



Informatica™

Seven Steps Closer to Intelligent Customer Engagement

Data management strategies for authentic customer experiences

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The Customer Engagement Imperative

Personalizing the customer experience is the most important goal of leading data-driven marketers, according to research from Ascend2.¹

This has led to rapid investment in new technologies with sales, customer service, and marketing relying on a growing number of new (and old) applications. Marketers alone rely on an average of sixty-five applications to run their operations.²

On the face of it, all these new applications are helpful. They offer new ways to automate and scale complex processes like lead qualification. New approaches to connecting different channels. And even new disciplines like personalization. The potential is huge.

But this rapidly expanding technology landscape has given rise to a host of new problems:

- Application-enforced silos fragment your view of customers.
- Technological barriers between channels and regions prevent cross channel consistency.
- Competing versions of the truth sap the confidence out of decision-making.
- Customer experience suffers when channels and departments don't work together.

All of which means that adopting new applications delivers little more than extra layers of complexity.

The result? A fractured customer experience, disillusioned customers, paralyzed decision-makers, and powerless employees.

Worst of all, it makes brands think they deliver a great customer experience, even though consumers disagree.³

This eBook aims to demonstrate two things:

- 1. The root cause of customer experience chaos is a lack of trusted data.**
- 2. More important, additional investment in applications alone isn't going to solve this problem.**

What's needed is intelligent data management.

We'll outline what's going wrong and suggest seven crucial steps to get it right.

¹ Ascend2, [Personalization in B2B Marketing Trends](#)

² Forbes, [More Use, More Risk – Latest Enterprise Application Use Survey Results](#)

³ Econsultancy, [Brands Think They Provide Great Customer Experiences, Consumers Disagree](#)



Part One

A Portrait of a Fractured Customer Relationship

A Portrait of a Fractured Customer Relationship

Let's look at how a broken customer-facing operation manifests itself as a broken customer relationship. (Warning: some of these symptoms might strike you as painfully familiar.)

The symptoms

- Your customers receive offers for products they already own.
- Your customers get upbeat marketing messages even while they're in the middle of a heated customer service issue.
- Loyal customers who purchase on your e-commerce site get treated like brand-new ones in-store.
- Your customers buy a product online, but can't return it in-store.
- Your prospects get badgered by multiple sales reps from different partners—all selling the same product.
- Long-time customers have to answer the same set of questions every time they talk to customer service.
- Your customers update their address information on your website, but your sales and customer service applications still don't reflect it.
- Your customer service agents don't know the irate customer on the phone has had the same issue three times before.
- Your marketing analysts take weeks to give you a reliable list of your top 500 customers and what products they bought across lines of business, channels and regions.
- Your customers start their purchase process on their phones but have to restart the whole thing on their desktops.
- Your salespeople don't trust their CRM to give them a complete view of every customer.
- Email bounce backs, returned mail, and frustrated salespeople happen because your emails, addresses and phone numbers are wrong.

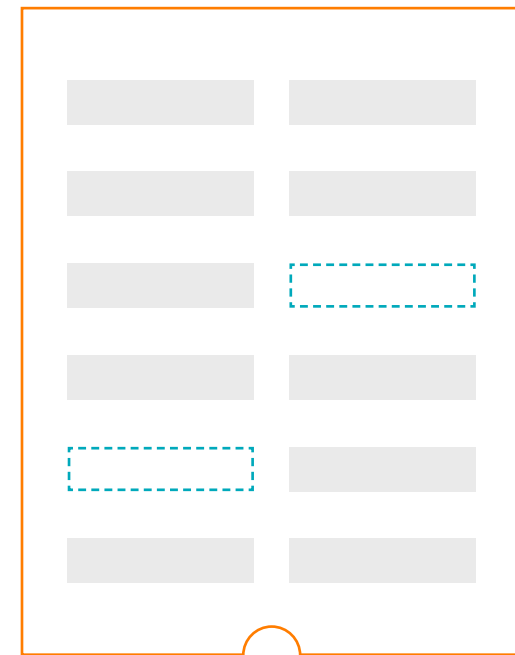
The bad news is this long list of symptoms just scratches the surface of a broken customer relationship.



So let's look at the missing pieces each symptom reveals.

The diagnosis

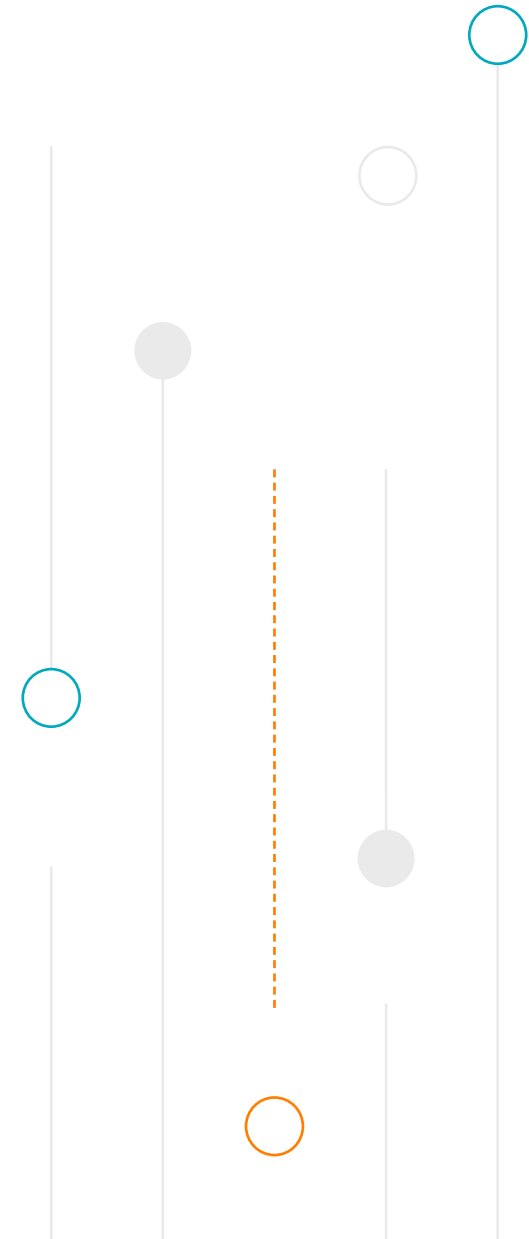
- Your customers receive offers for products they already own.
Disconnected order management and marketing campaign systems.
- Your customers get upbeat marketing messages even while they're in the middle of a heated customer service issue.
Disconnected marketing and customer service systems.
- Loyal customers who purchase on your e-commerce site get treated like brand-new ones in-store. **Disconnected data in e-commerce and in-store systems.**
- Your customers buy a product online, but can't return it in-store. **Incomplete data in in-store systems.**
- Your customers start their purchase process on their phones but have to restart the whole thing on their desktops.
Siloed customer data across mobile and e-commerce channels.
- Your prospects get badgered by multiple sales reps from different partners—all selling the same product.
Multiple records of the same prospect profile aren't consistent across channels.
- Long-time customers have to answer the same set of questions every time they talk to customer service. **Limited profiles in customer service system.**



- Your customers update their address information on your website, but your sales and customer service applications still don't reflect it. **Customer data isn't updated across application silos.**
- Your customer service agents don't know the irate customer on the phone has had the same issue three times before. **Incomplete customer data in siloed systems.**
- Your marketing analysts take weeks to give you a reliable list of your top 500 customers and what products they bought across lines of business, channels and regions. **An inability to reconcile fragmented, inconsistent customer data sources efficiently and reliably.**

- Your salespeople don't trust their CRM to give them a complete view of every customer. **Valuable customer data from other systems is not integrated with the CRM system.**
- Incorrect email, address, and phone number data lead to email bouncebacks, returned mail, and frustrated salespeople. **No email, mailing address or phone number validation.**

By now, the pattern should be clear—customer experiences break down when the data in different systems is fragmented, incomplete and, inconsistent. Put another way, they break down when you don't have trusted data.



Part Two

Build a 360-Degree Customer View

Build a 360-degree Customer View

CRM applications, marketing automation tools, and call center systems all promise some variant of a 360-degree view of the customer. But the most any one application can offer is a single view of the data that lives in that application.

Without access to the data that lives in other systems, all it delivers is a disconnected fragment of your relationship with the customer.

What's missing is a 360-degree view of your relationship with your customers. We define this view as starting with a trusted customer profile that is up-to-date, accurate, complete, and consistent across the company.

The profile includes rich detail such as:

- Members of a customer's household or corporate hierarchy
- The customer's purchase history across the company and channels
- Their channel and location preferences
- Their relationships with employees and channel partners
- Other important information from third-party sources

Making the actual connections among those different interactions is a crucial challenge. And one that cannot be tackled with applications alone.

To realistically attain a total 360-degree view of your customer relationships, you have to go one step deeper. You have to make the connections in your data.

Why?

1. As long as there have been enterprise grade applications, enterprises have changed the applications they use. Your data, on the other hand, is a proprietary asset that will always belong to your organization.
2. Connections and corrections made in data can serve as a common foundation for all your applications, wherever they live and however they're used.



Which means all those applications can then be fueled by a foundation of data that represents a consistent, multidimensional view of your relationship with any given customer.

In short, with data that's trusted, relevant, and governed, you can become a customer-ready enterprise.

The many dimensions of a 360-degree view

When you analyze your customer relationships, one thing becomes clear: the customer is actually just one dimension in a complex relationship. There are actually a host of other entities that make up the relationship. Entities like:

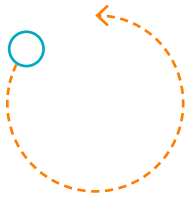
- The products they bought
- The channels they bought them from
- The salespeople and partners who sold it to them
- The employees who worked with the customer

In fact, we've helped all sorts of businesses identify the most relevant entities of their customer relationships and connect them.

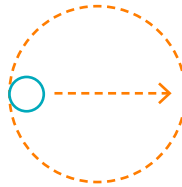
Because the more you know about the things, places, and people with which your customers interact, the more you know about your customers.

Beyond the Single Customer View

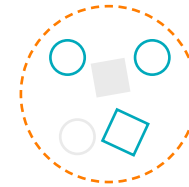
So let's recap



1. A 360-degree customer view starts with building a trusted customer profile that is up-to-date, accurate, complete, and consistent across the company.



2. A 360-degree customer view is never a siloed view. It extends further and wider than the boundaries of any single application.



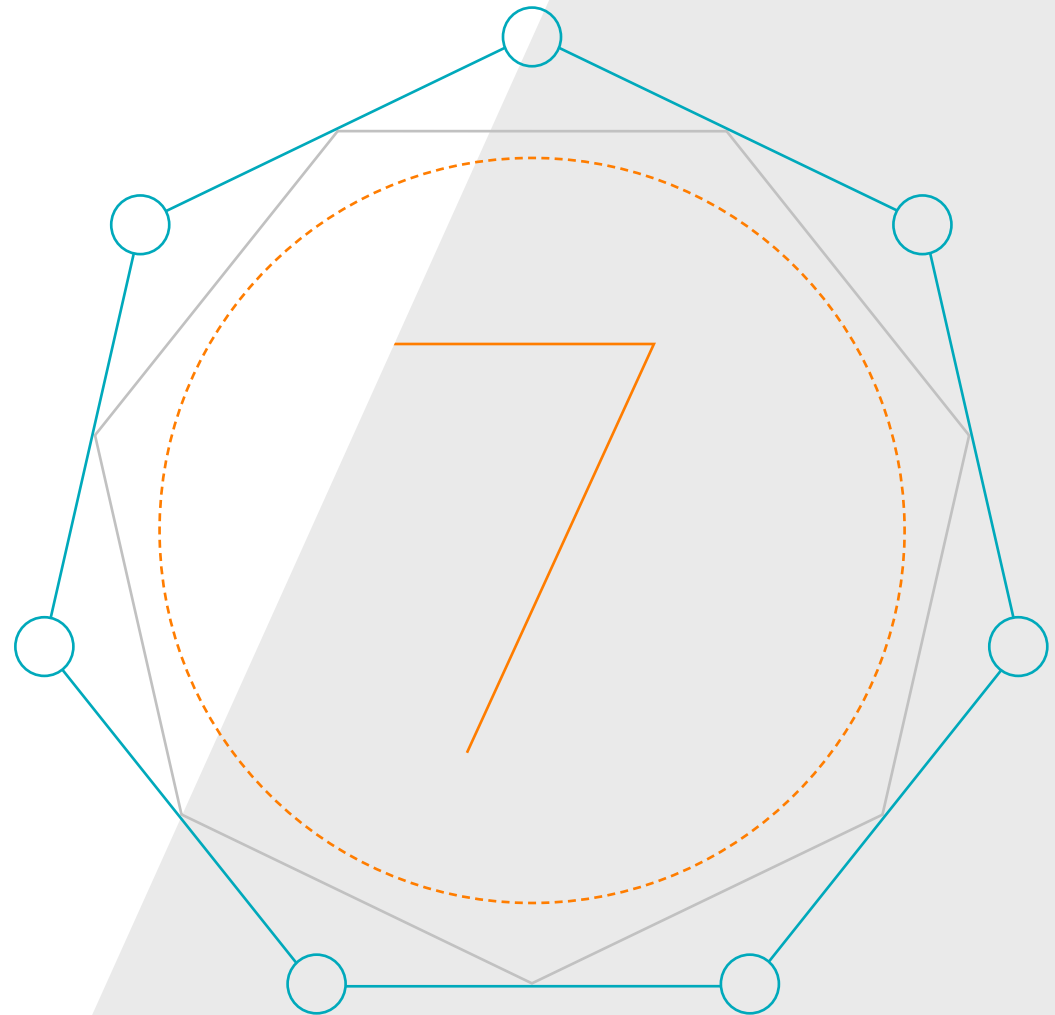
3. It's about bringing together data that was scattered across applications, managing it centrally, and using it to fuel customer-facing applications.

Next, we'll look at the seven crucial steps needed to transform your organization into a customer-ready enterprise.

Seven Steps to Take to Trusted Customer Data

It takes intelligent data management to establish a foundation of trusted data that represents a consistent and 360-degree view of your customer relationships.

Perform these seven crucial steps in a sustainable and repeatable way and you'll be able to outperform your competition and exceed customer expectations.



Connect Your Data

1

To begin with, you need to be able to identify your most valuable customer information across your different systems.

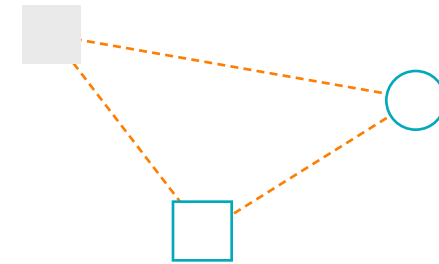
That means connecting all the valuable data that lives in many systems (say, your CRM, your marketing automation and customer service applications) into a central location.

What makes this hard

It can be overwhelming realizing just how fragmented your data is. When Italian telecom company FASTWEB⁴ started trying to integrate its customer data, it found it was spread across several order management system silos, an SAP ERP platform, and an Oracle billing platform.

Too often in situations like this, companies attempt to connect all their data manually. The trouble is, manual integrations take incredibly long, especially when you're dealing with huge amounts of data.

Automated data integration goes a long way toward making this process less expensive, more effective, and more repeatable.



Why connected data matters

Today, regardless of which channel you use to contact FASTWEB, its agents have a connected view of the services you use, your billing history, your service inquiries, and your household information.

It's made FASTWEB'S customer service incredibly effective. So effective, in fact, that the company now has a clear roadmap to reduce churn by as much as 80 percent within the next three years. All made possible because FASTWEB connected the pieces of the customer relationship that its agents needed most.

⁴ Informatica, [Fastweb's Customer Success Story](#)

Clean Your Data

2

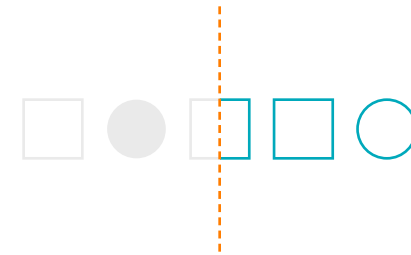
A lot of different people enter data into your systems with varying levels of accuracy and completeness.

It's fatal to assume all your data will be accurate, complete and validated on its own. Moreover, it's fatal to assume it will stay the same. Customer data changes all the time. Across your customer base, the changes to jobs, homes, phone numbers, and preferences add up.

Research shows that, on average, customer data changes by 2 percent every month—compounded that's 27 percent a year. So in just one year, without the right care, you could find more than a fourth of your customer data is no longer accurate. It's critical to find the inconsistent, inaccurate, and incomplete data that populates your systems and improve its quality so that the people who need it can trust it.

What makes this hard

The sales and marketing teams of Citrix,⁵ a high-growth technology company, identified the quality of its channel partner, customer, and prospect data as the biggest problem. Its account and contact data was incomplete, inaccurate, and more than 40 percent of its CRM contacts were inactive. But when the company attempted to fix these issues manually, its efforts took too long and caused too many errors. So many, in fact, that Citrix's duplication rate was double the industry standard. Just like manual integrations, manual data cleaning is painfully ineffective. Especially when you don't have a common set of standards with which to work.



Why clean data matters

When your people don't have confidence that the data is accurate and complete, they either make inadvertently bad decisions or they lose faith in the expensive applications showing them that data. Either way it's trouble. On the other hand, when the data is clean, important things happen. When Citrix achieved a 50 percent reduction in the amount of junk data and duplicates entered into its systems, its lead-to-opportunity conversion rate improved by a massive 20 percent.

⁵ Informatica, [Citrix's Customer Success Story](#)

Master Your Data

3

Now that you have clean and accurate data, what about all those duplicate customer profiles?

To get a single view of the customer you have to master your customer information. Mastering helps you identify and resolve duplicates into a single, trusted customer profile that resides in a central location. For instance, mastering and managing your data helps you identify and flag these records for a customer named Greg Fenton: G. Fenton, Gregory Fenton, and Greg Fentan. Based on established business rules, master data management automatically resolves these differences into a single, trusted customer profile. It bears repeating here that we aren't talking about a profile in any one application.

We're talking about a "master" profile that is created and augmented based on data in multiple systems. This trusted customer profile is managed in a central location on an ongoing basis and fuels your key applications.

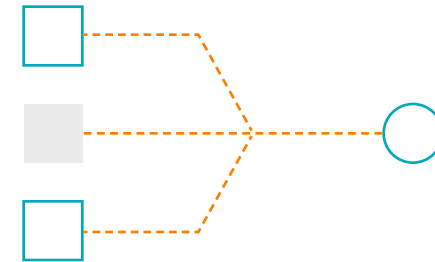
What makes this hard

As the FASTWEB and Citrix examples demonstrate, most data is fragmented, inconsistent and disconnected. If manually integrating and cleaning that data is hard, mastering all of it manually is downright impossible.

Automated master data management isn't just a nice-to-have—it's the only way to get this right.

It's a strategic move that most organizations need, rather than the quick fix that most pursue.

It's what today's intelligent customer engagement initiatives rely upon to deliver the consistent, authentic, and relevant experiences customers expect.



Why master profiles matter

When you continually master and manage your data, your marketers will collect more leads, your salespeople will learn more about your prospects, and your customer service agents will learn more about your customers. Developing master profiles of your most crucial entities is the most efficient way to manage all that data. So every marketer, salesperson, and customer service representative is singing from the same hymn sheet. It's how FASTWEB ensures every customer interaction is informed by a common view of the relationship.

Relate Your Data

4

Once your customer data is connected, cleansed, and mastered, you need to be able to relate it to other important data points.

As we've already covered, your customer isn't the only entity in the relationship. You need to be able to answer questions like:

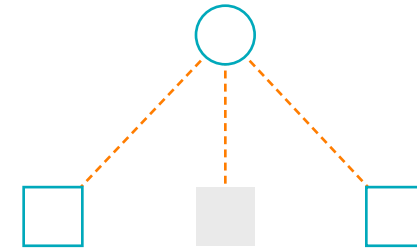
- Are there other customers in the same household?
- Which products did they buy?
- Did they buy the product online or in-store?
- Which employees or partners worked with them?

Indeed, it's these connections that come together to represent the complete customer relationship we've been talking about.

What makes this hard

The master profiles we described don't only apply to Greg the customer. They also apply to the products, channel partners, employees, and other entities that define your customer relationship.

Without master profiles of all these entities, identifying relationships between them is difficult and impossible to scale.



Why related data matters

To go back to the example of Citrix, it didn't just increase the quality of the data going into its systems, it enhanced it as well. For the first time, customers and prospects were related to the channel partners that they work with.

Now Citrix can renew customers' user licenses across product lines at the same time. Not only did this make the customer experience infinitely simpler, it also helped Citrix identify "whitespace" opportunities to up-sell more licenses.

It's only when you start to relate one entity (like Greg the customer) to your other entities (like Stan the sales rep and Product PK-2133) that your operation can start to behave like a customer-ready organization.

Enrich Your Data

5

Social data, clickstream data, call log data, and demographic data—there’s a lot of really valuable information that could inform what “customer ready” means.

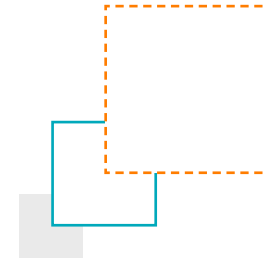
Once you’ve intelligently managed your data—that is, once you’ve cleaned, connected, mastered, and related your data—it makes sense to enrich the profiles you’ve built with relevant data from third-party sources.

What makes this hard

There’s an important reason we bring this up as the fifth step and not the first.

The truth is, many companies waste money enriching multiple versions of disconnected customer profiles across different departments, lines of business or regions.

It’s much wiser, and more cost effective, to enrich your data when you’ve built master profiles that can serve as a solid foundation.



Why data enrichment matters

Most companies have identified some key information that would help them better serve their customers’ needs.

For example, one insurance company wanted to understand if customers were home owners or renters so it could target the right customers with the right insurance product: home insurance vs. renter’s insurance.

When you can compare your 360-degree view of the customer relationship to external data sources, you gain a deeper view of your customers’ needs.

Deliver Your Data

6

Different applications serve different purposes. The aim of developing a 360-degree view should not be to deliver the same information to every application.

It should be to deliver the right information to the right applications so that the people using those applications are customer-ready.

You want to establish a flow of trusted, relevant, and governed data to and from every application that powers intelligent customer engagement.

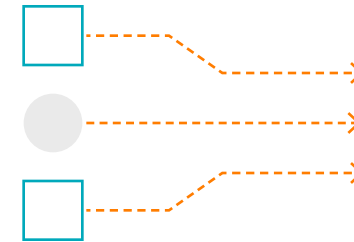
What makes this hard

Because different applications do different jobs and relate to different aspects of the customer relationship, they have different data structures.

Moreover, different teams have different expectations of their applications.

Your campaign management software might need to access a certain set of customer profile information for improved segmentations. But do your customer service agents really need all that data cluttering their view of the customer?

Probably not. Effective data delivery depends on understanding how your people use their applications.



Why effective data delivery matters

A consistent 360-degree view of the complete customer relationship is only as valuable as your people's ability to act on it. Central to this ability to take action is the need for the most relevant data to be where your people expect it to be.

That means fuelling your applications with trusted, relevant, and governed customer data —so your people can make the most of it.

Govern Your Data

7

To manage your customer data like a strategic asset, you need to create policies and standards that make your data customer ready. That means proper, company-wide data governance.

This kind of data governance means a cultural shift for your organization as well as behavioral and process changes—all of which can be quite challenging. The friction created by change is high, but the stakes are even higher: without data governance, you can't guarantee your customer data is trusted, secure, and actionable.

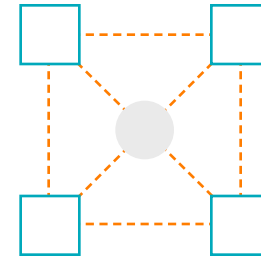
That's why the seventh and final step is to build a sustainable framework of data governance standards and practices that spans across the information supply chain, capturing, cleaning and publishing your critical customer data.

What makes this hard

Data governance demands leadership and tenacity to effect change and maintain the new data management policies and processes.

Think about how hard it is to simply define a "customer." Is someone who made a purchase in the last year your customer? What about someone who hasn't made a purchase in the last five years? Is the wholesaler who sold your product to a retailer your customer? Or only the end consumer? There likely isn't a single definition of customer in use across your business. That's why it takes facilitated collaboration across marketing, sales, customer service, finance and other teams to come up with definitions like these.

A passionate executive sponsor with a supportive steering committee will help smooth the path towards data governance maturity. So will giving your data stewards the tools they need to monitor on-going compliance and identify and resolve any risks to the quality, security and overall usefulness of your business-critical customer data.

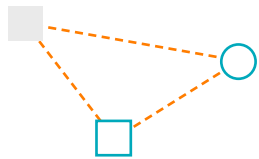


Why effective data delivery matters

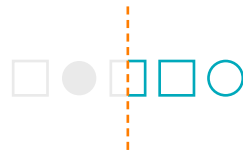
As companies compete less on price products and services and more on customer experience, better data becomes critically important. The integrity of your data and the success of your customer-facing operations are inherently intertwined. The most comprehensive way to maintain the health of your customer data is by proactively guiding the way it's managed across the business by adopting data governance best practices. It also means staying compliant and working together to prevent the kinds of customer data breaches that ruin brand reputations and impact customer loyalty.

Seven Steps to Intelligent Customer Engagement

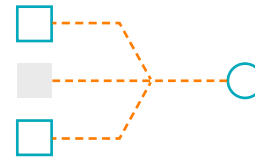
So let's recap



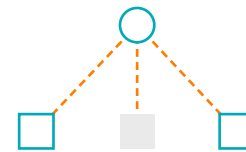
1. Connect your data



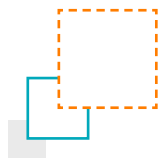
2. Clean your data



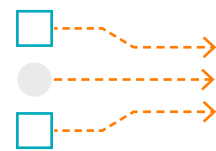
3. Master your data



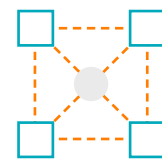
4. Relate your data



5. Enrich your data



6. Deliver your data



7. Govern your data

Now let's look at what mastering these seven steps does for your customer-facing operations.

Part Three

What Customer-Intelligent Enterprises Do

The Hyatt Hotels & Resorts Story

When you get to a 360-degree customer view of your complete customer relationship, your customer-facing professionals get the ability to listen hard, engage intelligently, predict behaviors, and respond quickly.

How can we be so sure? Because we've seen it happen. Consider the efforts of Hyatt Hotels & Resorts.

The story

Hyatt Hotels & Resorts has a complicated business with more than 700 hotels and resorts spread across six continents. An operation of that scale is full of silos and fragmentation.

“But, customers want a seamless experience no matter where they travel. They expect that the preference they shared during their Hyatt stay at a hotel in Singapore is understood by the person working at the next hotel in Dallas,” explained Chris Brogan, Hyatt’s former senior vice president of strategy and analytics.

Having been one of those customers on several occasions before he joined, Chris was keen to find out how big the problem really was.

“When I first joined Hyatt, I did a search for my name in the central customer database and found 13 different versions of myself.”

This included the single Chris Brogan who lived across the street from Wrigley Field with his buddies in his 20s and the Chris Brogan who lives in the suburbs with his wife and two children.

“I can guarantee those two guys want something very different from a hotel stay.”

Connecting the dots

So Chris and his team set about connecting all the fragments to gain a 360-degree customer view. Previously, they'd have to manually pull together customer information scattered globally across 25 different applications.

Today, they're using automated data integration, data quality, and master data management to make all their data trusted, relevant, and governed.

"Now, we manage our customer data like a strategic asset so we can use that information to serve customers better and build loyalty for our brand.

Today, those guest profiles have been successfully consolidated. We're trying to bridge those traditional silos. So we're looking at how we share the information that's important to guests to keep the customer the focus of our operations."

And the results of this incredible transformation speak for themselves; a 19.6 percent increase in revenue from loyalty members. Even more impressively, their up-sell and cross-sell program in the Americas increased revenue by 60 percent year-over-year.

Real, tangible revenue benefits from intelligent data management.

"We're going to unleash our colleagues to deliver great customer experiences at every stage of the guest journey. Our competitive differentiation comes from knowing our customers better than our competitors."

The bottom line is that if customer experience is the new competitive advantage, then trusted data is table stakes.

Unleash the Power of Intelligent Customer Data

By now, a few things should be clear. The root cause of a fractured customer experience and a fragmented customer-facing operation is poorly managed data.

More important, intelligent data management doesn't call for the expensive purchase of a brand new CRM system or service desk application.

Instead, intelligent data management is about organizing the data assets you already own so that everyone can get the most from them.

Remember, the total 360-degree customer view exceeds the scope of any single application—but it does not exceed the scope of your data.

Follow our seven steps to intelligently manage your data and you'll deliver the quality and consistency of customer experience your customers expect from you.

Ignore them, and the painful symptoms of your fractured customer relationship will continue to plague the best efforts of your sales, marketing, and customer service teams.

Because if a better customer experience represents competitive advantage (and it does⁶) then making your data trusted is a competitive imperative.

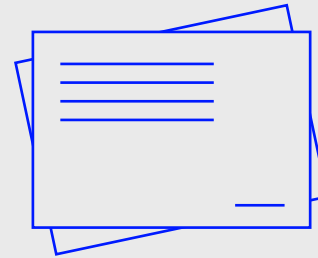
⁶ Watermark Consulting, [The 2015 Customer Experience ROI Study](#)



Further Reading

Intelligent Disruptors: Meet the Experts Behind Customer 360 Initiatives

Creating to a 360-degree customer view is possible. Our customers have done it. And we've published an eBook about their respective stories—in their own words. Get [Intelligent Disruptors: Meet the Experts Behind Customer 360 Initiatives](#).



[DOWNLOAD IT NOW](#)

About Informatica

Digital transformation changes expectations: better service, faster delivery, with less cost. Businesses must transform to stay relevant and data holds the answers.

As the world's leader in enterprise cloud data management, we're prepared to help you intelligently lead—in any sector, category or niche. Informatica provides you with the foresight to become more agile, realize new growth opportunities or create new inventions. With 100 percent focus on everything data, we offer the versatility needed to succeed.

We invite you to explore all that Informatica has to offer—and unleash the power of data to drive your next intelligent disruption.

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