

How Mobile is Transforming Enterprise Customer Experience

OpenMarket White Paper
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Executive Summary

Every day more and more business processes are being transformed by mobile. Shopping, purchasing and fulfillment. Reservations, ticketing and appointment reminders. Banking and bill pay. Customer service and support. With market leaders like Amazon, Google, and Apple setting the bar for easy and seamless user experiences, customers' expectations for service have changed radically. No longer are they willing to wait in line or wait on hold—or wait, period. Customers today demand smooth and efficient experiences throughout the whole customer lifecycle—from the moment they start to look for a product or service to the moment they decide whether to replace it or upgrade. In that continuum of customer touch points, enterprises have many opportunities to improve the customer experience and to engage with customers where they are: on their mobile devices. In this paper we describe a more holistic view of customer service, provide real examples of how OpenMarket™ customers have re-engineered specific touch points for mobile engagement, and recommend practical steps for designing new and differentiating experiences that will attract and retain customers.

Setting a Mobile Course for Customer Experience

Every enterprise knows the importance of good customer service and how it leads to repeat purchases, high customer loyalty and retention. And yet many companies take an antiquated approach to customer service. First, their contact center operations focus on the business processes that happen after the sale, overlooking the many customer touch points that occur before a purchase. And second, many companies use solutions that are no longer efficient and pleasing to customers, especially to millennials who rely on mobile messaging far more than voice or email for their day-to-day communications. Today's enterprises need to reassess their customer service strategies and redesign their high-value touch points with the mobile user in mind.

The Power of Customer Experience

The good...

- More than 80% of customers with a good experience will pay more for a product or service
- More than 40% of customers with a good experience will make additional purchases

The bad...

- More than 80% of customers with a poor experience will switch to a competitor

The ugly...

- More than 70% of customers will share a poor experience on social media and online review sites

— www.zendesk.com

prefer easy and fast ways to meet their own needs, whenever and wherever they happen, and on their preferred channel.

The ubiquity and simplicity of SMS make text messaging an ideal tool for a variety of customer experience use cases. In fact, for many use cases it is the most effective communication channel. With an 'open' rate of more than 95%, SMS enables companies to engage their customers around the world in both one- and two-way messaging interactions—for a surprisingly economical time and materials investment, and high ROI.

Customers are clamoring for mobile customer service, but only **25%** of companies surveyed have a strategy in place to meet the need.

— International Customer Management Institute, 2013

In just this past year, two leading industry research firms, Gartner and Forrester, have both begun advocating that enterprises take a serious look at their customer service strategies. While Gartner advises that enterprises broaden their perspective on customer service to include all aspects of the customer lifecycle, Forrester encourages enterprises to embrace the mobile mind shift—the changing customer attitudes and expectations being driven by each advancement in mobile technology.

Both analysts' perspectives have considerable merit. Enterprises can no longer regard customer service as activities aimed only at solving customer problems. They must instead acknowledge the total customer experience—the sum of the many individual experiences customers have with the business. The days when enterprises could rely primarily on their call centers (with voice for their primary inbound communications and email for outbound) are over. They must instead recognize that customers



When customer experience is designed in organizational silos, the result for your customers can be very confusing.

Customer Service: A Perspective with New Opportunities

Much more than a call center

Many enterprises still regard customer service as a set of post-purchase activities. They invest heavily in call centers to handle account questions, technical problems, and warranty inquiries. Usually the call centers are powered by IVR and Customer Service Representatives (CSRs), operating on principles and processes that are decades old. Numerous studies reveal that customers consistently voice three major complaints of call centers:

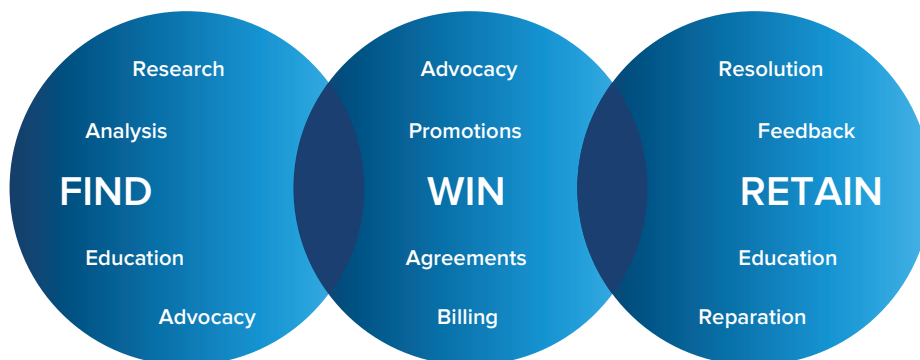
- Being forced to navigate an IVR system
- Having to wait on hold
- Being transferred from one agent to another

As customers, most of us have first-hand experience with these problems and know the frustration of navigating automated voice systems, waiting on hold for an agent, and repeating information, sometimes multiple times. Clearly this is one customer experience that's due for an overhaul. Today's mobile customers want to use mobile messaging to interact with CSRs—to request information or ask a question. And they want to interact over a timeframe that's convenient for them.

Customer experience spans the entire lifecycle

In today's digitized, mobilized, and customer-centric economy, enterprises must define customer service more broadly. With the "word of mouth" channel bolstered by social media, text messaging, and online reviews, and customers equipped to access all of them at any time of day, your service strategy must recognize your customers' needs and wants throughout the whole lifecycle of your product or service.

The total customer experience is the new perspective on customer service. Viewed from this wider and more strategic perspective, you can see why customer experience is so powerful. It provides a conceptual framework for identifying a much wider array of customer touch points, many of which have the potential to differentiate your enterprise from the competition, especially when transformed for the mobile customer.



Total Customer Experience

Customer experience comprises many business processes and customer touch points, representing a multitude of opportunities for crafting positive experiences that enable repeat sales and long-term loyalty.

Meeting Customers Where They Are: On the Mobile Channel

To see how easy it is to improve the customer experience, let's first revisit the top complaints customers have with call centers: being forced to navigate an IVR system, being put on hold, and being transferred from one agent to another. How can mobile erase these problems? The answer is surprisingly simple: SMS—the communication channel already available to and used by billions of people around the world.

Two-way SMS: efficient for the enterprise, delightful for the customer

Meet Judith, the owner of a shiny new refrigerator. A few days after having it installed, she notices that the temperature is inconsistent between the bottom and top shelves. She tries tuning the settings as suggested in the manual, but when that doesn't fix the problem, she decides to get help. When Judith purchased the refrigerator, she agreed to receive delivery notifications via SMS. The dealer also told her that if she had any issues, she could text the keyword HELP and this would trigger a call-back from the support team. So Judith opens the delivery notification and texts back HELP. Because the message thread already contains the order number, the dealer's CRM system can generate a support ticket with the information the support team needs when calling Judith. By utilizing the SMS channel, the dealer has a more efficient process that lowers call center costs, and Judith gets the help she needs without ever having to navigate an IVR system or wait on hold for an agent. In fact, Judith's experience is so smooth that she thinks of the temperature control issue as fine-tuning rather than problem-solving. She's delighted!

Text messaging or mobile app: which is right for you?

Companies often ask us whether they need a mobile app in order to provide a compelling engagement experience. The short answer is 'no', but of course it depends on your business objectives. Mobile app push notifications can be very effective, but keep in mind they are limited to one-way communication. In addition, designing and developing a mobile app requires the capability, capacity, and capital to support the whole lifecycle, including extensive cross-platform testing.

In contrast, SMS and MMS require no such commitments. They are efficient and flexible, supporting both one- and two-way communication for a wide range of use cases. Here are just a few more examples where two-way messaging can enable direct communication and action between the enterprise and the customer:

- A customer texts CHAT to his bank's short code to engage a live agent about a lost credit card.
- A driver files an insurance claim by sending an MMS (with an image or video) to the insurance provider's short code.
- A utility company broadcasts an SMS message to customers about a forecasted storm, and enables them to text back to report power outages.

Selfridge and Disney: Pioneers of Customer Experience

Look to Harry Gordon Selfridge and Walt Disney as business leaders who truly understood and practiced customer experience. Selfridge, an early 20th-century retailer, recognized that transforming shopping from an obligatory chore to a recreational activity would bring in more customers and result in higher sales. His department store on London's Oxford Street—Selfridge's—was one of the first to offer customers easy access to merchandise as well as a variety of leisurely activities, including restaurants and gardens—even miniature golf. And of course Disney is well known for his attention to customer service. As described in a 2011 article in Forbes magazine, the Disney Parks ensure high customer service through three operational practices: cleaning park grounds every single day, being "assertively friendly" toward park visitors, and communicating often and effectively with guests. Selfridge and Disney both understood that how you do business can mean the difference between winning and keeping your customers—or not.

- A customer texts a keyword to reset account credentials that he's forgotten.
- A customer receives a short SMS-based survey to provide feedback on a recent interaction with a business.
- A US customer texts a business's toll-free number with a question.

SMS and MMS messaging are very flexible technologies; they're useful for many different customer touch points, not just those that fall into the traditional customer service arena. Read the following Mobile Engagement in Action stories to see how several OpenMarket customers are using mobile messaging to improve specific customer touch points.

Mobile Engagement in Action—Real Stories of OpenMarket Customers

Alerts and Notifications

Using SMS, any enterprise can turn an ordinary customer experience into a delightful one. One OpenMarket customer, a Fortune 100 retailer, improved its fulfillment experience by enabling customers to receive SMS notifications during the shipping process. Knowing that customers are anxious to receive their purchased items, this retailer sends three shipping status messages: first, when the customer's order leaves the warehouse, then when it's handed over to a local courier, and finally when it's delivered. The SMS notifications not only give customers real-time updates, they can also enable them to request a change to the delivery date or destination.



Other OpenMarket customers are using SMS alerts for reservations, appointment reminders, job candidate interviews, and in-store tech support appointments.

Customer Engagement

One of the best ways an enterprise can improve its total customer experience is to use mobile messaging to engage customers proactively. As Walt Disney instructed his theme park staff, anticipate visitors' needs and be "assertively friendly". One OpenMarket customer, a leading UK airline, is doing just this with its instant customer feedback program. Immediately after passengers board a plane, they receive an SMS that directs them to a "boarding experience" survey. Not only does the survey make customers feel valued and important, it elicits feedback while the customer's experience is still fresh in their minds. In addition to receiving continual feedback from customers, flight attendants can view the feedback in real-time, which enables them to promptly deal with any complaints or problems.



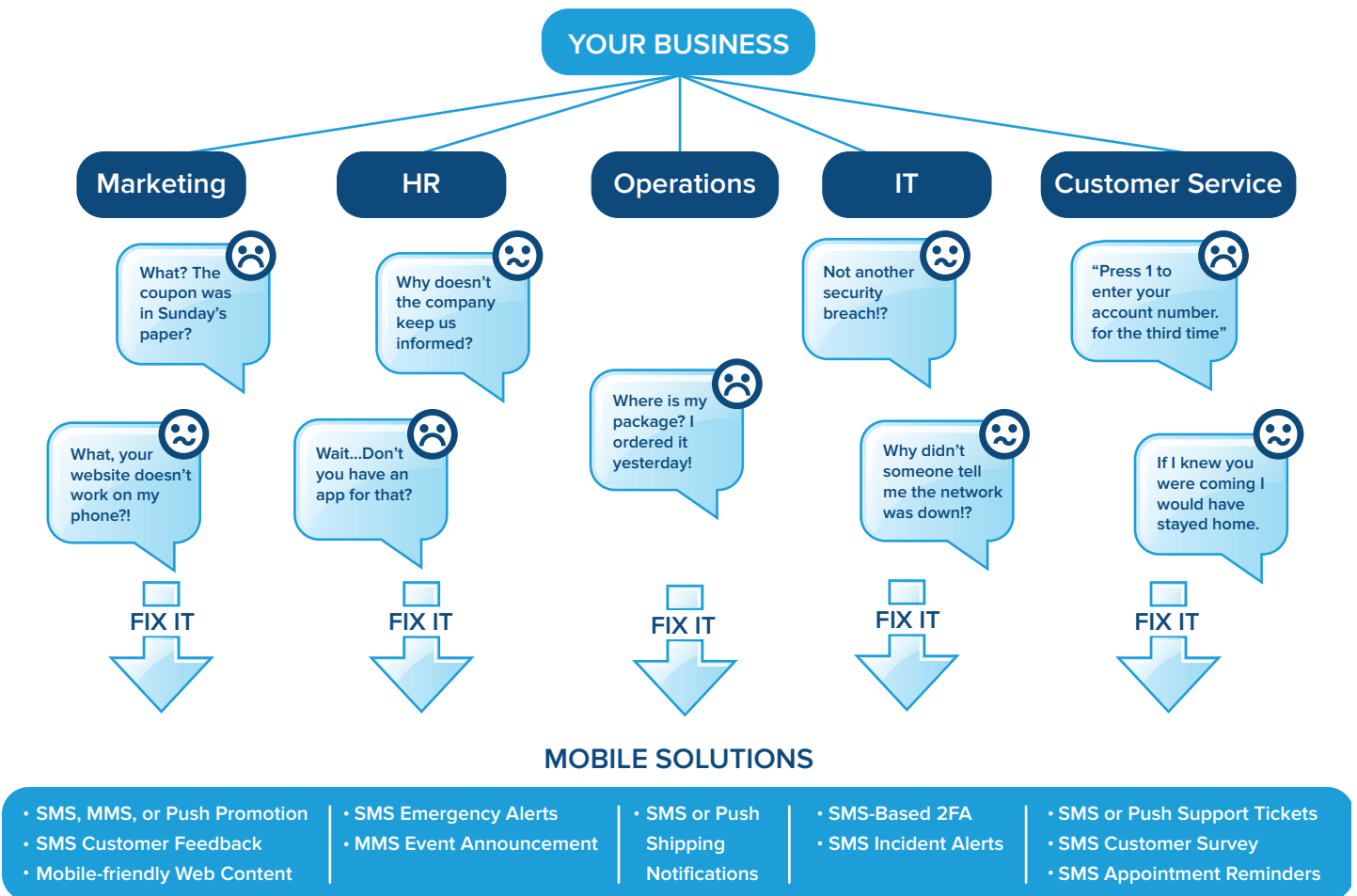
IT Operations and Support

Mobile messaging can improve many support operations—both internally and externally facing. OpenMarket's own parent company, Amdocs, implemented an SMS alerts solution for one of their India locations. Prior to implementing the solution, employees would flood the IT team with phone calls and emails when a system or network outage occurred. Employees needed to be kept informed about the situation and became frustrated when the information wasn't available. With the SMS solution, IT can initiate an alert manually to keep employees informed. Even when a network incident impacts the facility's IP phones or the email server, IT can trigger an alert to specific groups of employees to help manage the incident and minimize the impact on productivity.

Mobile Across the Entire Enterprise—for the Whole Customer Experience

Your customers and employees are on their mobile phones, tablets, and phablets every day, for much of the day. They want relevant content, delivered to them via the channels they want to use: SMS, MMS, and Push Notifications.

In this graphic we show numerous customer pain points relating to the specific functional organizations in a typical enterprise. All of these painpoints can be solved with mobile engagement solutions.



Getting Started With Mobile: It's Easier Than You Might Think

Total Quality Management encourages enterprises to continually improve in order to maintain a competitive edge. Although customer experience and mobile can seem daunting, many enterprises are in a good position to make significant strides without rehashing strategic plans, hiring experts, or redesigning business processes. (See the three "Easy Fix Ideas" you can implement today with minimal risk.)

To start mobilizing your customer experience use cases, think about when customers want to interact with you over the mobile channel. How can you make the interaction more efficient or satisfying by using SMS or MMS, or via mobile app Push Notifications?

Step one: climb out of the functional silos

Within most enterprises, functional groups operate in silos. Each understands its piece of the total customer experience. To move from traditional customer service to customer experience, your groups must collaborate and knit the pieces together. Because, as we now know, your customer judges you on the basis of the total experience, not just one or two interactions.

Collaboration in a large enterprise can be difficult, but methodologies exist to help you move ahead. Experts suggest establishing a cross-functional team that's accountable for customer experience. The team should represent the business processes across the lifecycle of your product or service, including marketing and sales, billing, and customer support. Also include IT and HR since they are responsible for internal processes that can impact the customer experience. Your cross-functional team should employ a methodology such as customer journey mapping to identify all customer touch points, and then determine which are mission-critical and market-differentiating.

Step two: mobilize the high-value touch points first

Focus first on the critical touch points that have the most value to the customer-business relationship. Understand what specifically needs to be improved about each touch point and which mobile channel(s) will enable the most efficient and effective interaction or engagement. Determine a unified set of customer service metrics, and collect and analyze data cooperatively so that customer insights do not become siloed.

Once your team knows which touch points to improve, enlist a mobile engagement expert to help you design the most enjoyable solutions. Avoid the urge to take this important step on your own. On the surface, mobile messaging is simple, but the mobile ecosystem is not. You will benefit immensely from working with an expert to design your messaging service, integrate it with existing systems of record, navigate regulatory requirements and best practice guidelines, and launch the service with the best possible results.

Easy Fix Ideas

Account Recovery

SMS makes it easy for users to securely reset their passwords without engaging a CSR. First enable your customers to add a phone number as a password recovery feature. Then utilize SMS to authenticate the user by sending a security code to his or her mobile phone. The user re-enters that code in your account recovery tool, and once verified can change his password. The whole process takes 30 seconds or less.

Fee Avoidance

SMS enables you to notify customer if they are about to incur a fee or additional cost, and to offer them the opportunity to take corrective action. Research shows that mobile users open nearly all of their text messages within seconds of receiving them, so texting is a great way to help customers avoid penalties and the damage they cause to the relationship.

Support Tickets

SMS makes it easier for users to resolve technical issues. A user can text in a keyword to your short code, and your CRM system can create a support ticket and route to a CSR. The SMS interaction can even be two-way to retrieve additional details from the user. Even though the customer initiates the process, he never has to navigate an IVR system or wait on hold.

What OpenMarket Can Offer You

OpenMarket's mission is to help your enterprise transform your business with mobile. "Transform" is a bold word, but we use it because our goal is to achieve measurable and tangible outcomes for your business. Whether your use case involves appointment reminders, shipping notifications, call center communications, or account updates, OpenMarket has the domain expertise and mobile solutions you need to succeed.

Here's what we offer to all of our customers:

- **Industry expertise.** We have been a market leader in the mobile industry since 1999 and are a division of Amdocs, Inc., (NASDAQ: DOX) a global enterprise with \$3 billion in annual revenue. Today, four of the top 10 most respected global brands and 40% of mobile messaging vendors rely on the OpenMarket platform, giving us a broad base of experience that we bring to each customer's mobile needs.
- **Flexible platform for custom solutions.** We offer SaaS-based solutions that support SMS, MMS, and Push Notifications, powered by a mobile engagement platform that is highly customizable. We have built and deployed custom mobile solutions for nearly every functional organization within the enterprise.
- **Enterprise-grade operability.** Our platform offers demonstrated performance, flexibility, scalability, and global reach. Its high availability and connectivity to over 200 countries mean you can rely on OpenMarket to deliver your communications.
- **Professional and consulting services.** Our experts will help you design, implement, and manage your mobile engagement solutions. Our broad base of experience enables us to solve for a wide variety of business use cases—across the entire enterprise.

Recommendations

To wrap up, here are our key recommendations for moving ahead:

- Think about customer service from the total customer experience perspective. This will enable you to discover many more opportunities to serve and satisfy your customers in ways that set you apart from the competition.
- In your total customer experience, identify the customer touch points that need to be modernized for the mobile customer.
- When redesigning customer touch points, do not assume you need a mobile app. SMS and MMS are highly effective for many enterprise use cases, and have the advantage of being faster to launch.
- Enlist the expertise of someone who thoroughly understands mobile messaging, network operator policies, and government regulations, and who has a reputable track record for mobilizing enterprise processes.

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About OpenMarket

OpenMarket, a division of Amdocs, helps enterprises use mobile to transform their business. OpenMarket provides mobile engagement solutions for organizations to optimize their operations and enhance relationships with their customers and employees. Major enterprises choose OpenMarket for our domain expertise, service flexibility, demonstrated performance and reliability, global scale, and corporate maturity. We provide smart, interactive connectivity to more than 200 countries, enabling businesses to engage with nearly every mobile user around the world. Our clients trust us to power their mobile business. For more information, visit www.openmarket.com.

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