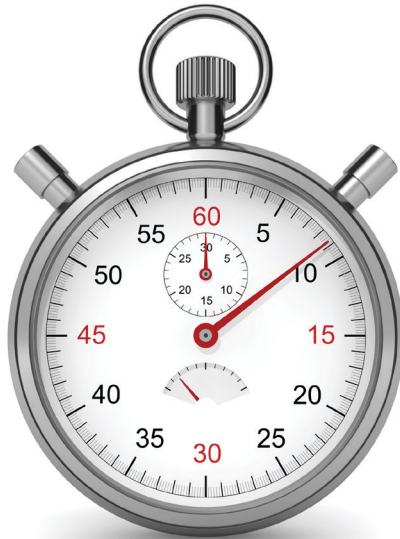




Customer Analytics

The three-minute guide





Why it matters now

Customer and brand loyalty are in decline

Companies in virtually every industry are feeling the heat from more discerning—and often less loyal—consumers. Chalk it up to globalization, social media, economic uncertainty, or product commoditization, to name a few of the most challenging trends. Consumers are more informed, more demanding, more fickle, and more tuned in to one another's opinions.

Bottom line: Companies should have a more complete, intimate understanding of their customers to get them, grow them, and keep them.

Why customer analytics

**You have the data.
But you haven't unlocked it.**

Think about all the information and signals companies are receiving from their customers. Prospect demographics. Channel and product preferences. Social media sentiments. Interactions and transaction behaviors. And more.

Customer analytics is among the most powerful enablers companies have for translating those signals into useful insights about their customers.

Just as important, analytics helps to deliver customer insights directly to the people who need them most, in a format that makes it easy to understand and act on them.

The potential benefits

Increase sales to new and existing customers

Lower customer acquisition and retention costs

Reduce customer churn and increase loyalty

Improve the channel mix to lower cost to serve

Increase sales force effectiveness by targeting qualified prospects

Deliver higher returns on marketing and promotions investments

What to do now

Walk in your customers' shoes

Every interaction with customers leaves a trail of data—information that becomes more valuable when it's combined to generate a richer picture of everything from their product choices and channel preferences to when, how, and why they want to interact with your organization.

Build on that picture by walking in their shoes. Interact with your own organization's channels. Talk to customer-facing employees to hear their “voice of the customer” insights. These experiences can help identify the most pressing areas for improvement.

Ask smart questions

What information will help you better serve customers, gain competitive advantage, or fulfill the business strategy? Smart analytics is about knowing the right questions to ask. And answering those questions will likely require an innovative approach to data analysis—one that can deliver actionable insights to keep you a step ahead of the competition.

Know your data

Do you have access to internal or external data that provide the insights that can help answer your questions? Don't underestimate the strength of your current data. It doesn't have to be complete to be valuable.

Along the way, you should not settle for aggregate views, or someone else's summary of what they think you need. You should have the technology muscle to zoom directly to the most granular level of data to develop a more intelligent understanding of your customers.

Make it count

Before you start, you should plan for how you can turn the insights into actions, and how to measure results. Make sure you have the necessary organization, systems, and processes in place that support business implementation and add value.

At the same time, don't use all this as an excuse for inaction. Know the constraints you'll be working within, and stay focused on determining what you can do with customers *now* to deliver a return on your investments.

Target a quick win

Pick a tight, focused project that can generate valuable insights and recommendations that will likely be easier to execute. Use this experience to learn how to tackle more complex, broader-scale projects across the enterprise and to gain internal cultural buy-in for future changes.

Time's up



You might be surprised at how quickly you can get a customer analytics pilot program off the ground. With the right organizational ecosystem in place, a pilot could be up and running in a few months and have the potential to be self-funded from the direct and measurable value it delivers.

If you want to learn more about how we can help get your customer analytics effort off to a running start, just contact us to start a conversation:

John Lucker

Principal

Global Advanced Analytics & Modeling Market Offering Leader

Deloitte Consulting LLP

jlucker@deloitte.com

Jenny Wilson

Partner

Global Representative Customer Analytics

Deloitte Touche Tohmatsu

jewilson@deloitte.com.au



This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.