

# Mastering Engagement – Strategies and Capabilities that Distinguish Engagement Leaders

November 2017

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Managing Director, immr



Link to deck >>

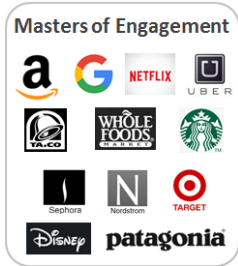
[www.immr.org/masters-of-engagement.pdf](http://www.immr.org/masters-of-engagement.pdf)

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- ❖ Rethinking Engagement
- ❖ Which Companies Are Mastering Engagement?
- ❖ Mastering Engagement – 6 Key Capabilities
- ❖ 10 Characteristics that Distinguish Masters of Engagement
- ❖ How Leading Companies Are Leveraging PEER Strategies
- ❖ Tuning into Customers' Digital Signals
- ❖ Engagement Quotient Self-Assessment (10 Questions)
- ❖ Appendix
  - ❑ The Engagement Stack
  - ❑ 6 Disciplines of Innovation
  - ❑ Location and other Digital Signals



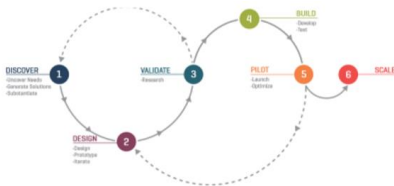
Characteristics that Distinguish Masters of Engagement [pdf](#)



The Engagement Stack – How Masters of Engagement Leverage Data and Technology to Engage Customers on their Terms [pdf](#)



Raising the Bar - How Leading Companies are Leveraging Mobile and PEER Strategies to Boost Customer Loyalty [pdf](#)



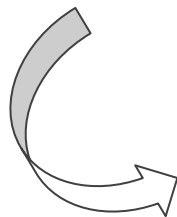
The 6 Disciplines of Innovation [pdf](#)

Digital Signals Reveal		
Location	Context	Connections

Tuning into Consumers' Digital Signals [pdf](#)

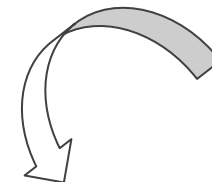
$$\text{Customer Success} = \frac{\text{Customer Outcomes \& Experience}}{\text{Customer Effort + Cost}}$$

Minimize



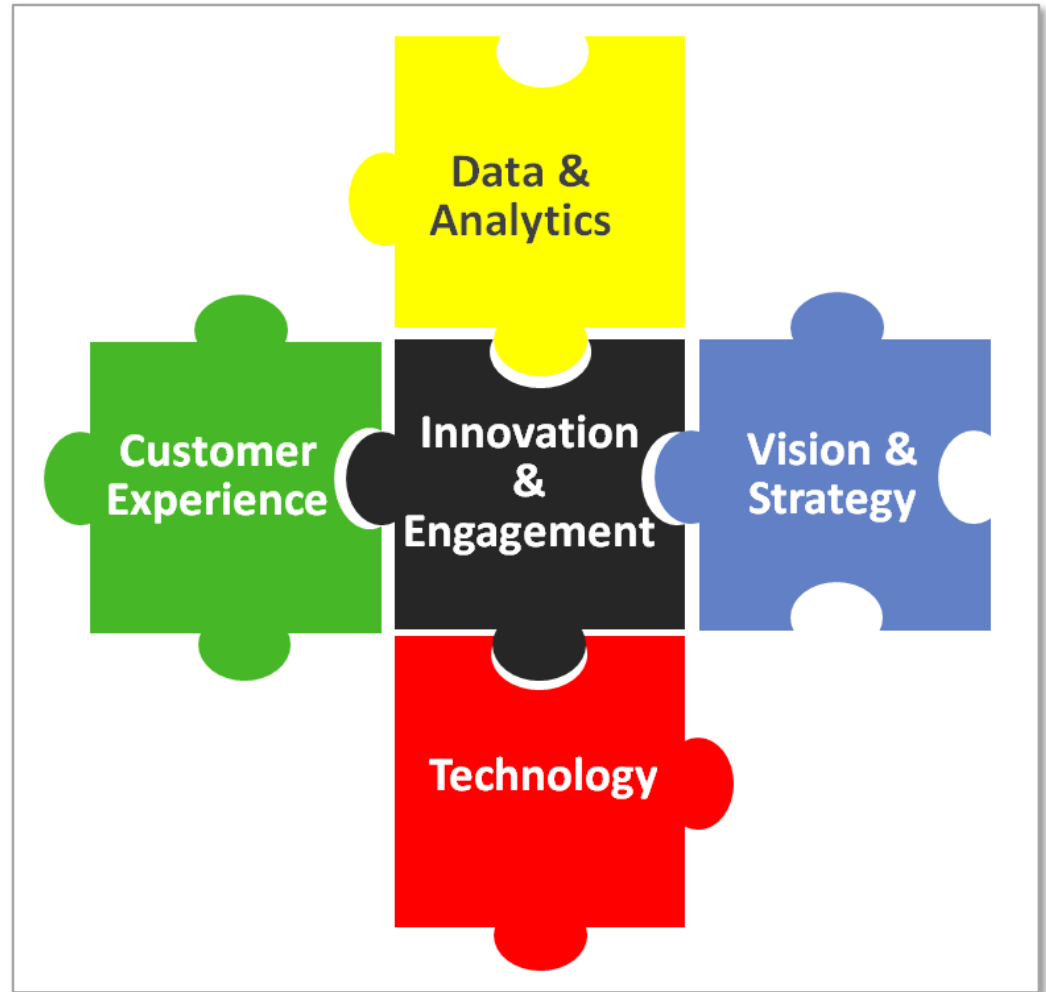
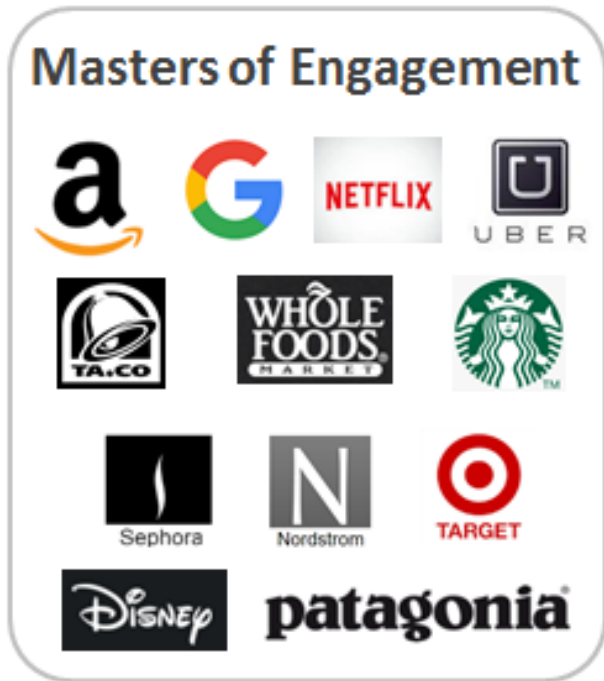
Customer Effort & Cost

Maximize



Customer Outcomes & Experience

# Masters of Engagement Integrate 6 Key Capabilities



# 10 Characteristics Distinguish Masters of Engagement


- 1 Focus relentlessly on “customer success” and experience
- 2 Fulfill vital roles in customers’ lives/businesses
- 3 Earn trusted and intimate access to customers’ data
- 4 Build innovative solutions to vexing customer problems
- 5 Engage customers across journeys from start to finish
- 6 Personalize and individualize customer experiences
- 7 Engage customers on their terms via preferred channels
- 8 Embed technology in processes, products and apps
- 9 Optimize engagement with algorithms and experiments
- 10 Enjoy unmatched customer loyalty and advocacy

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**en•gage**

/en'gāj/

verb **Build mutually beneficial, enduring relationships by:**

- ➔ **Helping customers succeed**
- ➔ **Removing frictions along customer journeys**
- ➔ **Adding value and enhancing customers' experience in new and unexpected ways**

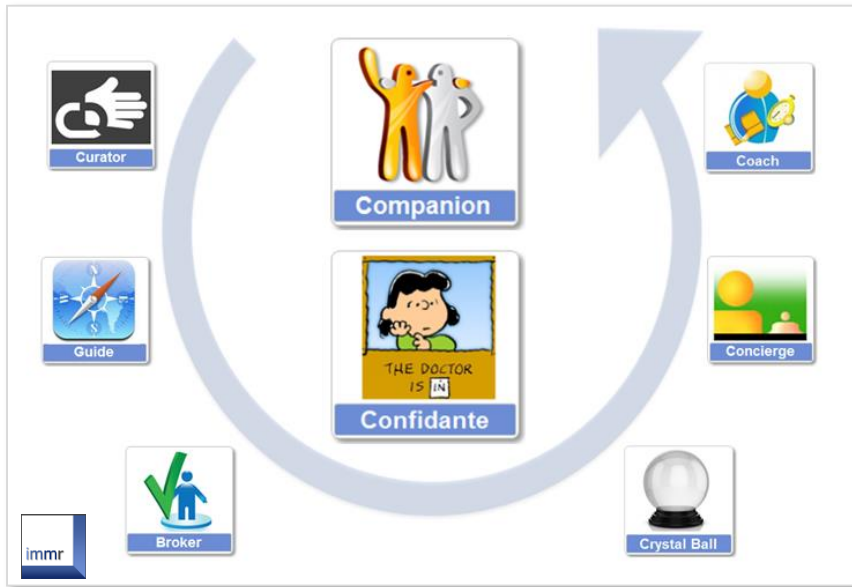
*“Our promise is so different.. it's not just about our products. It's also about education and serving as a resource to customers. If we haven't taught her, we've failed her. We want to empower clients to be in control...”*

Bridget Dolan, Sephora VP and Head of Sephora's Innovation Lab





## Does Your Brand Fulfill a Vital Role in Customers' Lives?†

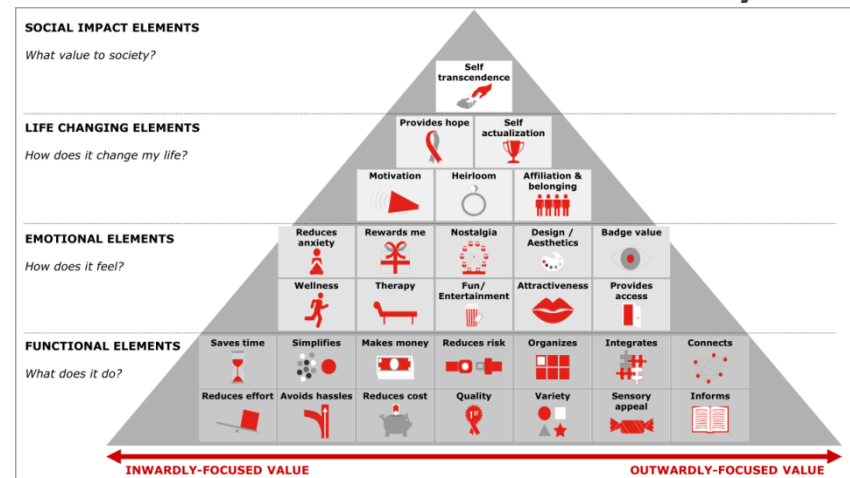


*“Companies that score highly on multiple elements of value have higher NPS (Net Promoter Scores)”*

Source: Bain and Company analysis



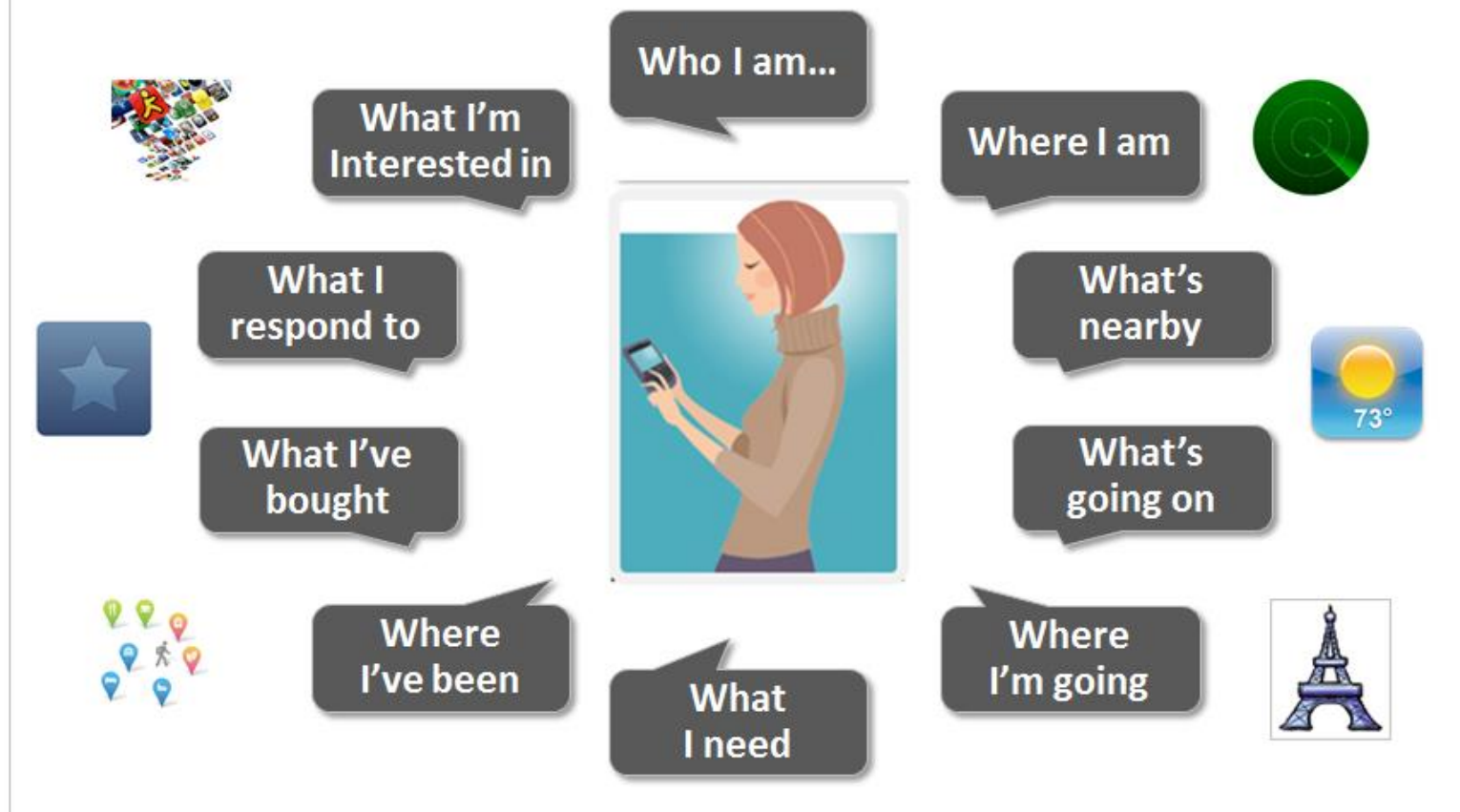
## Bain's Elements of Value Hierarchy‡

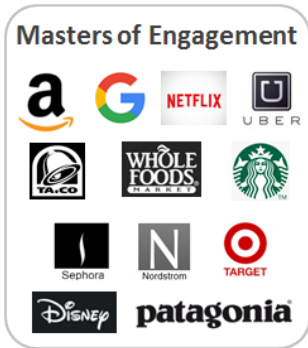




By earning customers' trust & delivering value, Masters...

## Know Customers Intimately





Focus →

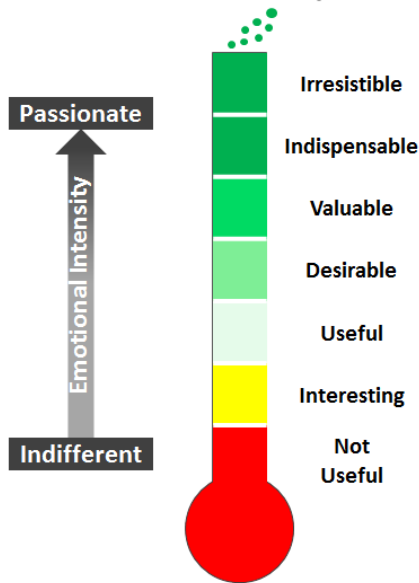
## Game-changing Innovations<sup>†</sup>

Characteristics		Benefits	
Need Solved	Significant	Customer Value	Indispensable
Challenge	Daunting	Disruption	Game-changing
Solution	New, untried	Advantage	“Blue Ocean”
Risk of Failure	Extremely high	Growth	Rapid
Skepticism	Abundant	Payoff	Enormous

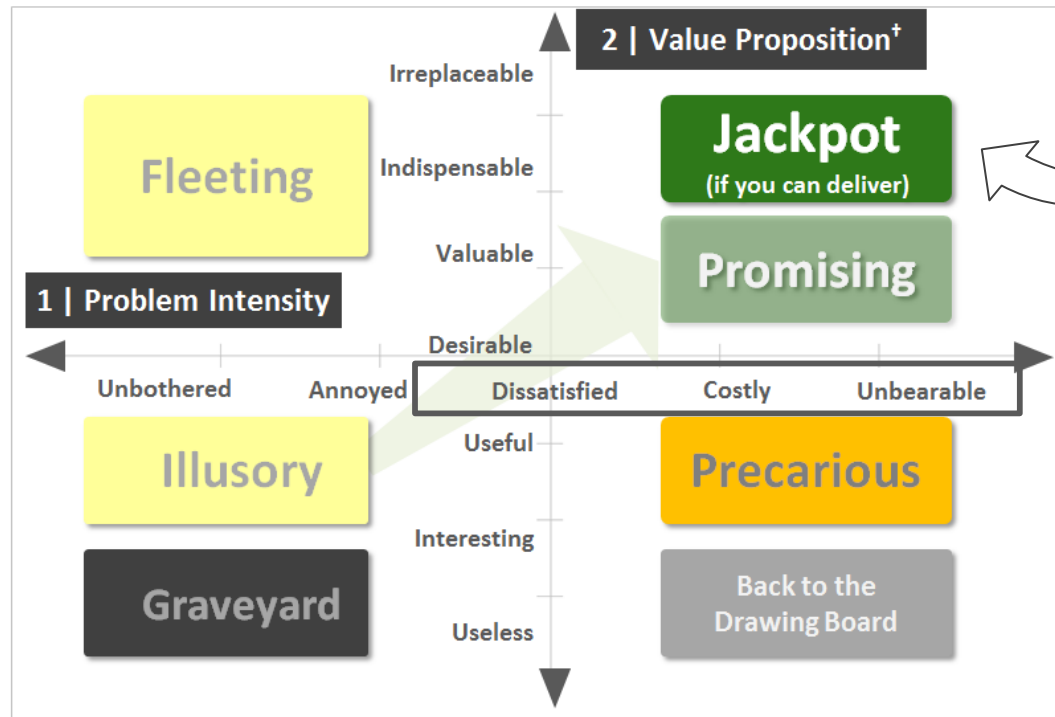
<sup>†</sup>Also referred to as Disruptive and Radical Innovation

Source: Dr. Phil Hendrix, immr

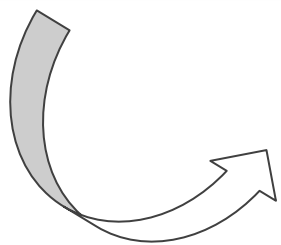
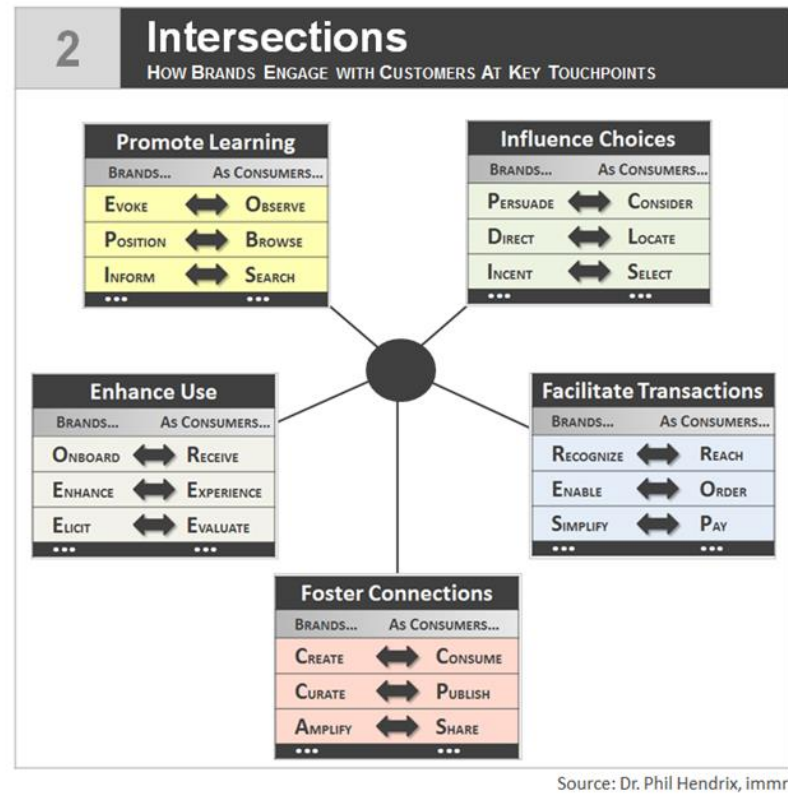
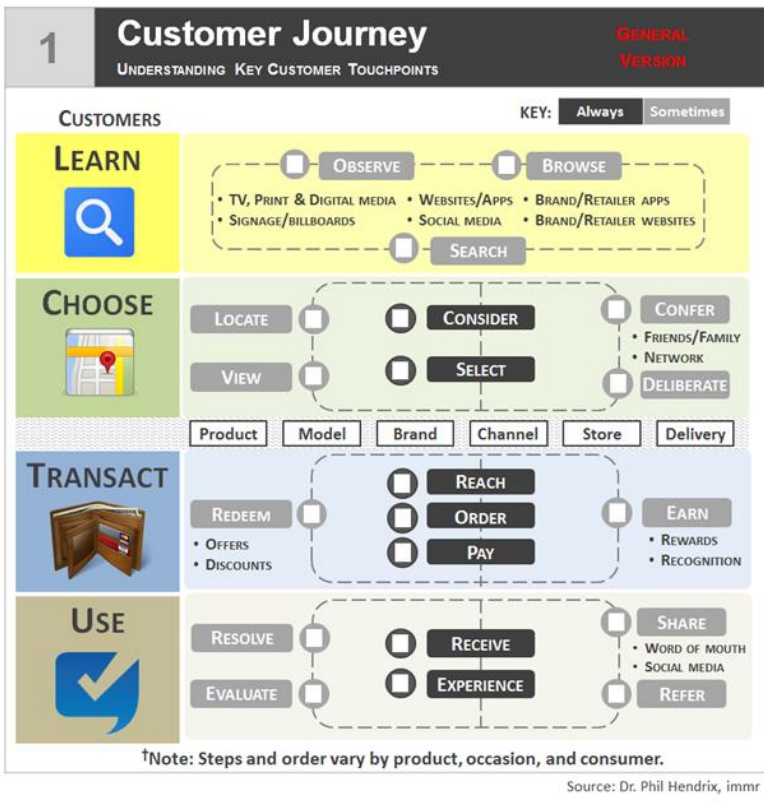
### Are Customers Passionate about Your Value Proposition?



Source: The 6 Disciplines of Innovation, Dr. Phil Hendrix, immr

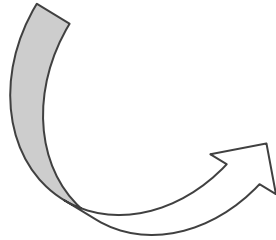
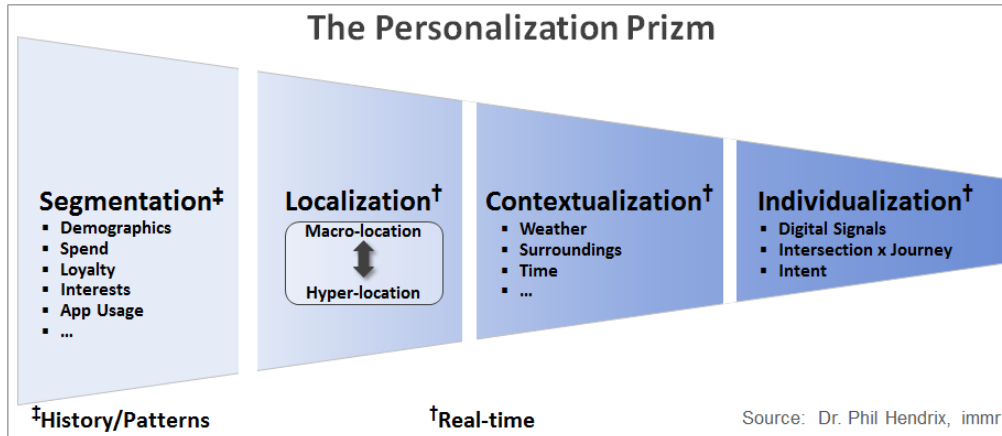


## Intersections on the Customer's Journey – Where Brands Engage Customers



### Amazon Engages Shoppers, Buyers and Users

<p><b>Personalized Shopping</b></p> <p>8 Personalized Links on Amazon's Home Page:</p> <ul style="list-style-type: none"> <li>Get Yourself a Little Something</li> <li>More Items to Consider</li> <li>Related to Items You've Viewed</li> <li>Inspired by Your Shopping Trends</li> <li>More Top Picks for You</li> <li>Recommendations for You in Amazon Video</li> <li>Recommendations for You</li> <li>Pick up where you left off</li> </ul>	<p><b>Frictionless Buying</b></p> <p>NO PATIENCE REQUIRED</p> <p>FREE SAME-DAY DELIVERY</p> <p>BUYER Ziploc CRAYON</p>	<p><b>User Support &amp; Experience</b></p> <p>User Feedback</p> <p>You can tell us about items you like, even if you didn't purchase it on Amazon.com. Locate the item on Amazon.com, then write a review and add a rating.</p> <p>Source: Amazon Help</p> <p>amazon echo</p>
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## How Personalization Boosts the Effectiveness of Channels

CHANNELS	REACH	EFFECTIVENESS BY TYPE OF PERSONALIZATION				VIRALITY
		SEGMENTATION	LOCATION	CONTEXT	INDIVIDUALIZED	
SEARCH (SEO & SEM)	●	●	●	●	●	○
PUSH AND IN-APP MESSAGING	●	●	●	●	●	●
MOBILE APPS	●	●	●	●	●	●
EMAIL/SMS/MMS	●	●	●	●	●	●
KIOSKS/DISPLAYS	●	●	●	●	●	●
SOCIAL MEDIA	●	●	●	●	●	●
WEBSITE(S)	●	●	●	●	●	●
ADVERTISING	●	●	●	●	●	●

Note – the ratings above are based on personalization that is typical within a channel, given the types of data generally available within that channel. Therefore, the ratings should be viewed as directional.

Source: Dr. Phil Hendrix, immr

### How Customers Define Engagement

- ✓ Recognize Me
- ✓ Remember Me
- ✓ Adapt to Me
- ✓ Assist Me
- ✓ Value me
- ✓ Reward Me
- ✓ Anticipate Me
- ✓ Delight Me
- ✓ Protect Me
- ✓ Respect Me

Source: Dr. Phil Hendrix, immr

## Channels of Engagement



Mobile App(s)



Search



Internet



Website



E-mail



Messaging



Video



Social Media



Stores



Directories



Phone



Kiosk



Signage

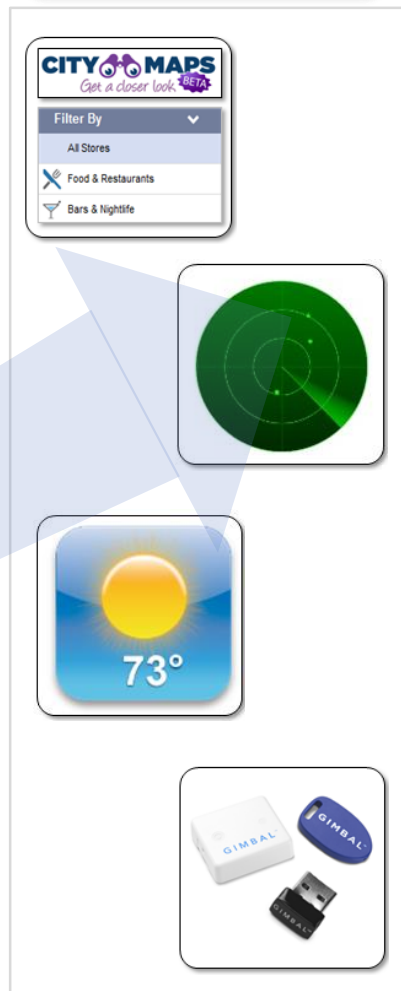
## Wave 1 Virtuous Spiral



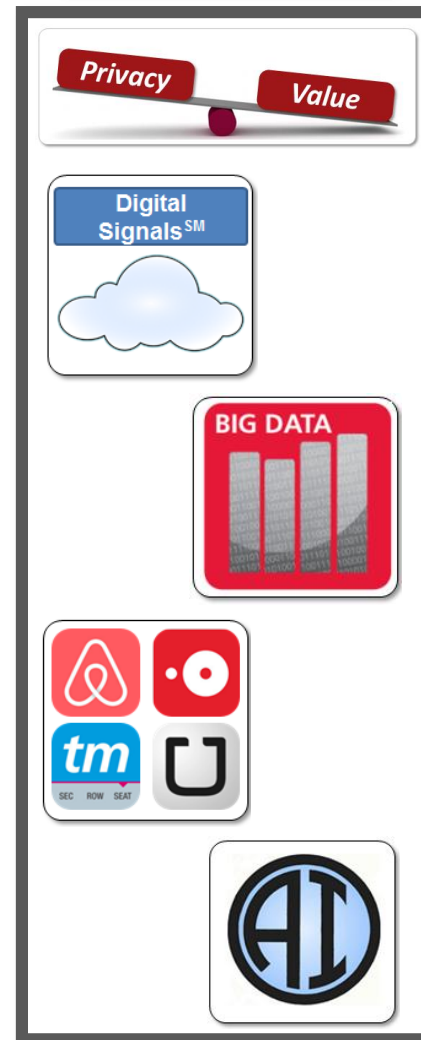
## Wave 2 SoLoMo



## Wave 3 Contextual



## Wave 4 Intelligent



## Algorithms/Experiments

# Big Data



## Transactions



## Events



## History

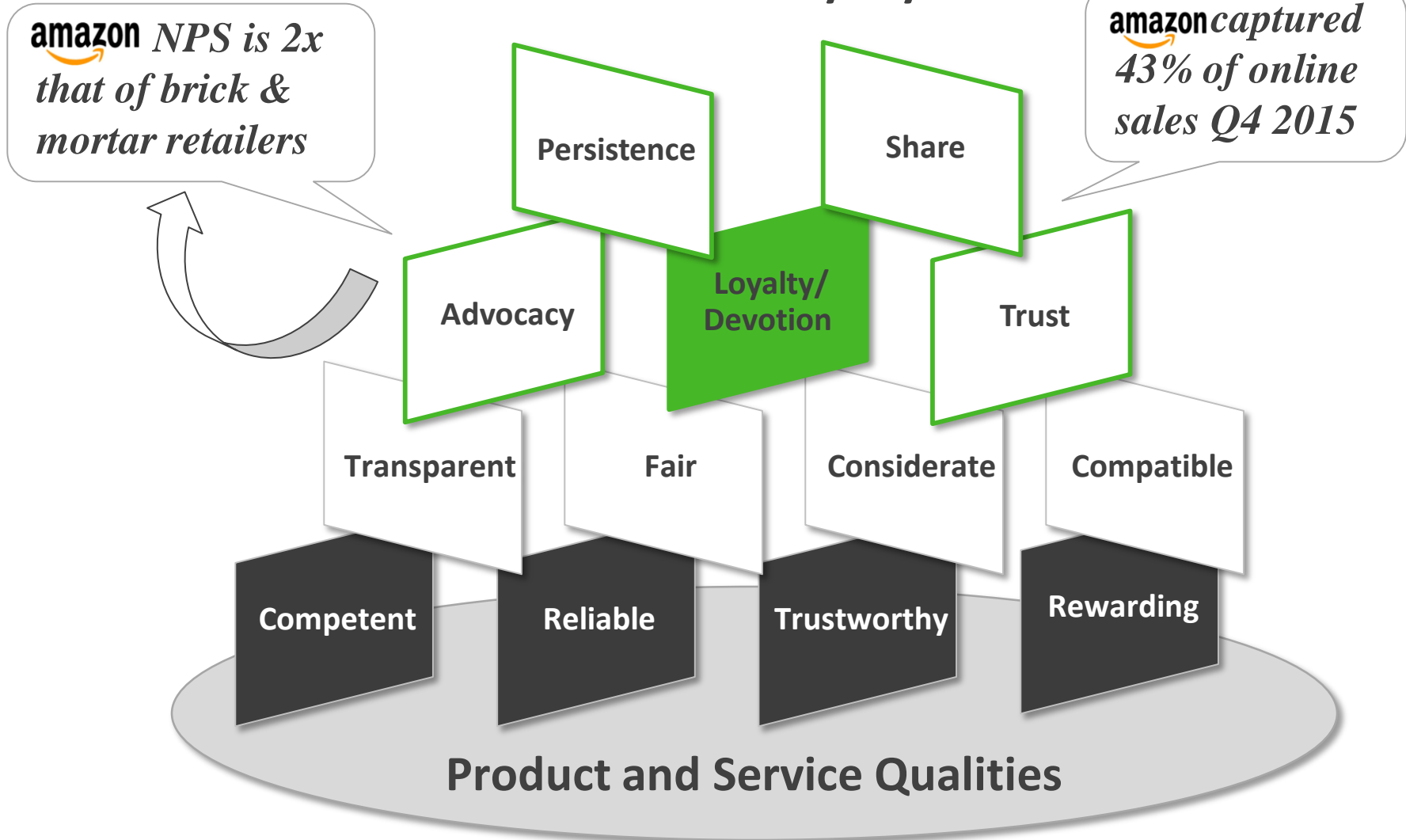


## Context





### House of Loyalty

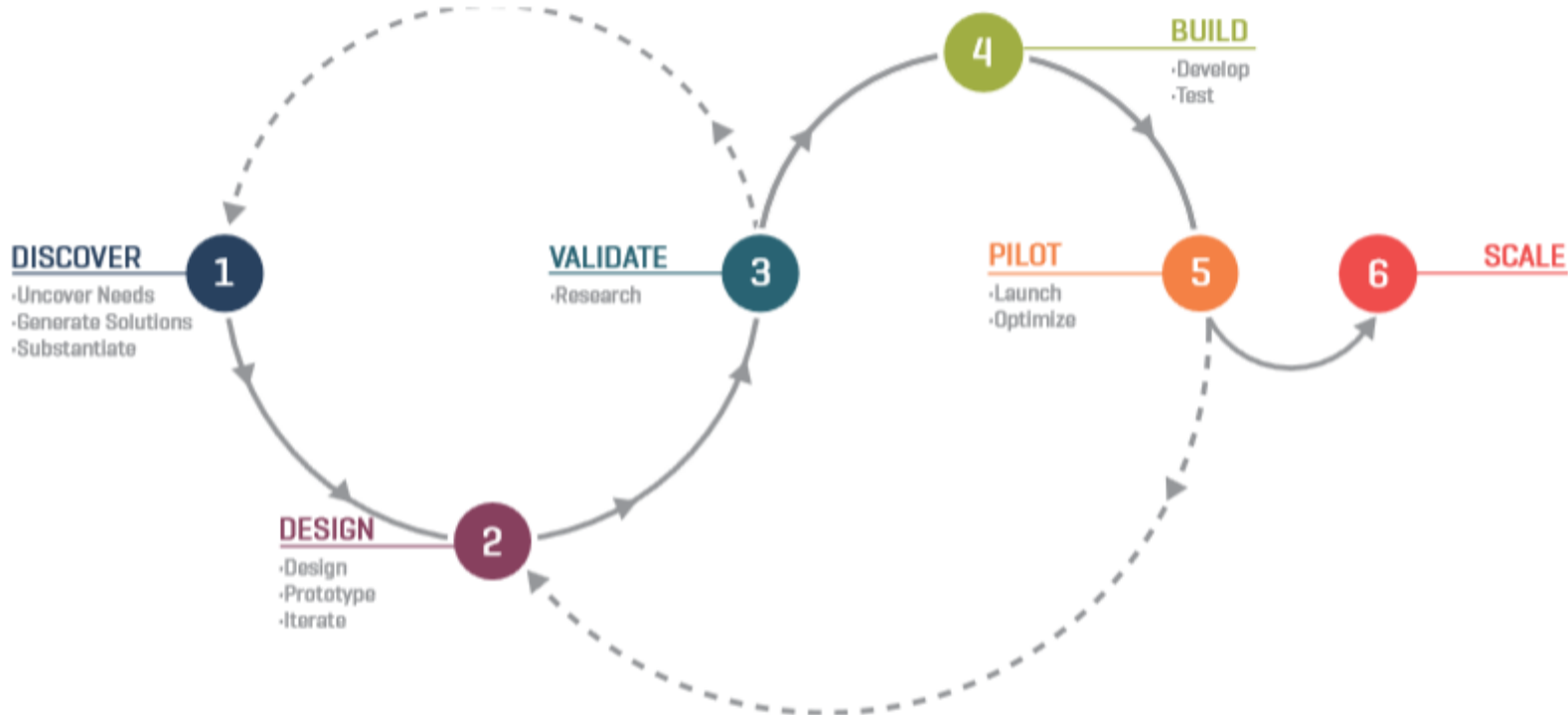


# How Does Your EQ (Engagement Quotient) Stack Up?

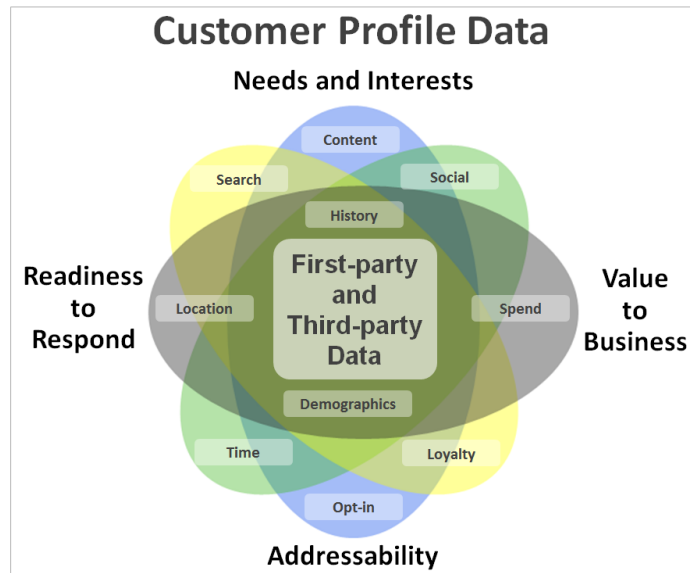
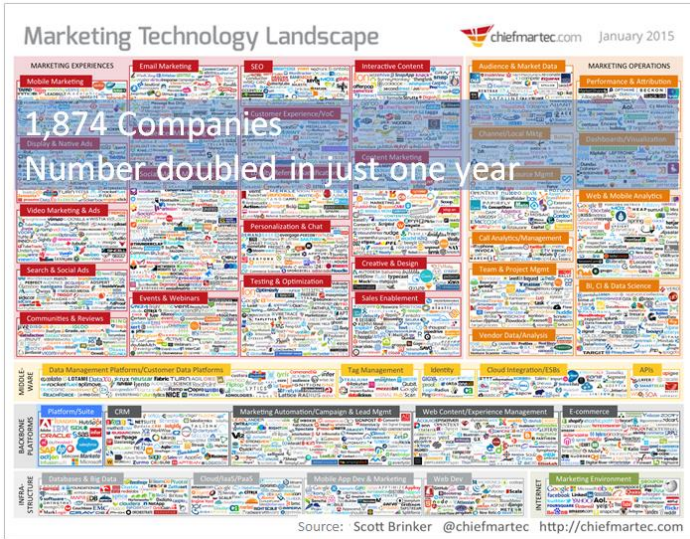
		Rate Your Company on Items Below	Score (1-5)
1	Mission	Focus relentlessly on " <u>customer success</u> "	<input type="text"/>
2	Vision	Fulfill <u>vital roles</u> in customers' lives/businesses	<input type="text"/>
3	Intimacy	Earn trusted and <u>intimate access</u> to customers' data	<input type="text"/>
4	Innovation	Build <u>innovative solutions</u> to vexing customer problems	<input type="text"/>
5	Customer Journey	Engage customers <u>across journeys</u> from start to finish	<input type="text"/>
6	Personalization	Personalize and <u>individualize</u> customer experiences	<input type="text"/>
7	Channels	Engage customers on their terms via <u>preferred channels</u>	<input type="text"/>
8	Technology	Embed <u>technology</u> in processes, products and apps	<input type="text"/>
9	Optimization/ Analytics	<u>Optimize</u> engagement with algorithms and experiments	<input type="text"/>
10	Loyalty	Enjoy unmatched customer <u>loyalty and advocacy</u>	<input type="text"/>
	Key	Failing	<input type="text"/>
		1	
	Weakness	2	<input type="text"/>
		2	
	Parity	3	<input type="text"/>
		3	
	Advantaged	4	<input type="text"/>
		4	
	Master	5	<input type="text"/>
		5	
			<b>Total</b>



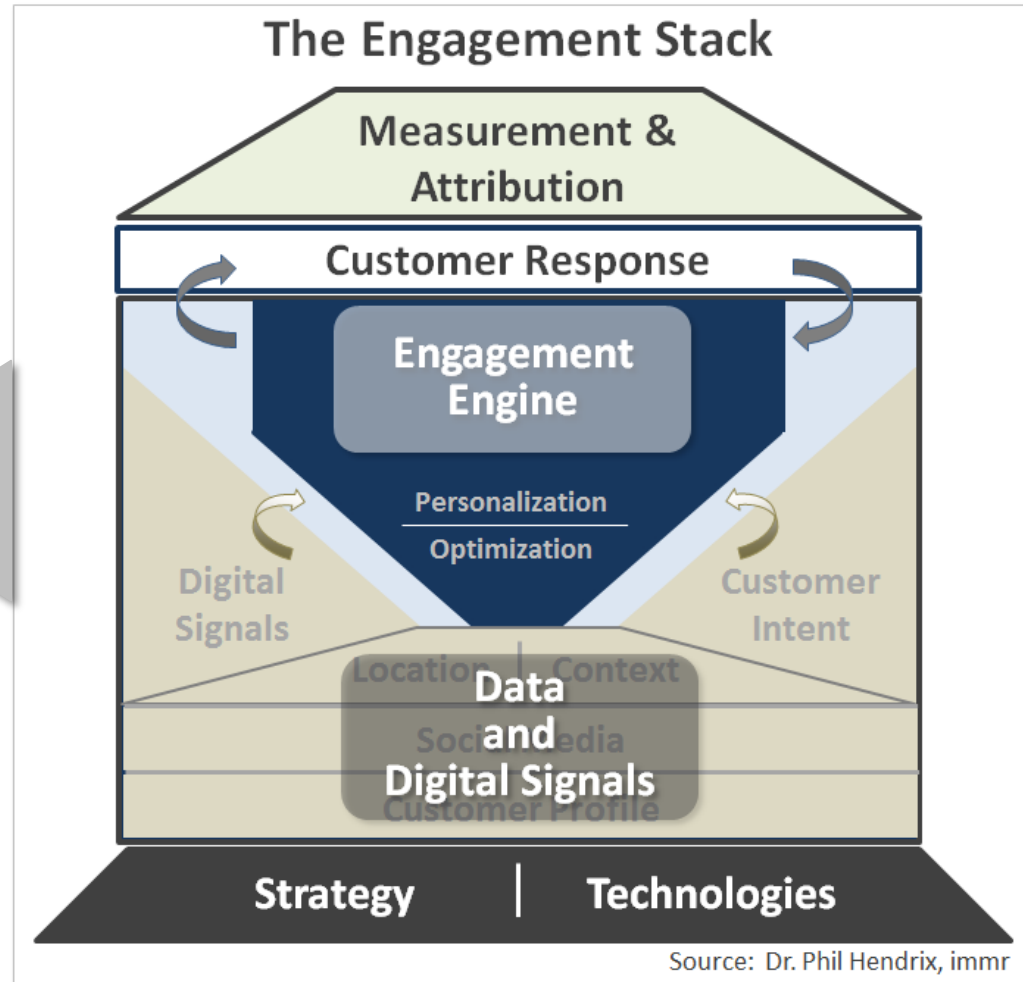
## The 6 Disciplines of Innovation



# Masters Integrate The Engagement Stack

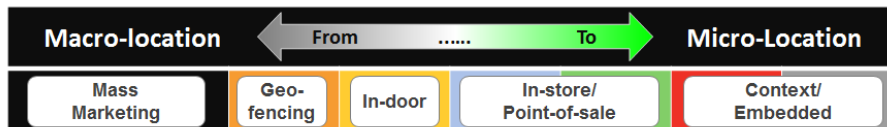
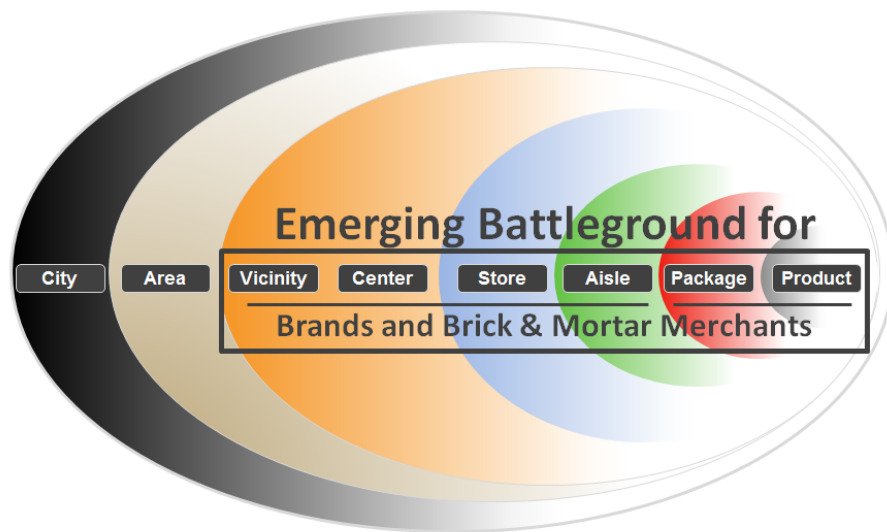


Source: Partnering Smarter - Digital Offers and Attribution Dr. Phil Hendrix, immr



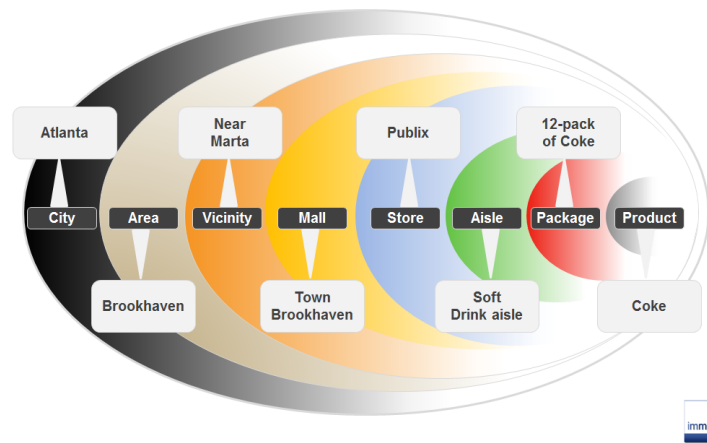
Source: The Engagement Stack

## 8 Layers of Location

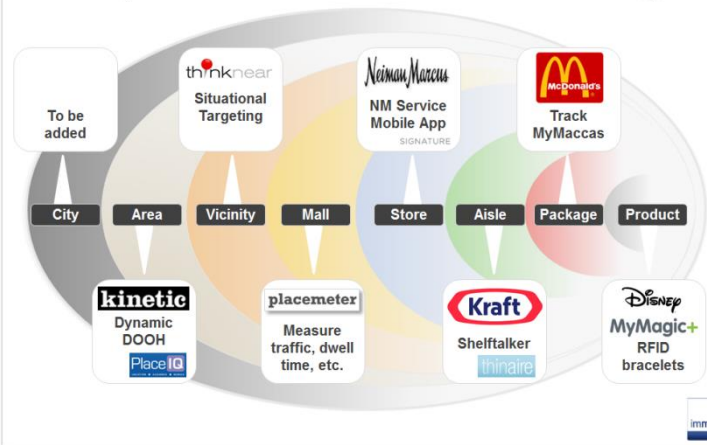


Source: 8 Layers of Location, Dr. Phil Hendrix, immr  
[www.immr.org/8-layers-of-location.pdf](http://www.immr.org/8-layers-of-location.pdf)

## Instances of Location



## Examples of Location-based Strategies



# Customers' Digital Signals (social, mobile, web)

## What Are Digital Signals?

### Digital Channels

- Internet**
  - Websites
  - Search
  - Microsites
  - Ads
- Social**
  - Post
  - Share
  - Rate
  - Comment
- Mobile**
  - Apps
  - Location
  - Sensors
  - Beacons
- Interactive**
  - OOH
  - Social TV



Traces  
produced as  
consumers  
interact with  
Digital Channels

## Why Are Digital Signals So Important?

In real-time, Digital Signals reveal consumers'...

- Attitudes
- Motivations
- Experiences
- Plans/Intentions
- Interests
- Values
- Questions
- Responses
- Opinions
- Activities
- Connections
- (Dis)satisfaction

Location

Context

Connections

Source: Tuning into Consumers' Digital Signals, Dr. Phil Hendrix, immr

Facebook users like

**4,166,667**

posts every minute  
of the day

Twitter users send

**347,222**

tweets every minute  
of the day

Instagram users like

**1,736,111**

photos every minute  
of the day

YouTube users upload

**300 hours**

of new video every minute  
of the day

# Additional Perspectives on Engagement and Innovation



## The Engagement Stack

*How Masters of Engagement Are Leveraging Data and Technology to Engage Customers on their Terms*

by Dr. Phil Hendrix, Managing Director, immr

A whitepaper sponsored by Brandify



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## THE SIX DISCIPLINES OF INNOVATION

Improving the Odds, Accelerating the Process & Reducing Risk for Enterprises & Startups

Dr. Phil Hendrix  
Director immr and Gigaom Research analyst  
Whitepaper Sponsored by THINK Interactive  
2014

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