

A Custom Technology Adoption Profile Commissioned By Celebrus | October 2017

# Accelerate Business Success By Tracking Customers Across Channels

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## OVERVIEW

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## Overview

It's the age of the customer, and firms must differentiate themselves on experience. Delivering great experiences means firms must leverage what they know of customers during moments of engagement and across touchpoints to drive relevant, compelling, and personalized experiences. However, while most firms understand this, few are able to comprehensively track and collect the customer data needed to drive these insights. Successfully tracking and recognizing customers across all interactions requires a consistent data model, organizational alignment, and technology that can combine data across digital channels to understand what, where, why, and how customers are interacting with your enterprise.

In August 2017, Celebrus commissioned Forrester to conduct a study of 200 business decision makers in select industries in the US and Europe responsible for customer interaction data at their organizations to study how enterprises manage customer data across multiple digital customer interactions to drive engagement .



### Geographies

- › US: 25%
- › UK: 25%
- › FR: 25%
- › DE: 25%

Note: Percentages may not total 100 because of rounding.



### Company revenues

- › \$500M to \$1B: 35%
- › \$1B to \$5B: 38%
- › More than \$5B: 28%



### Industry

- › Banking: 22%
- › CPG: 21%
- › Insurance: 20%
- › Retail: 24%
- › Telecommunications: 14%



### Department

- › Advertising/marketing: 24%
- › Customer experience: 51%
- › Digital experience: 26%

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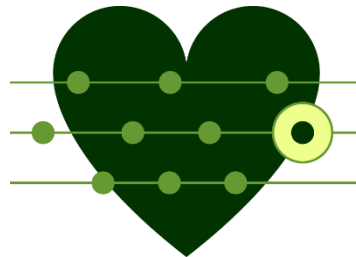
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## Firms Struggle To Enhance Digital Experiences With Data

Customer data is the engine that drives strong, digital companies in the age of the customer. Customer interaction data can be used to enhance customer experience and guide digital transformation. At the same time, it's more important than ever that customer data is managed securely across teams in a compliant manner that respects customer personally identifiable information (PII) requirements.

Almost all firms today recognize the importance of data and use it to improve how they interact with customers. However, most also report that they are not able to do this *consistently*. Firms that cannot enhance customer experience reliably risk delivering a poor experience in a customer's moment of need — and can turn a brand advocate into a lost customer.

*While almost all survey respondents say their firms use data to improve customer experience, only 26% say they do it for most or all interactions.*



“To what extent does your firm use data to improve the experience customers receive when they interact with your organization digitally?”

Most, if not all, of the digital interactions customers have with my organizations are enhanced using data

26%

We use data to enhance digital experiences quite a lot

45%

There are some instances in which we use data to enhance digital experience

24%

We don't use data to enhance digital experience

6%

Base: 200 US and European business decision makers with influence over customer interaction data at their firm  
Source: A commissioned study conducted by Forrester Consulting on behalf of Celebrus, September 2017

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## A Complete Digital Customer Data Strategy Proves Elusive For Many

In order to consistently improve customer experiences with data, firms need to know where, when, how, and why those interactions are taking place and then use data from those experiences to improve future ones. This means that all of the data concerning the context of an interaction must be merged and analyzed. Doing this consistently and at scale across multiple channels requires a top-down strategy to coordinate the different teams, processes, and technologies involved. Our study found that:

- ▶ **Firms have a strategy.** The good news is that a large majority (88%) we surveyed have a digital data integration strategy to enhance customer experiences.
- ▶ **But for too many, that strategy is limited.** The problem is that less than half of respondents have a strategy that spans all interaction channels. A limited data strategy means that firms have an incomplete picture of how customers are interacting with them, which in turn makes it harder to deliver a consistent, high-quality customer experience across all interactions.

“Which of the following best describes how your firm uses customer data from digital interactions to enhance CX?”

CAPABILITY

We have no set strategy for bringing together data across multiple customer interaction points



13%

We have a strategy for bringing together data, but it is limited to a set of channels



40%

We have a strategy for bringing together data that encompasses all interaction channels



48%

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## Tracking Challenges Lead To An Incomplete Customer Profile

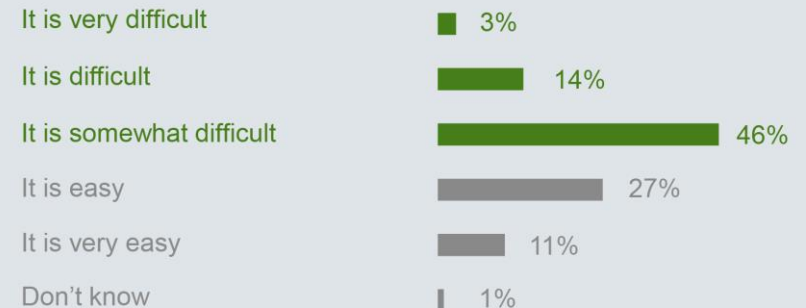
To deliver a consistent, high-quality customer experience, firms must be able to:

- ▶ Track customers as they interact on and across different channels.
- ▶ Collect, connect, and combine data from the individual interactions.
- ▶ Use that data and analytics to generate insights that improve future experiences.

For many, this is much easier said than done. Almost two-thirds of the firms we surveyed have difficulty tracking and recognizing customers across different digital sessions and touchpoints. And some industries, like consumer packaged goods (CPG), are more challenged than others. Failure to track and recognize customers as they interact makes building complete and actionable customer profiles a nearly impossible task.

*Almost two-thirds of the organizations we surveyed have difficulty tracking and recognizing customers across different digital sessions and touchpoints.*

“How difficult is it for your firm to track and recognize customers across different digital sessions and touchpoints?”



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## Tracking Customers Requires Organizational Consistency

Why are a majority of organizations struggling to effectively track customers across digital touchpoints? The three biggest challenges causing this difficulty are:

- Lack of a standard data model for understanding the customer across multiple touchpoints.** Being unable to understand customers in the same way over multiple channels is a sure-fire recipe for a bad customer experience. It also opens up organizations to security and compliance risks. A standard data model enables organizations to interact with and understand their customers in a unified way.
- Legacy organizational design.** Organizations that have siloed customer channels have difficulties sharing customer data between them, painting an incomplete picture of the customer. Organizations with a centralized database for collecting customer data can compile a complete view of the customer and track them more easily across channels.
- Lack of the right technology.** Many of the legacy systems used to collect customer data, like customer relationship management (CRM) and web analytics, are not always sufficient to track customers across the wide variety of digital sessions and touchpoints today.

“What is the biggest challenge your firm faces when it comes to tracking customers across digital sessions/touchpoints?”



We lack a standard data model for understanding the customer across multiple touchpoints and channels



Our team(s) and organizational design get in the way



We lack the technology to make this happen

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## Firms Realize That Customer Tracking Is Good For Business

Firms are starting to recognize the importance of being able to digitally track customer engagement. Almost half of respondents say the ability to track customers digitally is critical to their future business success, and another 46% say it is important. Our survey shows that organizations think that tracking customers across touchpoints provides:

- › Improved customer experience — through enhanced personalization and improved customer retargeting.
- › Increased revenue.
- › Improvements to digital transformation initiatives.

*90% of survey respondents say that the ability to track customers across digital touchpoints is important for future business success. Almost half say it is critical.*



“What benefits does/would the ability to track and recognize customers across different digital sessions and touchpoints provide?” (Select all that apply) [Top five shown]



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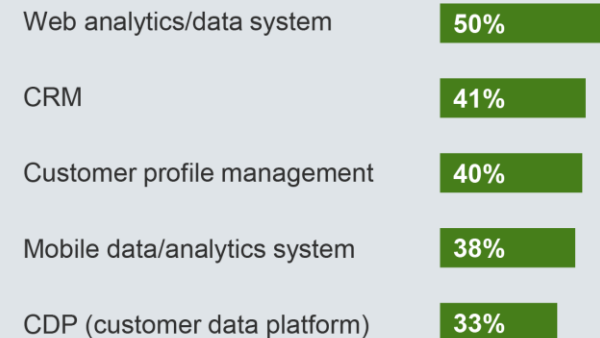
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## The Right Technology Is Key To Tracking Customers

A successful digital customer experience strategy in part relies on technology to track and manage customer data across sessions and touchpoints. Today many firms rely on legacy customer data repositories like CRM (41%) or reuse web analytics data (50%) to manage their customer interaction data. However, some firms are also turning to emerging technologies like customer profile management (40%), mobile data analytics (38%), and customer data platforms (33%). These newer technologies allow firms to more easily combine data across digital channels (like mobile and social) and stitch together different data types into dynamic customer profiles. Some allow for the real-time activation of interaction data, fuel advanced analytics, and integrate with systems of engagement to directly improve customer experience.



“Which of the following data management technologies is your firm using to manage customer interaction data and track customers?” (Select all that apply) [Top five shown]



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It is imperative that firms deliver exceptional customer experiences today, enabled by insights mined from customer data and delivered in real time. Almost all organizations today have begun their customer data journey, but most are still working on the first step: tracking and understanding their customers the same way across all interactions and touchpoints. To do this, firms should review their data collection strategy to be sure it covers all channels and can scale as needed. Successful firms are also investing in emerging mobile, profile, and customer data management technologies that help them to capture and standardize customer data across digital channels and transform that data into real-time, actionable insights to fuel better customer experiences.

## METHODOLOGY

- › This Technology Adoption Profile was commissioned by Celebrus. To create this profile, we surveyed business decision makers responsible for or with influence over their organization's customer interaction data at 200 retail, financial services, telecom, and CPG firms in the US, UK, France, and Germany with greater than \$500M in annual revenue. The custom survey was completed in September 2017. For more information on Forrester's data panel and tech industry consulting services, visit [forrester.com](http://forrester.com)

### ABOUT FORRESTER CONSULTING

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