

Welcome To The Age Of The Customer

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[#ageofthecustomer](#)

Agenda

- ▶ *The age of the customer*
- ▶ *The business technology (BT) agenda*
- ▶ *The customer-obsessed business priorities for 2014*

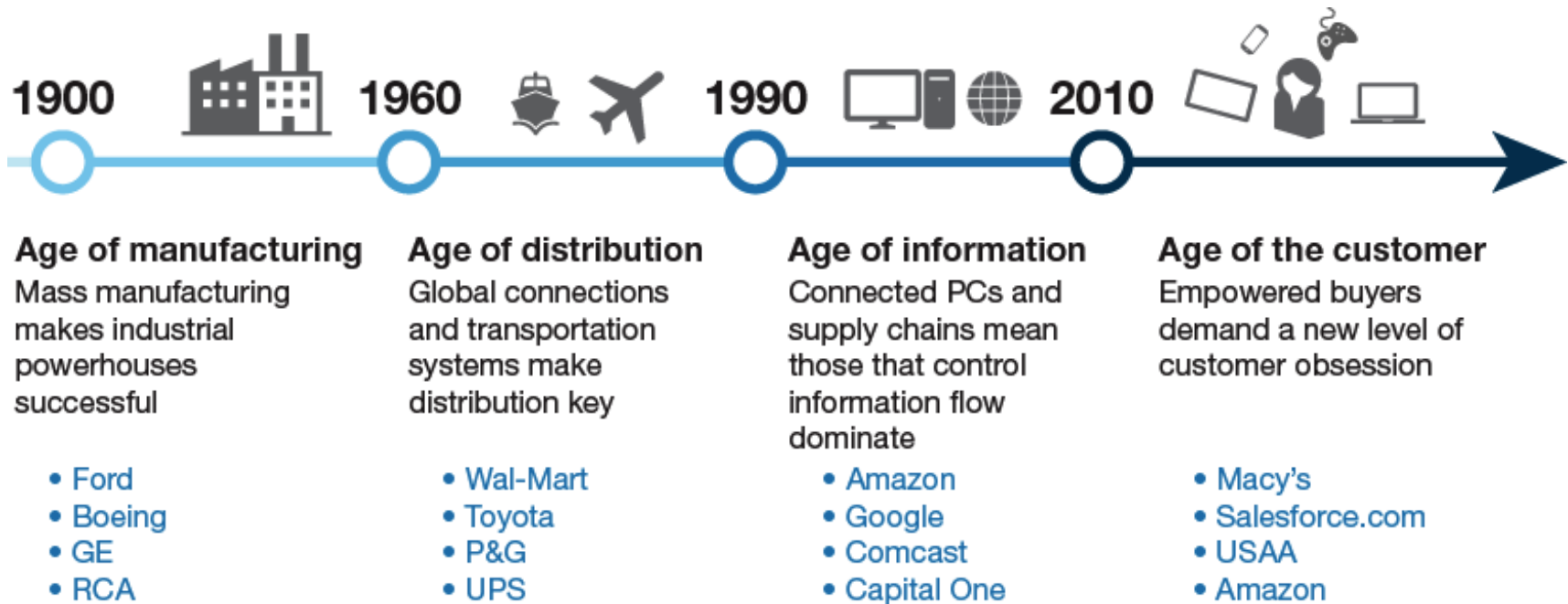
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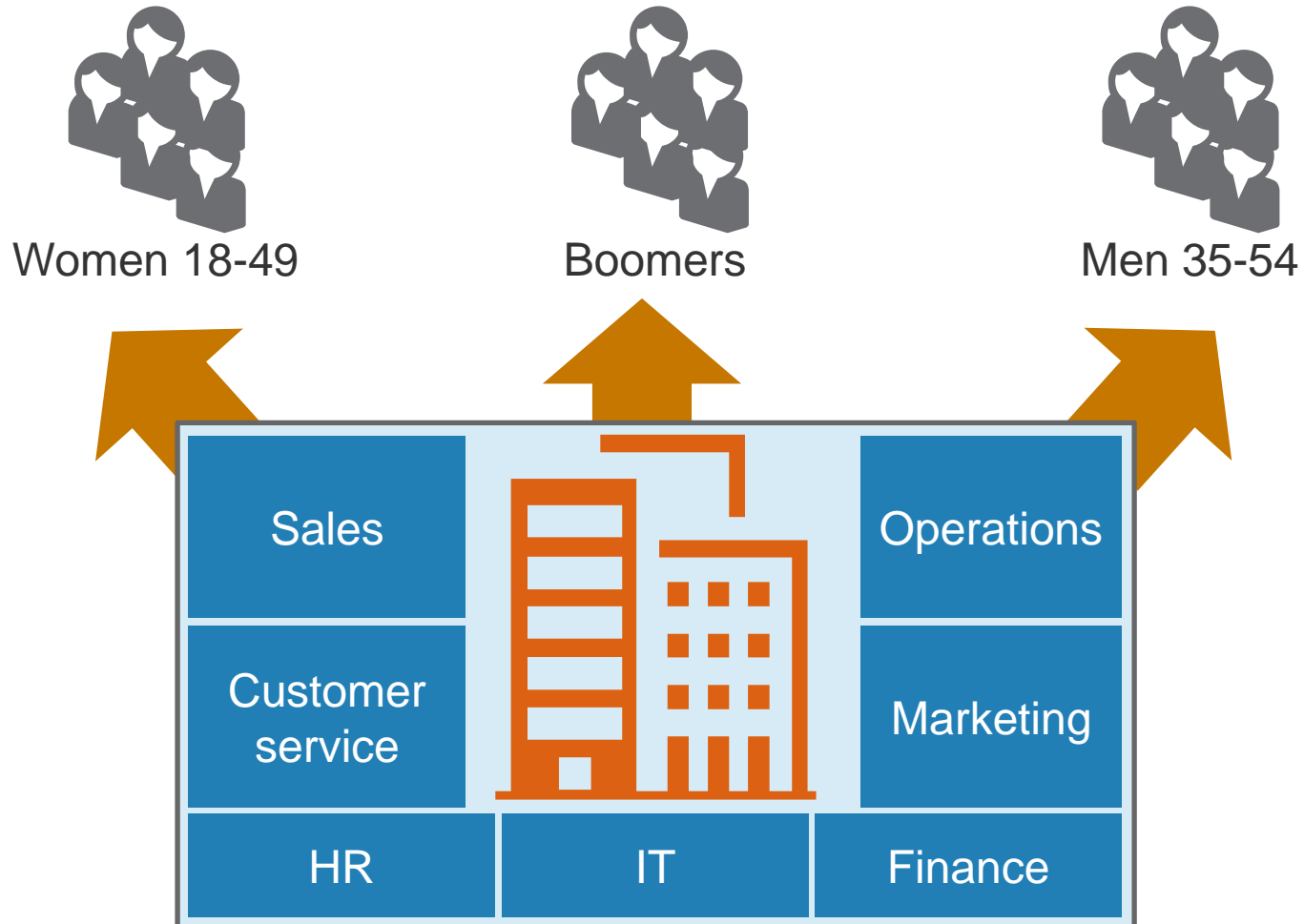
The age of the customer

A 20-year business cycle in which the most successful enterprises will reinvent themselves to systematically understand and serve increasingly powerful customers

Empowered customers have given rise to a new era



The dark ages



Then, the customer became empowered



Now, companies need to act



A customer-obsessed enterprise...

...focuses its **strategy**, its **energy**, and its **budget** on processes that enhance knowledge of, and engagement with, **customers** and **prioritizes** these over traditional competitive barriers.

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Translating the age of the customer into business imperatives

Reinvent

Systematically

*A 20-year business cycle in which the most successful enterprises will **reinvent** themselves to **systematically** **understand** and **serve** increasingly powerful customers.*

Understand

Serve

Four business imperatives in the AoC

Systematically

Serve

Transform the customer experience

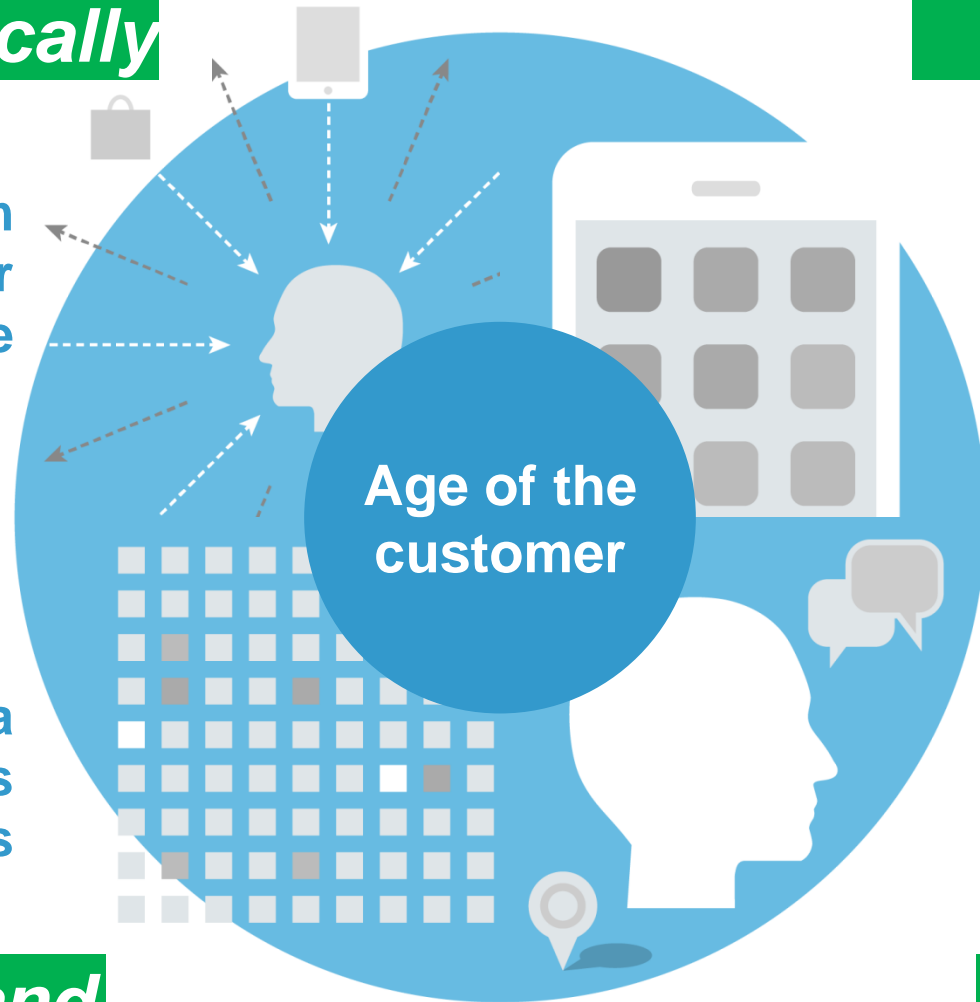
Embrace the mobile mind shift

Turn big data into business insights

Become a digital disruptor

Understand

Reinvent



Age of the customer

Winning engagement



Customers



Smart products

**Systems of engagement
touch people.**



Partners

**Systems of record
process operations.**

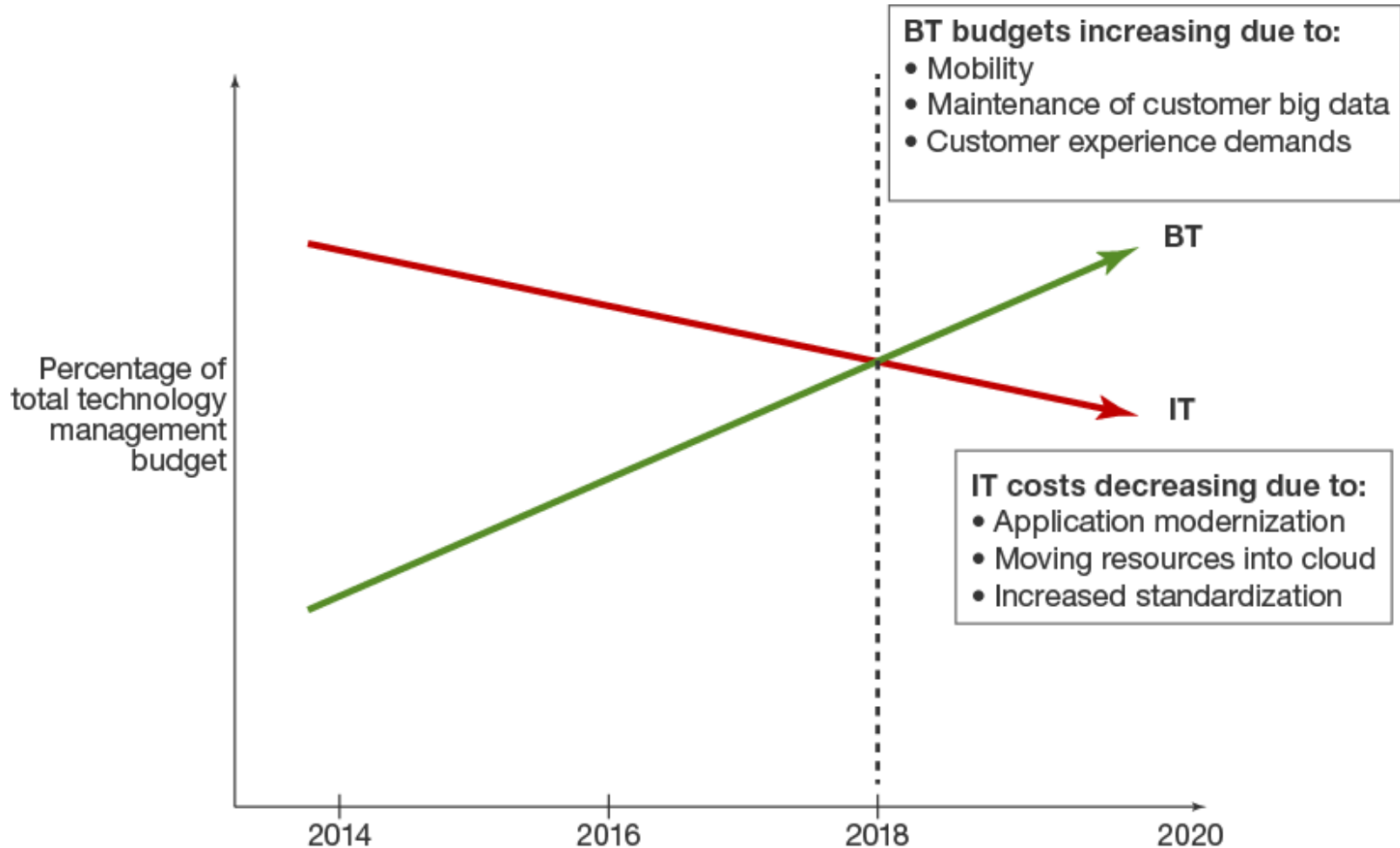
Two technology management agendas

Technology management = IT + BT

Information technology: The systems, technologies, and processes to support and automate business operations.

Business technology: The systems, technologies, and processes to win, serve, and retain customers.

A projected path for IT and BT budgets



Source: October 10, 2013, "Technology Management In The Age Of The Customer" Forrester report

A shocking tale of two numbers

Percent of 2013 new TM initiatives and projects devoted to:

**Improve IT
operations**

21.6%

**Improve marketing,
sales, service processes**

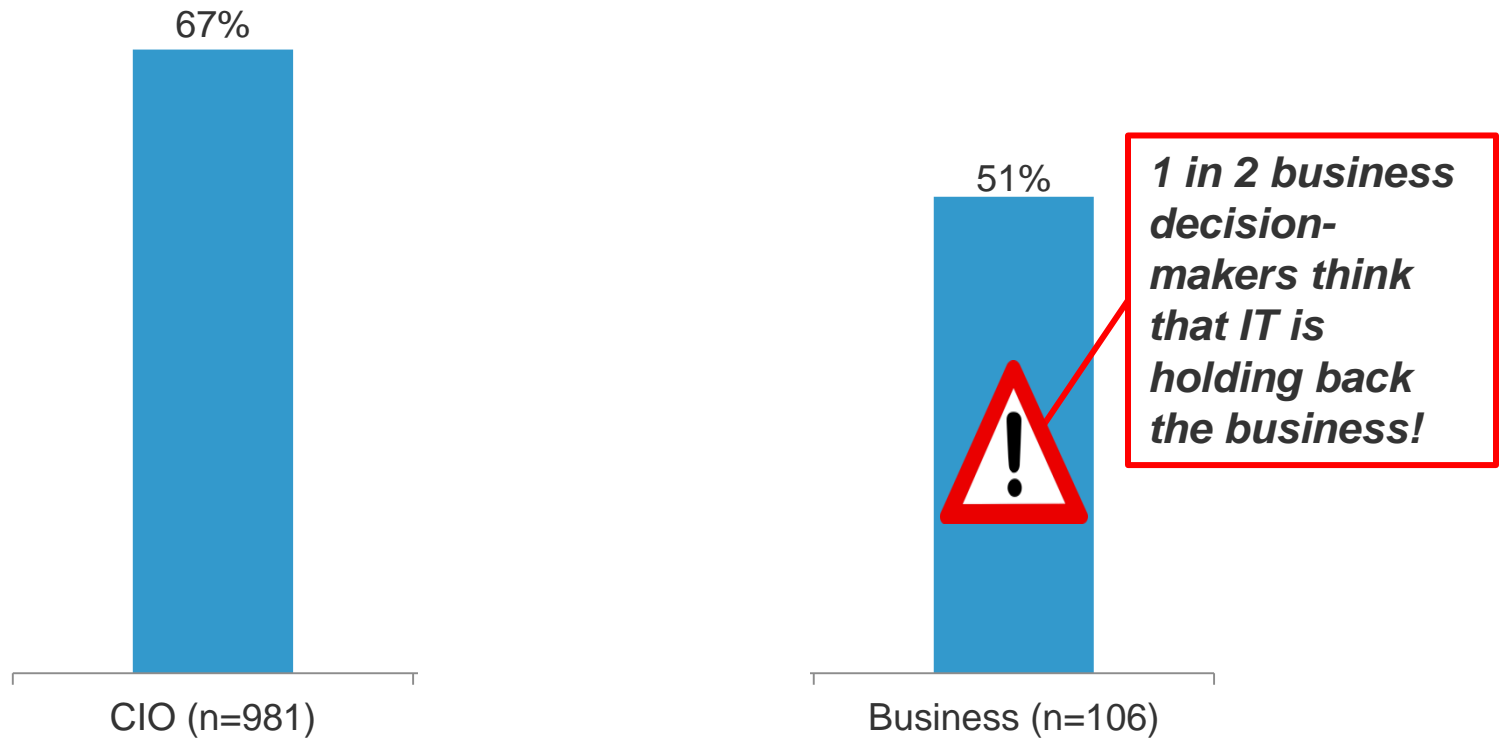
15.9%

Source: Forrsights Budgets And Priorities Tracker Survey, Q4 2012

Hard times for TM credibility?

“For each pair of statements, which best describes your firm?”

[IT department accelerates business success]



Base: NA, European Asia Pacific, and Latin American IT budget decision-makers

Source: Forrsights Budget And Priorities Tracker Survey, Q4 2012

The roles must balance



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Four budget imperatives for customer-obsessed enterprises



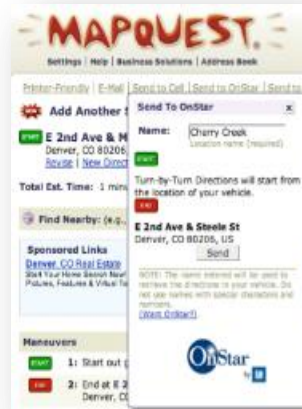
Spend More



Spend Less

Invest in real-time data for actionable customer intelligence	<ul style="list-style-type: none">• Integrate customer data sources• Build predictive algorithms• Develop 360° view of customers	<ul style="list-style-type: none">• One-shot mailing lists• In-person focus groups
Shift from general to contextualized customer experiences	<ul style="list-style-type: none">• Experience maps for point-in-time relevance• Touchpoint-specific behavior analysis	<ul style="list-style-type: none">• Generic personalization• Static content management
Tie the selling effort to the buyer's process	<ul style="list-style-type: none">• Persona creation• Sales and service scripts• Post-sales engagement	<ul style="list-style-type: none">• Knee-jerk collateral creation• Short-term sales programs
Support content creation over ad creative	<ul style="list-style-type: none">• Content calendars• Journalists to tell the brand story• Shareable, trackable content	<ul style="list-style-type: none">• Mass advertising• Single-channel creative ideas• Reach- and impression-based metrics

Make real-time data actionable



Static

- Predefined
- Owned
- Stagnates on stale data

Reactive

- One-way
- Brokered
- Responds to new data

Interactive

- Two-way
- Agile
- Evolves with new data

Adaptive

- Multi-way
- Collaborative
- Adapts “just in time”

Contextualize the customer experience



Focus on the buyer's journey

-
- 1. Understand your buyers and influencers.**
 - 2. Create personas that define buyer traits.**
 - 3. Create journey maps to inform marketing decisions.**
 - 4. Use technology to facilitate buyer engagement.**
 - 5. Base your strategy on customer insights.**

1. Customer determines the need to solve a problem.
2. Budget for solution is determined.
3. Approaches to solving the issue are assessed.

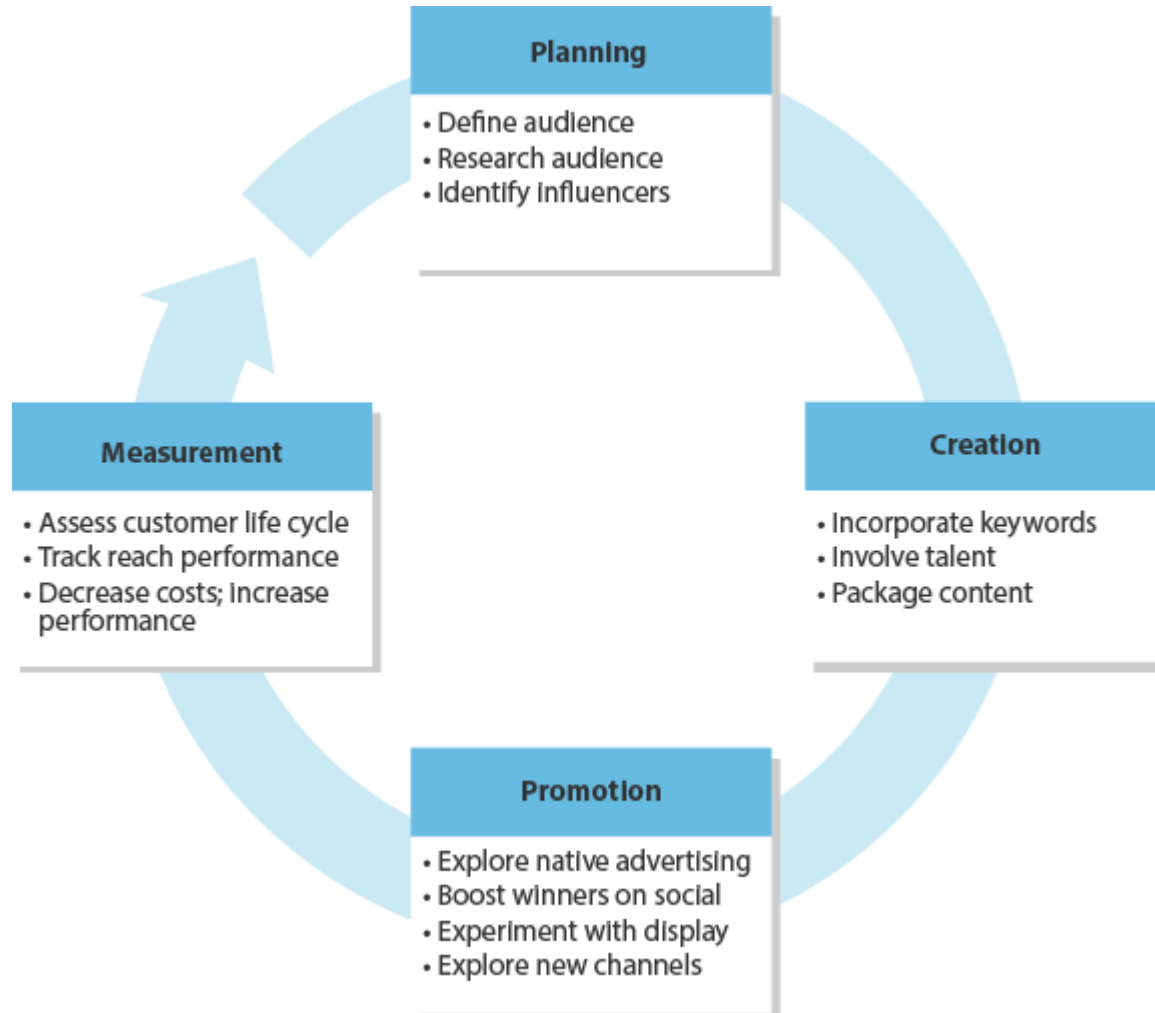
4. Needs are refined into requirements.
5. Business case is written and approved. Budget is revised.
6. Potential vendors are contacted.

10. Onboarding/ installation is completed.
11. Support and services are provided.
12. Results are measured and benchmarked.

7. Shortlist of vendors is invited to bid.
8. Vendors submit offers.
9. Solution is acquired.

Source: February 21, 2013, "Rethink Marketing In The Buyer's Context" Forrester report

Reallocate funds for content marketing

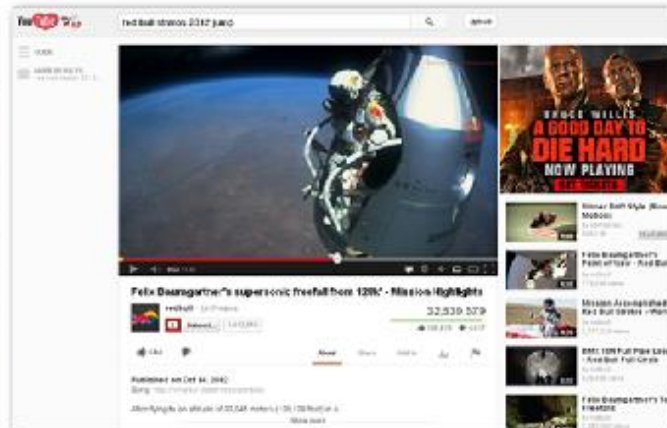


Reallocate funds for content marketing

Cleveland Clinic builds a trusted brand with accessible, objective content.



Red Bull creates a remarkable brand with stratospheric content.



Cisco becomes essential through independent content.



Chanel No. 5 taps into unique content to burnish its unmistakable brand.



Conclusion

- We are in the Age of the Customer. Your competitive and technology strategy depend on customer obsession.
- The BT agenda must become the dominant force in technology investing, or else.
- Real time, contextual, and valuable. These are the adjectives to describe customer obsessed actions.

Thank you

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