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CREATING EFFECTIVE CUSTOMER JOURNEYS



CUSTOMER-
CENTRIC BANKING
FOR THE WIN

AN OVERVIEW OF THE
2022 ASPIRE CCM/CXM
LEADERBOARD

CCM INDUSTRY
Best Practices
Survey Results



CCM INDUSTRY

BEST PRACTICES SURVEY

Results reveal industry in flux, with sharp opinion differences concerning the role of CCM applications in the present technology world

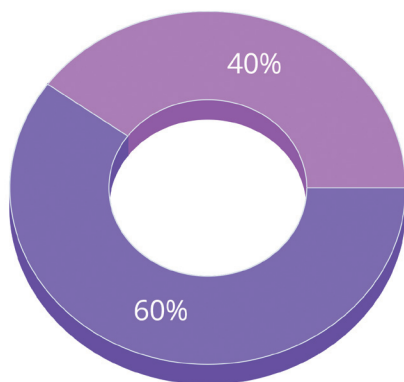
By Allen Shapiro

In March of 2022, Macrosoft conducted its second annual CCM industry best practices survey. A total of 253 individuals from more than 88 identified companies participated in the survey of which 99% stated that they have a CCM solution. Based on the diverse group that completed the survey, the robust responses across multiple companies and industries, and the high full survey completion percentage there is strong reliability in survey results. Here is what they found:

SUMMARY OF KEY INSIGHTS FROM THE SURVEY

1. We see more companies are transitioning from having separate CCM platforms to a single cross-channel, integrated CCM platform.
2. Organizations are trying to avoid 'one size fits all' batch approach to communicate with their customers. Trends are to communicate on the channel desired by a customer, at the time and in the format desired by the customer.
3. More and more companies are now doing all CCM work internally except for the actual printing services.
4. It's good practice for organizations to carefully analyze ROI when integrating CCM, not just ROI as a company but across all departments to make sure optimal usage of the CCM platform.

Does your CCM system have the nuance of a "create once and reuse many" methodology?



- Single communication development with multiple delivery options 60%
- Separate communication silos for different delivery alternatives 40%

SURVEY FINDINGS

60% of participants have a single development CCM platform that enables multiple communication channels. This is defined as creating communication within a single platform but delivering it and reusing it across multiple business functions, channels and devices. This includes, for example, template development for print with reuse for digital delivery. 40% of participants indicated their company has separate CCM silos. Thus, these companies need to develop separate creativity for each delivery channel.

DATA TREND

Participants having a single CCM platform increase from 50% in 2021 to 60% in 2022, while those who have separate platforms drops from 48% in 2021 to 40% this year.

ANALYSIS

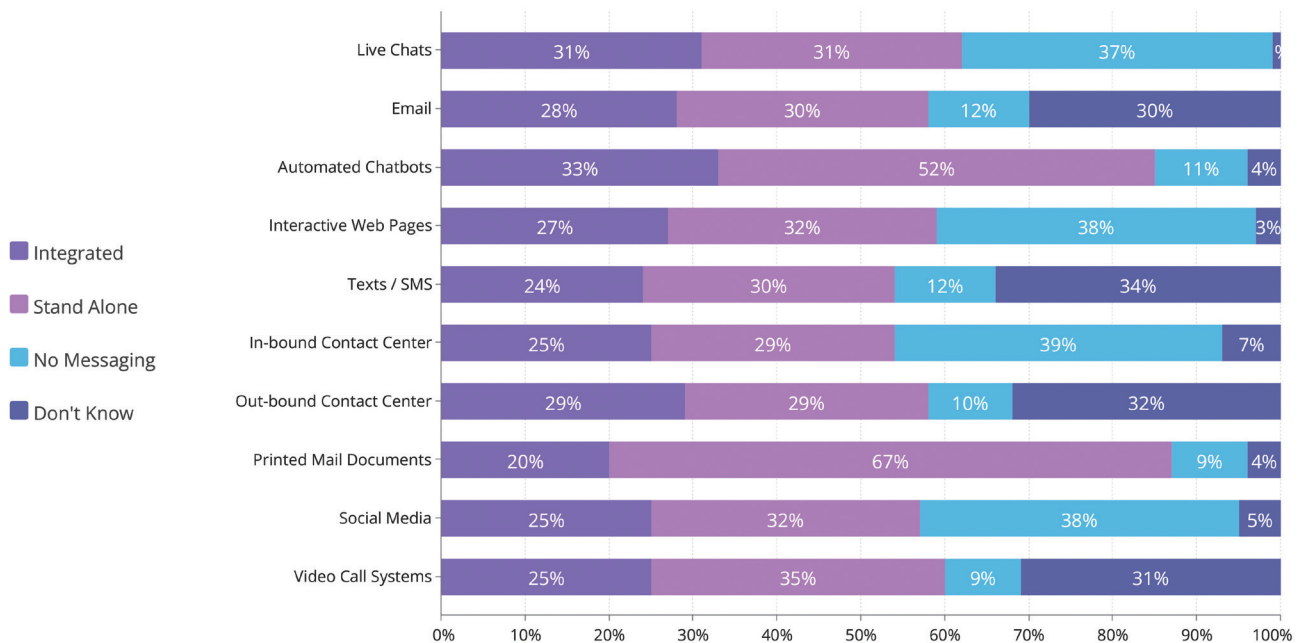
The industry is heading in the right direction with over half of the companies having single CCM platforms. We also see

this number increase significantly compared to 2021, which means more companies are transitioning to single platform CCM. We expect to see this trend in the coming years. On the other hand, those companies with multiple CCM platforms are doing significantly more work as each communication type needs to be developed by (separate) designer teams. It also introduces compliance risks of nonmatching results based on the delivery channel. Having separate communication CCMs means more overall work, less message

coordination, more inertia in work processes and greater risk of mis-messaging.

There is the best opportunity in the marketplace for use of dynamic communications being delivered to the audience across print PDF, web delivery, text message, fax and other delivery mechanisms. Companies not yet developing in this fashion have a tremendous opportunity for rationalization of development effort and consolidation of creative platforms.

Are the following systems integrated cross platform or standalone?



SURVEY FINDINGS

Participants were asked to identify, for each of the 10 different communication platforms identified, if their company had integrated messaging or standalone messaging. Averaging across all 10 platforms, 27% of respondents indicated they are cross-platform (integrated) whereas 37% are standalone. The lowest integration percentage was identified for printed mail documents.

DATA TREND

Average integrated rate increased from 26% last year to 27%, and the average standalone rate decreased from 49% to 37%.

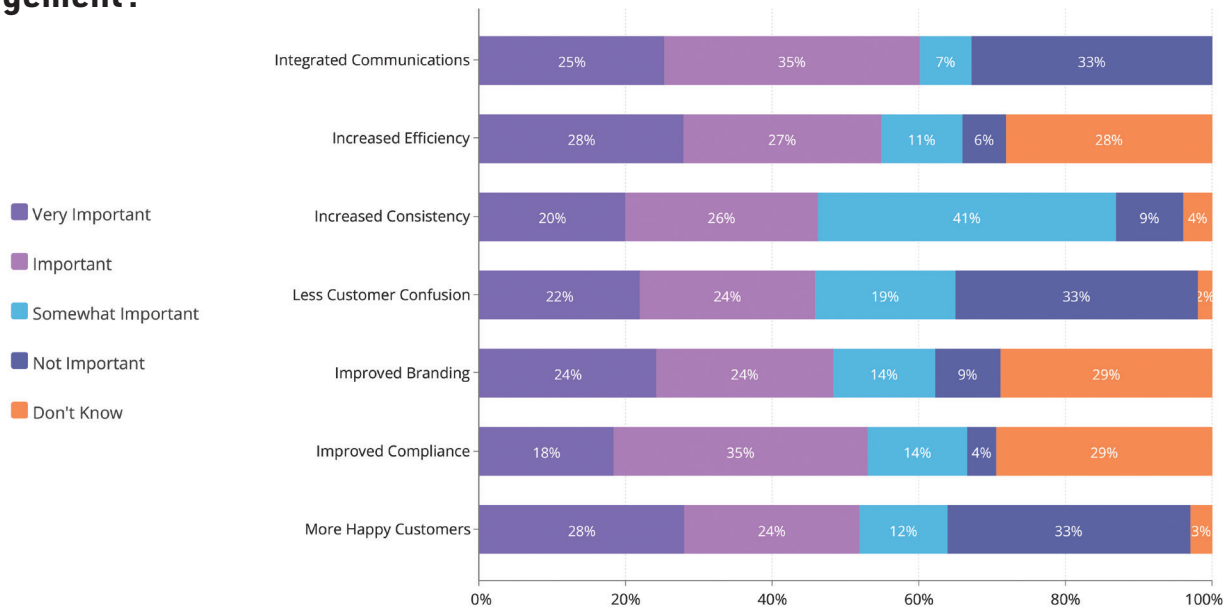
ANALYSIS

We see a slight increase for companies integrating their CCM platform but a huge decrease in the standalone

functions. Taken together with the observation we found in the previous question, the two sets of results both indicate companies are moving towards integrating all communication to a single cross-platform channel to track and optimize customer journey maps.

In today's world, customer expectations are: they contact the company, the service rep will know what interactions have already happened and what is the status of the issue. The customer wants to have seamless interactions across website chat, call centers, printed information, social media and video call systems. Companies who invest in knowing the customer journey map are going to win more clients and retain and grow the clients they already have. So cross-channel, integrated communications is the logical way to proceed for the foreseeable future.

What benefits are most important to you with effective customer communication management?



SURVEY FINDINGS

The top three choices with important benefits are “increased consistency,” “integrated communications” and “improved compliance.” Meanwhile, many participants chose Not Important for “improved branding,” “more happy customers” and “less customer confusion,” making them the least three important benefits.

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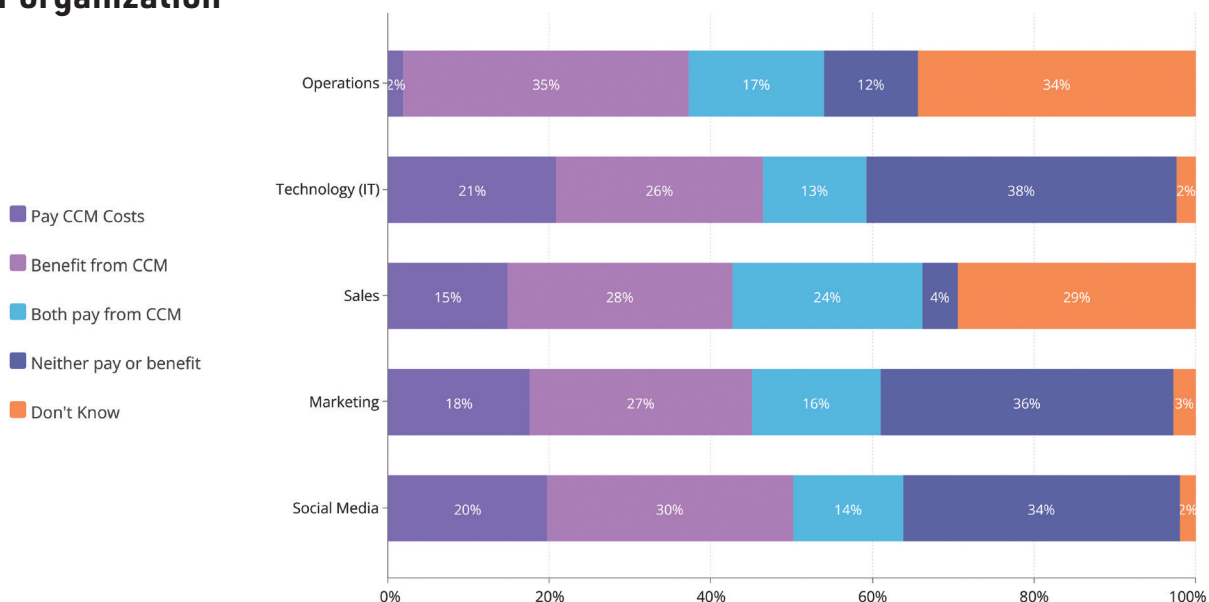
ANALYSIS

Even though the most important benefits stayed the same, last year those who considered these benefits to be important, if not very important, were clearly the vast majority. This year the average rating for this number drops considerably. This indicates the ever-changing and fast-growing CCM industry values more benefits than those we listed above this year.

DATA TREND

The top three important benefits remain the same —

Indicate how the following functions contribute to or benefit from CCM activities at your organization



SURVEY FINDINGS

In terms of paying CCM costs, IT has the most votes at 21%. Both Operations and Social Media ties at 30% votes saying they are benefiting from CCM. Sales have the most votes with 24% for both pay and benefit from CCM. Meanwhile, IT, Marketing, and Social Media get above 35% votes on neither pay or benefit from CCM.

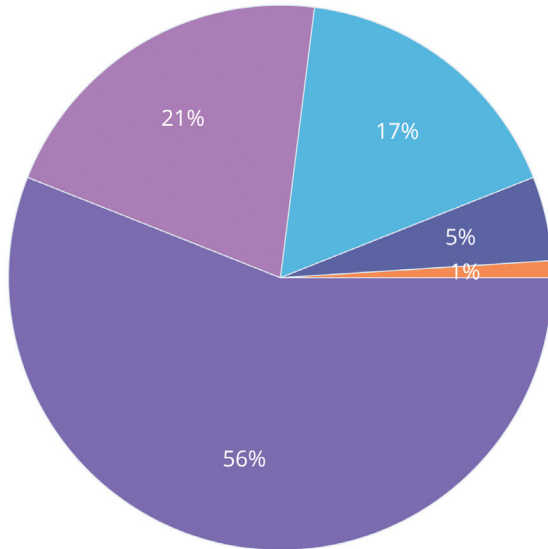
ANALYSIS

This is a new question for this year's survey. In many

companies the functions that pay for CCM often differ from the functions that benefit from CCM. The results show a variety of opinions on who's paying and who's benefiting. This could be caused by companies from different industries with their different use cases for CCM platform.

The result also put out a reminder that it's necessary for organizations to carefully analyze ROI when integrating CCM, not just ROI as a company but across all departments to make sure of optimal usage of the CCM platform.

Are your communications produced and distributed by an outsource partner like a print company, or do you do that in-house?



Printing and mailing done externally and all other done in-house	56%
In-house	21%
Outsourced	17%
We are a print service provider	5%
Don't Know	1%

SURVEY FINDINGS

Total of 77% of respondents develop their CCM assets and communication workflows in house, although 56% of those then send the completed communications to an external print vendor for delivery to the recipient. 17% completely outsource the communication development and delivery process to third party vendors. 4% of survey participants self-identify as print service providers.

DATA TREND

Total percent of companies develop CCM assets increased from 73% to 77% and those who then seek an external print vendor also increase from 48% last year to 56%.

ANALYSIS

The result confirms our two expectations last year that the percent of companies doing all CCM work in-house (except printing) will continue to grow over time and in-house printing will continue to decline. Combined with two years of survey data, it is clear most respondents are now doing all CCM work internally except for the actual printing services, and a quarter of the respondents indicate their company is still doing the print service in-house. In our view, these survey results essentially confirm the standard industry business model.

Companies that completely outsource communications development and implementation are in the minority (17%). In our opinion, these companies are missing an opportunity to ensure optimal messaging and to monitor that precise compliance is followed. CCM communications need to be developed and enhanced in-house. Use of an external print delivery provider is common.

ALLEN SHAPIRO is Vice President, CCM & Speech Analytics Practices and Data Protection Officer at Macrosoft. He leads the onshore and off-shore CCM development teams. Additionally, Allen oversees pre-sales activities and is responsible for managing the relationship with the company's CCM software provider, Quadient.

View the full survey here



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