



*THE
ESSENTIAL
GUIDE TO*
**CUSTOMER
OBSESSION**

*HOW TO DRIVE PROFITABLE GROWTH IN
THE CUSTOMER ENGAGEMENT ECONOMY*

bluewolf™

WELCOME



**BUSINESS
PROCESSES AND
TECHNOLOGIES
MUST BE
RECAST
THROUGH
THE LENS OF
CUSTOMER
OBSESSION.**

Nearly 90% of CEOs rank customer engagement as their primary initiative. It's certainly my top priority. Why? Put simply, companies that increase customer engagement increase their profits. When a customer is engaged, your company is the default choice for their purchasing decisions. They're advocates for your brand. And they'll buy higher value goods and services from you over time.

In the emerging Customer Engagement Economy, companies recognize it's necessary to shake up the status quo. Business processes and technologies must be recast through the lens of customer-obsession. That means your company must be obsessed about knowing and engaging your customers better—but also your customers' customers. The end-game is to know what customers want, before they know they want it.

Your employees are the key to becoming a customer-obsessed organization. Flexible technologies like cloud, social, and mobile enable them to share knowledge and innovate. By harnessing these technologies, our clients have been able to rapidly evolve to become more agile and customer-obsessed.

Companies can't sustain the 3x investment required to attract new business. Instead, they need to drive more business and higher value deals from existing customers. That's why we believe customer engagement is set to overtake productivity as the primary driver of profitable growth. Customer-obsession drives customer engagement. This guide will show you why and how. Enjoy the read!



ERIC BERRIDGE • FOUNDER AND CEO
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*HOW TO
ACTIVATE*
**CUSTOMER
OBSESSION**



① THE BUYER IS CHANGING

ONLY

20

OF CUSTOMERS ARE FULLY ENGAGED.



The customer is changing. Information about your company, products, and services is more readily available than ever before. And social media can instantly make or break your reputation.

Customers are empowered to own the buying process. And they won't remain loyal simply because they've done business with you before. You must continually meet or exceed their expectations. And they require a personalized experience. The reality is, you no longer drive company brand and messaging, your customers do.

In the era of the always-on customer, profitable growth is dependent on customer engagement. If you're not providing customers what they want, how they want it, you're missing sales opportunities. According to Gallup, customers who are fully engaged represent an average 23% premium in terms of share of wallet, profitability, revenue, and relationship growth over the average customer. Yet, on average, only 20% of customers are fully engaged. Unlock the value of customer engagement and the upside potential for your company is colossal.

“WE NOW HAVE A SYSTEM THAT ENCOURAGES PROACTIVENESS WITH OUR CUSTOMERS BECAUSE OUR SALES TEAM HAS ALL OF THE INFORMATION IT NEEDS AT ITS FINGERTIPS TO ADDRESS BUYERS' NEEDS.”

-TONY BALL • SVP IDENTITY AND ACCESS MANAGEMENT • HID

② INNOVATION IS CHANGING

**AN ENGAGED
EMPLOYEE
CLOSES**

33

MORE DEALS.



To remain relevant, companies must continuously innovate to deliver an exceptional customer experience.

The catalyst for innovation is employee engagement. Employees on the front lines know best what works for your customers—what engages them, what alienates them. And internal collaboration cultivates new ideas that differentiate your company. The free flow of information mobilizes every department and touchpoint to better understand customer needs and deliver customers what they want, when and how they want it.

The flexibility of cloud, social, and mobile technologies

enables companies to respond to customer expectations faster than ever before. In fact, real-time, collaboration-fueled innovation makes it possible to deliver a frictionless experience, solving issues customers may not even know they have.

However, customer-centered innovation creates a degree of chaos. A vibrant culture of innovation sprouts many and varied ideas. As a result, cloud governance has become a business imperative, to ensure innovations that bolster customer engagement are prioritized and quickly embraced.



GLAXOSMITHKLINE HAS ENABLED ITS EMPLOYEES TO SHARE KNOWLEDGE AND IDEAS IN REAL-TIME WHILE ON THE GO. THE IPAD KOACH APP HAS MOBILIZED THE SALES FORCE, ALLOWING REPS TO SPEND LESS TIME SEARCHING FOR AND LOGGING INFORMATION, AND MORE QUALITY TIME WITH THE CUSTOMER.



3 LEADERSHIP IS CHANGING

70

OF CUSTOMER DECISIONS ARE BASED ON EMOTIONAL FACTORS.



Customer visibility is increasingly critical to effective leadership. Anonymous data generated by archaic systems is no longer relevant. Instead, the most valuable knowledge for informed decision-making is an insight into the human interactions that take place with customers. Behavioral economists believe up to 70% of customer decisions are based on emotional factors. Therefore, knowing customers as people, not transactions, is the only sure way to manage changing market demands and maintain an advantage over your competitors.

To sustain profitable growth, leaders must be focused on driving customer-obsession across the company. What does it take to

be customer-obsessed? You need to enable your employees to understand your customers as people with individual stories. Customers don't care about being served by the 'right' department, so employees must be empowered to own any customer interaction—however and whenever it may occur. A free flow of information and collaborative knowledge is essential to eliminate traditional silos. That means tight integration between back-end accounting and enterprise resource planning (ERP) systems and front-end customer relationship management (CRM) systems. And, beyond the company firewall, with social networks that capture qualitative information about brand sentiment and customers' personal likes and dislikes.

“WE NEEDED A SINGLE VIEW OF THE CUSTOMER...WHETHER AN EXISTING CUSTOMER OR A NEW CUSTOMER...TO BRING TOGETHER GLOBAL TEAMS AND LOCAL TEAMS TO DELIVER A CONSISTENT BRAND PROPOSITION.”

-HIZMY HASSEN • GLOBAL DIGITAL DIRECTOR • COATS

**CUSTOMER
ENGAGEMENT
WILL OVERTAKE
PRODUCTIVITY AS
THE PRIMARY
DRIVER OF
PROFITABLE
GROWTH.**



PROFILE OF A CUSTOMER-OBSSESSED ENTERPRISE

NOBODY OWNS THE CUSTOMER, BUT SOMEONE ALWAYS OWNS THE MOMENT

Every employee must be enabled
to own any customer interaction

Cloud-powered business processes
→ rapid response to changing
customer expectations



KNOW WHAT YOUR CUSTOMERS WANT BEFORE THEY DO—AND ACT ON IT

Knowledge informs
proactive engagement
and innovation

Transparent customer
interactions inform C-suite
strategies in real-time

A culture that balances chaos
and control supports rapid
innovation and differentiation



CUSTOMERS ARE PEOPLE, NOT TRANSACTIONS

Technology is an enabler,
not the end-game

2:1 investment in employee
engagement vs technology



BLUEPRINT FOR A CUSTOMER-OBSESSED ENTERPRISE

SMASH DOWN SILOS

59%

**OF CUSTOMERS
WILL SWITCH
BRANDS TO
GET BETTER
SERVICE.**



Companies miss or mishandle up to 80% of customer engagement opportunities. Companies that perform better than this average have a clear competitive advantage and are more profitable.

Large companies, in particular, frequently mishandle customer moments because they fail to recognize that customer engagement is a shared responsibility across the enterprise. It is no longer the sole province of Sales, Marketing, or Customer Service. Every employee must be empowered to recognize a customer engagement opportunity and act on it.

Internal silos must become invisible. Information should flow freely

among departments, and employees need to be enabled to use data to build relationships with their customers and solve their problems.

Customers are truly engaged when they are known as people, not transactions. As a result, **cloud-based customer relationship management (CRM) applications are increasingly becoming the most strategic platform for companies** seeking to drive profitable growth. However, CRM solutions must be tightly integrated with social and mobile applications, as well as back-office systems, to provide a true 360 degree view of the customer. And the technology must support business processes that promote collaborative knowledge and customer engagement.

“WE PARTNERED WITH BLUEWOLF TO INTRODUCE CRM AND SOCIAL TOOLS AND PROCESSES THAT HELP US UNDERSTAND OUR CUSTOMERS BETTER AND SHARE INTERNAL KNOWLEDGE MORE EFFECTIVELY.”

-DEBORA RUSTEMEYER • GLOBAL COMMERCIAL PROGRAMS MANAGER • ERM

BLUEPRINT FOR A CUSTOMER-OBSESSED ENTERPRISE HARNESS CHAOS

IT TAKES

3X

THE RESOURCES
TO ACQUIRE A
NEW CUSTOMER
THAN TO
RETAIN ONE.

The days of top-down management are over. To encourage innovation and engagement across the enterprise, companies must be willing to embrace chaos. The emerging Customer Engagement Economy dictates that companies continuously respond to—and even get ahead of—the needs of their customers. Every employee and customer touchpoint must be mobilized to better understand customer needs and improve customer engagement.

To help operationalize this new way of thinking, the **C-suite should prioritize customer engagement KPIs alongside traditional financial metrics.** Employees must be given more latitude and recognized for innovative ideas that promote customer engagement. And archaic, transaction-based systems must give way to agile technologies and processes that

enable real-time responsiveness. Let customer results decide whether an idea thrives or dies. Balance the chaos with control by adopting cloud-based governance frameworks, not rigid policies.

THE NEW KPI MODEL



DESCRIPTIVE METRICS, SUCH AS CALL CENTER RESOLUTION RATES, WHICH EXPLAIN ACTUAL CUSTOMER INTERACTIONS.

OUTCOME METRICS ABOUT INTENDED BEHAVIOR, LIKE NET PROMOTER SCORE (NPS), WHICH PREDICT CUSTOMER BEHAVIOR.

OUTCOME METRICS ABOUT ACTUAL BEHAVIOR, WHICH MARRY SURVEY RESULTS WITH ACTUAL CUSTOMER BEHAVIOR.

BLUEPRINT FOR A CUSTOMER-OBSESSED ENTERPRISE

GET PERSONAL

73

WILL SPEND MORE BECAUSE OF A GOOD SERVICE HISTORY.



An academic understanding of your company's challenges, goals, and operations is no longer sufficient. You need the kind of understanding that only comes to one who has "lived it." Go undercover and see for yourself. Physically spend time with your employees as they interact with customers. And proactively solicit opinions and information that sketch the stories of customers as individuals, rather than rely on anonymous data to inform strategic decisions. Customers are truly engaged when they feel known.

The guiding principle of customer-obsession is to know your own

customers intimately, but also to understand your customers' customers.

Cloud, mobile, and social technologies give you access to the right customer information at the right time. This knowledge enables you to meet customers where they're at, learn what they want, and proactively meet their needs. Customer-obsession drives customer engagement. Only companies that fully embrace customer-obsession from the top will succeed in the Customer Engagement Economy.

AT ONE OF THE WORLD'S LARGEST FOOD DISTRIBUTORS, MEMBERS OF THE BLUEWOLF TEAM SPENT TIME RIDING ALONG WITH THE COMPANY'S TOP SALES REPS ON THEIR VISITS TO CUSTOMERS. BY "GETTING PERSONAL", THE BLUEWOLF TEAM WAS ABLE TO UNDERSTAND THE UNIQUE INTERACTIONS BETWEEN THE COMPANY'S EMPLOYEES AND CUSTOMERS. AS A RESULT, BLUEWOLF WAS ABLE TO MAKE RECOMMENDATIONS ON HOW PROCESSES AND TECHNOLOGIES COULD BE ENHANCED TO INCREASE ENGAGEMENT, INCLUDING DEVELOPMENT OF A MOBILE APP WITH VOICE RECOGNITION AND THAT ALLOWS DATA ENTRY WITH ONE HAND TO LIMIT INTERRUPTIONS TO SALES CALLS.

A photograph of three people (two men and one woman) looking at their mobile devices. The image is overlaid with a blue and yellow color gradient. Three blue arrows point from the top towards the heads of the three individuals. The text 'CUSTOMER OBSESSION EVERYWHERE THE POWER OF CLOUD, SOCIAL, MOBILE' is written in large white letters across the middle of the image.

CUSTOMER OBSESSION EVERYWHERE THE POWER OF CLOUD, SOCIAL, MOBILE

**REAL-TIME
CAPTURE OF
INFORMATION
FURNISHES
A RICHER
KNOWLEDGE
BASE ABOUT
YOUR
CUSTOMERS
THAT MAKES
IT EASIER
TO PREDICT
THEIR FUTURE
EXPECTATIONS.**

Cloud-based technologies enable customer engagement. Only the cloud allows companies to innovate at the speed of changing customer demands. Instead of allocating time and resources to rigid, on-premises systems that are outdated as soon as they're released, the cloud gives companies the flexibility to leverage the latest technology features and functionality on-demand. Rather than invest in the maintenance of in-house systems, companies are freed to focus on customizations and innovations that meet customer needs and create a first-mover advantage in the market.

An enterprise-wide cloud-based CRM framework, like Salesforce®, is also the incubator of customer intimacy. Intelligent routing of customer information and visibility into engagement moments are the backbone of a customer-obsessed enterprise. The extension of cloud-based CRM applications to social and mobile environments further enables your employees to engage customers wherever they are. And the real-time capture of information furnishes a richer knowledge base about your customers that makes it easier to predict their future expectations.

THE CHANGING **ROLE OF** **LEADERSHIP**



THE CHANGING ROLE OF THE
SALES LEADER

NANCY FERNANDEZ • GLAXOSMITHKLINE



THE CHANGING ROLE OF THE SALES LEADER



TOP OF MIND

- › Global Sales Productivity and Management
- › Revenue Generation
- › Pipeline Generation / Forecasting

DRIVERS OF CUSTOMER OBSESSION

- › Personalized engagement with customers
- › Mobile access to customer relationship management information
- › Executive visibility into customer interactions

Customers are more informed and have little patience with sales reps telling them what they already know. As a result, selling has changed. Successful sales reps are trusted partners and advisors to customers. They are committed to building relationships, not closing one-off deals. **Whether a ‘hunter’ or a ‘farmer’, every sales rep must be equipped to be a social seller**, able to proactively listen, relate, influence, and engage with customers using social and mobile technologies. And more than ever, selling is a team sport. Every employee must be empowered to own any customer interaction and turn it into a selling moment.

This requires a free flow of information and business processes that promote a consistent customer experience. Real-time collaboration and access to the right knowledge, at the right time, are essential to customer responsiveness. Therefore, sales leaders must recruit for collaboration capabilities, not just quota achievements. Productivity-centric dashboards need to be enhanced to also provide visibility into customer engagement performance. Sales leaders must be armed with clear insights into customer interactions to identify opportunities that drive profitable growth.



GLAXOSMITHKLINE AND BLUEWOLF

GLAXOSMITHKLINE CAME TO BLUEWOLF TO DEVELOP A STRATEGY THAT WOULD ENABLE ITS SALES REPRESENTATIVES TO BETTER ENGAGE AND NURTURE RELATIONSHIPS WITH PHYSICIANS. THE CUSTOM-DESIGNED KOACH IPAD APP MAKES IT EASY FOR SALES REPS TO ACCESS PRODUCT INFORMATION IN REAL-TIME, WHICH HAS ELEVATED GSK'S REPUTATION AND TAKEN ENGAGEMENT WITH ITS PHYSICIAN CUSTOMERS TO A NEW LEVEL.

THE CHANGING ROLE OF THE
MARKETING LEADER

ADAM VASQUEZ • TE CONNECTIVITY



THE CHANGING ROLE OF THE MARKETING LEADER



TOP OF MIND

- › Brand Management and Corporate Communications
- › Field Marketing / Demand Generation
- › Executive Visibility into Customer Behaviors

DRIVERS OF CUSTOMER OBSESSION

- › Communications aligned to specific customer interests
- › Customer knowledge to support sales efforts
- › Social communities for customer collaboration

The role of the head of marketing is evolving from a focus on acquiring new database contacts to building deep intimacy with customers. The business value of the marketing function is increasingly being measured by customer visibility. **It's no longer a matter of who you know, but what you know about them.** Prospects must be nurtured as individuals, not dollar amounts in an anonymous 'funnel'. Every interaction with a customer is an opportunity to create a selling moment. And it's no longer sufficient just to touch prospects and customers, you need to build trust and advocates for your brand.

That's why enabling all employees with the right information to engage customers will become the #1 priority of the marketing leader. Together with the CIO, the head of marketing will form a C-suite power couple, presenting insights into customer needs to guide innovation and strategic direction for the business. Marketing automation and social technologies tightly aligned with sales and customer care platforms will also provide executive visibility into engagement triggers throughout customer sales cycles and more accurately measure the marketing function's contribution to sales.



TE CONNECTIVITY AND BLUEWOLF

TE ENGAGED BLUEWOLF TO IMPLEMENT A UNIFIED MARKETING AUTOMATION PLATFORM ACROSS 14 SEPARATE BUSINESS UNITS. BY PARTNERING WITH BLUEWOLF TO INTRODUCE CONSISTENT MARKETING PROCESSES GLOBALLY—AND CONSOLIDATE CUSTOMER DATA IN AN ELOQUA MARKETING AUTOMATION SOLUTION INTEGRATED WITH THE SALESFORCE CRM PLATFORM—TE HAS BEEN ABLE TO ESTABLISH A MORE HOLISTIC VIEW OF ITS CUSTOMERS.

THE CHANGING ROLE OF THE
CUSTOMER SERVICE LEADER

ERIK JACOBSEN • VODAFONE AUSTRALIA



THE CHANGING ROLE OF THE CUSTOMER SERVICE LEADER



TOP OF MIND

- › Enable Agents
- › Cultivate Collaborative Knowledge
- › Maintain Cost-effective Service Practices

DRIVERS OF CUSTOMER OBSESSION

- › Knowledgeable agents that own customer interactions
- › Flexibility for customers to engage however they choose
- › Engaged reps who capture ideas for continuous improvement

An efficient and frictionless customer experience. No matter what touch point a customer chooses. The “experienced” brand is the responsibility of the head of customer service. Operating at the front line, serving customers across new media and traditional selling channels, the customer service function is where human interactions happen. That’s where the stories of individual customers are told and captured. And it’s where customer knowledge is translated into ideas for continuous improvement.

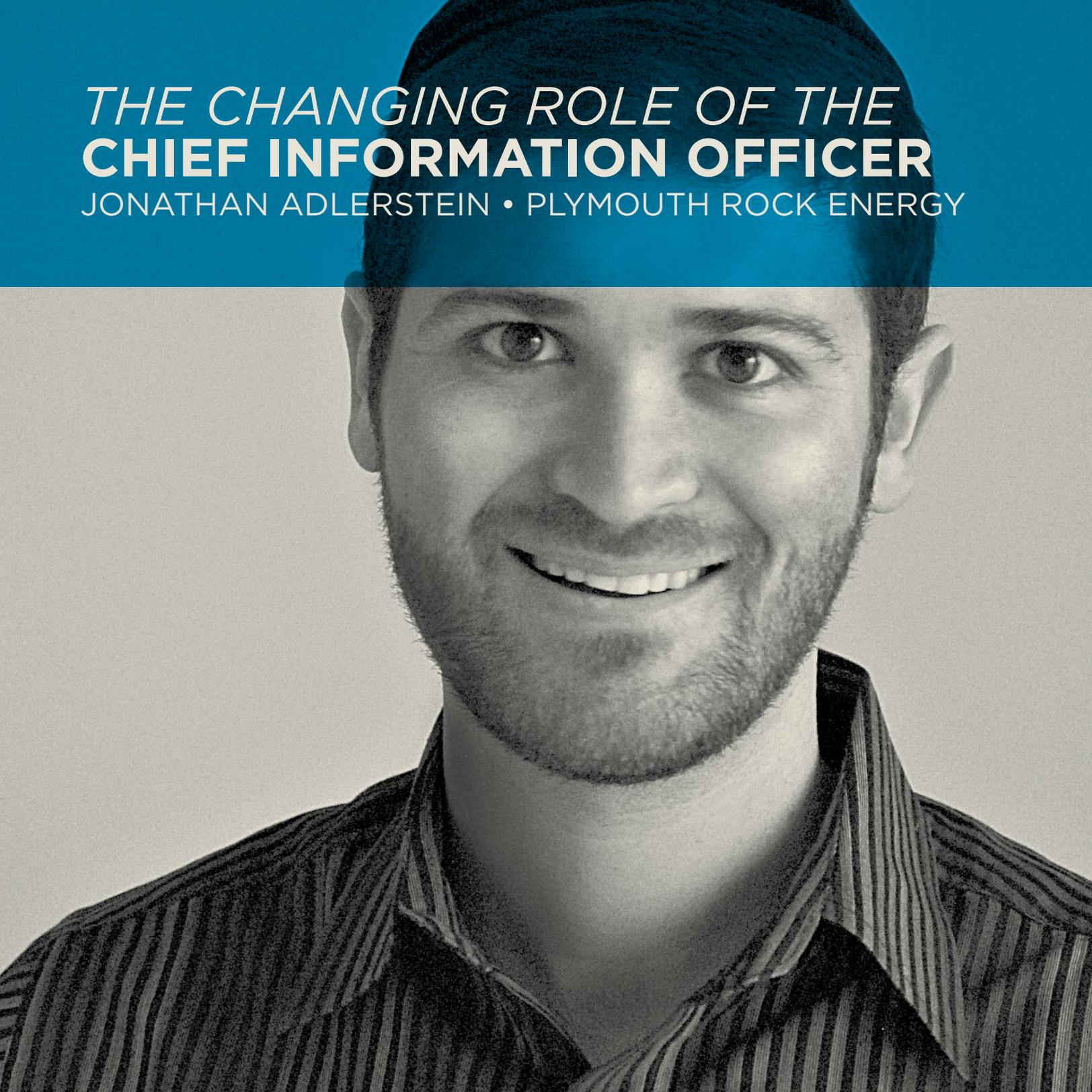
The role of the head of customer service is evolving to become

the conductor of collaboration, orchestrating communication among customers externally and subject matter experts internally. In this role, the focus will turn to becoming an ambassador for customers to the business, providing insights on changing expectations to inform ongoing innovation. Traditionally challenged to balance internal cost pressures with the needs of customers, the head of customer service will become a key C-suite influencer. Facilitating visibility into customer interactions will earn the customer service leader a seat at the executive table and a leadership role in driving customer engagement.



VODAFONE AND BLUEWOLF

VODAFONE ENGAGED BLUEWOLF TO DESIGN AND IMPLEMENT A MULTI-CHANNEL CUSTOMER SERVICE STRATEGY THAT ENABLES EMPLOYEES TO INTERACT WITH CUSTOMERS IN REAL-TIME ACROSS SOCIAL AND DIGITAL CHANNELS. VODAFONE IS ALSO GAINING A COMPETITIVE ADVANTAGE FROM TRACKING TRENDS, CONVERSATIONS, AND CUSTOMER SENTIMENTS ON SOCIAL NETWORKS, WHICH INFORM ITS ONGOING BUSINESS STRATEGIES.

A black and white portrait of Jonathan Adlerstein, a man with a beard and short hair, wearing a striped shirt. The top of the image is overlaid with a blue gradient containing white text.

THE CHANGING ROLE OF THE
CHIEF INFORMATION OFFICER

JONATHAN ADLERSTEIN • PLYMOUTH ROCK ENERGY

THE CHANGING ROLE OF THE CHIEF INFORMATION OFFICER



TOP OF MIND

- › Pan-enterprise IT Infrastructure
- › Business and IT Alignment
- › Information Flow Across Business

DRIVERS OF CUSTOMER OBSESSION

- › 360 degree view of customers and all interactions
- › Efficient team collaboration
- › Integrated back-office/ front-office systems

The role of the CIO is evolving to become the Chief Interaction Officer, responsible for optimizing customer and employee engagement. The shift to flexible, cloud-based technologies is increasingly freeing the IT function to focus on driving innovation and business value, rather than maintaining rigid, on-premises systems.

Social and mobile customer relationship management (CRM) platforms are fostering collaborative knowledge and more intimate relationships, both internally and externally. Customers are known as

people, not transactions. And every employee, from the mailroom to the C-suite, is empowered to own any customer interaction.

Beyond facilitating a free-flow of information, the new CIO is the custodian of business-aligned innovation and differentiation. The broker of knowledge and processes that accelerate employee and customer engagement.



PLYMOUTH ROCK ENERGY AND BLUEWOLF

PLYMOUTH ROCK ENERGY'S RIGID LEGACY SYSTEMS COULDN'T SCALE TO MEET THE GROWING DEMANDS OF THE BUSINESS. PLYMOUTH ROCK ENERGY PARTNERED WITH BLUEWOLF TO DEVELOP AN INTEGRATED CALL CENTER AND CUSTOM ENTERPRISE RESOURCING PLANNING (ERP) SYSTEM IN THE CLOUD THAT UNIFIES SALES, CUSTOMER CARE, MARKETING, AND BILLING INFORMATION. NOW, EMPLOYEES AT EVERY LEVEL OF THE COMPANY ARE ENABLED TO OWN ANY CUSTOMER INTERACTION.

ACCELERATE CUSTOMER ENGAGEMENT WITH BLUEWOLF

WHAT ATTRACTS CUSTOMERS AND WHAT PUSHES THEM AWAY?

As the first global consulting firm born in the cloud, we have the expertise to learn what your customers are thinking and build a strategy to get you closer to them. We do this by 'going deep' with a collaborative approach to process and technology innovation that works.

SERVICES FOR CUSTOMER ENGAGEMENT

- Maturity Assessment & Plan (MAP)
- Technology Roadmap & Implementation
- Cloud Governance
- Collaboration
- Change Management & Learning
- Training

“OFTEN IT'S EASY TO MISS CUSTOMER ENGAGEMENT MOMENTS IN AN ORGANIZATION. THEY HAPPEN WITHOUT YOU. BLUEWOLF HELPS YOU IDENTIFY THESE MOMENTS, AND THEN OPTIMIZE THEM.”

-JOANNA SOHOVICH • PRESIDENT • STANLEY BLACK & DECKER, IAR DIVISION

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