

THE CHALLENGES OF CUSTOMER ENGAGEMENT

TRENDS, DEMANDS AND TOOLS

White Paper



CONTENTS

| | |
|---|-----------|
| Introduction: Understanding the World to Come | 3 |
| 1. Customers Today: A Changing Species | 4 |
| 1.1 Independent, free and well-informed customers | 4 |
| 1.2 The need for reassurance and trust | 5 |
| 1.3 The demand to feel valued and “delighted” | 6 |
| 2. Customer Relations Tomorrow: Closer, More Genuine and Better Controlled | 7 |
| 2.1 The customization of customer relations | 7 |
| 2.2 Anticipating needs: A revolution in customer relations | 8 |
| 2.3 Accessing customer knowledge with technology | 8 |
| Conclusion | 9 |
| The OneCall Solution | 10 |
| Sources | 13 |

INTRODUCTION: UNDERSTANDING THE WORLD TO COME

Since the 1990s, communications technologies have literally transformed the social and professional lives of customers and businesses. From online sales to individual mobility and new working organizations, society is currently experiencing changes comparable to the end of the Roman Empire or the Renaissance¹.

The exponential growth of information and interactive tools is radically changing our relationship with time. Information is instantaneous and demands interactions in real time.

Individuals are becoming increasingly autonomous in their choices and usages thanks to their constant access to all types of information. They are perpetually connected and can be informed of a host of subjects thanks to increasingly accessible information. These behavioral changes are occurring in a changing economic, political and social context. One of the best known authors who looks into these issues, the economist Jeremy Rifkin, even projected in "The Age of Access" (2010) and "The Zero Marginal Cost Society" (2014), the evolution of our current economic system towards a new system of production and consumption of "collaborative commons" based on a new type of social organization made possible by the Internet and social networks, shared platforms, connected objects, and more.

Consequently, businesses need to adapt their position to this new situation. Their main challenge is to meet the increasingly complex expectations of their customers, who have become more "empowered" and independent by their digital access, and are looking for more efficient, faster and better performing services. They must learn how to find opportunities in paradoxes that sometimes seem unsolvable. According to Gilles Lipovetsky², the world of trade both standardizes and turns individuals towards more subjective choices; it both offers greater autonomy and makes them part of the masses; it enslaves and liberates at the same time "individuals who, more than ever before, can be informed, cultured, travel and communicate with very diverse people". There is a sort of code between organizations and their audiences, who are becoming increasingly hybrid by multiplying successive roles and postures: citizens at the weekend, employees in the daytime, investors in the evening, etc.

Today, more than ever before, customer relations are influenced by the predominant trends because, in a given era, these relations designate all the methods and behaviors that businesses develop to improve their interactions with customers. In the current market, which is hyper-competitive and hyper-complex, only those businesses that bring recognized added value and that know how to nourish long-term relationships with the key constituents of their ecosystems, especially customers, will survive. As Sam Walton, the founder of Wal-Mart, once said, "There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else." This customer-dedicated culture allows companies "to keep and satisfy customers and to combat the 'uberization' that is so popular today" (Arnaud Allesant, Customer Factory). Studies have corroborated these observations. Customer-centric companies perform significantly better than companies that neglect the customer experience (a total difference in performance of 43%)³.

Every minute, 15.2 million text messages and 456K tweets are sent, 4.1 million YouTube videos are watched, and Google delivers results for 3.6 million searches.

Domo

¹ *Révolution numérique, révolution culturelle ?* Rieffel Rémy, Paris, Gallimard (2014)

² *L'Ère du vide : essais sur l'individualisme contemporain*, Paris, Gallimard (1983 ; rééd. 1989), NRF Essais

³ "Customer Experience Trends in 2015", Client Heartbeat

On the strength of this data, numerous companies are reconsidering the management of their customer relations in order to gain a better understanding of expectations and to offer customers a unique experience, by putting them at the center of their strategies. The goal of this white paper is to present an overview of the customer relations challenges that businesses are facing today, and doubtlessly beyond. It also looks at how customer engagement solutions are changing in a resolutely new world.

1. CUSTOMERS TODAY: A CHANGING SPECIES

Globalization, technological acceleration and the advent of the Internet and social networks have considerably changed the balance in customer relations in the marketplace. We are now in the epoch of the “Third Industrial Revolution”, described by Jeremy Rifkin⁴ as a time when companies will sell fewer products and will concentrate on services, which are the only place where brands can assert their singularity.

Customer expectations have really changed as client needs have become more equivocal and, therefore, more complex for the company to understand. A company that does not know its customers will, sooner or later, lose touch and fail to build any loyalty. The major digital operators, such as GAFA in the United States, have based their strategy and investments on detailed knowledge of their customers in order to propose adapted relational architectures and services that produce feedback. This co-development is at the very heart of the customer relations that are found in the digital sector⁵.

1.1 Independent, free and well-informed customers

Before analyzing the customer relations of the future, it is essential to identify the customers we are talking about and to see how they have evolved. In the past, customers were usually defined simply as buyers and personas who were only ever perceived through the prism of trade. A perception that produced a dichotomous vision of the customer as a person who decides to buy or, on the contrary, not to buy. By ignoring the experience and the specific singularities of each customer, consumption was based exclusively on the quest for the lowest price and centered on one of the “Ps” of the marketing mix (product, price, place, promotion, people). This conception evolved with the technological developments of the 1990s. The definition of customers gradually became broader. Today, customers are defined as people who are influenced by their needs, wishes and values, and who are discouraged by disappointing or irritating factors encountered in their past purchasing experiences. To incite customers to consume, brands must, therefore, anticipate their needs, influence their wishes and match their values. The customer has become an individual to be seduced and made loyal.

As “The Cluetrain Manifesto” already highlighted back in 1999⁶: “on interconnected markets, where employees are intraconnected, people talk to one another in a powerful new way”. Therefore, the trend towards customer empowerment is also due to the access to information that customers enjoy today. Before buying something, they look for more information about the product and the brand, and then compare them with the competition.

The conventional “dominated/dominant” relationship between customer and company has become fossilized and been shattered by the prevailing parity of the 21st century.

Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves.

Steve Jobs, Co-founder, Chairman, and CEO of Apple Inc.

In 2017, the U.S. eCommerce market saw 88% of consumers research products online before buying in-store.

MobileMarketingMagazine.com

⁴ “The Third Industrial Revolution”, Rifkin Jeremy, Les liens qui libèrent éditions, Paris, 2012

⁵ *Rapport sur la fiscalité du secteur numérique*, Colin & Collin (2013)

⁶ “The Cluetrain Manifesto”, Levine Rick et al, Basic Books (1999)

Today, it is up to the company to make a move towards the customer to convince him to choose its offer from a growing selection, and to propose added value that is immediately perceptible.

The 21st century customer is an extremely well-informed shopper. When he arrives in the store, he already knows all about the brand and has often almost made up his mind already. After making a purchase, he then shares his positive or negative experiences on social networks, and rarely remains silent. According to a survey by TestnTrust⁷, almost one-half of French consumers have already expressed online their opinion of a product or service, and 82% regularly read other opinions before making a choice. With the freedom to choose and to gather information comes the freedom to express dissatisfaction on social networks. By doing so, the customer becomes more evasive and more difficult for companies to capture. This freedom is also evident in the relationships between customers and companies. Customers refuse to be “locked in” by sellers and prefer to interact with organizations only when they decide to do so. So companies are faced with the challenge of allowing the customer the freedom to choose to listen and go to them, by adopting an approach that is less intrusive and more understated. “The process that consists of approaching customers must become more subtle. It is necessary to be attractive, rather than pushy” (Raphaëlle Butori, ESSEC).

So there is a move away from “push” marketing and towards “pull” marketing, in which the interaction between the customer and the company is inverted. Now, it is up to the customer to directly approach the company, which must then design an offer adapted to his needs. This is the stance that was recently exposed in “Vendor Relationship Management”⁸, which puts the customer at the center of attention and at the heart of the company’s intentions. The customer has control of the information about himself and his household and can allow the company to use the information to customize its offer. Therefore, this data is a source of very important information to companies, which can use it not only to respond, but above all to anticipate the customer’s needs. This unique relationship can be established between the company and the customer, which constitutes a genuine step forwards for society.

1.2 The need for reassurance and trust

Since the arrival of digital technology, the number of companies, start-ups and service providers of all kinds has exploded. So how can we make a choice when the offer is expanding every day? Trust in a brand and its authenticity have become key criteria for customers. If a customer trusts a brand, then he will return to it. This challenge has a financial dimension, too. Companies invest less when selling to a loyal customer than to a new one, which means that keeping customers is a source of significant profit for the company. In other words, a satisfied customer is a loyal customer who could bring additional revenue to the company.

Obviously, trust is not something that comes for free. It has to be built through the customer’s experiences and relations with the company⁹. Since the brand is characterized by its customers’ experiences with it, the relationship between the two becomes more personal over time and is cemented by mutual trust.

Every time a customer interacts with a company, the company has a precious opportunity to get closer to the customer. On the other hand, “it is important not to mix up knowledge of the customer with the process of customer tracking.

The probability of selling to an existing customer is 60–70%. The probability of selling to a new prospect is 5-20%.

Conversio.com

89% of shoppers have stopped buying from online stores after they’ve experienced poor customer service.

Conversio.com

⁷ <http://www.relationclientmag.fr/thematique/acteurs-strategies-1014/Breves/Les-avis-de-consommateurs-en-ligne-vus-par-les-fran-ais-52523.htm#Vo-ehVlpVm0>

⁸ Project instigated by Doc Searls in collaboration with the Harvard University Berkman Center for Internet and Society

⁹ *Un examen du concept de confiance à travers la littérature*, Usunier J.-C., Confiance et performance, Paris, Vuibert, 2000

This customer relationship cannot exist without trust. Otherwise, it is harassment rather than a relationship” (Eric Julienne, IAE de Paris). So the company must capitalize on its interactions, maintaining a sort of healthy distance from the customer in order to seize his motivations at the right moment and to create a direct link that can “establish a trusting relationship for solid and durable relations” (Eric Julienne, IAE de Paris).

Simplicity is a peerless facilitator in these relations. The number of available points of contact (physical, telephone, digital, etc.) facilitates exchanges with the company and the customer can approach customer services with any type of request. According to Gartner, customers demand that their lives be made easier¹⁰. Therefore, it is essential that the company synchronize its various touch points in order to secure smooth relations with its customers. “They want to be able to reach someone on the phone, they want to be able to see a sales rep, meet experts, make a complaint, all in the easiest possible way, by telephone, in an application, on the Internet, etc. So everything has to be perfectly integrated to make the customer’s life easier” (Eric Bodin, Cabinet Why Consulting).

In sum, customers expect the company to adapt to their own way of functioning - and not the reverse! - by providing the right information, in the right place and at the right time. “Customers expect the company to contact them on the right channel, by e-mail or telephone, and at the right frequency, (...) once a day, once a month, once a week, etc.” (Eric Julienne, IAE de Paris). Repeated relevance is the guarantor of lasting trust.

A customer is 4 times more likely to go to your competitor if your problem is service-related rather than price or product related.

Bain & Company, Conversio.com



1.3 The demand to feel valued and “delighted”

No individual wants to become an isolated member of a mass of identical consumers. In these times of individualism¹¹, customers need to feel that they are unique. They expect to use unique products, and customized promotions and messages that are adapted to their needs. User-generated content is a method by which users produce their own digital content, which meets their need for customization production of information.

These phenomena require the company to understand the experience of every customer and to better appreciate the factors that influence their decisions. In this way, the company can propose a well-adapted and customized offer that meets

¹⁰ Gartner Customer 360 Summit Report (September 9-11, 2015), Seven Steps in Transitioning From a Contact Center to Customer Engagement Center

¹¹ *L'ère du vide : essais sur l'individualisme contemporain*

the customer's needs, without which the customer will not hesitate to turn to the competition. If the customer feels valued by the company and perceives the benefits of a preferential treatment that makes him stand out from his peers, then he will think twice before leaving. Made-to-measure approaches are on the increase, because the boundary between the customer's digital and off-line consumption is becoming blurred. No matter where the customer is, he expects to be coddled and recognized, irrespective of the channel or the means of communication with the brand.

In addition to being recognized, the customer also expects to be "delighted" and seduced by the company, through new services, an improvement in after-sales service, gifts or any other gestures that are perceived as meaningful and an expression of value(s). The company must "strive to permanently surprise and pre-empt its customers. Anticipation is the key to delighting customers. The relationship between the company and its supplier, and between the customer and its supplier, must be as cordial as possible" (Eric Bodin, Why Consulting).

As the well-known saying goes, it costs less to keep loyal customers than to win over new ones. A "delighted" customer is likely to become a loyal customer in the long term and to act as an ambassador for the brand that is more proactive and even capable of creating value and improving sales.

This is the reason why it is necessary to understand the importance of the available information about customers and to use this information optimally in order to learn more about their profiles and to analyze behaviors. The integration in the customer relations strategy of a multi-channel dimension is clearly beneficial in order to become aware of all the touch points at the various stages of the customer's experience. "Today, pushing and cross-selling with customers has become essential in order to build loyalty. And to prevent them from turning to the competition" (Hatem Skik, Keyrus).

2. CUSTOMER RELATIONS TOMORROW: CLOSER, MORE GENUINE AND BETTER CONTROLLED

As we have seen, today's customer presents companies with some real challenges. It is quite reasonable to assume that these challenges will not go away in the future. On the contrary, companies will have to permanently adapt to the evolution of profiles, the versatility of choices and the profusion of information. Only those customer relations that are rooted in proximity, the exchange of accurate information, and the command of the techniques that allow needs to be anticipated and sources to be compared, will be capable of surviving for any length of time.

2.1 The customization of customer relations

The majority of current customer strategies consists of trying to establish preferential links with the customer. Companies no longer think in terms of accumulating customers through mass marketing, but more in terms of closeness, one-to-one exchanges and winning back lost customers. Customer relations are striving to become personalized in every contact between the customer and the company, from product deliveries to after-sales, loyalty processes and much more. This represents a radical change in the powers that usually exist between a company and a customer, because the relationship is no longer unilateral and imposed on the customer, but consists of a genuine dialogue between the company and the customer using various channels. However, this relationship must create value if it is to last. As we have already seen, the need to create material and immaterial value through customer relations demands in-depth knowledge of the customer, in order to send messages that have the most impact, and to better respond to the customer's needs.

55% of customers are willing to shell out more for a better experience.

Bain & Company, Conversio.com

50% of customers will willingly prefer a seller that presents offers and information matching their preferences.

Marketing-Professionnel.fr

It's 7 times more expensive to get a new customer than to retain an existing one. A returning customer will be willing to spend 13% to 25% more than a new customer.

Conversio.com

94% of companies recognize that customization is a critical factor in the current and future success of a brand.

Marketing-Professionnel.fr

A survey revealed that 84% of customers would be prepared to never shop in an outlet again that does not keep their preferences and their past purchases up to date.

Marketing-Professionnel.fr

So which levers can be activated to convert this mass of information in a way that helps to meet the customer's expectations and is beneficial to the positioning of the company? Technical solutions that connect all the tools and communications materials in order to synchronize strategic data are already available on the market. But this data is still not sufficiently used and sometimes can be difficult to process. Conventional tools seem to have reached their technological limits to process such vast volumes of data, because they cannot always synchronize and analyze in-depth different formats of data from a multitude of channels (text, images, video, geolocalization, encoding, etc.). The limited capacity of these tools to manage massive amounts of multi-source data has created the need for tools that are capable of centralizing and hierarchically structuring data, so that it can be processed optimally and rapidly.

2.2 Anticipating needs: A revolution in customer relations

In addition to customization and one-to-one contacts, customer relations must produce genuine added value for customers every day. So anticipating the customer's needs is a key factor to becoming indispensable. But which needs are we talking about? Tomorrow's customer will express three types of needs. First, the explicit needs: the needs the customer recognizes, usually measured by consumer surveys. These needs define the demand to which companies respond. The two other types of needs are more difficult to identify because the customer is unaware of them: present implicit needs and latent needs that will arise in the future. These are the two needs that the company must proactively anticipate, because this is where it can stand out from the competition. In addition to simply listening, the company has to pre-empt these needs before the customer even expresses them, so that the relationship with the company is built on trust and becomes essential for the customer.

In-depth knowledge of the customer and his situation, and a rich relationship managed over time, are necessary in order to anticipate these needs. It is the depth of this relationship that will produce a vision, values and strategies that are shared by the customer and the company. Once this threshold has been reached, the customer's engagement becomes stronger. The company can gain a genuine competitive advantage by providing proposals and advice that are made-to-measure, customizable, addressed or prospective, through its customer services. Predictive analysis constitutes a step towards managing attention, or the identification of the customer's need, before the customer has even expressed it. This shift towards "detection" can make the company indispensable in the customer's eyes, make the customer loyal in the long term and prevent him or her from turning to the competition. "The challenge consists of anticipating this separation by proposing concrete action, so that the customer stays with us for as long as possible" (Olivier Renard, La Poste Mobile).

Every day, we produce more than 2.5 quintillion bytes of data, which is enough to fill 10 million Blu-Ray disks that would reach the top of the Eiffel Tower.

Maddyne.com

The current situation places the brand in the customer's sphere by identifying new expectations in a singular social, economic and cultural context. This is the epoch of "care"¹², in which taking care of a customer involves the absolute consideration of the customer's real needs, even if they are partially contradictory to the company's initial plans.

2.3 Accessing customer knowledge with technology

Although sociology and the human sciences have made a huge contribution to the analysis of modern customer relations, technology must not be neglected. We are experiencing a radical change¹³ characterized by the proliferation of technology, while humans sometimes have difficulty keeping up with technological progress and companies are not always capable of identifying the benefits of the multitude of tools that are on offer.

¹² *L'ère du care*, Halpern C., Revue Sciences Humaines (2006)

¹³ *Révolution numérique, révolution culturelle ?*

One of the challenges facing modern companies consists of improving their capacity to capture multi-channel information in order to make the most of their knowledge of their customers. To achieve this, they must be able to call on instantaneous and collaborative business solutions. All of this functionality needs to be grouped in a single medium or a common interface, thus data can be better centralized and the company can benefit from every opportunity to optimize its commercial performance. Nevertheless, centralizing the data is necessary, but insufficient, for the company, inasmuch as the data still needs to be shared by sales, marketing, finance and operations. "Information must be shared at all levels and at all times" (Raphaëlle Butori, ESSEC). "The sharing of information is one of the basic problems" (Frédéric Louis, Eovi Mcd mutuelle).

Therefore, the customer relations management tool must be connected to the company's other tools in order to aggregate all the data sources and to break down the barriers between internal departments. Centralizing and analyzing all the customer data will then enrich knowledge of customers and help determine the offer that the company proposes to its customers. "Data that is shared in a tool that can be accessed by everyone can be used by marketing to build the offers" (Eric Bodin, Why Consulting).

Moreover, if the customer knowledge strategy and the company's internal operators are to benefit from technology, then the customer relations management tool must be mobile and some of its functionalities accessible; customer data must be accessible from a tablet, a laptop or a smartphone over a network connection in order to "share the data in real time with other employees, while exchanging with the people who manage customer relations" (Raphaëlle Butori, ESSEC). This is a decisive point in an economic context where, according to many economic observers, the multitude of mobile devices will grow in the future.

Finally, the salespeople who are in direct contact with customers need efficient assistance when approaching prospects or dealing with existing customers, thanks to high-performance tools capable of delivering centralized and easily usable data. These solutions can save a lot of time by avoiding the need to find, classify and structure data manually. By saving time and escalating customer history data in real time, the sales force will become more productive and make better adapted proposals, which will in turn increase customer satisfaction. But, all too often, the numerous tools that produce this information result in salespeople wasting their time and effort, a fact that is detrimental to the one-to-one relationships that customers expect. Complaints are frequently made about the poor usability of customer relationship management tools. "The user-friendliness of these tools still needs to be improved" (Raphaëlle Butori, ESSEC). Faced with this phenomenon, the challenge consists of not only retrieving useful and relevant information about the customer, but also of developing a tool that helps sales representatives to make decisions on a daily basis.

CONCLUSION

Today, it is essential to focus on the excellence of customer satisfaction. As social networks and online consumer forums start to challenge traditional business models, customers are leaving more traces of their interactions with a brand. Positive comments can strengthen the credibility of a brand, while negative comments can make a brand less attractive and tarnish the reputation of the company.

In these times of globalized consumption, simply offering products that are less expensive or of a superior quality is no longer the decisive factor. Companies must be capable of proposing a favorable environment through their customer relations, and of developing a unique and memorable customer experience that engages the customer in the long term and incites him to come back. In this case, customer data, in any form, becomes a valuable asset that can close the sale. Using data as a means of supporting decisions is one thing. But it can also help to formulate relevant recommendations for both salespeople and customers. This means that customer service must become a genuine customer engagement center.

Five years ago, 78% of customers used at least one online channel when looking for offers. Today, this figure is 88%.

Four out of ten customers want more digital interaction with companies.

Accenture Strategy

About 70% of growing businesses rate customer success as "very important".

Hubspot

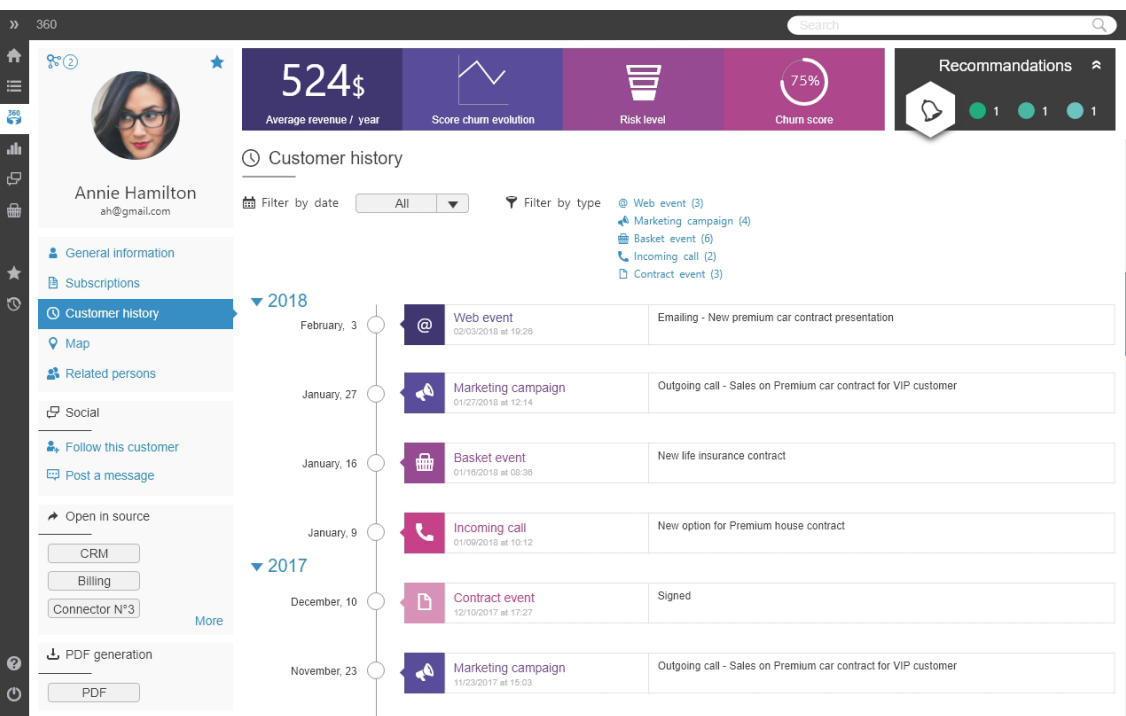
Dassault Systèmes continues to invest in its **3DEXPERIENCE** platform. NETVIBES OneCall represents solutions dedicated to “Information Intelligence”. “This is assurance of our intention to continue our investments in the long term. Dassault Systèmes is committed to maintaining its R&D activity and to developing the solution. It’s a differentiating factor that provides a guarantee” (Hatem Skik, Keyrus). Impetus, movement and challenges that promote progress.

As the philosopher Michel Foucault rightly predicted in the conclusion of his courses at the *Collège de France*, “The future is not a matter of positions, but of trajectories.”

THE ONECALL SOLUTION

Multi-channel data processing

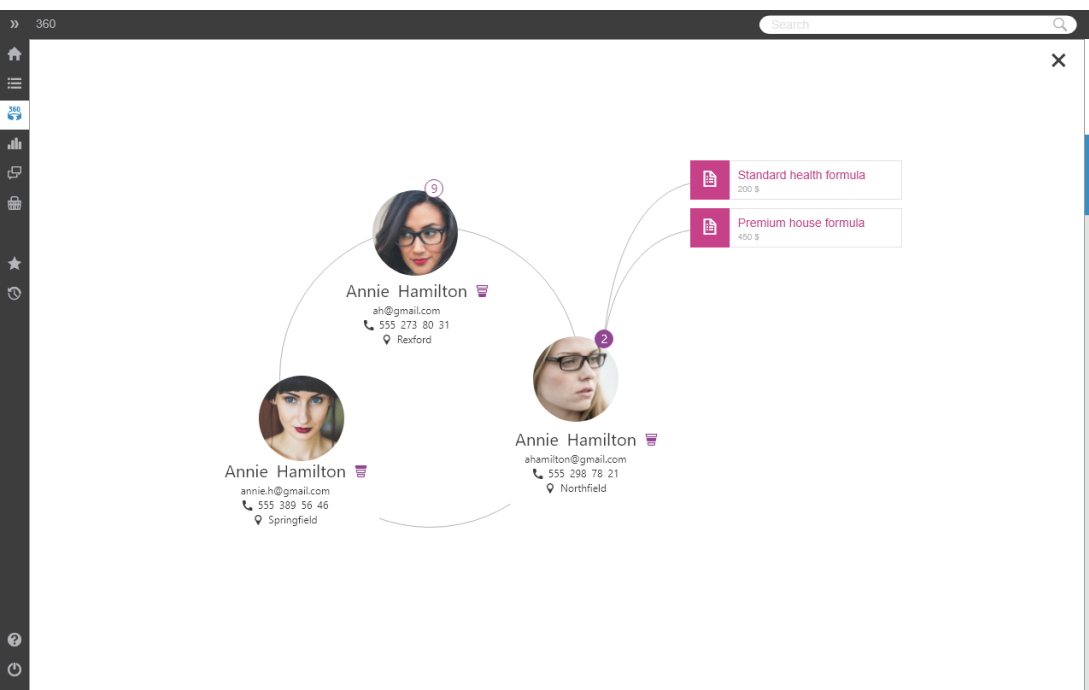
The OneCall solution, developed by Dassault Systèmes, is capable of addressing the Big Data challenge. OneCall is a unique search engine that connects all data sources. The tool makes comprehensive use of data to provide a multi-channel vision that centralizes all the information about the customer experience, delivering a consistent 360° vision of the relationship between the customer and the company. “It is designed to absorb very high volumes of data, without any limits in terms of data integration” (Hatem Skik, Keyrus).



History of multi-channel events

Rapid data escalation, thanks to the scalability of the software

OneCall stands out from the competition thanks to its high scalability, which helps to keep technical costs under control. This scalability is made possible by the nature of OneCall’s search engine. Unlike other systems on the market, OneCall performs automatic updates in order to integrate the data arriving in the system, which means that the data is “fresh” and the information is escalated quickly. “In certain call centers at times of peak workload, we have seen customer data sheets that appeared in 10 seconds, which is significant to the customer who is on the phone. OneCall is capable of indexing and preparing data and escalating the customer information in less than one second” (Hatem Skik, Keyrus).



Consolidated view of customer information

Improved knowledge of customers and their experience through 360° vision

OneCall offers a 360° vision of the customer journey in real time. Not only is the data collected, but it is also connected. OneCall has a timeline that tracks the entire history of all interactions (contracts, telephone calls, e-mails, Web, stores, etc.) with the customer. The tool can “aggregate all the information and produce a 360° view that allows us to respond immediately about an invoice, the type of renewals in the offers, to change the customer’s reference data (address, etc.) and to produce reliable reports of all the interactions with the customer” (Olivier Renard, La Poste Mobile).

The search engine is not restricted by the limits of conventional tools. “The benefits of this tool for members or prospects who call us lies in the fact that it gives us a customized view, and it allows us to provide a personalized response, because we can see all the customer’s data” (Frédéric Louis, Eovi Mcd mutuelle).

In today’s customer relationship context, the first priority is to be able to access the right information at the right time. With a 360° view of all of the data available on the customer or prospect, we can then go further and help the agent with the right way to engage with his/her interlocutor. OneCall has it all.

Andrea Zerial, Founder, Mind7 Consulting

Sharing synchronized data

In addition to the synchronization of heterogeneous data, OneCall also boasts enhanced collaborative functions. Customer information is shared internally in order to support the customer experience and facilitate collaboration between agents. The solution proposes unique and organized access to all the customer data that displays the customer journey, without switching from one application to another. Unlike conventional CRM solutions, OneCall allows for data-driven collaboration between agents and customers - who can define the information they want to track - made easier by sharing all the available customer data in a single interface that can be accessed by all the departments in the company.

A user-friendly and intuitive tool that makes life easier for employees

OneCall features an intuitive and user-friendly interface that is easy for agents to learn and become operational and independent very quickly. The training period is about 80% shorter than on other customer relations management tools. “One day of training is enough to learn how to use this tool” (Olivier Renard, La Poste Mobile).

Since the search-based application uses numerous automated processes in real time, users do not need to know the customer files by heart in order to make a recommendation; the software proposes the recommendation automatically.

So the agents are free to enter into one-to-one relationships with the customer, without the frustration of having to manually filter the necessary information. "OneCall surprised us according to a number of major criteria: the tool is non-intrusive, so we are able to implement it easily by indexing our existing databases. The most important database for us is the members database, which contains about two million members and took just 15 minutes to index. This is a high-performance tool that is non-intrusive and easy to learn for the users. All of these factors made OneCall the obvious choice" (Frédéric Louis, Eovi Mcd mutuelle).

Boosting agent productivity

OneCall is a flexible tool that saves time and boosts productivity through the simple and efficient management of information. The interface guarantees that the information is relevant and it responds quickly because the indexed data is refreshed, offering users data that is really relevant. All the data about the customer is displayed in a single and interactive interface. This makes for smooth and efficient agent-customer exchanges. Problems can be identified right from the first call and solved more quickly. "This solution offers numerous benefits for our advisors and call center operators. They are less exposed to stress, because all the necessary data is available, which means that they can answer the caller's questions as quickly as possible" (Frédéric Louis, Eovi Mcd mutuelle).

Agents offer customers a unique, made-to-measure experience tailored to the context of their situation, making for greater customer satisfaction. "At Orange Ivory Coast, the metrics with OneCall were quite clear: between 30% and 40% in terms of productivity and an 85% satisfaction rate. These are exceptional figures" (Hatem Skik, Keyrus).

With its analytical dashboard, OneCall can analyze the agents' performance and the company's activity.

A decision-support engine

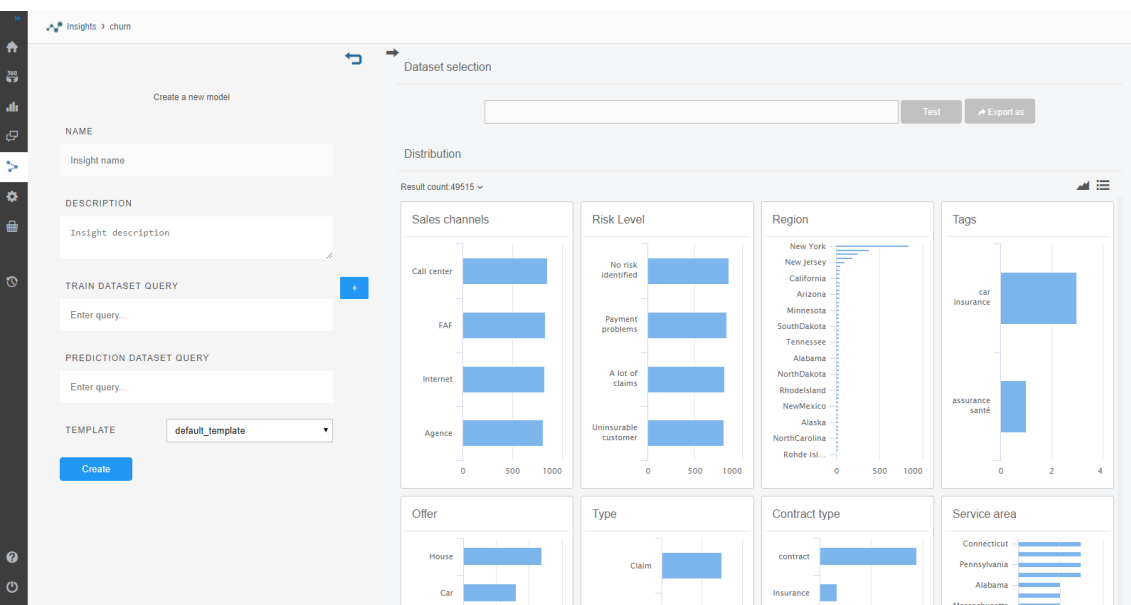
What makes OneCall stand out so clearly is that it is more than just a search engine. It goes further in collecting the indexed information, operating like a genuine decision-support engine. Its analytical functionality can allow trends in the customer's consumption by aggregating interactions. Agents can then react by contacting customers in need and making recommendations and sending messages in real time.

A predictive engine based on algorithmic data analysis

Predictive analysis is a genuine innovation in this type of software. It makes it possible to predict the customer's actions on the basis of the existing data and to propose solutions to problems that the customer has not even reported. In a word, the interface allows agents to anticipate the customer's expectations.

This pre-emptive action is perceived by customers as a form of attention. They then feel valued, because the company is proposing a personalized solution to a problem that was not even expected. This helps to prevent customers from turning away from the company. "Telecommunications operators have a multitude of information at their disposal concerning customer usage, consumption, figures, payments....We are sitting on a gold mine. But we need to be able to manipulate it in order to 'predict' a customer lifecycle curve from which our operations can benefit" (Morgan Zimmermann, Dassault Systèmes).

The OneCall solution makes it possible to identify and analyze any weak signals about the customer's behavior (consumption, complaints, reactions to offers, etc.). Rather than making sales pitches, the company tends to help, advise and support its customers by engaging with them in the long term and behaving like a preferred partner. "For us, OneCall is the best example that truly covers the need for customer-centric customer engagement" (Hatem Skik, Keyrus).



Algorithmic analysis of attrition

The ideal companion for existing CRM tools

Since traditional CRM tools appear to have reached their technological limits by delivering information that is no longer sufficient for companies, many companies have made substantial investments in improving their existing systems.

But upgrading a conventional CRM system is not to be recommended, because it is a major and complex task that is not always successful. According to Forrester Research, an estimated 47% of attempted upgrades end in failure.

Instead, it has become necessary to call on other types of high-performance tools in order to make up for the insufficiency of the current systems. OneCall does not replace existing CRM tools; it enhances the system by delivering the most relevant information directly to the agent. It improves performance by:

- enabling agents to respond to customers quickly
- building trusted relations with customers
- increasing the customer's average basket
- boosting the performance of the company's activity

SOURCES

Web

4 Customer Engagement Trends Changing How We Sell, Digitalist Mag

75 e-Commerce Facts That Will Blow Your Mind, Conversio, <https://cm-commerce.com/blog/75-ecommerce-facts-quotes-statistics-that-will-blow-your-mind/>

Client 2020 : êtes-vous prêt pour demain ou vivez-vous encore dans le passé ? Accenture Strategy

Customer Experience Trends in 2015, Client Heartbeat

Customer Satisfaction: The Ultimate Guide, Hubspot, <https://www.hubspot.com/customer-satisfaction?ga=2.31200511.1553071817.1518774877-196674071.1518774877>

Data Never Sleeps 5.0, Domo, Inc., <https://www.domo.com/learn/data-never-sleeps-5?aid=DPR072517>

Digital in 2018 Overview, Hootsuite, <https://www.slideshare.net/wearesocial/digital-in-2018-global-overview-86860338?ref=https://wearesocial.com/fr/blog/2018/01/global-digital-report-2018>

Incontournable personnalisation de la relation client, Marketing Professionnel

Le « Big Data » et son influence sur le quotidien des consommateurs en un coup d'œil, Maddynews.com

Le Consommateur Français et Mondial, CBNews, <http://www.cbnews.fr/etudes/infographie-le-consommateur-francais-et-mondial-en-2015-selon-google-a1020647>

Les avis des consommateurs en ligne vus par les Français, Relation Client Mag, <http://www.relationclientmag.fr/thematique/acteurs-strategies-1014/Breves/Les-avis-de-consommateurs-en-ligne-vus-par-les-fran-ais-52523.htm#Vo-ehVLpVm0>

Rapport sur la fiscalité du secteur numérique, Colin & Collin, 2013, <http://www.economie.gouv.fr/rapport-sur-la-fiscalite-du-secteur-numerique>

U.S. Consumers Like to Research Products Online Before Buying In-Store, Tyrone Stewart, <http://mobilemarketingmagazine.com/us-consumers-ecommerce-2017>

Publications

Bourdain A., MacLuhan, *Communication, technologie et société*, 1970

Breikenridge D., "Social Media and Public Relations", FT Press, 2012

Debray R., *Manifestes médiologiques*, Gallimard, 1994

Gartner Customer 360 Summit Report (9-11 September, 2015), "Seven Steps in Transitioning From a Contact Center to Customer Engagement Center"

Godin S., *Nous sommes tous singuliers: Exit le marketing de masse !*, Diatino, 2011

Halpern C., *L'ère du care*, Revue Sciences Humaines, 2006

Levin R., Locke C. and Searls D., "The Cluetrain Manifesto", Edition Basic Books, 2009

Lipovetsky G., *L'Ère du vide : essais sur l'individualisme contemporain*, Paris, Gallimard, 1983 ; rééd. 1989, NRF Essais

Mauborgne R., Chan Kim W., *La stratégie bleu océan*, Harvard Business Review, 2005

Morin Edgar, *L'industrie culturelle*, Revue Communications, Vol 1, N°1, 1961, pp. 38-59

Rieffel R., *Révolution numérique, révolution culturelle ?*, Gallimard, 2014

Rifkin J., *La troisième révolution industrielle*, Les liens qui libèrent éditions, Paris, 2012

Rosa H., *Accélération. Une critique sociale du temps*, La Découverte, 2011

Usunier J.-C., *Un examen du concept de confiance à travers la littérature*, Confiance et performance, Paris, Vuibert, 2000

Viveret P., *Vers une sobriété heureuse: du bon usage de la fin des temps modernes*, Groupe ESA, 2009

Contributors

Andrea Zerial, Partner, Mind7 Consulting

Arnaud Allesant, Director of Customer Factory agency, specialized in customer marketing, and Affiliate Professor of Marketing & Customer Experience at Grenoble School of Management

Eric Bodin, Director of Why Consulting, specialized in business performance and customer experience

Eric Julienne, Associate Professor of Marketing, expert in customer relations and business negotiations at IUT Evry; researcher at the Center for Customer Management; researcher of brands and values at IAE Paris; and co-author of *Stratégie Clients* (Pearson editions) with Pierre Volle of University of Paris-Dauphine and Sylvie Llosa of IAE Aix-en-Provence

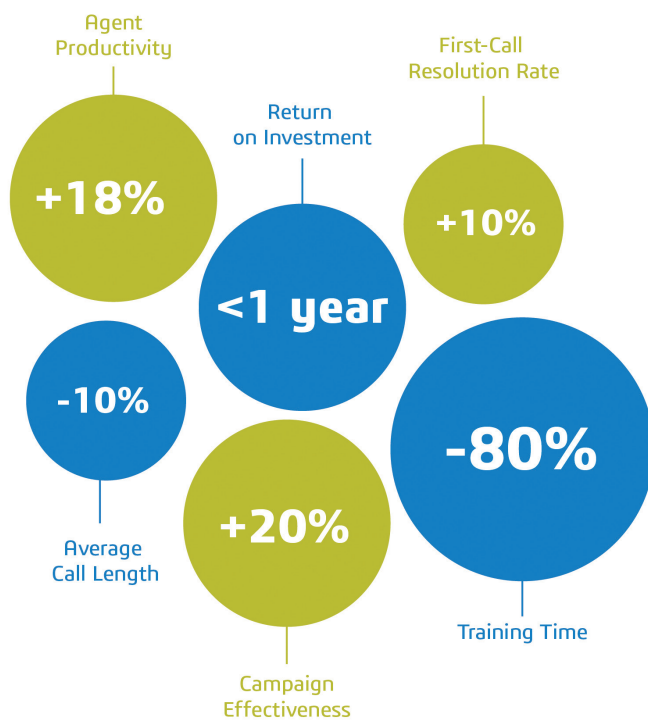
Frédéric Louis, Chief Information Officer at Eovi Mcd mutuelle <http://www.3ds.com/customer-stories/single/eovi-mcd-mutuelle/?xtmc=eovi&xtcr=1>

Hatem Skik, Director of Operations at Keyrus Tunisia

Morgan Zimmermann, CEO of NETVIBES, Dassault Systèmes

Olivier Renard, Chief Information Officer at La Poste Mobile

Raphaëlle Butori, Professor of Marketing at ESSEC, specialized in CRM and relationship marketing



Results achieved by a NETVIBES customer

Our 3DEXPERIENCE® platform powers our brand applications, serving 11 industries, and provides a rich portfolio of industry solution experiences.

Dassault Systèmes, the 3DEXPERIENCE Company, is a catalyst for human progress. We provide business and people with collaborative virtual environments to imagine sustainable innovations. By creating 'virtual experience twins' of the real world with our 3DEXPERIENCE platform and applications, our customers push the boundaries of innovation, learning and production.

Dassault Systèmes' 20,000 employees are bringing value to more than 270,000 customers of all sizes, in all industries, in more than 140 countries. For more information, visit www.3ds.com.



3DEXPERIENCE®