

Smart Communications: How Leaders Drive Customer Experience

How to Seize No-Cost Marketing Opportunities throughout the Customer Life Cycle

Part 2: How Leaders Use StreamServe Persuasion for Customer Experience™ to Increase Loyalty and Profit

G r e e n h i l l A n a l y s i s

Smart People with Unrivalled Technology and Business Credentials

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Executive Summary

Top marketers today own the customer experience across the lifecycle, and use every interaction as an opportunity to reinforce brand messaging and promote the company's products and services. The documents your company sends from all its departments and systems constitute a dialog with your customers. How's your dialog? Is it coherent and consistent, or disjointed mumbling from all corners of the organization?

StreamServe's Persuasion for Customer Experience is an end-to-end communication solution for managing all your customer communications. It allows business people to take charge of all customer communications, creating compelling, personalized documents from multiple back- and front-office systems, and deliver them at the right time, via the right channel, anywhere in the world. Templates and business rules managed within marketing control the format, images, colors, messaging, offers, and recommendations that appear in every customer document.

The benefits to companies using Persuasion for Customer Experience are enhanced brand, reduced churn, higher revenues via cross-selling, ability to adjust promotions and messages daily in response to market conditions, reduction in call center events because documents are clearer, and reaching off-line audiences at no additional postage expense. In fact, using Persuasion will probably significantly reduce postal costs.

The benefits to your customers are in getting documents that are clear, which saves your customers time and inspires their confidence and trust; giving them control over the channel they receive their communications; and getting more value from the relationship because you are delivering targeted offers and suggestions.

The four steps to success with Persuasion for Customer Experience are getting immediate success and payback; updating your cross-channel communications strategy, which may involve many people and departments; defining your communications implementation plan; and executing and assessing the impact to perfect your execution.

There's a growing awareness across all industries—including utilities, insurance, banking, brokerage services, telecommunications, distribution, and manufacturing—that designing customer interactions to connect more effectively holds the potential for providing a real and sustainable competitive edge for companies around the world. And customers are beginning to see more compelling communications from their suppliers, and their expectations for the quality of all supplier communications continues to climb.

This report is the second in a three-part series.

StreamServe Persuasion for Customer Experience

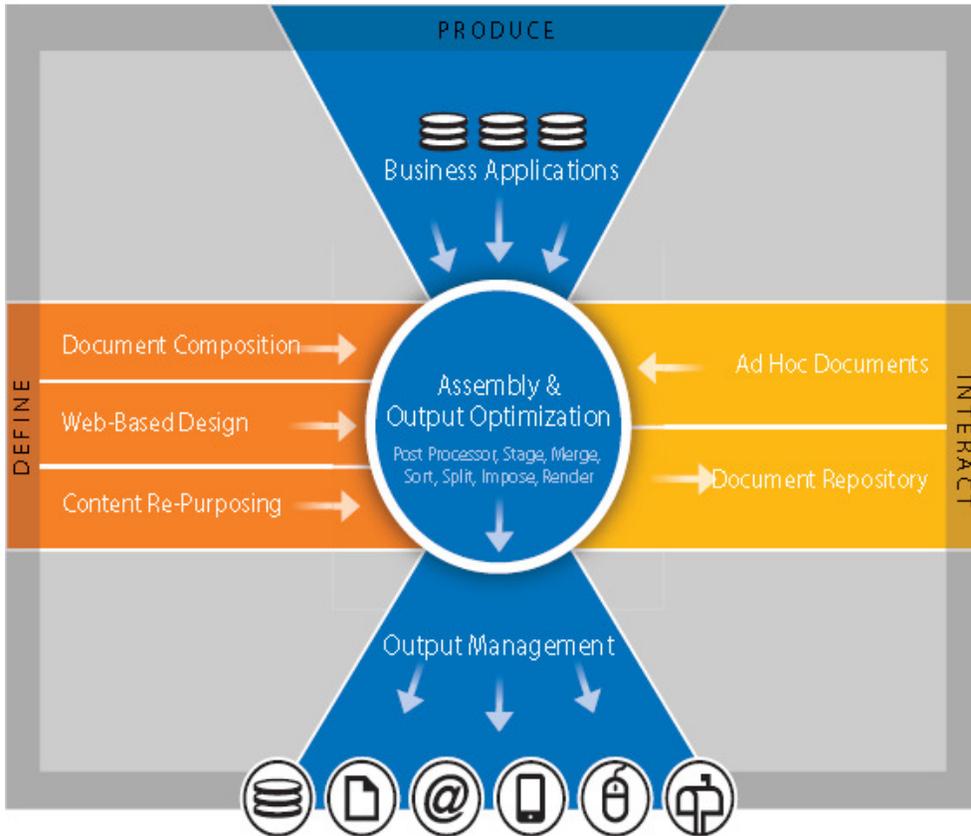
StreamServe, a global company with more than 5,000 customers in 130 countries, enables companies to deliver persuasive and personalized documents that are consistent across channels, touchpoints, geographies, and product lines.

StreamServe Persuasion for Customer Experience is StreamServe's solution for customer interaction design. It allows marketers to take charge of the dialog across the customer lifecycle, ensuring that all communications reflect the brand, and to seize every opportunity to amplify messages, present appealing offers, and deepen the relationship.

Using StreamServe Persuasion for Customer Experience to create a compelling and relevant customer document from the current output of an ERP system, the marketing team would first design the new document using StreamStudio. They would choose colors and images; select messages and offers to include; specify rules for personalizing the messages and offers; add or remove information or pages; or change lists of data to charts or tables. Persuasion intercepts the ERP output and merges it with the marketing messages. Generic offers and inserts are history. When you need to quickly get word to a segment of your customers, in a few minutes your marketing team can direct Persuasion to insert the message in all communications.

The components of the Persuasion for Customer Experience solution, shown in the illustration, are as follows:

- **Design Center.** Suite for collecting, composing, presenting and managing customer communications; including connecting to source data and applications; transforming, sorting and formatting data; designing page templates and layouts.
- **StreamStudio.** Administrative workbench to customize roles and access; Composer for creating personalized marketing messages and rules; Dispatcher for distributing to customer's preferred channel; Collector for storing documents for immediate viewing or resending; Reporter for monitoring current and past jobs.
- **Post Processing.** Organize documents to optimize printing and postal delivery, apply OMR marks.
- **Output Center.** For managing the entire print environment, including the job spooling, delivery scheduling, all queues, printers and devices.
- **E-Invoice Center.** For creating and delivering value added tax (VAT) electronic invoices, compliant with every country's rules.



This diagram depicts StreamServe Persuasion technology. StreamStudio, the Web-based tools for defining and interacting, is represented in orange colors. StreamServer, in blue, provides the workflow, scheduling engine, administration and management. Inputs come from any business application or database; outputs can be print, file, email, Web pages or mobile applications.

What Companies Are Doing with StreamServe Persuasion for Customer Experience

3 Scandinavia’s New Marketing Channel: The Invoice

3 Scandinavia is the world’s leading operator of 3G and mobile broadband services with more than a million customers in 10 countries.

PROBLEM: The primary communication channel to the customer is the invoice. Telecommunications invoices have historically not been easy to understand and not particularly engaging. Invoices from 3 Scandinavia were better than average, perhaps, but still many customers found them confusing. It wasn’t always clear what the charges were for, or how effectively the customer was

“The longer I work with StreamServe the more satisfied I am. They are responsive, and we can handle most things ourselves now,” David Johansson, Invoice Product Manager, 3 Scandinavia

using his service. The offers that were included in the invoices were generic, which meant inevitably some customers would be disappointed when they discovered they weren't eligible for a program or promotion. The confusion showed up at the call center, where 25% of calls coming in were questions about the invoice. There were also customer satisfaction concerns, and the conviction among many in marketing that the invoice could be – needed to be—better at promoting 3 Scandinavia's various products and services.

SOLUTION: Using StreamServe Persuasion for Customer Experience, 3 Scandinavia has transformed invoices into a marketing channel for personalized loyalty campaigns. The color invoice, now a tool for customer engagement, has been divided into three key areas:

- Promotional zone. For cross-selling and up-selling, this is where product managers present their products and services in offers designed to gain market share and/or revenue.
- Informational zone. For answers to top customer questions, and very targeted information on how to use mobile services more effectively and to get more pleasure from them.
- Surprise and Delight zone. This is where 3 Scandinavia rewards loyal customers with gifts based on their behavior. For example, a frequent texter might be rewarded with 100 free messages this month.

3 Scandinavia uses StreamServe Persuasion for Customer Experience for all of its invoice presentment, whether print or online, as well as reminders and credit notes. It continues to expand the use of Persuasion to other customer interactions.

IMPLEMENTATION: An early step in implementing the new invoice at 3 Scandinavia was adapting the invoice ownership within the company. As David Johansson, Invoice Product Manager, points out, "An invoice is pretty difficult to control – so many departments to work with. It's important to figure out how you are going to control it." Today, the invoice "belongs" to marketing. But it also belongs to IT, to billing, to sales, to inventory, and to customer support. Any change to the invoice and invoice processes could affect a wide swath of the company, so collaboration has been key.

Marketing owns the layout of the invoice, and with Persuasion can adapt very quickly to market changes. Using StreamServe's Composer, one of the marketing staff sets up the invoice every month. She writes the content, chooses images, selects messages, and if necessary updates the rules controlling the personalization.

BENEFIT: Because the invoice is easier to read, more interesting, and has only the offers appropriate to the specific customer, calls to the call center have dropped significantly. And by eliminating inserts, invoice distribution costs have dropped 30% -- at the same time that the invoice has become a strategic resource. Will StreamServe Persuasion for Customer Experience

create a new revenue source? Perhaps: 3 Scandinavia is considering selling invoice space to partners.

PI Company Increases Customer Satisfaction, Reduces Churn

PI Company, based in the Netherlands, is performance improvement company. It works with HR departments, psychologists and agencies to offer online assessments, coaching, training, talent management, executive development, and diversity solutions. A growing client base across Europe and China has resulted in clients using PI Company's services for millions of online assessments of candidates and employees.

PROBLEM: But success led to a classic problem: PI Company's systems were getting bottlenecked. Candidates were taking exams over the weekend; agencies were online Sunday night scheduling reports for use in meetings with their clients on Monday; and the reports didn't appear in the minutes expected. PI Company's call center would hear from 15 % of its agency clients every Monday morning: "Where are my reports?"

"StreamServe would make us ready for the future. They offered the right solution in the right time for us." Willem Valk, COO PI Company

For PI Company, this was a price too high to pay for success. If partners and clients couldn't get their reports, they couldn't do their jobs and their own businesses were in jeopardy. The most difficult economic climate in decades was not the time to put stress on relationships.

SOLUTION: Replacing the hardware platform, an obvious approach, would cost €500,000. Implementing StreamServe Persuasion for Customer Experience was much more cost effective; StreamServe was capable of huge volumes as proven by its Swedish Post implementation; and not only did StreamServe solve the problems, but "StreamServe would make us ready for the future," according to Willem Valk, COO of PI Company. "They offered the right solution in the right time for us."

StreamServe Persuasion for Customer Experience immediately relieved the bottleneck for reporting. It also made it possible—and easy—to redesign and reformat reports. PI Company had always created bespoke reports for its very largest clients, with special add-ons such as logos and explanatory information. Now, it was possible to create this personalization for many more clients, by reusing report components, cutting and pasting from the standard report.

PI Company has also launched a self-service portal, which relies in part on StreamServe technology.

Today, PI Company is looking at making Composition Center functionality available to clients, so that they can tweak the design of their own reports, adding links and removing extraneous sections.

BENEFIT: The benefits have been unmistakable. Most importantly, PI Company's business is strong and its clients are pleased with the timeliness of the services they get. Other benefits:

- Even with twice the volume of business being processed, PI Company hasn't needed to expand its call center staff.
- Customer satisfaction improved in the affected channel by 24%.
- Customer experience improved 10-fold: reports that were taking minutes to print now print in 2-3 seconds.
- Churn in its partner network has been curbed by an estimated 10%

Smart Communications Series

This report is the second of a three-part series. The full series is as follows:

- Part 1: How to Seize No-Cost Marketing Opportunities throughout the Customer Life Cycle
- Part 2: How Leaders Use StreamServe Persuasion for Customer Experience™ to Increase Loyalty and Profit
- Part 3: Blue Print for Success in Seizing Marketing Opportunities throughout the Customer Life Cycle

Part 1 describes how leading marketers use front- and back-office communications as part of their marketing dialog; and identifies the benefits to customers and to companies of crafting a consistent and meaningful dialog to improve customer satisfaction, loyalty, and the bottom line.

In Part 3, learn how companies are using StreamServe Persuasion for Customer Experience; and the chief components of StreamServe Persuasion.



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