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MARKETING MANAGEMENT

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Introduction:

The decisive battleground for modern business is the customer experience. This is the key factor for engagement, cost reduction, profit maximisation and long term growth of an organisation. Experiences are created at every point of interaction between an organisation, its employees and its customers.

Most companies agree that high customer satisfaction is important. Many know that this is a prerequisite for success, but little measure and control it in a structured way so that they cannot improve it. The goal of this study is to develop a customer touchpoint management tool that can be used to personalise companies to measure, monitor and improve customer satisfaction. Existing employees and customers participated in identifying touch-points with customers, weighing them down in their general meaning, and evaluating the importance of specific touch-points for customer satisfaction. The results of some study suggest that not all touch-points of existing customers are considered important or relevant and that employees and customers highly agree on which customer touch-points are most important. Important customer touch-points are classified as the most important tools for customer satisfaction.

Customer research & customer journey mapping is the key to determining which marketing channels to follow to establish customer touchpoint. A multi-channel marketing strategy is beneficial to every business to increase its visibility to their target customer. While these all possible alternative in every company's marketing plan but not all of these strategies are necessarily applicable to every business. So depending on types of business, company should select their own marketing channel. In this study we can see John Lewis using omni-channel marketing strategy to attract their customer.

Touchpoints:

All companies want to improve customer satisfaction, but if we do not keep an eye on your customer at every touchpoint, we might lose customer. We can always offer a great product with a smile, but a bizarre contact such as off-target advertising, billing errors or a hard-to-manage website can scare the customers off.

Customer touch-points are the place where customers interact with their brand, product, service, and so on. As you develop an understanding of each touchpoint, you can develop better users and better customer experience.

Touchpoint definition: *“A touchpoint is any time a potential customer or customer comes in contact with your brand-before, during, or after they purchase something from you.”*

Find customer touchpoints

To identify customer touch-points by listing all the locations and times our customers are in touch with the brand. We've listed a list of touch-points here, but depending on the business it can be very different.

To remember that this list is a good starting point, but he doesn't cut it with a knife. And any of these contacts can have a lot of potential parts. For example, “Ads ” can include touch-points across multiple channels, while physical stores include contacts such as stickers to help people find stores, parking lots and many different interactions in stores.

Before purchase	During purchase	After purchase
Social media	Store or office	Billing
Ratings and reviews	Website	Transactional emails
Testimonials	Catalog	Marketing emails
Word of mouth	Promotions	Service and support team
Community involvement	Staff or sales team	Online help center
Advertising	Phone system	Follow ups
Marketing/PR	Point of sale	Thank you cards

Customer Journey Scorecard

• Episodes

A journey is a specific, discreet experience throughout the customer's lifecycle. The easy way to buy a product in a store is to make a touch-points on the customer's journey. Exploring, then buy a new product & start run at home, everything comprise the entire journey as the customer sees it.

• End-to-end experiences

It is not enough for light to evaluate consumer satisfaction against every touch-points; what matters is the customer's experience throughout the journey. Throughout the end-to-end

journey, there is usually higher personal touchpoint- satisfaction is very common and an unacceptable low score.

- **Language:**

Does the employee describe the journey event as per customer's demand?

- **Channels:**

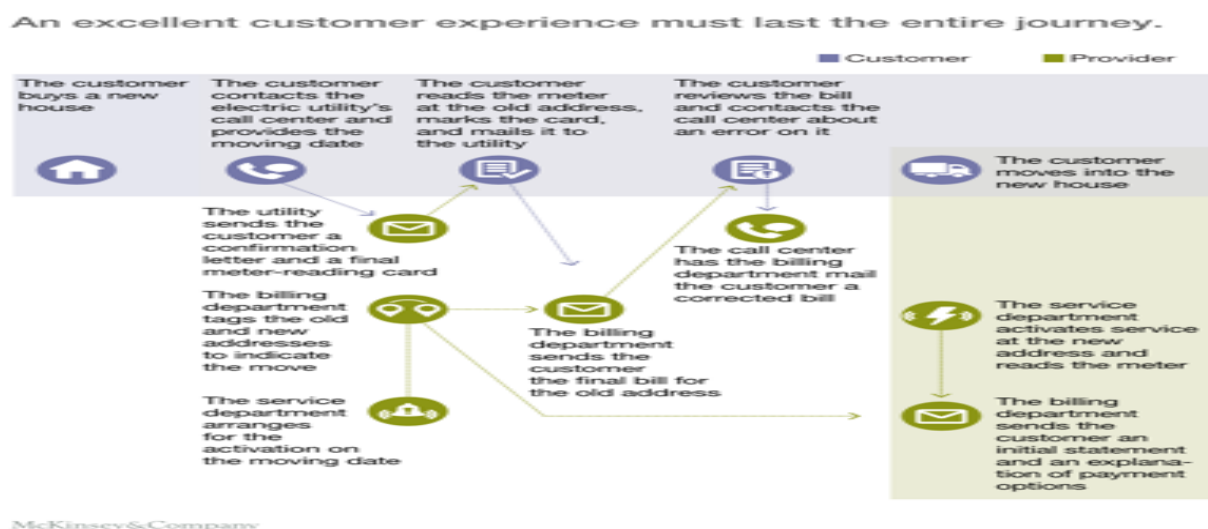
Typically, multi-touch and multi-channel rides can start with site visits, then sales calls, then second visits, then store visits & then technical calls for help for the activation or installation phase.

- **Duration:**

Journey is usually longer than we might think. For example, the cable industry's onboarding can be expanded to two or three billing cycles. (It is indeed a question and investigation into most calls in the first few months leading to onboarding.)

- **Repeat:**

Customer journeys are repeatable, and for a meaningful customer relationship, it can be repeated



The touchpoint is distinct by a combination of channels, devices and user tasks.

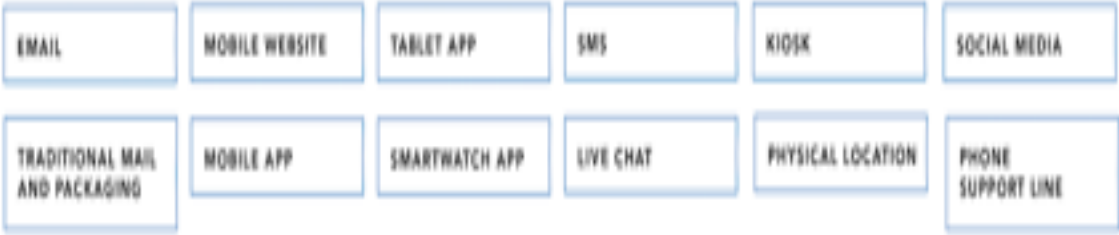
New forms of interaction have also emerged between customers and organisations in recent years as new devices and communication Medias that including:

- ✓ Social networking sites
- ✓ Mobile network
- ✓ Live Chat
- ✓ Mobile or tablet apps
- ✓ Self-service kiosks
- ✓ Live Chat
- ✓ e-mail
- ✓ Intelligent applications
- ✓ Instant messaging

This creates customer journey more dynamic and connected than ever.

To build an effective channel UX strategy, companies must first understand the basic concepts of Omni-Channel UX. By acquiring this knowledge, companies will be able to fully be aware of their customers ' involvement in the ecosystem and how customer utilise channels and devices to perform their tasks.

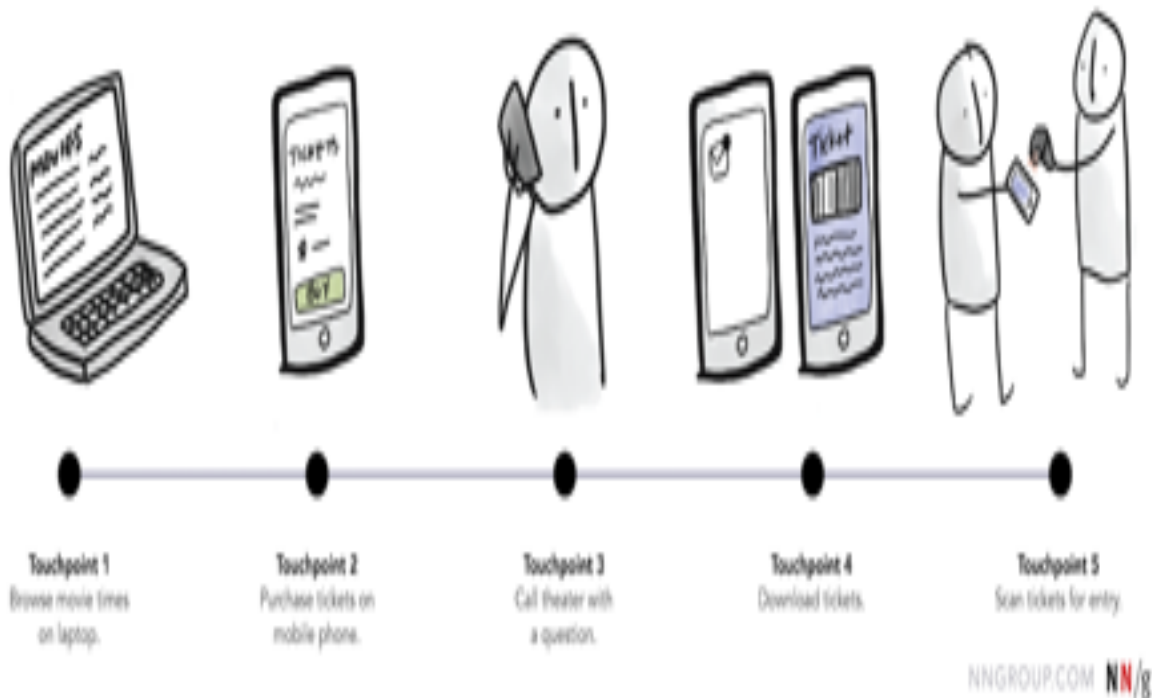
INTERACTION CHANNELS BETWEEN CUSTOMERS AND ORGANIZATIONS



EACH DEVICE AFFORDS MULTIPLE INTERACTION CHANNELS



CUSTOMER JOURNEY: A USER VISITS THE THEATER



Literature review:

Customer touch-points are a key role for customer satisfaction. Honeywell chief executive, David M. said “Every time when we meet customer and represent Honeywell, we have the chance to build up the Honeywell brand or cause it to lose a number of gleam and prestige” (Esch, F.-R., Klein, J.F., Knörle, C. & Schmitt, M. 2014). These interactions between the customer and the company are referred to as customer contact points and are referred to by many critical moments in the customer's journey to knowledge of the purchase (Rawson, A., Duncan, E. and Jones, C. 2013). Customer touch-points can actually transfer some kind of information from the provider to all of the customer's content, and vice versa. Thus, the quality of these customers' interaction with the company can affect the perception of the company or the brand, the customer's willingness to buy and customer satisfaction. On the contrary, customer satisfaction creates a positive reputation, brings new customers and increases sales (Sharma, S., Niedrich, R.W. and Dobbins, G. 1999) and profits (Anderson, E.W., Fornell, C. and Mazvancheryl, S.K. 2004).

Each company connects with customers at different locations in different ways. Although the term “touch-points” has been used in practice for a long time, it was relatively new in academic literature (Bitner, M.J., Ostrom, A.L. and Morgan, F.N. 2008). Touch-points are defined as differences in contact experience between company and customer (Homburg, C., Jozić, D. and Kuehnl, C. 2015), including cognitive, emotional, behavioural, sensory and social components (Lemon, K.N. and Verhoef, P.C. 2016). Some researchers disagree though (Strauss, B. and Weinlich, B. 1997). Any customer touchpoint can lead to a positive or negative customer experience. In general, any interaction between a customer and a company can be decisive and lead to an overall positive or negative customer experience (Kracklauer, A.H., Gutsman, M. & Karas, C. 2009). A longer wait than expected, a friendly employee or a slow charging station can lead to an unsatisfactory customer, even if everyone else may be perfect (Schüller, A.M. 2013).

A wide range of channels and media can make customer journey more complex or relax, For example, customers could first contact the company through their website, then send emails, answer company calls, meet at manufacturing facilities and consultants, and post questions on the company's Facebook page a week later (Schneider, B. and Bowen, D.E. 1995). During the customer journey, companies that are able to improve these interactions at all points of contact have a competitive advantage and can best strengthen their customer relationships. Modelled on the demand chain Manage, understand and lead to better collaboration in customer situations and needs, leading to greater efficiency of the demand chain and customer satisfaction (Heikkilä, J. 2002). Recent evidence shows that the nature of the product affects the perceived meaning of each exposure. This means that it is necessary to evaluate the interaction between the customer and the company in different environments and products. For example, customer contact management tools that have been proven to work in the B2C are not necessarily suitable in B2B. This can also apply to companies that offer and manufacture products for mass customisation of products (Frutos, J.D. and Borenstein, D. 2004). Suitable for mass customisation (MC) companies; In other words, the company's business model combines the ability to offer products that are sufficiently diverse and individually tailored to almost every customer, can determine what they want and avoid a major cost conflict, delivery and Quality (Sandrin, E. 2016) and a key to successfully dealing with customer touch-points and then improving customer satisfaction is to ensure that

customers have the ability to handle diversity (Sandrin, E. 2016). In order to maximise customer satisfaction, companies must therefore ensure control over the presentation of attribute and alternative information, as well as the way in which consumer input is provided (Sandrin, E. 2016), both of which are multiple Customer contact points. For example, customers on the site read information about social media, chat with employees, talk to technicians over the phone, and then deliver controversial inputs through online sales profiles, emails or sales executives (Lee, H.-H. and Chang, E. 2011).

Therefore, ease of interaction and quality of interaction can be the critical factors in implementing a successful mass customisation strategy. In fact, mass customisation often requires close interaction between supplier and customer (Piller, F.T. 2002). Successful mass customisation companies have set up systems to facilitate this interaction to obtain the specific information needed to translate individual customer needs into specific product specifications. Although mass customisation is becoming more popular in the consumer market, it was originally implemented in B2B (Yeung, H.-T., Choi, T.-M. and Chiu, C.-H. 2010), where it still plays an important role in many companies (Hong, P.C., Dobrzykowski, D.D. and Vonderembse, M.A. 2010). To see if advanced MC or low-level mass customisation are available, customised interactions (i.e. in the design or manufacturing stage) or later (i.e. in the assembly or distribution phase) occur in the past. In general, the B2B company offers more purely tailored services, namely custom design, manufacturing, assembly and distribution. This has led to a more expensive level of customisation, but also to more complexity among suppliers and customers. To meet the needs of our customers, B2B needs to be able to manage this complexity, in addition to a variety of customer touch-points for mass customisation Companies, such as providing information about custom preferences. In order to achieve a high level of customer satisfaction, the delivery of high-quality mass customisation products is therefore necessary, but not sufficient. Companies need to design and manage customer contact points to meet customer expectations. A complete customer journey determines customer satisfaction (Rawson, A., Duncan, E. and Jones, C. 2013), but understanding which customer contact points are considered most relevant and figuring out the extent to which they are important for customer satisfaction seems an important tool for them to engage customer to develop success. Customer Engagement Management is a relatively young marketing tool designed to find, evaluate and control customer contact

points by collecting customer feedback (Esch, F.-R., Brunner, C., Gawlowski, D., Knörle, C. and Krieger, K.H. 2010). Key objectives of customer contact point management include improving the customer experience, improving customer satisfaction and generating positive word -of-mouth (WOM) (Schüller, A.M. 2013).

Now we look at the UK's most famous Retailer John Lew's branding strategy communication channel and how they maintain customer touchpints to achieve customer satisfaction:



John Lewis is an upmarket department store with a high reputation in the UK. It stands for John Lewis price pledge as a customer brand, in which the company promises never to consciously charge a higher price for the same goods as its rivals. Their strategy is based on three separate goals, namely partners, customers and profits.

John Lewis Marketing Plan

Marketing plan for John Lewis is developed on the basis of SOSTAC framework developed by Smith, and the acronym is interpreted in the following manner:

S	Situation analysis – where are we now?
O	Objectives – where do we want to go?
S	Strategy – how are we going to get there?
T	Tactics – which are the details of strategy?
A	Action – implementation i.e. putting the plan to work
C	Control – measurement, monitoring, reviewing, updating and modifying

Figure : Interpretation of SOSTAC framework

The manner in which SOSTAC framework is going to be implemented by John Lewis is explained in great detail in following sections.

Let's start with the John Lewis Marketing Mix that is the strategy for customer touchpoint of their entire journey:

Products:

John Lewis offers a variety of unprecedented services, from personal styling to nursery counsel to device installation & technical support. Retail stores offer numerous services as part of their marketing portfolio.



Price:

Fair pricing has always been at the heart of their business, according to John Lewis. It always needs a competitive pricing policy for all products similarly taking into account quality and value.

Place:

John Lewis uses a multi-channel marketing strategy and variety distribution channels to serve its consumers. As well as boasting a range of exclusive retail stores in the UK, the brand is actively expanding its wings in e-commerce, including with a click on Facebook, YouTube and Twitter. It has also smartphone app to increase customer convenience.

Promotion:

John Lewis is pursuing an innovative advertising strategy for its products on the celebratory occasions to build up special advertisement all over the year. Some of their famous are The Bear and the Hare, Buster the Boxer, Monty the Penguin, The Journey & The Long Wait. John Lewis has always adhered to the new era of advertising, such as “joint promotion with other product/services” which attracts customers to buy more of the product services, thereby gaining loyalty and be able to win a certain number of free purchases.

As a service marketing brand, these are the other three p, making it a 7p marketing mix for John Lewis.

People:

As a service brand, John Lewis is very focused on clients and even employees. They also make sure customers have a great shopping experience each and every time they shop at the John Lewis store.

Process:

Like other business processes, John Lewis builds up the process to ensure the smooth running of trademarks. The John Lewis website also allows customers to surf and shop online.

Physical Evidence:

John Lewis store retail brand is the biggest physical evidence. The store has a unique look, feel & atmosphere. And the store is customer-friendly, making it convenient for customers to buy. Membership cards, shopping bags, in-house brands also have increased the brand's physical presence. The result is that it's going beyond John Lewis's marketing mix.

Now we will discuss the branding strategy in John Lewis's loyalty success and become a significant tool of touch-points:

Brands must also be willing to learn & completely change their strategies if needed. Retail giant John Lewis is resetting the brand. But it's merely cosmetic and it will have an impact on customers

In John Lewis history, 83000 partners who worked for the company were included in the two retail fascia brands (John Lewis and Waitrose) for the first time. According to media reports, the purpose of rebranding highlights the partnership business model and culture of the company.

There has been an unrecognisable change in retail for John Lewis and Waitrose since the last brand update 15 years ago. Customers are shopping by online retailers and e-commerce, customers shop very differently.

Because of that John Lewis remains the top brand among British consumers according to YOUNGOV's health ranking, ahead of BBC iplayer and Marks & Spencer. Its overall score has dropped from 43.5 to 41.9 points in 2017, which is lead dropping. It seems right to make a decision such a big brand change.

Change could be a smart move if it is needed certainly. If the understanding of an employee (in this case a partner) and the customer is consistent, this development can be of real importance to the customer. The customer experience there, where the brand interacts physically and emotionally all customers at all times.

Customise the brand and customer experience

Customer experience of the brand's "Reality Check" is that where the brand directly meet the consumer. The test is the expectations that the brand poses, one is satisfied, and another one is not satisfied. If I want to advise clients in this case, I will advise them to prioritise:

- Review the existing brand experience, such as the visual sales installation on Instagram.
- Draw an end-to-end customer journey that covers every points of contact in all parts of the mother brand.
- Establish a brand engagement that engages the customer throughout your journey.
- Affirm the principle of empirical design and become a brand filter to ensure a consistent implementation of the desired experience.
- Develop a blueprint for the experience with the brand offering at its core.
- Creating a roadmap will form the basis, but will also be innovative; to improve the experience as consumer expectations continue to rise.

If an organisation can create a platform to effectively harness needs, become a part of the community and become a part of individual need, and align it with customers, then they are safe and better employees lead successfully Customer-oriented " movement " experience before. John Lewis Partnership movement provides an ideal opportunity for this.

Loyalty programs are under scrutiny as brands look to get the most benefit from their shows. Chris Bates, head of marketing of John Lewis, said in an interview with Marketing Week that a clear goal to be taken into account while introducing the program at all times. The leader found that “pigeon hole” which was only used for particular occasions for example Christmas or buying new sofas.

“Free tea and cakes” programme, which hold 40 per cent of the exchange rate among people, have proved crucial. The same goes for personalised content, which Bates says a “useful stimulus” for people to buy.

According to Bates, the plan loyalty program has led members to increase their shopping tours in the control group by 1.5 million, shows “strong financial results” though he declined to give further details.

Bates said the concept of reward had proved successful for John Lewis because he had an emotional connection with customers and the concept of his marketing. He acknowledges, though, that not all brands will work, and marketers need to identify their target customers and what they align with them.

Bates also said the key to success is tweaking the program and providing customers with the accolades they really want.



John Lewis updating its loyalty program constantly and very recently introduced a new mobile app

According to Bates, continuous testing is very important. John Lewis worked with a small group of customers for a year, and Bates said it helped him to understand the popularity of tea and cakes scheme, also personalised content & events.

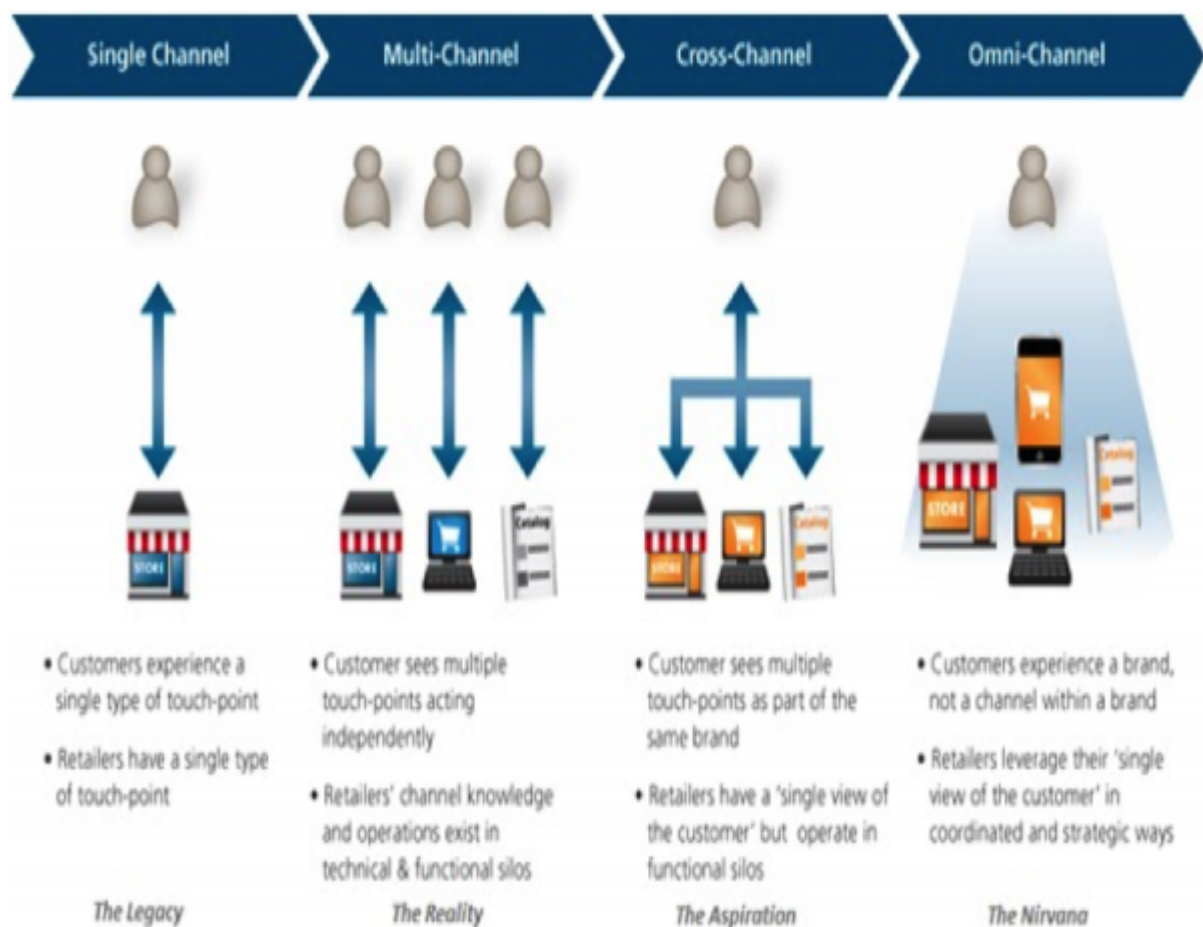
When dealing with the company, customers expect a consistent experience and create trust on brand. The ideal customer experience standardises the delivery and support of information at every brand touchpoint, with a particular focus on moving from online to offline as smoothly as possible.

Communication Strategy:

The most effective marketing channel depends on understanding and connecting with the target audience in a relevant way. Ad relevance is nothing new, but you can use the technology to connect with potential customers and customers who are safest.

The following five companies take very different, very effective steps throughout the channel the following examples will help motivate your own creative solutions to move forward.

Omni-channel marketing differs from multi-channel marketing!



Source: National Retail Federation.

John Lewis communication strategy to engage customer:

John Lewis is one of the leading experts in the United Kingdom omni-channel retail industry. They maintain a continuous improvement process and are fully focused on providing a superior customer experience at every touchpoint (online, offline and via mobile apps).

John Lewis Christmas advert has become legendary, thanks to social media and buzz every advert. This year, the ad has broken through purely broadcast forms, with a virtual reality experience in store at London's flagship John Lewis store. By wearing the Oculus Rift Virtual

Reality headset, customers “can become one of the foxes in advertising; Then the movement of his hand, and then control the appearance of other animals in advertising. For anyone who can't access the store, there's a “low-tech ” 360 degree YouTube video that offers a similar experience.

A range of mobile apps tailored to specific interests, such as men's fashion, technology and cooking, provide customers with useful editorials for specific product lines, improving the customer experience of customers. A generic app complements the John Lewis website, but adds value by allowing customers to use their phones as smart cards and display receipts for all their previous transactions.

From the above discussion we can say that, by focusing on delivering a superior customer experience across all channels, traditional brands can withstand modern competitors.

We can see in the following brand touchpoint below:



We can then link the touch-points to create an experience card that depends on the first contact to the sale and future of every possible customer trip. We should examine how often customers interact with each contact and identify the touch-points that are underused.

Only by understanding different customer journeys in this way can you start by developing a coherent, seamless omni-channel marketing strategy to keep all contact consistent.

Conclusion:

In fact, customer journey maps are a particularly effective way to deliver leadership services that typically showcase dashboards for cultural preparation and provide a real customer experience at every touchpoint.

Other stakeholders can enjoy information such as detailed views of "behind the scenes " people, processes and systems (often referred to as "backstage or background ") that provide customers with experience, allowing them to understand from a clear understanding, such as the areas they control contribute to a positive or negative customer experience.

There are a lot of potential options for things that might make sense to the stakeholders. So to remember that one of the main goals of our customer journey is to make it operational to our stakeholders. Therefore, we have to consider both the data we want to include in the customer journey map and how we can visualise it to maximise the satisfaction of all stakeholders.

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