

Open for innovation with information technology

LISTEN! ENGAGE! AND BE!

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'The market of one' has arrived

When Time printed its famous mirror cover in 2007 the message was clear:

- in the Information Age customers expect to be heard...
- ...and they want products and services to be personalised

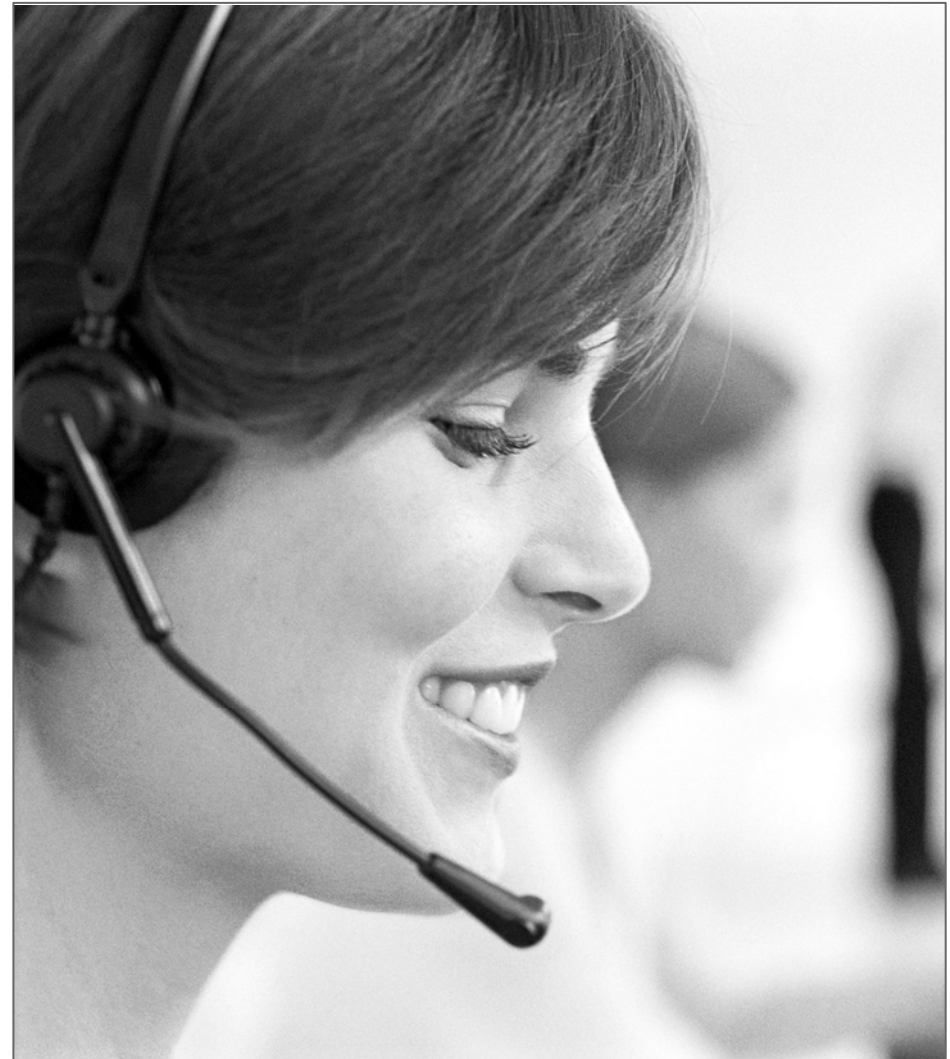
But this creates problems for organisations because:

- listening on a large scale is hard to get right
- technology is new and poorly understood – experimentation is key



20th century solutions to 21st century problems

Many organisations still place their hope in contact centres and in CRM software that has fundamentally changed little since the 1980s



Listening with IT

Using IT to listen
to your customers,
partners and employees
can be very powerful!

But...

...it is not always easy to do and can go wrong.

Sometimes it gets used in sinister ways...

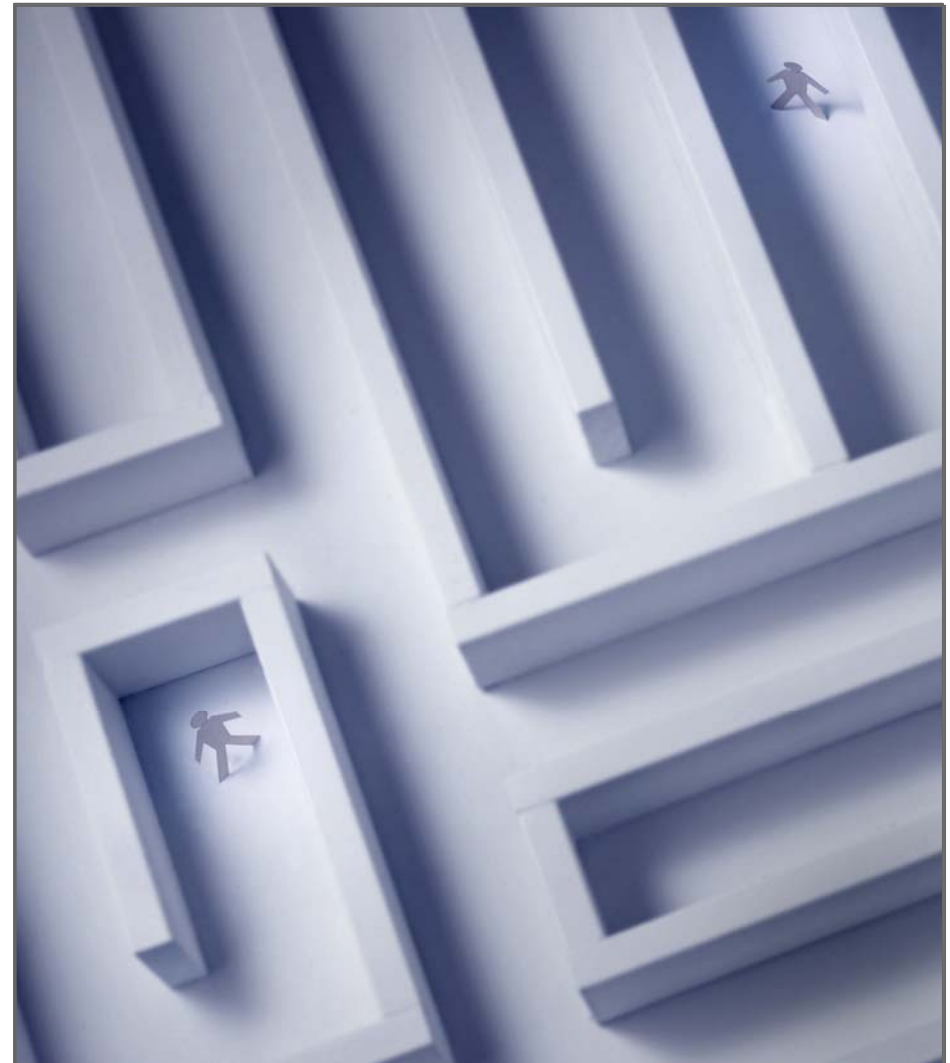
...and this can provoke a backlash.



It's not just about technology

Our research has shown that becoming better at listening requires a fundamental shift in the way that the organisation thinks...

- The traditional approach of transactions across well-defined boundaries is hit and miss
- Getting it right requires a re-defining of the organisational boundary, and a reconsideration of who is in and who is out



Challenges of listening

Cheap one-way data collection or mediated relationships?

- Customer profiling granularity
- Social media monitoring
- Interactivity and trust

Support or aggravate?

- No easy listening
- Listening leads to knowing

Privacy or convenience?

- No free lunch
- Avoid queuing by revealing yourself

Individualise or aggregate?

- Aggregate is worst of both worlds
- Closer is better and more risky

Opt-in or opt-out?

- Consent is good
- Experiments necessary

Service-push or customer-pull?

- No pushing around
- Beware of false positives
- Customer-guided relationships

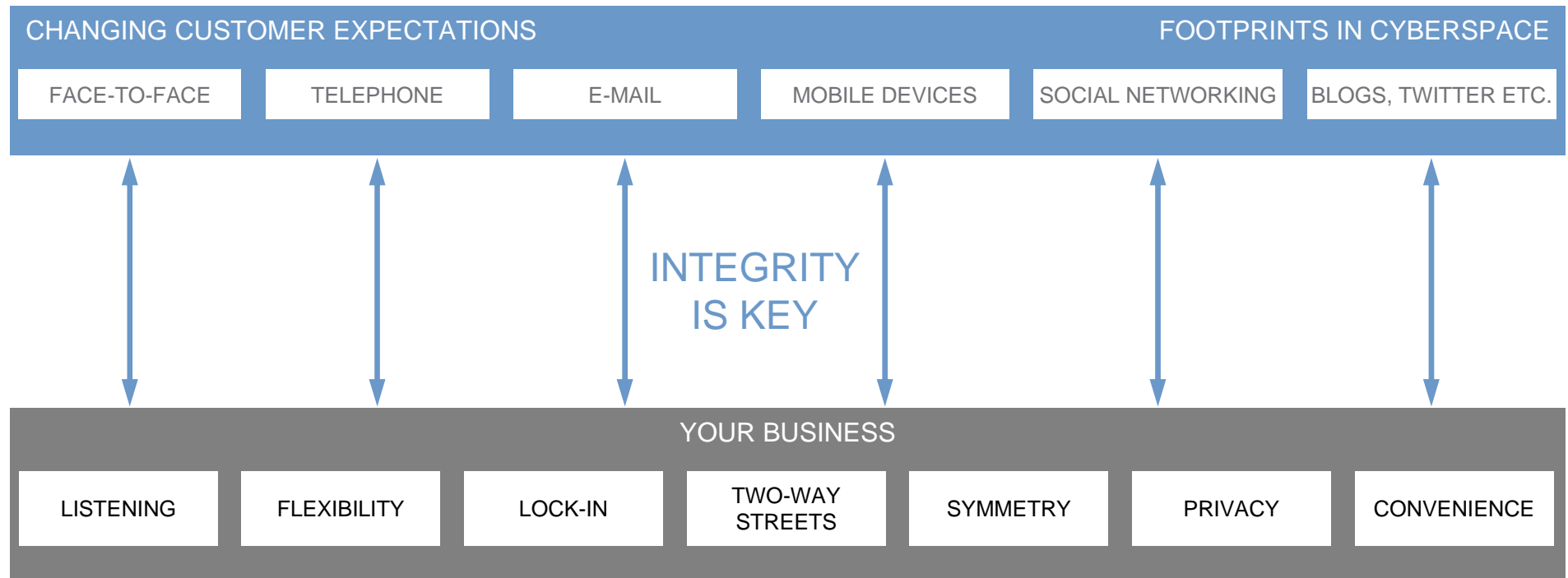
Symmetry or Asymmetry?

- Internal or external concerns
- Humanised asymmetry
- Contact-centres
- Technologised symmetry
- Self-service

Integrity is the key to effective listening

Listening organisations break the mould and create an IT enabled two way street

Listening becomes part of the culture – the organisation becomes a network.



Questions

