

Journey Analytics: the Science of Winning and Keeping Customers



Part 4 of a 6-part series

Interventions – driving behaviour
through interventions & nudges



THE PLANET'S SMARTEST CX ORCHESTRATION PLATFORM

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PART 4

INTERVENTIONS – DRIVING BEHAVIOUR THROUGH INTERVENTIONS & NUDGES



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Real customer journeys are interesting and often surprising. But this shouldn't be surprising, because real customer journeys are built by data and not by people in a workshop, as we explored in part two. Transactional, qualitative and quantitative data are drawn into Journey Analytics by layering the solution on existing business systems.

Once customers are matched and the dots are joined, as discussed in part three, then we're presented with longitudinal paths that represent the customers' real journeys. Today's CX professional still needs tools and approaches to influence the journeys they're discovering.

Customer success is not measured by whether they reached their goal or not, but rather by the path they took and the experiences they had along the way. The visualisation of this sequence is essential, but the CX professional also needs to be able to analyse customer groupings, based upon things like geography, sentiment, profiles and feedback received. Are these customer groupings having different journeys and experiences, and can we predict what's going to happen tomorrow? Journey Analytics exposes all these different journeys through rich analytics.

But this is only the start. Insights and rich analytics expose what's really happening in the business but you still need tools and approaches that will help you to influence what you're discovering. Customers that are getting stuck in recursive loops and not progressing are not simply interesting information, but rather an immediate need that requires an intervention and a recovery. Whether you need to help customers in distress or gently nudge them towards an outcome, you require a toolset that will empower you to touch today's customers, and to anticipate and touch the customers of tomorrow.

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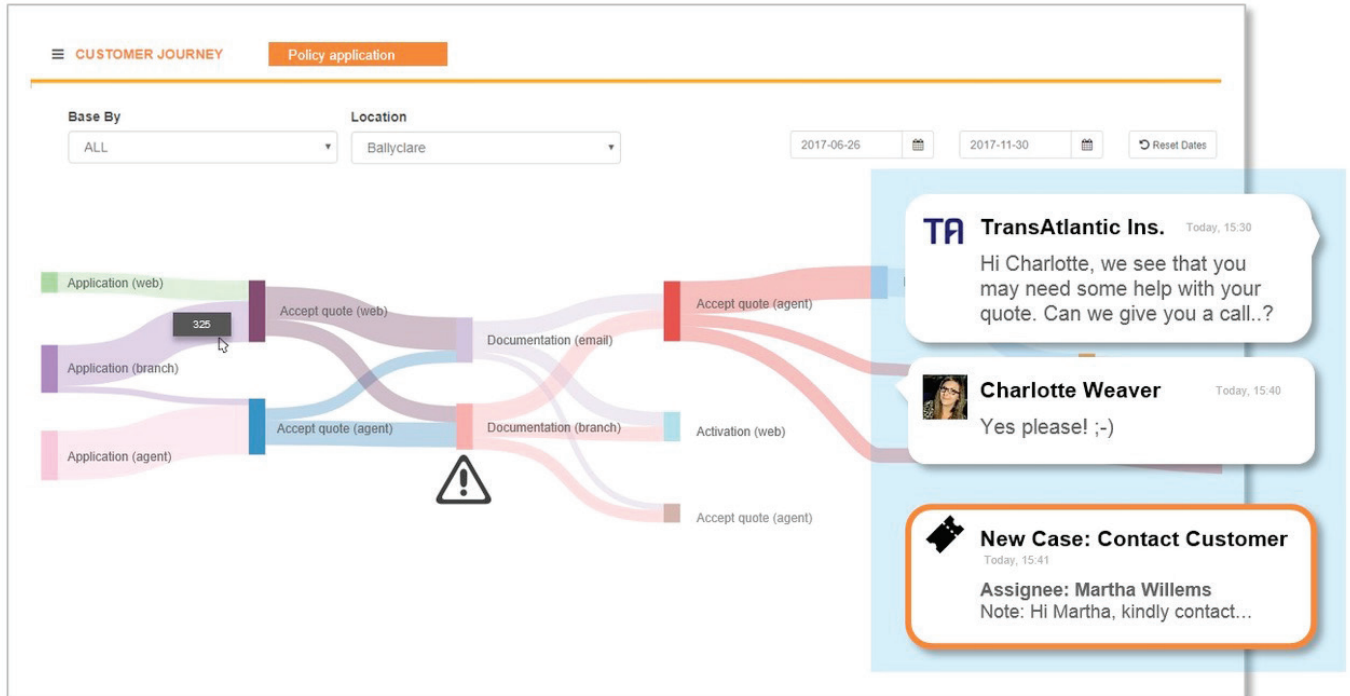


INTERVENE TODAY

Your rich Journey Analytics visualisations should already be exposing and separating the customer groupings who are having various journeys and experiences. You may, for instance, be comparing the journeys of NPS detractors and promoters, and notice that detractors are often those that called the contact centre multiple times during their policy application and then didn't progress, for whatever reason. These customers are currently in an idle state, mid-way through an application and not progressing. Today's CX professional requires the ability to identify and create a target audience so that the group can be engaged. In this case he or she would want to isolate this customer grouping and then reach out and assist them before they go away forever. A possible intervention could be the creation of a case (open ticket) for each customer in that situation, ensuring that each situation is assigned to someone in the business who will then make contact and resolve it within an SLA period.

This is systematized service recovery and customer retention.

Let's consider cross-sell and up-sell. Another example may involve customers who qualify for up-sell campaigns, based upon their profile. Your analytics may have helped you to identify existing customers who are promoters and who have had recent positive experiences. The CX professional has the opportunity to reach out to this segment of customers with a value-adding offer available for a limited promotional period. Offers will be further personalized based upon the individual profiles of the customers in the segment, according to life-stage, product usage and known interests (all gathered and stored within the contacts repository). Reminders and follow up communications can be created and automated so that appropriate engagements are triggered based upon customer responses. These interventions and nudges are essential for addressing the situations of today's customers. What's equally important is anticipating these scenarios and automating the interventions for when these scenarios take place tomorrow, or next week.



INTERVENE TOMORROW

Your rich customer journey visualizations have helped you to identify unhelpful customer experiences and sequences of steps as they try to achieve their goals. You may have noticed particular hot spots in the business that result in customer frustration and risks to retention. Making operational changes to address these can take time, but at least you're able to identify these affected customer groupings and reach out to them in real time. inQuba Journey Analytics, with intelligence inputs from machine learning and AI, allows the CX professional to anticipate the journeys of tomorrow, build rules, and ensure that interventions are triggered in real time when they happen.

Let's consider the previous scenario – customers who called the contact centre multiple times during a policy application and then didn't progress. You may have identified this as a relatively common sequence, and one that is affecting acquisition negatively.

The CX professional acknowledges that he or she needs to catch these scenarios in the future by applying the action triggers (and related rule sets) to the future. What does this mean?

This means that when this particular scenario plays out tomorrow, or next month, where a customer calls the contact centre several times and then does not progress for a specified period, an intervention is triggered in real time and someone in the business is notified that it's just happened. The intervention could be in the form of an assigned case that results in contact from an assigned person, or a text message to the customer. These are actions that will assist and nudge customers towards their goal, sometimes before the business knows that the customer needs help.

This is the next evolution of customer experience management.

If you're interested in how these approaches improved business results for one of our clients, please read the Case Study that follows.



CASE STUDY

BUSINESS PROBLEM

One of our financial services clients was struggling to get customers to start using the credit cards they'd applied for. Many customers were applying for cards but due to multiple stall points, offers were not taken up, applications were not being processed or consumers weren't activating and using their cards.

After engaging with the client team regarding their challenges, it became clear that the pain points needed to be understood if they were to be fixed. This understanding would be the first step in being able to nudge customers towards taking up the offer and ultimately use the card for transacting. The solution would need to be personalised, contextual and supportive.

SOLUTION

An effective solution needed to be interactive, highly personalized, intelligent and happen in real time. The objective was to assist customers with information and also provide them with an opportunity to give feedback, good or bad. Verbatim feedback would be processed by text analytics in order to extract important themes and sentiment. Feedback, structured and unstructured, would then provide the bank with two opportunities: to understand the customer experience and hence the pain point in the business, and to offer appropriate support in order to nudge them forward.

Phase 1 of the project involved the following:

- Stalled customers received SMS dialogues in real time to measure their experiences on their journeys. Responses added to what was known about the customer experiences in the platform.
- Cases were generated (assigned tickets) for service failures which would then be individually resolved within the business. This proactive closing of the loop often turned promoters into detractors.
- Stall points were analysed and understood in order to be able to adjust operations to better the customer experience.

Four customer states were also identified based upon the specific part of the journey where they'd stalled. The next phase of the project involved the launching of communications to these profiles of customers in order to assist them in these states. Briefly, this involved the following:

- Communications were crafted for each customer state to nudge customers forward. This was achieved through education.
- Communications were tailored and personalised based upon the customers' details and channel preferences.
- Communications were triggered by the rules engine as customers qualified for the particular states on their journeys.
- Where offers were taken up, confirmation call-backs were triggered.

RESULTS

The campaign has been a success as it has shown that behaviour has changed as a result of the personalised, contextual and real-time communications that provided value. Some of the headlines:

- Customer loyalty for the period, as measured by NPS (Net Promoter Score), increased by **20 points!**
- **Campaign ROI is 100%!**
- **Take up of offers doubled, increasing revenue and engagement!** This is compared to those clients who were not being engaged with along the same journey and over the same campaign period.

Please feel free to contact us to discuss this further.

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