

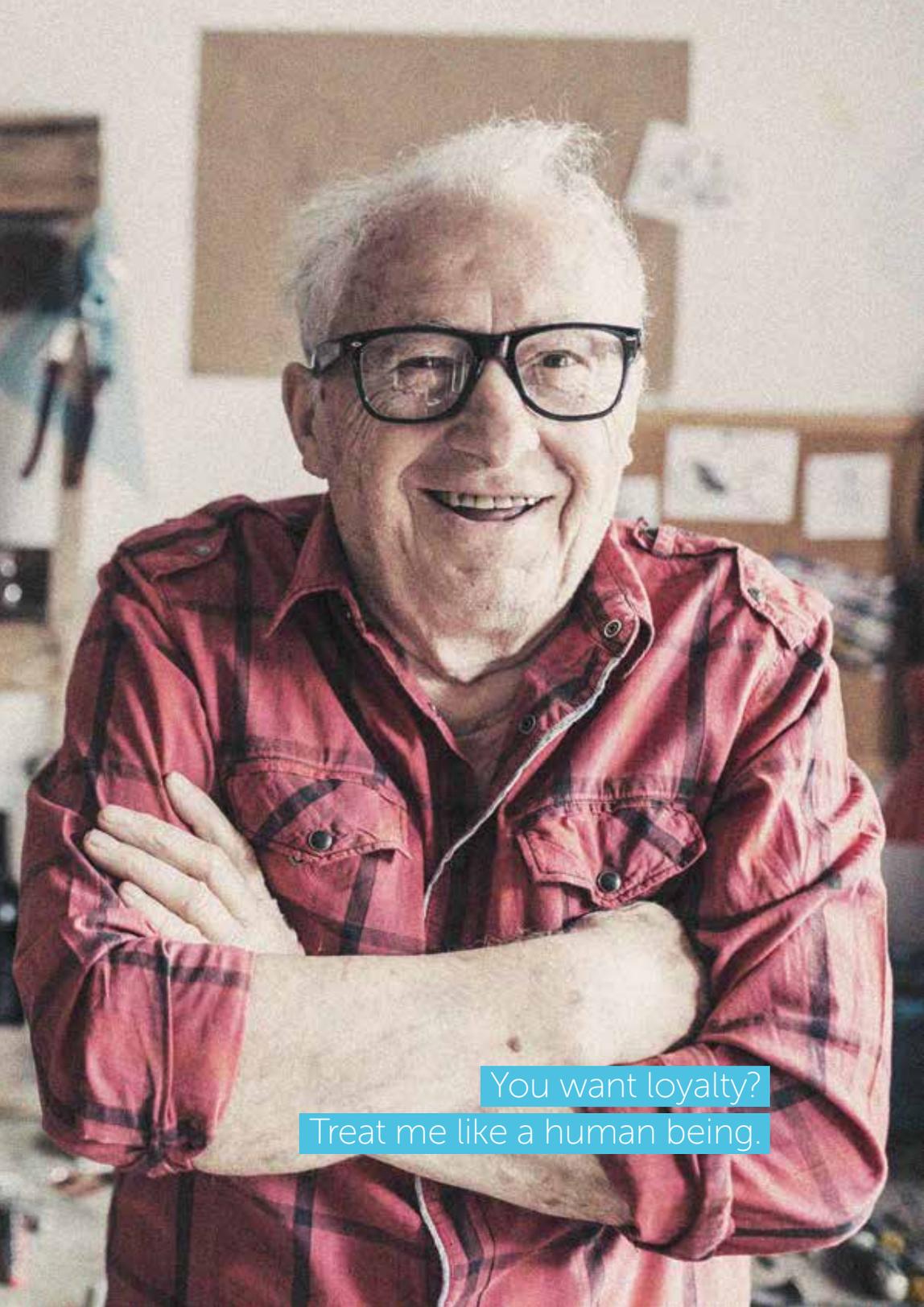


touch

do it right



You understand me.
I understand you.



You want loyalty?
Treat me like a human being.

This book is for people who understand the vision of customer engagement at scale – and want to do something about it. Two principles apply:

Human first

The human-first principle prioritizes the desires of customers and future customers above all else. It embraces understanding, connection, and intuition.

Enterprise engagement

The enterprise engagement principle calls for mobilizing your entire organization to create, measure, predict, and optimize the experiences of every customer. Wherever, whenever.

It's not about you

Too many businesses start customer conversations with the word we. "We want to be your first choice in banking." "We're working hard to earn your trust." Really?

Customers don't really care about you, and that's not going to change. They have their own busy lives, and brands are welcome only as long as they bring value to the table.

Human-first engagement works when companies listen respectfully and respond appropriately. It's hard enough to do face-to-face, with salespeople talking with customers on a showroom floor. So imagine the challenge of engaging millions of customers every day through digital channels. That's where enterprise social technology – a system of customer engagement – comes in.

A system of customer engagement uses business intuition to match enterprise assets with customer needs, at scale. It captures relevant social conversations and processes them into business intelligence, enabling brands to interact quickly – and personally.

human first

Before business leader, before soccer dad, before super mom, before anything else, we are human first. It is in our nature to connect. To touch and to be touched. To be moved and inspired. But it has to be on our terms, on our turf.

In life, we reward those who figure us out, which is exactly what so many companies are trying to do with their customers these days. Using technology and creativity to learn what people want, and then delivering products and services to make lives simpler or better or easier. Without being annoying.

Therein lies the rub.

the right touch

The customer-experience journey has four stages of social engagement that define the quality and character of how companies connect with customers. On one side are “all-in” players who get it. They’ve invested in a system of customer engagement and the processes to make it work. In these companies, executive leadership is committed to engaging the entire enterprise in putting customers first. On the other side are businesses that are just starting to figure social out social media. Wherever you find yourself, start there.



The four stages of the enterprise social engagement journey

BRAND-CENTRIC

WHERE MOST COMPANIES ARE TODAY

'Doing Social'

Functional

Is this you? ▶

- We can't handle the volume of social conversations
- Random acts in social need to stop
- Delayed responses put customers at risk
- Competitors are doing a lot more than we are
- Someone needs to own and coordinate all of this stuff
- We need a strategy

AH-HA Moments

Optimized

- Central leadership provides governance and standards, but we can't get everyone on board
- Marketing, PR, and Customer Care benefit from social engagement but only for their teams
- Executives still don't know what we're doing and how we're adding value
- Social leaders need executive support to create bigger impact
- Technologies are getting in the way instead of helping people work together

Why Engagement Matters

Role for Social

Get In the Game

Build Operational Proficiency

Strategy

There Isn't One

Centralize and Organize

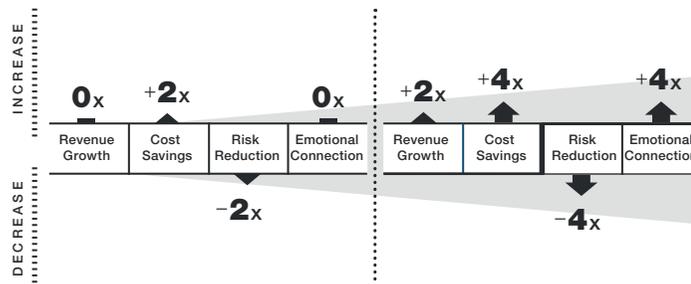
\$

♥

\$

♥

Potential Outcomes



CUSTOMER-CENTRIC

WHERE MOST COMPANIES WILL BE BY 2025

'Being Social'

Integrated

- Executives want social to drive business value faster
- Teams not active in social request on-boarding and training
- Change agent(s) struggle to get system of engagement integrated fast enough with legacy systems of record
- More business groups request social customer data reports
- We're achieving KPI goals, but brand health and love metrics are lagging

Customer-First

- Executives mandate that serving customers matters more than anything else
- Social data enriches and enables a 360-degree view of the customer
- Every customer-facing employee is using social customer insights
- Company is able to communicate in a single brand voice to customers

Drive Business Value

Ensure Customers Matter

Collaborate Cross-Functionally

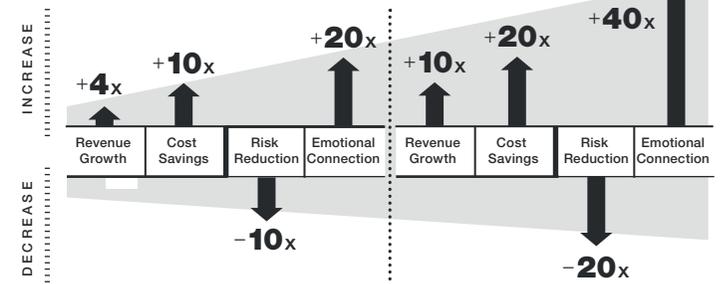
Serve Customers

\$

♥

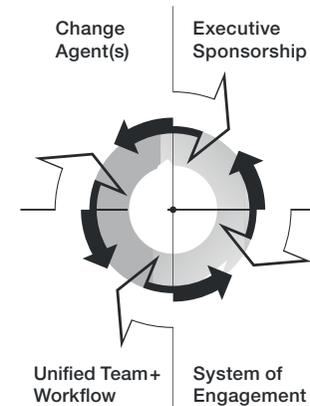
\$

♥



THE CHASM

The 4 Must-Haves to Cross the Chasm:





It's later than
you think.

wake-up calls

Any journey involves stages and milestones along the way – bumps and detours, too. It's no different for a brand moving toward putting customers first, where careful planning can be instantly disrupted by a series of wake-up calls that force the journey forward.

Caught off guard

A crisis forces teams to work together to meet customer needs in ways they've never had to before.

Abandonment issues

Marketing sees one profile, brick and mortar managers see another. Customers aren't recognized. They leave.

They want more

Mary, a regional sales director, says her team needs training to deal with the explosion of your brand on Pinterest.

Uh-oh

A new competitor disrupts your industry by simplifying the customer experience. The game has changed and you're playing catch-up.

Front-office fumbles

Your people are frustrated because they're operating as human middleware. They can't manage the volume of functional hand-offs they're facing. Customer service is suffering.

caught off guard

When a crisis occurs you need a coordinated response at the speed of social. That won't happen unless executive leadership makes enterprise social engagement a strategic priority.

A long-time senior employee is let go abruptly, turning him into a now-disgruntled former employee. When he takes to social media to trash management and vendors, the whole mess goes viral. Important client relationships and new product innovations are now at risk. It's much more than a legal issue. HR, PR, marketing, compliance, customer relations, and vendor relations are all caught up in the swirl.

How enterprise social engagement helps

Organizations with mature social engagement capabilities get ahead of crises like these because they have a technology infrastructure – a system of engagement – that enables them to listen, capture, process, and respond to social conversations. People, processes, and technologies are aligned cross-functionally.

- **Governance rules.** Your legal staff quickly circulates the corporate policies and procedures that apply. No one is left wondering.
- **Swift communications.** HR distributes an alert to all employees, making sure everyone understands what's expected of them.
- **Inoculation.** Marketing activates brand advocates to defend your reputation on social channels and forestall adverse impacts.
- **Outreach.** PR communicates with targeted media to explain what has occurred. Offers to interview senior executives are extended as needed.
- **Readiness on the front lines.** Customer care creates scripts for case management teams to use when customers inquire. Vendor relations and partner account teams reassure their stakeholders that the situation is being managed.



You shouldn't
have to ask.

abandonment issues

The average abandonment rate for online shopping is nearly 70%, and causes of abandonment are many. When customers sense you're abusing their trust, they'll walk away in a heartbeat. Enterprise social engagement can help reduce abandonment rates, but it takes relentless attention.

How enterprise social engagement helps

Any event that directly affects top-line growth is a serious wake-up call. Stay alert for important signals and be prepared to act quickly to remove friction for customers.

- **Radical transparency.** Customers want to be able to manage privacy and security across all touchpoints with your brand. Make sure their experiences are respectful and appropriate.
- **Crystal clarity.** Customers believe their data is protected because you tell them clearly, simply, and frequently. Prove it by your actions.
- **No hoops.** When customers have to submit profile information again and again, they won't stick around.
- **Real-time engagement.** Customer satisfaction happens in real time. It's measured minute by minute through intelligent systems that interact with one another.
- **Track defections.** When you connect social to in-store sales data, you can recognize when a customer has defected and rally your workforce to regain their trust. Turning detractors into promoters must be an executive mandate.

they want more

There's no wake-up call like an army of employees telling you they want to get involved in social. When teams want to engage without you asking them, everyone wins.

It happens unexpectedly. Your social team receives an email from a business leader who had – until now – never expressed an interest in social anything. Then she heard about a big customer win in another division. Good news travels fast, creating a bandwagon everyone wants to jump on. Rather than wait for others to come to you, become the evangelist. Take the initiative to help your entire organization gear up for what's next: enterprise social engagement.

How enterprise social engagement helps

Enterprise social engagement is a relatively young industry, but great examples of winning practices have already emerged. There's no need to reinvent the wheel.

- **Make it easy.** Make sure people understand how easy social training is. Hold the advanced stuff for later.
- **Pilot everything.** Quick wins are key in social. Find some allies in your organization who are willing to pilot new social software. Capture anecdotes and use them to communicate success stories.
- **Embrace innovators.** Word of mouth is a powerful engine for adoption and integration. Identify change agents who've embraced social and recognize them for their passion and vision. Others will want to bask in that same spotlight.
- **Govern through principles, not rules.** Sharing best practices is an effective way to ensure people understand what to do and how to do it. Document policies and procedures for sure, but deploy them through positive stories and broad principles of engagement.



uh-oh

You saw the presentation from your consultant a year ago. You took the story to leadership and they said to stay focused on here and now. Now look where you are. Another “unicorn” is stealing headlines and customers. You’re getting Uber-ed. Airbnb-ed. Amazon-ed. Mint-ed. How much longer does this go on before you pivot, invest, innovate, take a risk?

How enterprise social engagement helps

Every day brings new examples of disruptive competitors, harsh stories about those who failed to take technology threats seriously. The leaders are those who can deliver frictionless customer experiences. They have enterprise intuition – the magic touch.

- **Customer-experience forensics.** Analyze every possible customer touchpoint and interaction. Identify elements of friction and re-architect customer experiences to eliminate that friction. Do this with internal processes too.
- **Look outside your industry.** Take a hard look at the best “friction eradicators” you can find from the world around you. Figure out how they re-engineered customer experiences. Bring that learning to your own forensic analysis.
- **Dissect competitors.** Do the same with your competitive set. Ask former customers where they encountered friction with your brand. Find out where competitors do it better.

front-office fumbles

Customers don't care whether the person they're talking to is from customer care or marketing. They just want their reservation changed or their account credited. They expect every part of your company to know what every other part of your company knows. Immediately and forevermore. When that doesn't happen, they get annoyed and spread their unhappiness – in seconds – creating a long tail of concerns for your own people, your channel partners, and your brand.

How enterprise social engagement helps

Companies like Workday are already rewiring the back office, connecting mission-critical functions, improving workflow, and enabling cross-functional efficiency. The front office needs to be similarly wired for customer engagement.

- **Better workflow.** Teams can connect and collaborate in tackling customer-critical initiatives.
- **Rich data.** Customer data is enriched with information gleaned from social interactions.
- **No silos.** The organization integrates in real time to meet customer needs and desires.
- **Agility rules.** Friction in any form is eradicated.
- **Better, faster decisions.** Workflow rewards action, learning, and speed.
- **Everyone is smarter.** Data is visible and easy to use. Teams are better informed.
- **Systems of engagement.** Systems of record merely house data. Systems of engagement power all customer-facing activities.
- **All in.** Every customer-facing employee is empowered and technologically enabled to become a social actor.

touch goes both ways

Newton's Third Law of Physics is unequivocal. For every action, there is an equal and opposite reaction. That's true with physical objects, and it's true with relationships.

In human interactions, a single touch can trigger a chain of events that ripple through life at light speed. Delight from a happy customer, outrage from a breach of trust, and everything in between. That's why it is so important to know who's talking, to really understand what they're saying, and to respond effectively. Without a scalable system of engagement that enables enterprise intuition, that's not going to happen. And you'll struggle to create experiences your customers love.

One approach for grappling with issues that come up in enterprise social engagement is to use our *Roadmap to Creating and Capturing Value from the Connected Customer*. It reflects what we've learned working with hundreds of global brands that have embarked on their own journeys to become customer-first enterprises.

sprinklr.com/touch

 sprinklr®