



TOUCHPOINT MANAGEMENT

SMARTER CUSTOMER DIALOGS

Marco Benninghaus – Digital Business Unit – Deutsche Telekom
Session 'Mobile Business 2' – University Frankfurt – May 26th, 2015



LIFE IS FOR SHARING.

TOUCHPOINT MANAGEMENT

SMARTER CUSTOMER DIALOGS: AGENDA

1. Intro

- About me
- 'Pirate Metrics'
- Customer Lifetime Value
- Lifecycle Engagement Model

2. Strategy & Challenges

3. Touchpoint Management

4. Customer Journey

5. Connected Touchpoints Ecosystem

6. Wrap-up, Q&A

INTRO

INTRO MYSELF

WORKING IN DT'S DIGITAL BUSINESS UNIT



Marco Benninghaus

1st

Head of Digital Touchpoint Mgmt & Sr. Partnering Mgr.
@ Deutsche Telekom, Member NEXT100, Startup-Mentor, Freelancer

Cologne Area, Germany | Wireless

Current Deutsche Telekom AG, STARTPLATZ Startup Incubator & Coworking Space Cologne

Previous Deutsche Telekom AG / T-Mobile International, Vodafone D2 GmbH, T-Mobile International

Education University of Cologne

Send a message

500+
connections

<https://de.linkedin.com/in/benninghaus>

Contact Info

Linkedin: <https://www.linkedin.com/in/benninghaus>

Web: <http://about.me/benninghaus>

Twitter: <https://twitter.com/mbenninghaus>

Flipboard: <https://flipboard.com/@mbenninghaus>

Touchpoint Mgmt: <http://flip.it/q7f58>

Contact: marco.benninghaus@telekom.de

Personal: 36y, 2 kids, living in Cologne

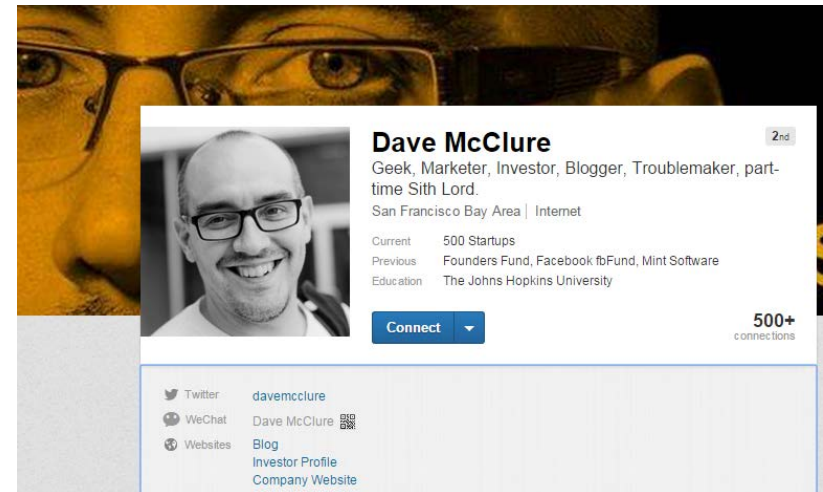
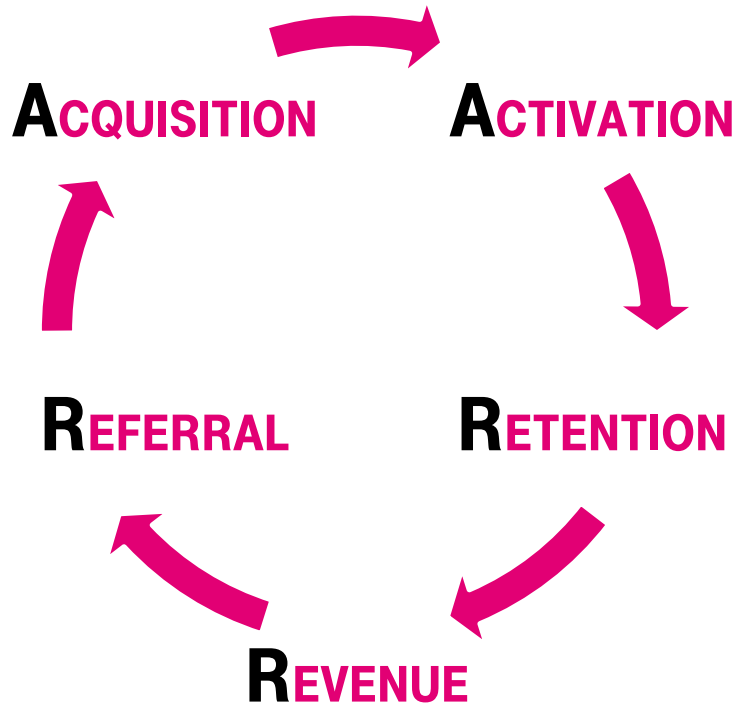
Studies: Business Administration, University Cologne, Copenhagen Business School

Career: >10y in mobile/digital
With DTAG since 2007

Focus: Int. Product, Proposition, Partnering, Business Development, Innovation, eTransformation, CRM

INTRO PIRATE METRICS: ‚AARRR!‘

GREAT CRM MODEL TO APPLY TO EVERY TOUCHPOINT



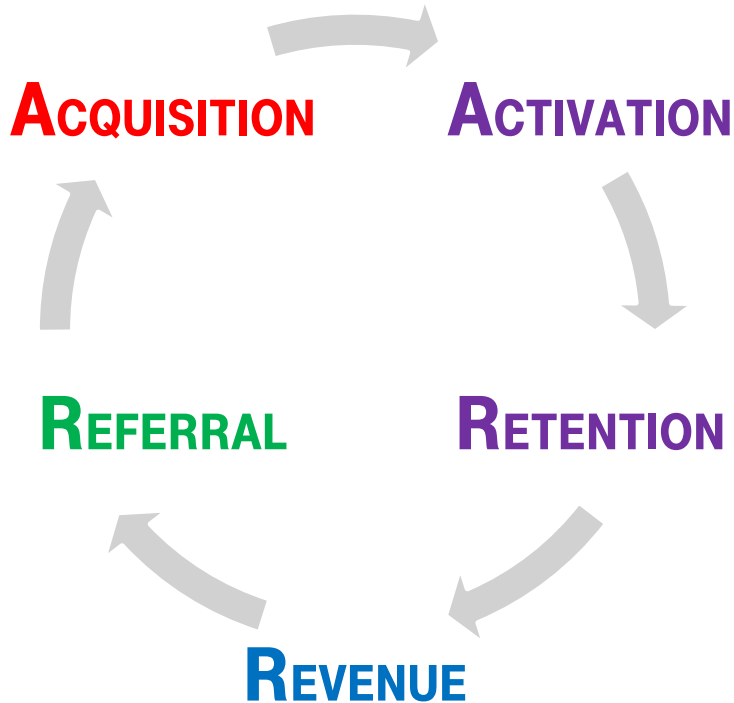
LinkedIn: <https://www.linkedin.com/in/davemcclure>

Blog: <http://500hats.typepad.com/>

Slides: <http://slideshare.net/dmc500hats/>

INTRO CUSTOMER LIFETIME VALUE

CLV AS KEY METRIC FOR DIGITAL TOUCHPOINTS

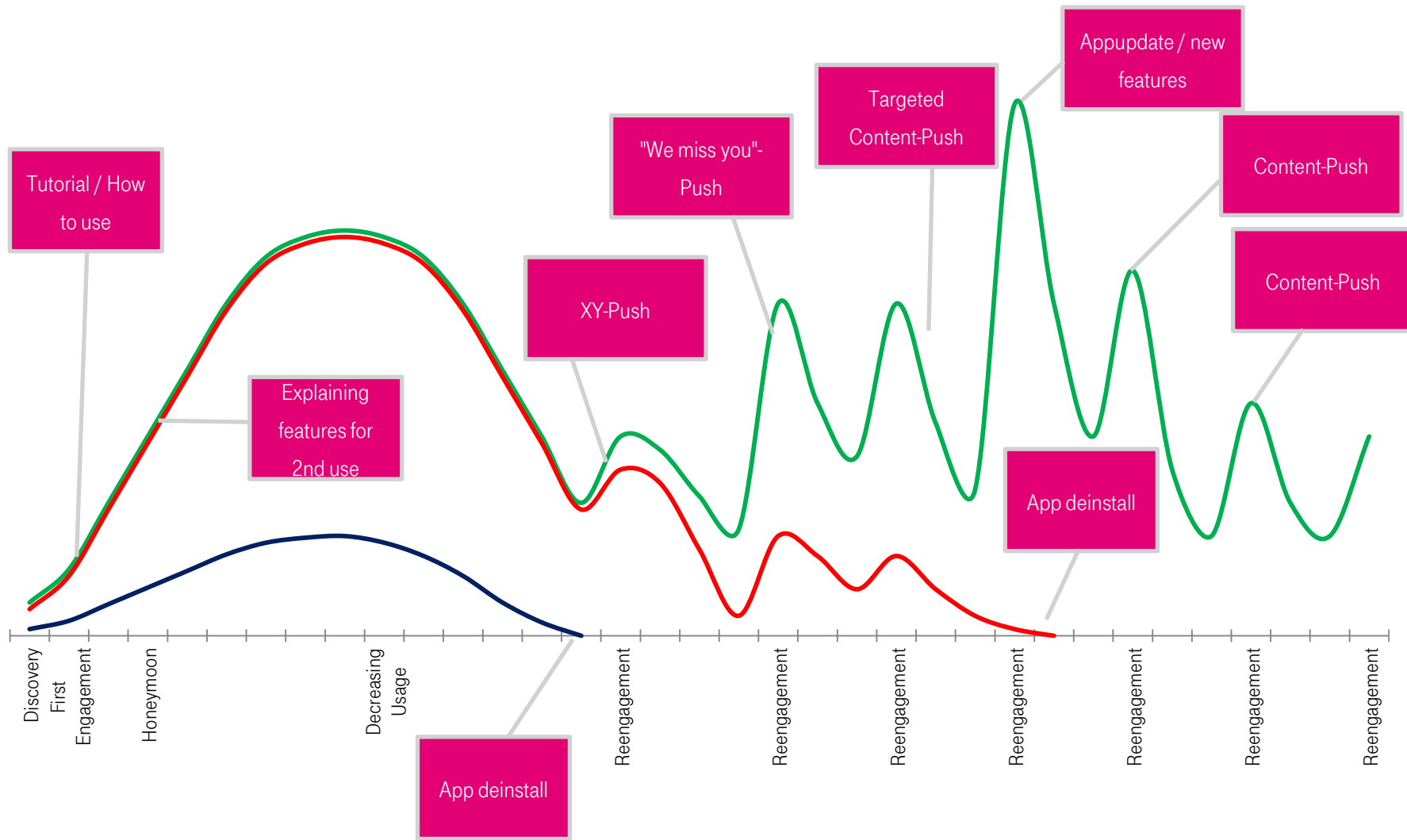


CUSTOMER LIFETIME VALUE

$$\text{CLV} = (\text{ARPU} - \text{TRC}) \times t - \text{CAC} + \text{RefV}$$

ARPU	Average Revenue Per User
t	Number of periods (= lifetime)
CAC	Customer Acquisition Cost
TRC	Transaction & Relationship Cost
RefV	Referral Value

INTRO LIFECYCLE ENGAGEMENT MODEL (E.G. APP)



QUESTION:

HOW MANY RELATIONSHIPS
DOES DEUTSCHE TELEKOM HAVE
WITH A SINGLE CUSTOMER?

ANSWER:

ONLY ONE!

DEUTSCHE TELEKOM: STRATEGY & CHALLENGES

DEUTSCHE TELEKOM: STRATEGIC CONTEXT

AIM TO BECOME TRUSTED COMPANION THROUGH
BEST CUSTOMER EXPERIENCE & PARTNER INNOVATION

OUR BELIEF



Tim Höttges

„Our Belief“, March 2014

‘We are **close to the customer**, transparent, fair, and open to dialog.

We are a **trusted companion** in people’s lives.’

OUR STRATEGY



DT’s strategy is to create a consistent, exceptional **customer experience**.

We want to **win with partners**, compete with OTT innovations **and stay relevant**.

DEUTSCHE TELEKOM: TOUCHPOINT ARCHITECTURE

MOSTLY MANAGED TO GET THE RIGHT TOUCHPOINTS,
BUT DID WE GET THE TOUCHPOINTS RIGHT?

OUR TOUCHPOINTS LANDSCAPE



- We created a **broad set of digital touchpoints.***
- These generate an **abundance of data points.**
- All touchpoints **interact with the customer.**
- All interactions influence the **customer experience.**

Do we **use all these insights**? Do we have a **coherent approach** to our digital customer **engagement**? Are all interactions **relevant**?

* ‘Digital touchpoints’ in the following: websites and apps

EXCURSUS:

DT APP PORTFOLIO IN DE

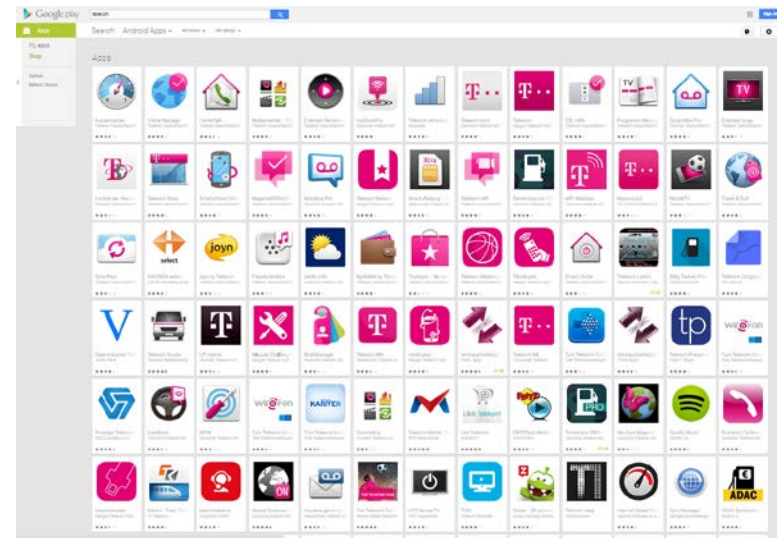
DIES FÜHRT ZU ÜBERFORDERUNG UND INTRANSPARENZ

Das ist aber viel wenn man nach Telekom sucht ...

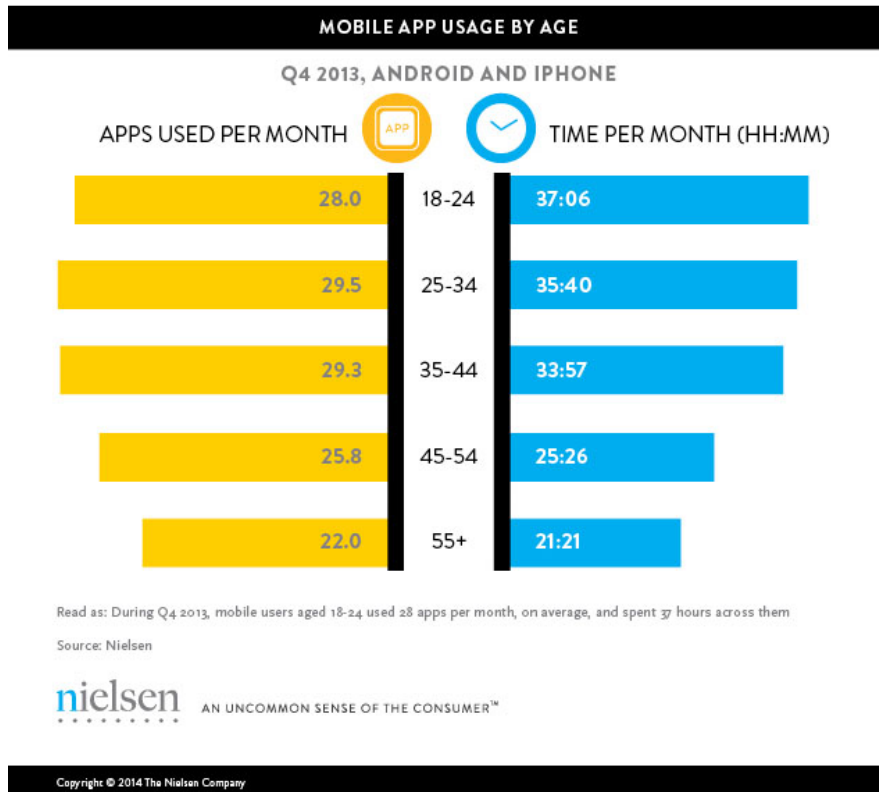


Status Suche „Telekom“ im Play Store

>100 Ergebnisse, Mischung aus Telekom, OTT und Partner-Apps



ERINNERUNG: EIN SMARTPHONE NUTZER VERWENDET 27 APPS



Aufmerksamkeit der Kunden konzentriert sich auf wenige Apps

- Im Durchschnitt werden pro Gerät **27 Apps** genutzt
- Darunter fallen bereits native „Apps“ wie Telefon, SMS, E-Mail, Uhr, Wecker oder Taschenrechner
- Aus App Stores werden meistens Themen geladen wie
 - Social Media (Facebook, Twitter)
 - Messaging Apps (WhatsApp, Threema)
 - Spiele und Tools, kleinere Anwendungen

Konsolidierung von Usecases für erfolgreiches Telekom Portfolio Voraussetzung

EXCURSUS END

MANY APPS & WEBSITES – WHERE IS THE PROBLEM?

MISSING SYNERGIES IN TOUCHPOINT ARCHITECTURE, UNPERSONAL DIALOGS AND ISOLATED INSIGHTS

ARCHITECTURE

- (Too) Many websites & apps **set up in isolation**
- **Backends** overlapping and redundant
- Standard **APIs** and **SDKs** missing
- **User flows** across touchpoints unmanaged

PROFILES

- **Identifying users** across apps or devices rarely possible
- **Mapping users** to customer profiles very complex
- **Management of permissions** decentralized and non-granular

DIALOGS

- **Unpersonal** customer dialogs facilitated
- **Cross-touchpoint (re-) engagement** strategy missing
- Potential to **amplify engagement** across touchpoints unused

INSIGHTS

- No **customer journey centric** analytics existing
- **Cross-touchpoint KPI cockpit** incl. total unique actives missing
- Potential to **share insights** across touchpoints for **targeting** unused

WHAT ARE THE IMPLICATIONS?

WE MISS OUT ON SYNERGIES, INDIVIDUAL TARGETING
AND MOST IMPORTANTLY ON BEST POSSIBLE CX

SILO'D SETUP



High cost and unused synergies

through missing focus
on key touchpoints,
common backends
and standardized APIs

UNPERSONAL DIALOGS



Disappointed customers

not feeling treated as
individual leading to
lower usage
frequency and
irrelevance of Telco

MULTIPLE PROFILES



Missing transparency

about customers'
identities,
inconvenient log-in &
permission
management for users

ISOLATED INSIGHTS



Inferior targeting and analytics

as insights not shared,
no holistic view on
unique user bases,
their overlaps and
usage flows

WHY DO WE NEED TO TACKLE THIS?

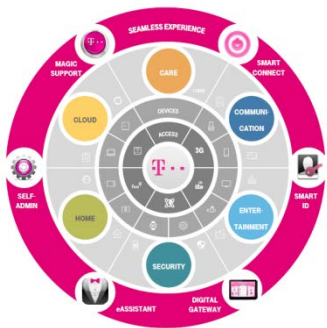
BY ENSURING A BEST-IN-CLASS UX ACROSS SCREENS
WE AIM FOR ENGAGED, LOYAL CUSTOMERS & FANS

OUR APPROACH

We want to **gain a share of the customer's life** and sustain alongside **OTT** competitors. For this, we need to remain **relevant** and **coherent** in our interactions with the customer.

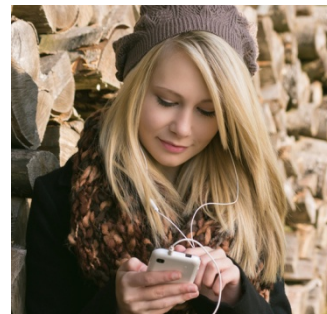
We focus on **FMC** and work on **consistent user experience** across technologies and services.

The **digital touchpoints** are key!



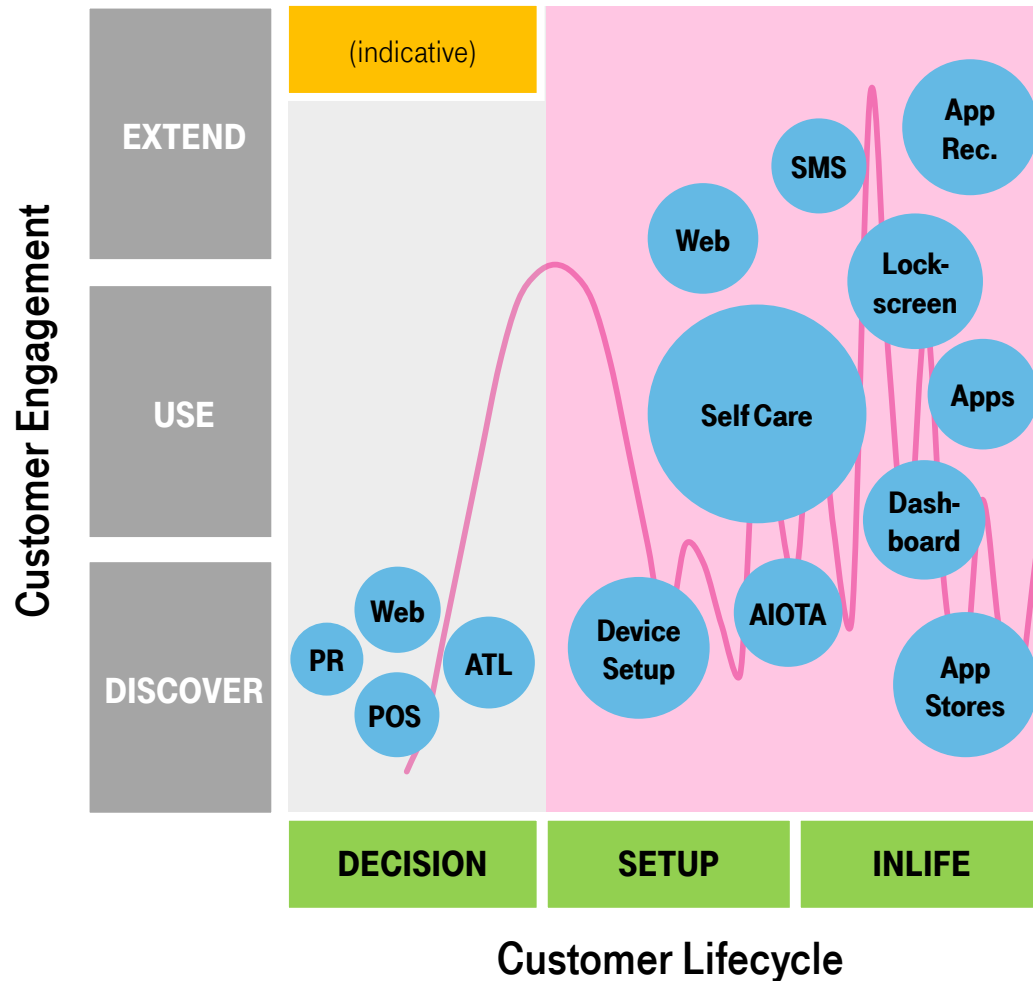
CUSTOMER'S REACTION

- **'Wow'**, all my favourite services in one dashboard on my tablet's homescreen – easy to use!
- **'Cool'**, all of the push notifications I get from Telekom are relevant and interesting!
- **'Nice'**, I regularly save some money because Telekom offers me attractive partner deals!
- **'Safe'**, I'm in control of my data. I trust Telekom!



DIGITAL TOUCHPOINT MANAGEMENT

HOW DIGITAL TOUCHPOINT MANAGEMENT HELPS



DIGITAL TOUCHPOINTS MANAGEMENT

Digital Touchpoint Management is the **orchestration** of all digital **'moments of truth'** along the lifecycle to improve customer experience for higher loyalty.

This requires:

- **Attractive** touchpoints with exceptional UX, esp. during setup
- **Strategic** planning of respectful customer re-engagement inlife
- **Coherent** dialogs based on relevant stories, smart push- & in-TP messages
- **Common** identification and permission management (one customer)
- **Holistic** analytics for actionable customer insights across touchpoints
- **Standardized** SDK and APIs, highly flexible, light-weight enablers

WHY WE NEED TO GET OUR TOUCHPOINTS RIGHT

WHILE LEVELLING UP CUSTOMER EXPERIENCE WE BECOME MORE EFFICIENT IN PARTNER PROMOTIONS

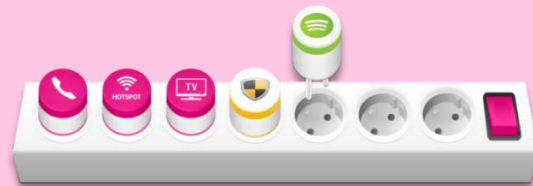
BENEFITS FOR CUSTOMERS

- **Single-sign-on**, no annoying multiple log-in required, seamless experience
- **Transparent**, trustful permissions ('Telekom enables, I control!')
- **More relevant** dialogs, no redundant messages, engagement instead of disturbance
- **Respectful** treatment as individual, increasing joy & frequency of use



BENEFITS FOR US

- **Increased competitiveness** with Google, Apple & Co. regarding CX
- **More (granular) permissions** as perceived as a 'trusted companion'
- **Customer-journey-centric**, holistic and actionable cross-TP-insights
- **Higher acceptance** for own & partner promotions through micro-segmentation and better dialogs



EXAMPLE: A CUSTOMER JOURNEY

MEET DANIEL AND FOLLOW HIM ON A JOURNEY

LOYAL CUSTOMER LOOKING FOR A NEW PHONE

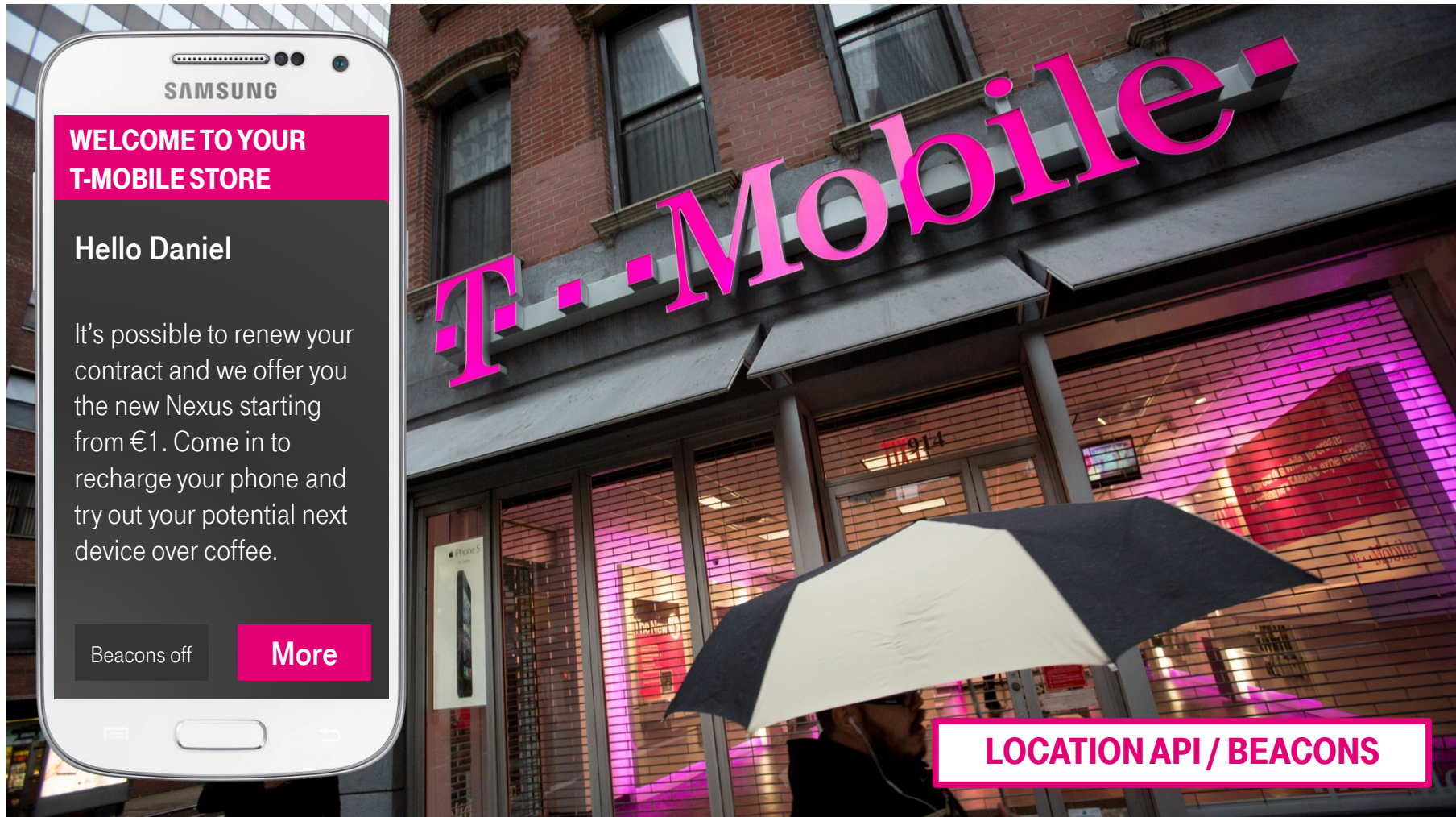
DANIEL

- **38 year-old single**, working in an advertising agency in Warsaw
- Loves **music, travelling** and **photography**
- **Telekom customer** since 1.5 years, wants a reliable network
- **Owns a Samsung S4** and an Android tablet, heavy app user
- **Interested in a new phone** with a better camera, esp. for his upcoming journey to Brasil
- **Started researching** about the new Nexus phone on the T-Mobile website



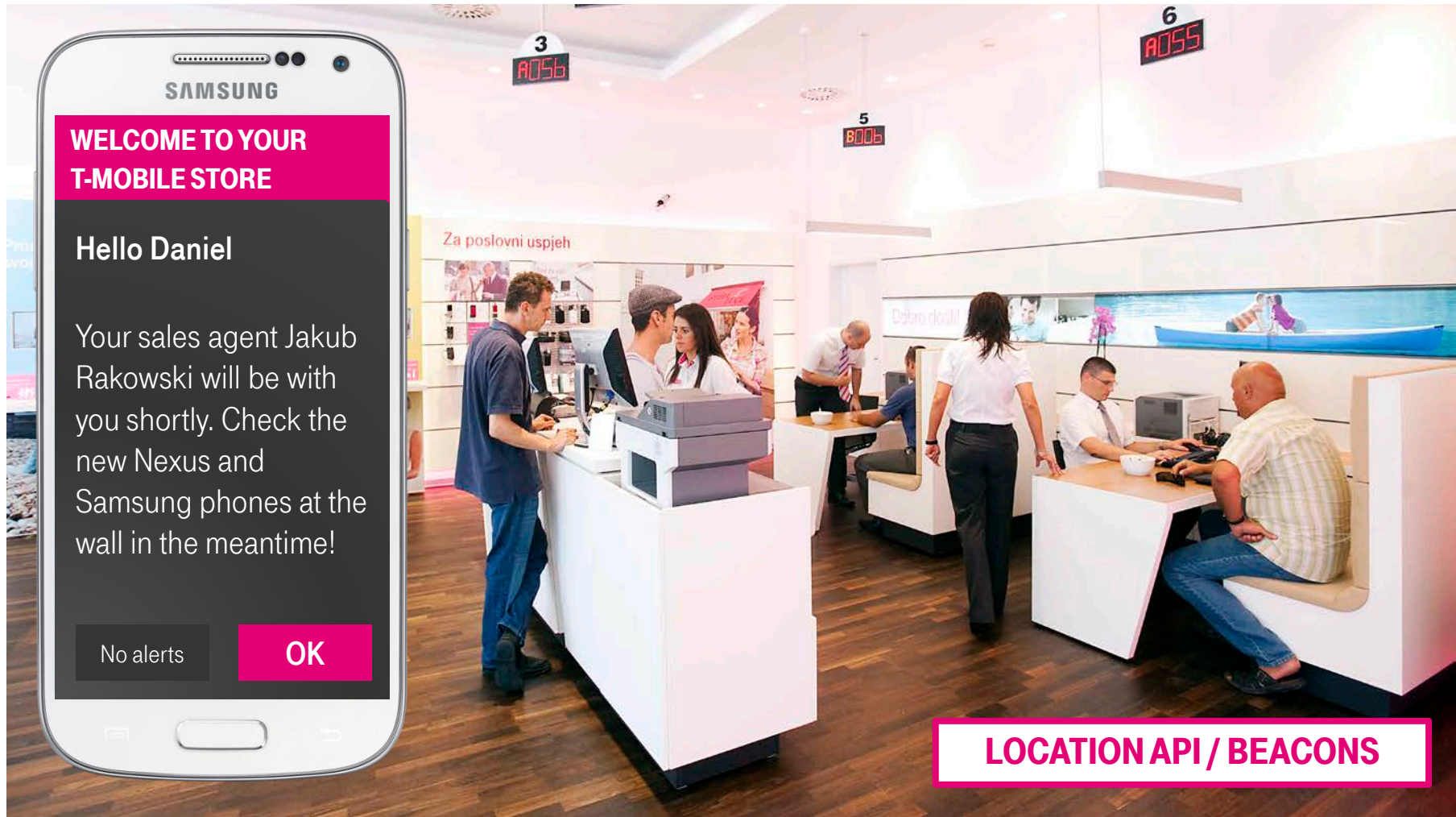
PASSING THE LOCAL T-MOBILE SHOP

A BEACON PUSH REMINDS DANIEL ON THE NEXUS



ENTERING THE SHOP WITH A PERSONAL GREETING

DANIEL FEELS WELCOMED AND CHECKS THE PHONES



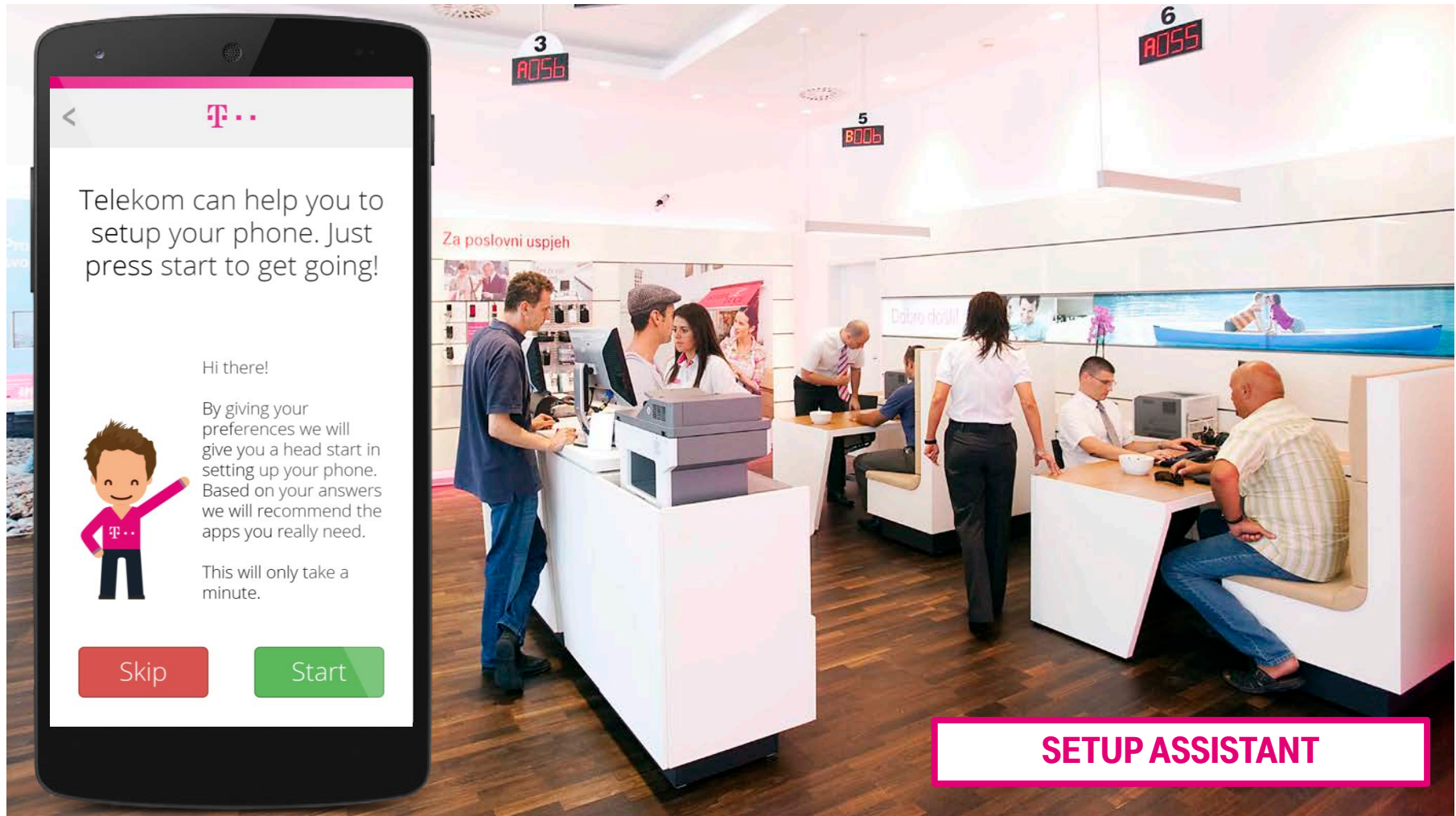
DANIEL GOES FOR A CONTRACT PROLONGATION

EXTRAORDINARY SALES PERSON CONVINCED HIM



PERSONALIZING THE NEW PHONE AT POS

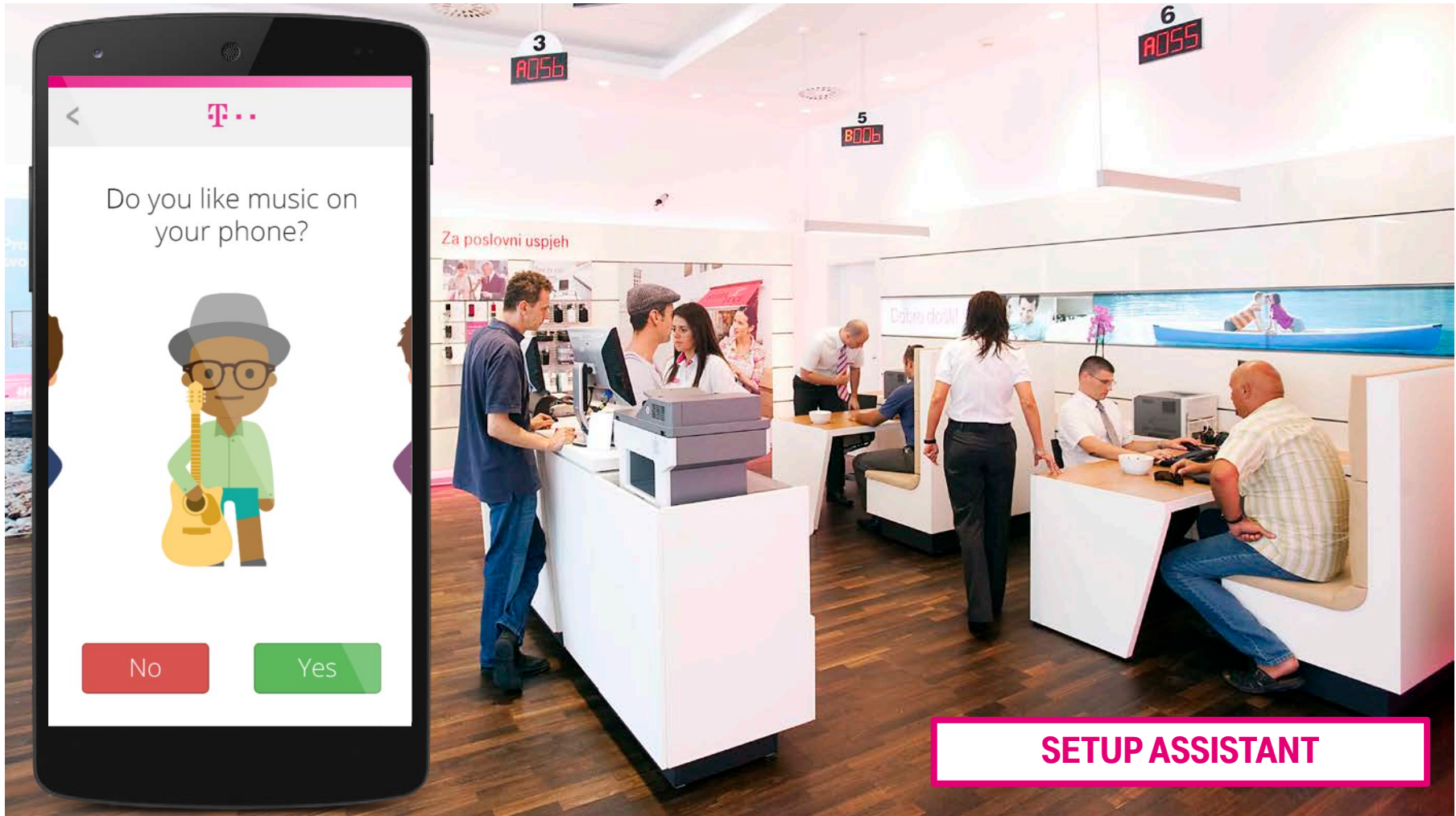
AGENT SWITCHES ON AND PRESENTS SETUP WIZARD



SETUP ASSISTANT

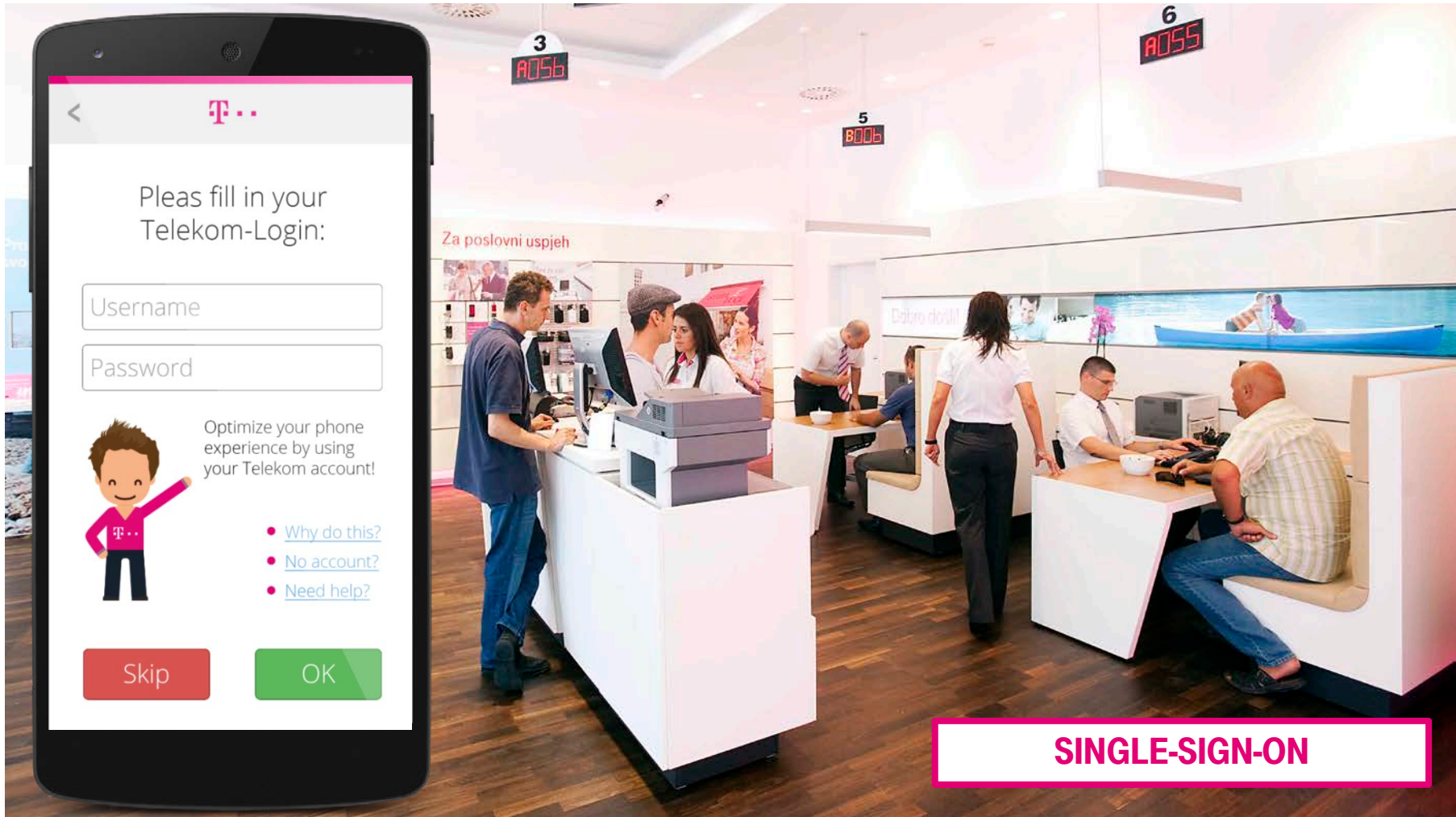
PERSONALIZING THE NEW PHONE AT POS

SIX SIMPLE QUESTIONS START TO BUILD A PROFILE



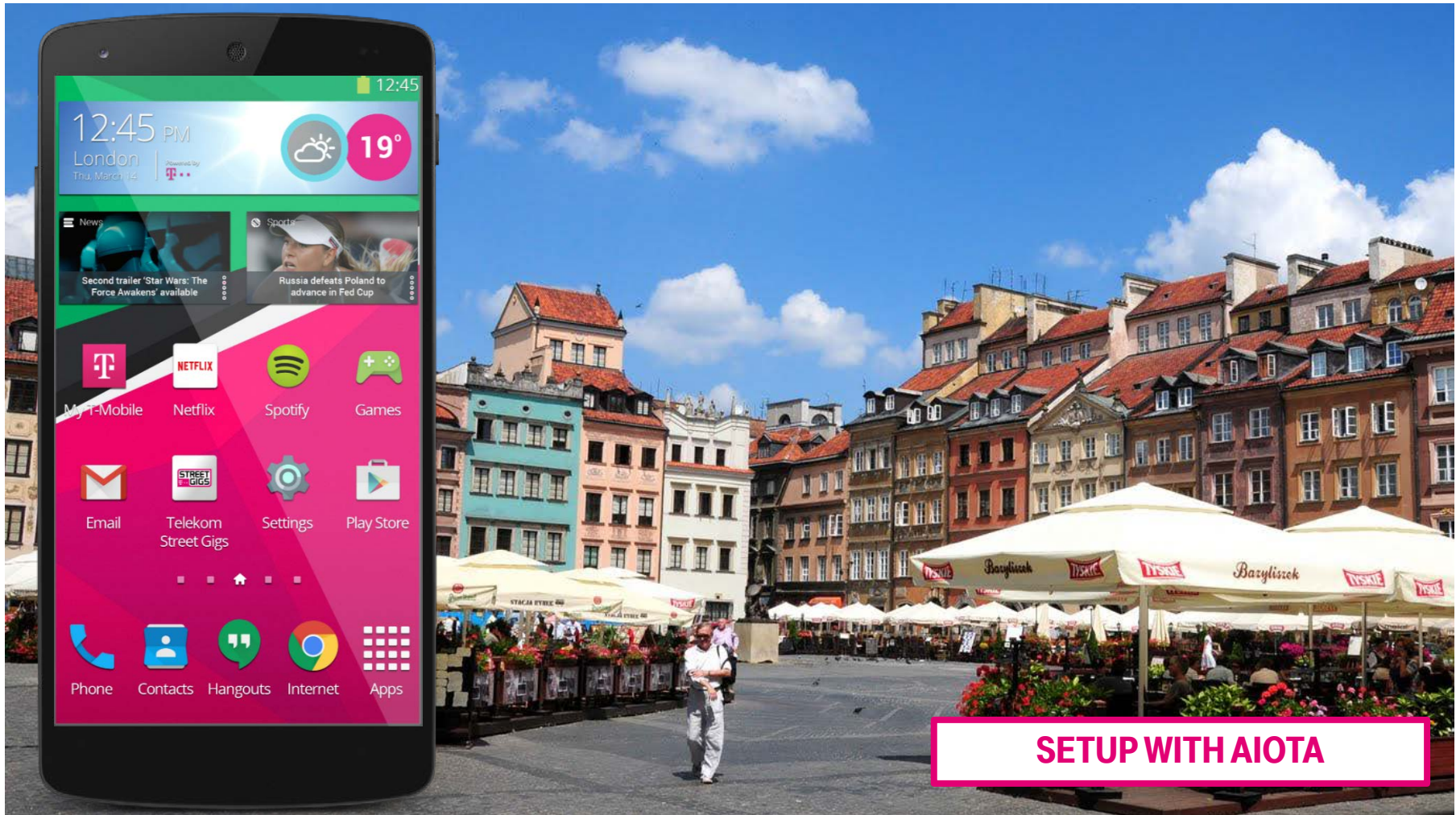
PERSONALIZING THE NEW PHONE AT POS

LAST, DANIEL LOGS IN – ONLY ONCE, DEVICE STORES!



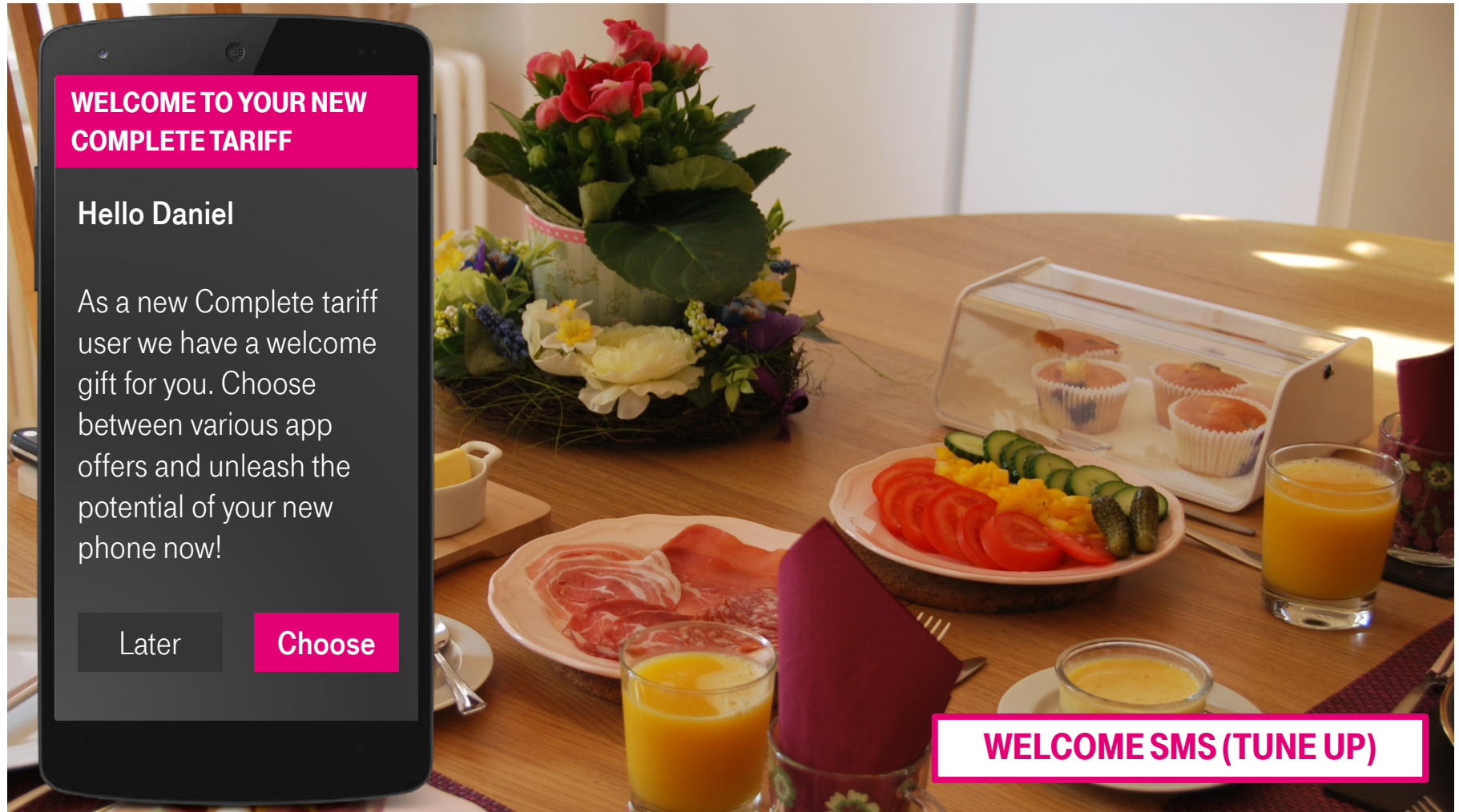
STARTING WITH THE NEW PHONE IN THE CAFE

DANIEL IS DELIGHTED – ONLY RELEVANT PREINSTALLS!

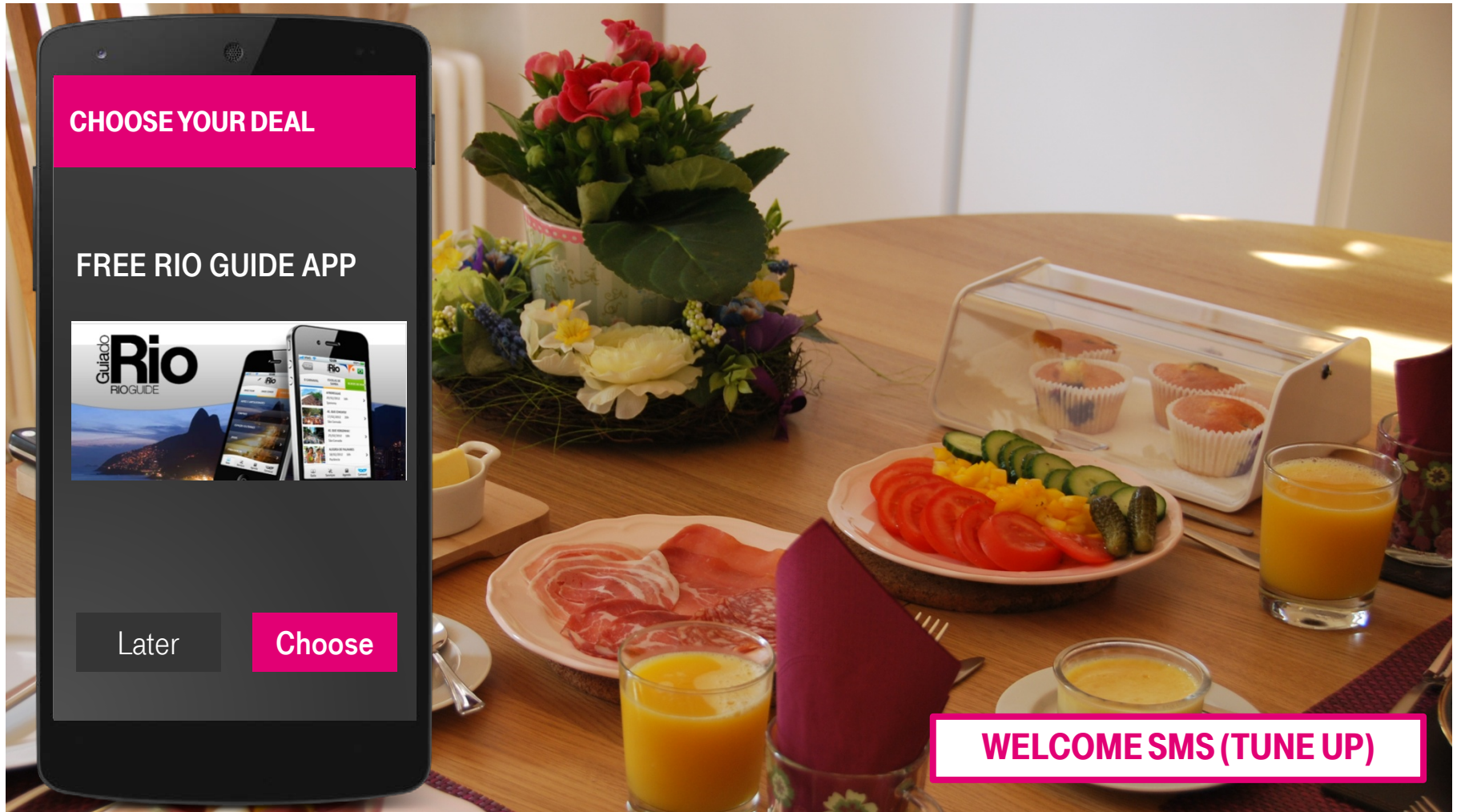


ONE DAY LATER – A NICE SURPRISE OVER BREAKFAST

WELCOME SMS PROMOTING EXCLUSIVE DEALS



ONE DAY LATER – A NICE SURPRISE OVER BREAKFAST CHOOSES RIO GUIDE BUT HAS NO TIME TO DOWNLOAD



NEXT WEEK – LUNCH BREAK WITH THE COLLEAGUES

TOPAPPS REMINDS DANIEL ON THE FREE RIO GUIDE



ONE WEEK LATER – ARRIVING AT THE AIRPORT

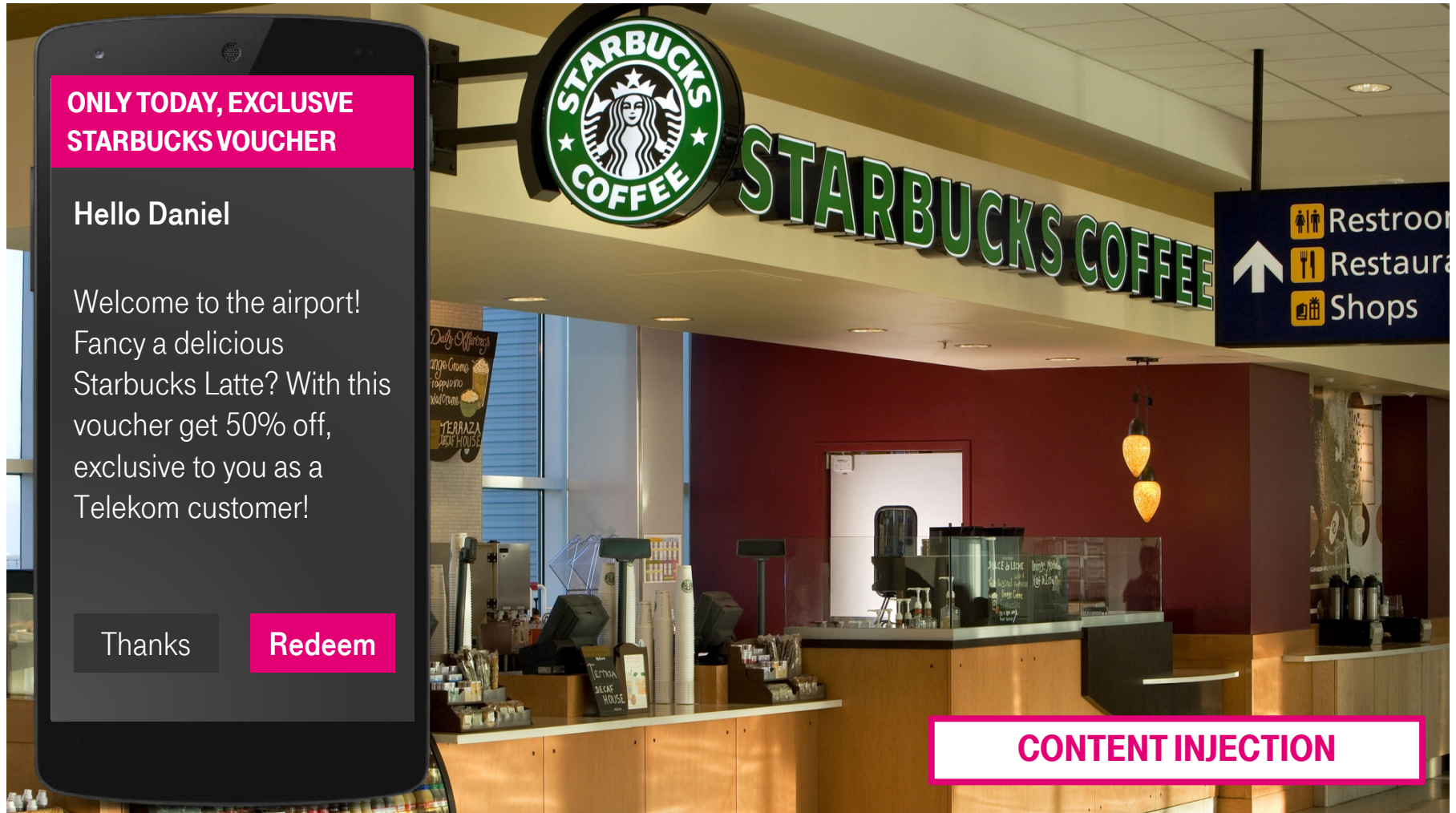
PUSH NOTIFICATION ABOUT FREE WIFI FOR THE TABLET



ONLINE MANAGER APP

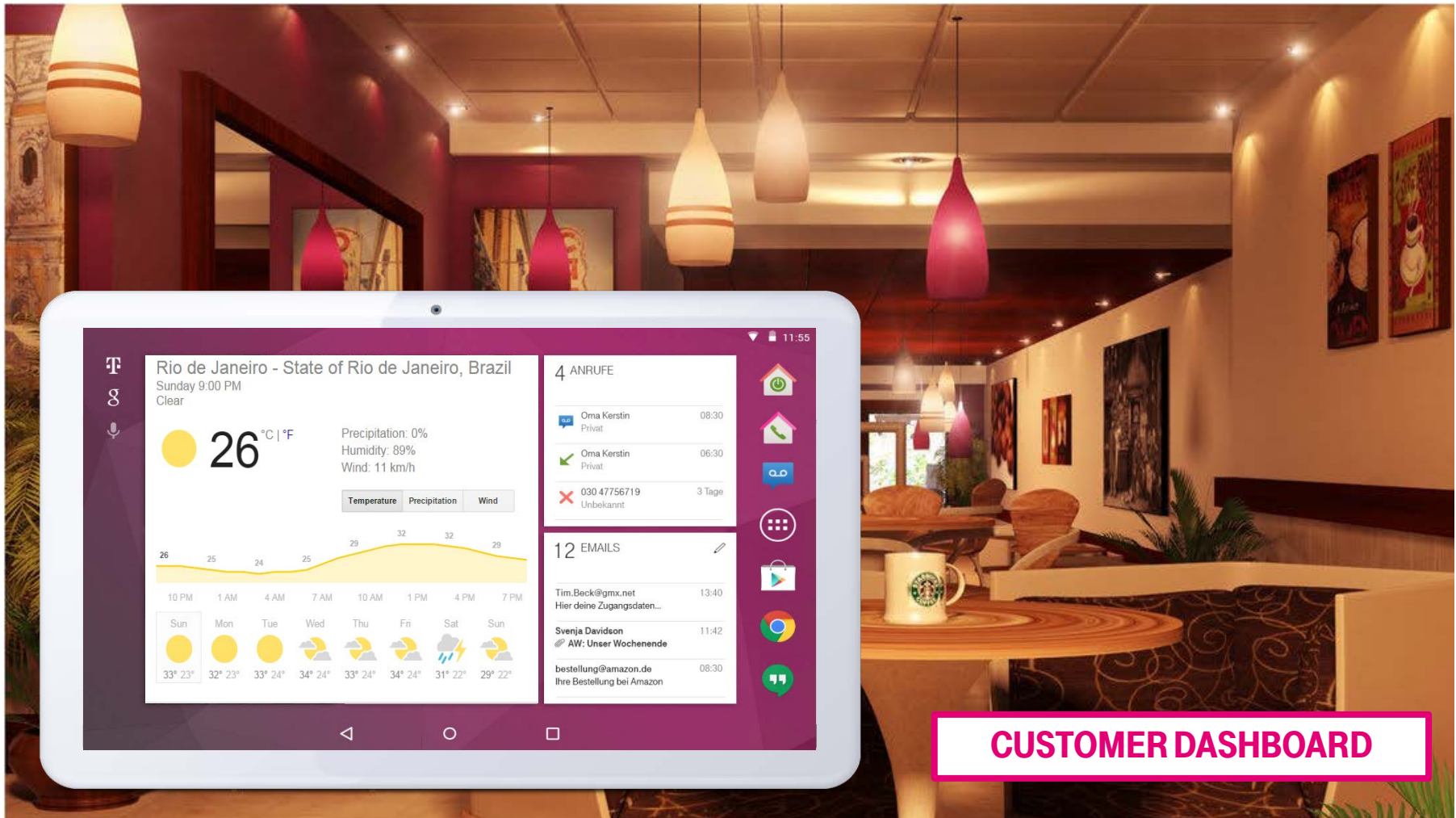
A SURPRISE AFTER THE CHECK-IN

WHILE BROWSING THE INTERNET A VOUCHER POPS UP



KILLING TIME AT THE AIRPORT

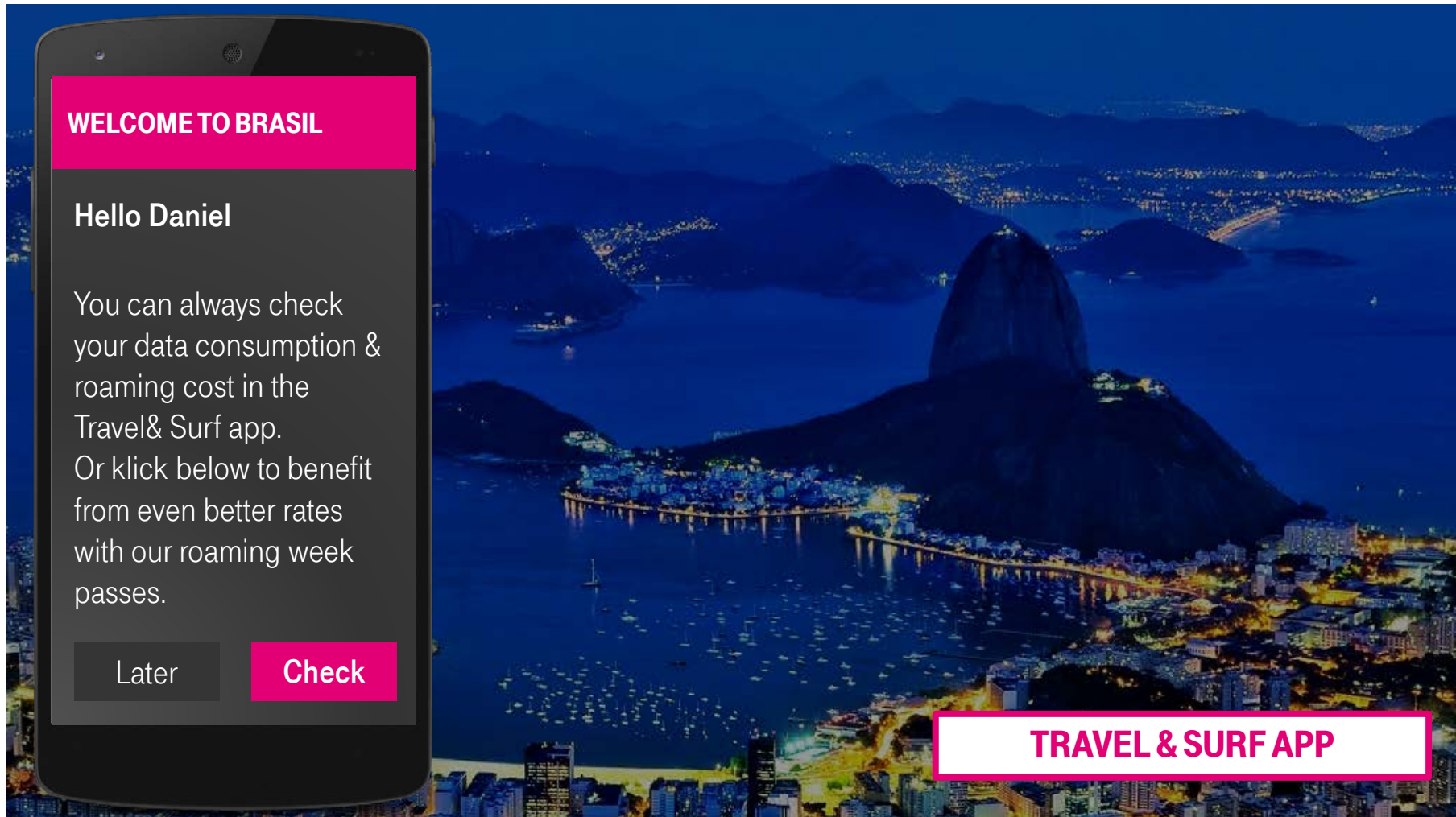
CHECKS DASHBOARD FOR MAILS & WEATHER IN RIO



CUSTOMER DASHBOARD

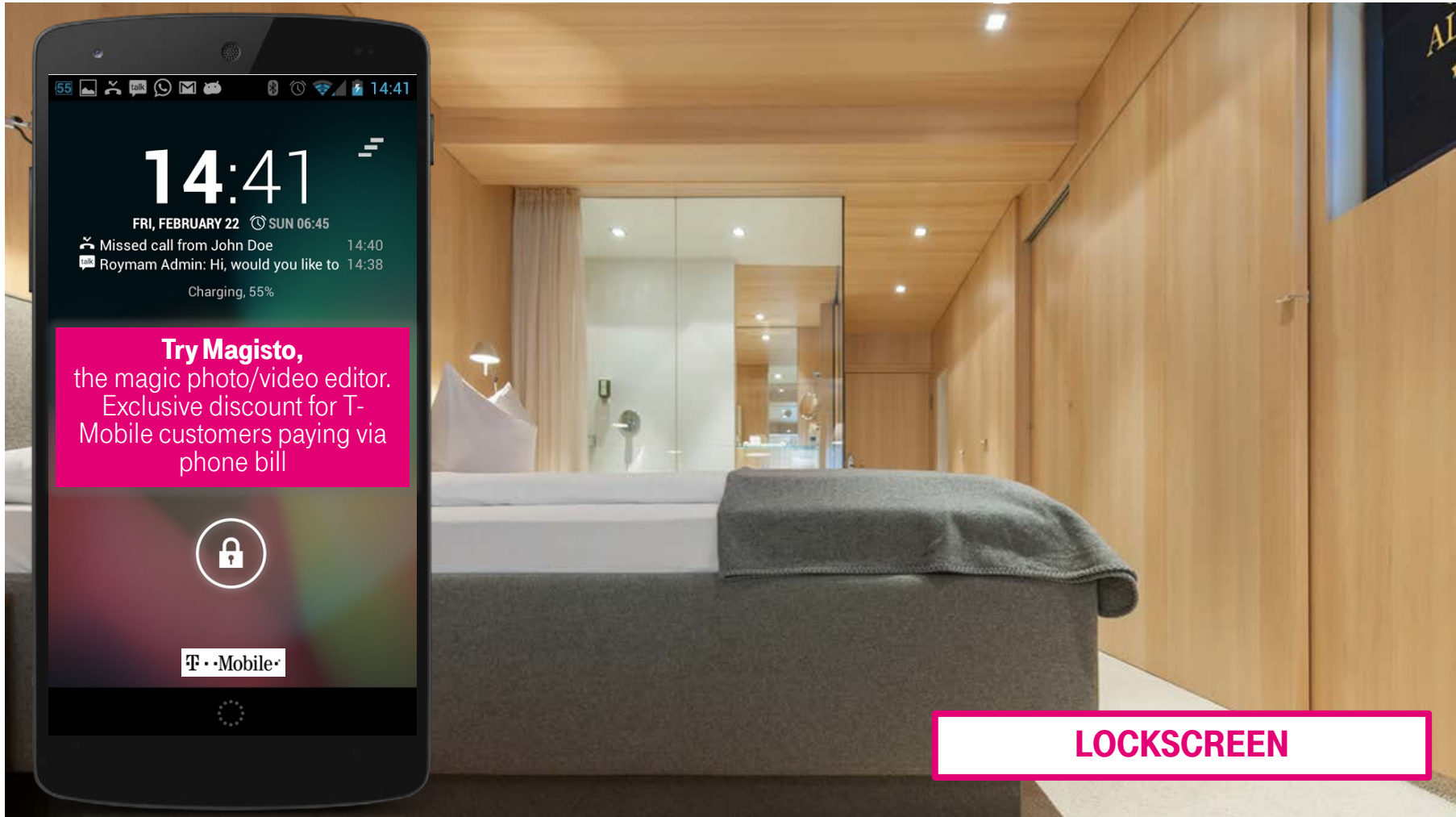
IN RIO – PUSH ON COST CHECK AND ROAMING DEALS

DANIEL REACTS TO THE PUSH FROM TRAVEL&SURF



AT THE HOTEL – A USEFUL APP RECOMMENDATION

HIS LOCKSCREEN RECOMMENDS A PARTNER APP



LOCKSCREEN

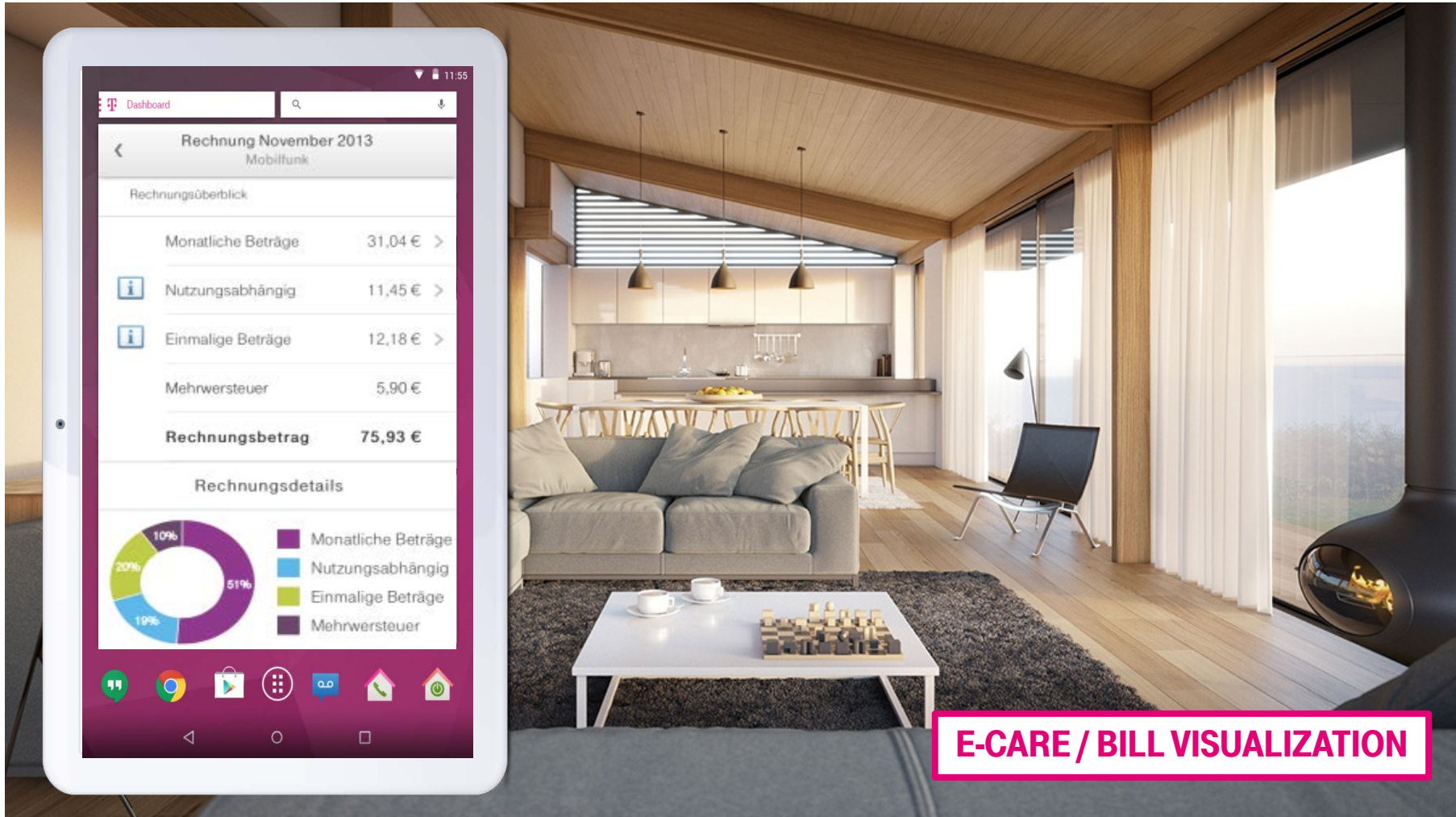
DANIEL ENJOYS TWO WEEKS OF RELAXATION

SOMETIMES NO MESSAGE IS THE RIGHT MESSAGE...



ARRIVING HOME – TRANSPARENT INVOICE ARRIVES

BILL VISUALIZATION VIA E-CARE APP – INCL. ROAMING



E-CARE / BILL VISUALIZATION

A CONNECTED TOUCHPOINTS ECOSYSTEM

SOLUTION: A CONNECTED TOUCHPOINTS ECOSYSTEM

HOLISTIC INSIGHTS, RELEVANT DIALOGS, LOYAL USERS

CONNECTED TOUCHPOINTS SUITE

COMMON ID & PROFILE



Always know your user

Identify and welcome users across apps and sites, even when not logged in

RELEVANT DIALOGS



Drive engagement and retention

Individual customer dialogs via smart push- & in-touchpoint notifications

CENTRAL PERMISSIONS



Let the customer be in control

Transparent management of more granular permissions. Re-use across touchpoints

CROSS-TP INSIGHTS



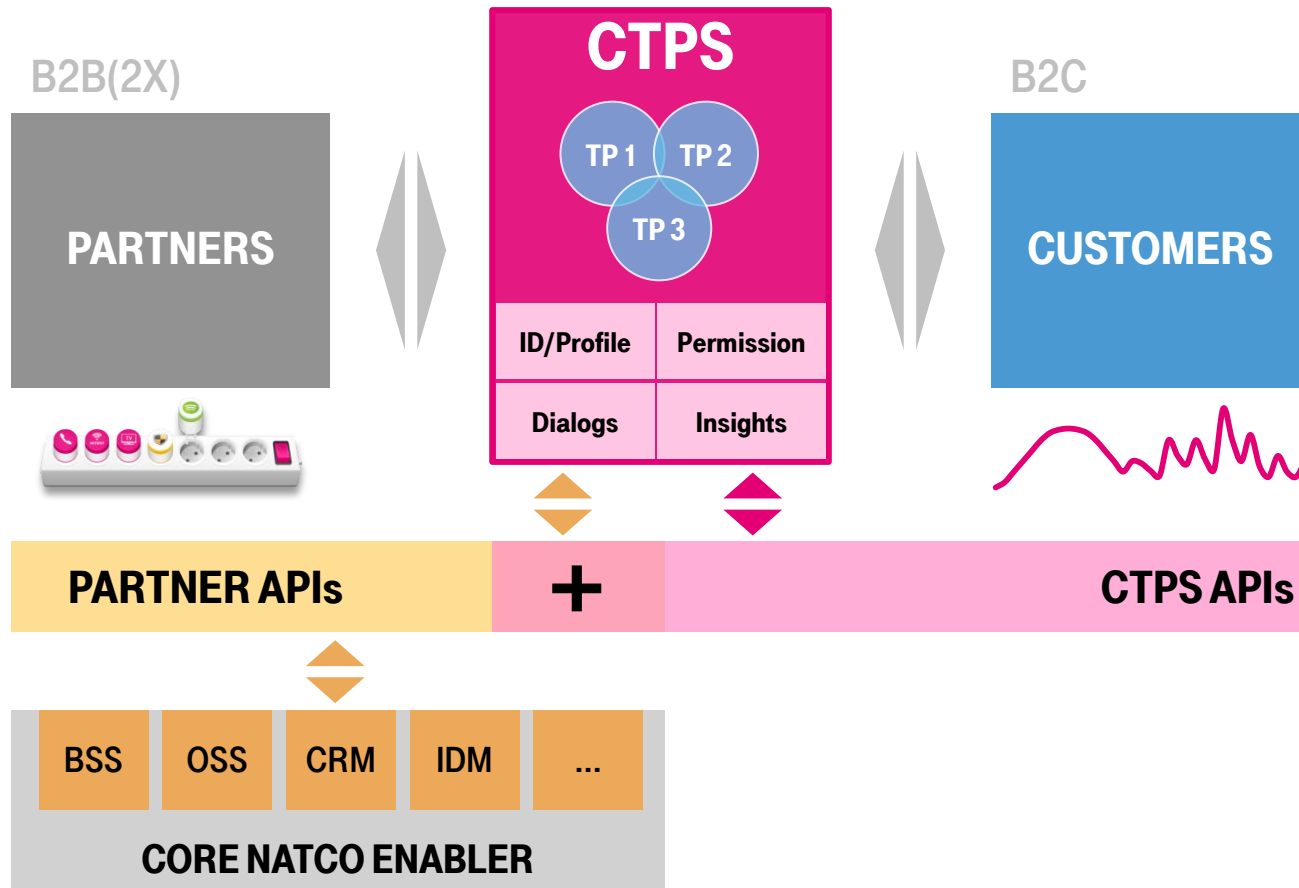
Customer-journey centric insights

Holistic big data view on behavioural and technical KPIs, dependencies & user flows

+ CONNECTED TOUCHPOINT SDK AND APIS

ARCHITECTURE: CONNECTED TOUCHPOINT SUITE

INTEGRATED, LIGHT-WEIGHT SUITE FOR SMARTER TOUCHPOINTS, RELEVANT DIALOGS & RETAINED USERS



DIGITAL TOUCHPOINT MANAGEMENT STATUS QUO

FIRST PROOFS EXIST, MAIN ROLLOUT IN 2015

STATUS & CASE STUDIES

- Touchpoint management , e.g. via CTPS is **easy to implement**, can be rolled out to websites and apps in less than 5 man days per touchpoint.
- **Telekom Germany** is rolling out CTPS to 3 touchpoints in Q1 and 10 by eoY. International rollout in 2016
- **Smart push dialogs** were started in TopApps 2014 and drove daily active usage **by factor 5**.¹
- **A smart app crash monitoring** can reduce failure rates down to <1% , resulting in avg. +1 star higher rating.³
- **Customer retention** in key touchpoints can be increased from few days to many months.⁴



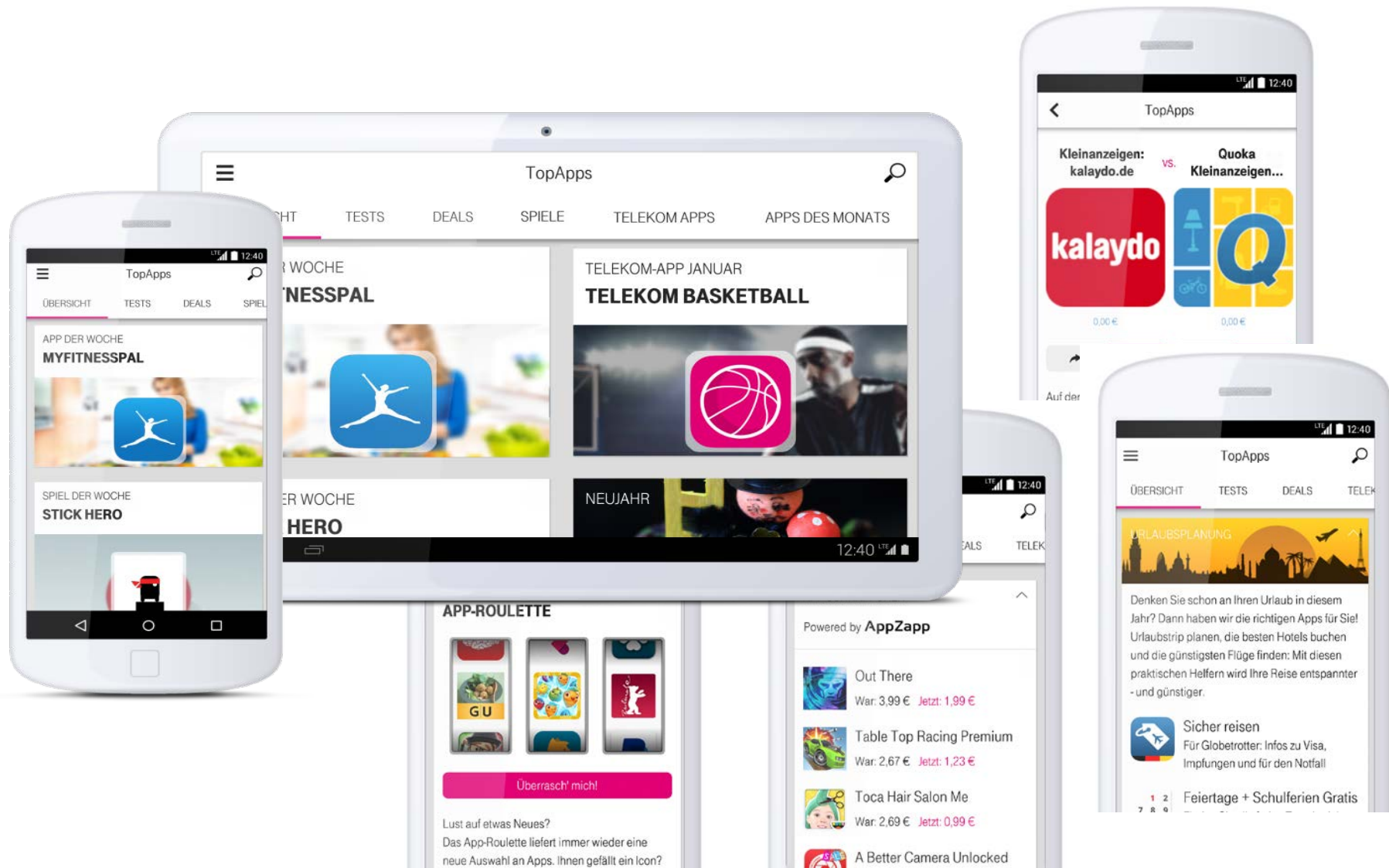
1 TopApps DE Reporting AT Internet, Q2-Q4 2014

2 Case study T-Mobile US / Medio – Nokia HERE 2014

3 Case study Crittercism, US 2014

4 Analysis TopApps cohort retention Q4-2014 vs. Q4-2013

RE-ENGAGEMENT IN PRACTICE: EXAMPLE TOPAPPS



RE-ENGAGEMENT IN PRACTICE: E.G. IMPACT PUSH

DOUBLING DAILY USAGE BUT ALSO RETENTION EFFECT

Daily active usage TopApps Android Jan 14 – May 15

START PUSH



The chart displays daily active usage of TopApps on Android from January 2014 to May 2015. The y-axis represents usage levels, with horizontal grid lines indicating increments. The x-axis represents time. A red box labeled 'START PUSH' is positioned at approximately January 2015. Before this point, usage is relatively low and stable. After the push, usage increases significantly, reaching a peak in May 2015, and then shows a slight decline.

WRAP UP



ERLEBEN, WAS VERBINDET.

WRAP UP: SMARTER CUSTOMER DIALOGS

WHAT WE LEARNED

SUMMARY

- **A great number** of digital and non-digital touchpoints create **complexity** and **confusion** for the customer
- First step is **reduce the amount** of touchpoints interacting with the customer
- Second step is to **integrate** existing touchpoints
- We've chosen a **customer-journey-centric** approach to digital **touchpoints management**
- It is based on **connected** architectures, **modular** APIs and **holistic**, data-driven insights
- We believe this ensures more **relevant** dialogs resulting in higher **customer satisfaction** resulting in a **sustainable** user engagement



THANK YOU!

QUESTIONS?

MARCO.BENNINGHAUS@TELEKOM.DE



ERLEBEN, WAS VERBINDET.