeal to riders' higher selves while providing maximum efficiency, relevance, good deals and—mais oui!—fun. •

#### Key Takeaways

- » By finding new ways to engage with customers, STM has "rebranded" itself.
- STM uses geolocation, analytics and mobile technologies to send commuters contextually relevant information and offers.
- Gamification techniques encourage increased ridership.

#### At a Glance: Société de Transport de Montréal

**Industry:** Public transportation

Headquarters: Montréal, Quebec, Canada

Founded: 1861

Employees: Approximately 9,000

Scope: 540 million rides estimated by 2020

www.stm.info/fr

Source: Société de Transport de Montréal



### Lenovo Listens

The global maker of PCs, smartphones and tablets is using social media to engage with and provide more value to customers.

arketers often view social media as a way to broadcast their brand message to customers. But at Lenovo, a global leader in the computer technology sector, that approach is turned inside out: The company uses digital marketing, and particularly social media, to listen to what consumers are saying.

AUDIO INTERVIEW WITH ROD STROTHER.

#### Key Takeaways

- » Lenovo views social media as a way to engage with consumers in real time and portray its brands in a new way.
- The company has invested time, staff and tools in bringing its social media strategy to the next maturity level.
- » It's important to measure your customer engagement efforts, but metrics don't tell the whole story.

Note: Strother's quotes are based on an interview and his presentation at a 2014 event sponsored by the International Association for the Measurement and Evaluation of Communication (AMEC).



Rod Strother, director, Digital and Social Center of Excellence, Lenovo

Lenovo then analyzes that information to get a feel for what consumers are interested in, so it can deliver more relevant products and valuable interactions. "Having spent a lot of time on the agency side, I know the number of companies who think of digital and social as something that happens 'over there,'" says Rod Strother, director of the Digital and Social Center of Excellence

at Lenovo in Singapore. "We've tried to change that by putting social media at the heart of everything we do."

Data scientists at Lenovo analyze the unstructured data obtained from social media to discover new consumer trends "before Buzzfeed starts talking about them," Strother says. These insights—like color preferences for laptops—are passed to product development and the global supply chain. "It takes the guesswork out of product development, so customers are getting products that are far more relevant and useful," he says. Doing so requires an investment of time, staff and tools, but it also represents a step toward developing a socially optimized marketing strategy.

[Click here to view a presentation by Strother at an AMEC event.]

Lenovo also uses social media for what Strother calls "real-time marketing." For example, when the company recently introduced its Horizon interpersonal PC, a woman in Cleveland, Ohio, tweeted her excitement because she knew its touchscreen would benefit her young son, who

is on the autism spectrum. When a community manager on Strother's team saw the tweets, she lobbied for a free Horizon to be delivered to the woman's home. A Lenovo employee did just that, live-tweeting on the way.

How many Horizons did Lenovo sell as a result of that experience? "I don't care," Strother says. "I can tell you how many tweets and replies there were, but it was more about making a connection with our target audience." At the same time, Lenovo recently partnered with Socialbakers to create the Social Health Index, which traces a brand's social performance and combines it into one single rating. Brands are scored on four metrics: audience participation, acquisition of new community members, retention of the brand's audience, and the shareability and effectiveness of content.

"One of the biggest challenges we have in social media is the sheer number of things to measure," Strother says. Using the Social Health Index, he says, marketers are better able to report their social media engagement results to business leaders. •

#### At a Glance: Lenovo

Industry: Global provider of computer technology, including

PCs, tablets and smartphones

Headquarters: Beijing, China, and Morrisville, North Carolina

Founded: 1984

Revenues: US\$39 billion

Employees: 54,000 worldwide

Scope: Operates in more than 60 countries, sells products in

160 countries www.lenovo.com Source: Lenovo



# ANZ Invests in Ease and Simplicity

Australia's largest bank bases its customer engagement on the premise that people don't want to spend their time banking.

ustralia and New Zealand Banking Group Ltd (ANZ) has turned the question of how to engage with customers on its head. The country's second biggest lender by value looks at how customers can engage with the bank rather than how it engages with customers.



#### Key Takeaways

- For ANZ, customer engagement is about rethinking the role of marketing—from communicating to people what the brand is to re-crafting experiences based on relevant information.
- The bank's philosophy hinges on making banking as simple as possible for customers.
- » ANZ contacts customers who have conducted time-consuming transactions to gain feedback and suggest a better way to complete such transactions.



Matt Boss, Australian managing director of products and marketing, ANZ

The key to those experiences, says Matt Boss, Australian managing director of products and marketing, is simplicity. With ANZ's goMoney mobile offering, for example, customers can quickly check balances, transfer money or pay bills without having to punch in all their account details. The app is designed to be used without instructions, and everything can

be accomplished with one hand. "Many customers don't want to think about banking," Boss says. [Click here to view ANZ's 30-second advertisement on goMoney.]

ANZ has also invested heavily in analytics so it can create a more tailored, relevant experience. "We still do [campaigns], but we are thinking much more about the one-to-one customer communication," Boss says.

The focus for these insights will be on providing advice and suggestions to streamline customers' banking experience based on their actual behavior. "When someone walks into the branch, we want to have a good idea of why they are there. If their card doesn't work in a merchant terminal, we need to reach out to let them know it's not something to do with their card; it has to do with the terminal," Boss says.

Similarly, if customers are conducting time-consuming transactions, the bank sends them a text to suggest a

quicker approach. "It has to be immediate. It's no good having that insight 30 days later, because you've lost all relevancy," he says. "It's really a different skill and a different vision than is found in most marketing or even in product departments."

ANZ is starting to use social data and analytics to better understand key trends. "Just as Google uses a search to understand what's going on in the world, we can sometimes address macro issues if we see things start to take place in the social space," Boss says.

So far, it looks like ANZ is succeeding: Complaints are down 10 percent each year, and customer satisfaction is at about 83 percent. "The strategy," Boss says, "is to ultimately make our customers' and staff's day much easier."

#### At a Glance: ANZ Banking Group Ltd

**Industry:** Banking and Finance

Headquarters: Melbourne, Victoria, Australia

Founded: 1835

2014 full-year operating income: AU\$20 billion

Employees: Approximately 50,000 worldwide

**Scope:** One of Australia's big-four banks, with operations in the Asia-Pacific region, ANZ provides a range of banking and financial products and services to retail, small business, corporate and institutional clients

www.anz.com

Source: Australia and New Zealand Banking Group Ltd



### ARI Drives-and Delivers-Trust

Fleet management giant provides insights that optimize customers' operational performance.

RI is no stranger to using data and insights for customer engagement. For years, it has helped its customers optimize fleet efficiency and minimize total cost of ownership (TCO) by collecting and analyzing thousands of vehicle data points.



Lee Ann Gehrs, vice president of client relations, ARI

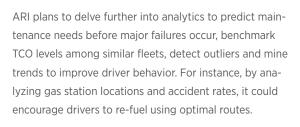
The data includes a nearly infinite number of variables, including equipment depreciation, fuel, maintenance, registration costs, miles driven, terrain, temperature and driving style. It also includes telematics information from onboard computers that measure a multitude of metrics, including vehicle speed, fuel use and

However, as both the speed of business and the amount of data has increased, ARI needed to deliver insights in minutes, not days, and respond to queries in minutes, not hours. The company also recognized the opportunity to unearth trends and correlations buried within

its data. "We were seeing a lot of customer requests to get more insight out of the information we had," says Lee Ann Gehrs, ARI vice president of client relations.

idling time.





The company strengthens customer engagement in other ways, as well. For example, it built a technology lab in which customers and prospects can experiment with new technologies, such as "connected truck" telematics tools. "We evaluate the technology and say whether or not it is right for our customers on an individual level," says Tony Candeloro, vice president of product development. "They can completely rely on us to deploy the right technology for their fleet." For ARI, it's all part of a being a true trusted partner for its customers. •



- ARI collects thousands of data points on each vehicle, as well as telematics information from onboard computers that track vehicle speed, fuel use and idling time.
- Wising in-memory technology, the company finds insights and hidden correlations within this information.
- » Customers can query data themselves through a Web portal.



Tony Candeloro, vice president of product development, ARI

#### At a Glance: ARI

**Industry:** Vehicle fleet management

Headquarters: Mount Laurel, New Jersey

Founded: 1948

Employees: 2,800 worldwide

**Scope:** Largest privately held fleet management services company in the world. Manages approximately 1 million vehicles in North America and Europe; together with partners, manages

2 million vehicles worldwide

Parent company: Holman Automotive Group

www.arifleet.com

Source: ARI



## Nourishing the Customer

A pioneer of mobile grocery shopping in Switzerland, coop@home never stops working to make customers' lives easier.

or Ellen Brasse, engaging customers with personalized experiences is a personal mission. Head of marketing and sales for coop@home, Brasse helped launch a smartphone-based grocery shopping app for Basel, Switzerland-based grocery giant Coop back in 2009.



Ellen Brasse, head of marketing and sales. coop@home

The app took off, with online sales increasing 13 percent yearover-year in 2013. In the years since its debut, Brasse has continued to experiment, leveraging omnichannel integration and analytics to engage even more effectively with customers.

For example, in 2013 coop@ home experimented with a

pop-up store promotion at the large Coop store located just above the main commuter train station in Zurich. The store's front window displayed products that would be difficult to handle by train—wine, large bags of pet food, multipack drinks—and invited shoppers to order them for immediate home delivery by scanning the products' barcodes on their smartphones. (These same items, incidentally, nudge up the average cost per cart by quite a bit.) [Click here for SAP CEO Bill McDermott's views on coop@home.]

Brasse and her team have recently leveraged analytics to better understand customers' everyday needs. For the past year, the app has sent out a survey after every delivery, when the experience is freshest in the customer's mind. Brasse wanted to "bring the iceberg out of the water" and hear more complaints because, in her experience, the most loyal customers are those who had voiced a complaint and then had the problem fixed.

"You have someone who has never had a problem. [On

the loyalty scale, I they are at 80 percent. Then you have someone who has had a bad experience and a bad result. They are at 50 percent. Then you have a customer who had a problem, called in and got it resolved. Those people are like 95 percent for loyalty. They are a much more loyal group," says Brasse.

Using analytics, the grocer has tweaked elements of its home delivery service. For example, numerous complaints about bananas arriving in bad shape led to the insight that delicate tropical fruit does not thrive in cool delivery trucks. Now, bananas are sent home in special bags. This is the type of small touch at which coop@ home shines. "We're extremely focused on getting the experience right and engaging customers the way they want to engage with us," says Brasse. •

**Industry: Retail** 

Headquarters: Basel, Switzerland

At a Glance: Coop

Founded: 1969

Revenues, Coop: US\$27 billion

Revenues, coop@home: US\$106.7 million

Employees: 75,000

Scope: Second largest retailer in Switzerland, focusing on gro-

ceries. coop@home is the online grocery arm Registered users on coop@home: 600,000

Subscribers to the coop@home weekly email: 175,000

Percent of online grocery revenues via the mobile app:

20% and growing

www.coop.ch

Source: Coop

#### Kev Takeaways

- » coop@home goes out of its way to hear and resolve customer concerns.
- The mobile grocer focuses on customer segmentation and hones in on where the need is greatest, including families with small children and surgery patients.
- » Analytics helps generate insights that improve aspects of home delivery, like fresher produce.



# Cementing the Relationship

CEMEX turns a commodity business into one that anticipates its customers' needs and provides them with anytime/anywhere information.

Ven Bontha is no newcomer to customer engagement. Vice president of customer experience at CEMEX Inc. (the U.S. arm of global building materials giant CEMEX), Bontha began the journey several years ago.



Ven Bontha, vice president of customer experience, CEMEX Inc.

CEMEX's products—cement and concrete—are commodities, making market differentiation difficult and customer engagement essential. Bontha began by determining customers' top priorities: quality, quickly followed by ontime delivery. Timing is crucial for both products: cement, because building projects are held up without it, and concrete, because it has a short shelf life after it's

mixed. Customers wanted to be alerted immediately to any delays in getting their orders on time. [Click here to view an interview with Bontha on customer engagement while he received Gartner's CRM Excellence Award.]

To meet the needs for reliability and speed, CEMEX implemented a CRM system in 2009 and integrated it with dispatch and truck management, among other systems, as well as with live video on its loading docks. The result enables employees to literally see when trucks depart, and then convey status updates to customers. That application immediately boosted customer satisfaction. But what about the customers themselves? Bontha knew they hungered for up-to-the-minute data that they could access directly.

Toward that end, early in 2014, Bontha's team rolled out a mobile app to select customers. Using their iPhone or Android device and geolocation capabilities, these customers can pull up information that tells them exactly where the truck carrying their order is located. Bontha will soon make

the app available to all customers, with little additional cost—another win for the bottom line.

Bontha's group also uses analytics to unearth customer trends in different segments. For example, because it knows that its smallest customers (i.e., mom-n-pop companies serving local builders) need at least one job per month to be profitable, Bontha's team checks to ensure that it receives at least one invoice per small customer each month. Because the lack of an invoice would indicate the customer has worked with a competitor, a member of the outbound campaign team contacts the customer.

Results can be tricky to measure. When it comes to gauging returns on the company's customer engagement efforts, Bontha says, "Success is different for different customer segments." And the picture changes all the time.

Of course, much remains to be done. "There are huge numbers of customers we need to engage and keep them engaged constantly," he says. Bottom line: Customer engagement work never ends. •

#### Key Takeaways

- CEMEX sends alerts on delivery status and delays.
- » Customers can see realtime data on delivery status, using a mobile app and geolocation capabilities.
- » Analytics enables CEMEX to respond to customer needs to promote loyalty.

#### At a Glance: CEMEX

**Industry:** Global building materials **Headquarters:** Monterrey, Mexico

Founded: 1906

Revenues: US\$15.23 billion
Employees: 43,000 worldwide

Scope: Operates in more than 50 countries worldwide

www.cemex.com

Source: CEMEX Inc.



### SPONSOR'S STATEMENT

#### Customer engagement solutions from SAP can help your company:

- Market to an audience of one.
- Sell smarter with business insight and sales productivity.
- Deliver effortless customer service.

# Creating a Responsive and Adaptive Customer Engagement Organization

The way that businesses engage with customers and manage relationships has radically changed. Today's customers are digitally empowered through mobile and social technologies, and they are better informed than ever before. Customers are now in control of the relationships they have with their favorite brands—not the other way around.

In the face of this challenge, traditional sales, service and marketing tools are fast approaching obsolescence. They just do not have the ability to satisfy the growing demand for orchestrated cross-channel customer engagements. And while other tools on the market independently address silos of sales force automation, call centers, email/Web marketing, analytics, social listening, customer loyalty and commerce, what businesses need is a comprehensive approach. Such an approach needs to be based on a unified view of customers and products, enabling companies to engage with customers consistently, across all touchpoints, throughout the customer journey.

The fact is, customers no longer conform to the push-marketing, sales-funnel thinking that most systems are built upon. This approach tends to force customers into a relationship paradigm in which the business is in control, prescribing a linear buying process. Developed in the 20th century, this model is simply no longer applicable.

Today's customers are in control of their journey, and the journey doesn't happen in a linear fashion—it is dynamic, and it happens at the customer's convenience. This is why businesses need an adaptive customer engagement platform that provides a unified view of the customer. Such a platform enables the business to constantly listen and learn from each interaction to make the follow-up engagement more relevant.

SAP helps businesses respond to the demand for an innovative and simplified approach to managing the complex nature of the modern customer journey. We are helping companies that market, sell and service customers around the world by delivering a solutions portfolio focused on omnichannel customer engagement.

Companies that are most adaptable to customer-driven change will survive and even thrive. SAP's customer engagement solutions empower organizations to provide excellence in customer engagements through marketing, sales, service and commerce activities.

SAP's products and services are designed to enable businesses to engage their customers like never before. They deliver the best experience for individual customers across multiple channels and throughout the entire customer journey, whether it's how a marketer communicates with them or a site, how an app responds to them or how a sales or service agent helps them.

For more information about customer engagement solutions from SAP, please visit us at bit.ly/SAPEngagement.

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