

Website Utilization Support with CXC³ to Enhance Customer Engagement

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Although companies have recently been actively working on digital marketing, the reality is that many of these companies still have not broken away from the unidirectional method of providing information to customers and have been unable to utilize their websites as bidirectional channels. These companies face the problem of deviating from customers' options and losing competitiveness because they have not been able to keep up with the widespread use of smart devices. To solve this problem, Fujitsu provides FUJITSU Digital Marketing Platform CX360 to support customer-centric digital marketing. In addition, we have established CXC³ (pronounced "CXC Cube"), a proprietary consulting framework that supports enhancement of customer contact points, including corporate websites. By making use of these systems, long-term and deep relationships between customers and companies (customer engagement) is enhanced. This paper presents the conventional issues with enhancing customer engagement and Fujitsu's approach, and also outlines CXC³ and an example of its application.

1. Introduction

The proactive use of digital contact points with customers is accelerating in all sorts of industries and business fields as an addition to traditional real-world contact points. As part of this trend, particular attention is being paid to digital marketing centered about websites. According to a recent survey, companies that are already engaged in digital marketing together with companies that have plans for or are studying digital marketing make up about 75% of all companies in Japan.¹⁾

There are two main factors behind this result. The first is progress in digital technology including mobile communications. In recent years, the proliferation of mobile devices and smartphones in particular has made a continuous Internet connection a commonplace feature—today, a customer can access the information needed the moment that "I am interested in X" comes to mind. For this reason, companies now need to design digital contact points that consider a customer's micro-moments^{note 1)} and create personalized content

accordingly.

The second factor is changes in the business environment. In Japan, the era of dramatic growth in which new customers could be acquired in rapid succession has come to an end. As a result, corporate marketing activities have come to focus on retaining existing customers and forming long-term relationships. In other words, companies are switching to a new model based on forming a long-term and deep relationship with an existing customer (engagement) even after a purchase and on promoting revisits, repurchases, and the acquisition of new customers through referrals by existing customers.

Up to now, however, many companies have failed to coordinate the marketing activities of their various departments, such as the business department reflecting the company's line of business (LOB), public-relations/publicity department, and information systems department. As a consequence, they have been unable to leverage digital contact points including websites in achieving a high level of customer engagement.

In response to this problem, Fujitsu has systematized its digital marketing solutions as FUJITSU

note 1) A concept advanced by Google referring to search behavior on mobile devices the instant that people need something.²⁾

Digital Marketing Platform CX360 (hereafter, CX360). This platform supports a shift to customer-centric corporate digital contact points from consultation to implementation of solutions and system construction and achieves an enhanced customer experience (CX). In addition, Fujitsu has established a proprietary consulting framework called CXC³ (pronounced "CXC Cube"). This framework can enhance customer engagement through customer acquisition and nurturing,^{note 2)} and loyalty promotion^{note 3)} by using the company's website, the "face of the company."

This paper explains the requirements for enhancing customer engagement, describes existing problems and Fujitsu's approach to solving them, and introduces CXC³ and an application example involving a corporate website.

2. Requirements for enhancing customer engagement

The needs of a corporate website that aims to enhance customer engagement can be consolidated into the three requirements described below.

1) Shift from company-centric to customer-centric

The content of a corporate website has traditionally been centered on information that the company wishes to disseminate (company profile, descriptions/functions of product and services, etc.). Such a website, however, is hardly different from a digital version of a conventional printed catalog and does not necessarily contain what the customer wants to know. According to a recent survey³⁾, customers have high expectations for personalization, indicating that companies need to send integrated customer-centric messages tailored to the interests and concerns of each and every customer.

2) Response to micro-moments

As described above, we are now in an era in which a company has no choice but to respond to a customer's micro-moments as a customer's options and behavior become increasingly diversified. A recent

survey revealed that 62.6% of consumers who felt that not enough information was being provided when considering a purchase replied that they simply gave up on purchasing a product or collecting information.⁴⁾ They commented that "it's hard to find the information I need" or "the link to detailed product information was broken." This finding suggests that an inability to respond appropriately to micro-moments is directly related to a loss of sales.

It can be seen from the above discussion that companies need to shift from the traditional approach of displaying the same content in a uniform and static manner to all website visitors to a new approach of dynamically presenting content specific to the interests and concerns of individual customers.

3) Redefinition of website role and overall grand design

A company that seeks to enhance customer engagement as described in requirements 1) and 2) above must redefine the role of its website. Generally speaking, a corporate website has the role of attracting and serving new customers, handling revisits, nurturing existing customers, and promoting customer relationship management (CRM).

In this way, it is defined by a time series corresponding to different stages of a customer. A grand design for all of these stages has a significant impact on the quality of the CX. Furthermore, it is no exaggeration to say that it can affect not just the success of the company's digital marketing efforts but the company's business itself.

3. Problems faced by companies in enhancing customer engagement

There are few companies that can sufficiently satisfy the requirements described above and make maximum use of their corporate websites. This section describes three problems surrounding many companies in enhancing customer engagement.

1) A drop in customer engagement due to content from the company's viewpoint

In a company-centric website that includes only content that the company wants a visitor to see, the information desired by a visitor is likely to be buried within a huge amount of information requiring a thorough search.

Consequently, a visitor who cannot find the

note 2) The process of continuing contact over the medium to long term with a lead having latent needs and promoting interest in products and services and a desire to purchase.

note 3) The process of getting a customer to have trust and affection in the long term in contrast to a one-time purchase or usage experience.

information needed or learn anything new will not have an experience that helps to create a relationship with that company and will likely not visit again. As a result, it often happens that the company not only fails to attract customers but also suffers a drop in brand image.

2) A drop customer engagement due to an inability to integrate customer information

Even a company that provides content on a customer-by-customer basis may not be able to satisfy a customer's desires due to less than accurate customer information possessed by the company. For example, the marketing department may possess attribute information on seminar participants (customers) while the sales department may possess customer information and purchasing information. In other words, each department manages only the information it needs—none of this information is integrated preventing effective personalization from being achieved.

Creating an effective website requires that such customer information scattered throughout the company be integrated to achieve a deeper understanding of the customer, but many companies have been incapable of doing so.

3) Negative effects of a segmented company system

A common scenario within a company is that the marketing department outsources measures for attracting customers to the corporate website to an

advertising agency, the sales department outsources website functions and content creation required for servicing customers to a production company, and the information systems department depends on in-house information systems departments or external system integrators (Slers) to build and operate a system platform. In this way, there are many companies that have no inter-department coordination, which means that marketing activities become segmented by department as shown in **Figure 1**. Such a system is not conducive to good business results.

4. Fujitsu's approach

In light of the fundamental corporate problems described above, Fujitsu places importance on broadening its range of support from the conventional systems of record (SoR) domain focusing on the recording of business transactions to the systems of engagement (SoE) domain focusing on the creation of business and on contributing directly to a company's business results. For this reason, Fujitsu has systematized CX360 as a digital marketing solution supporting the customer in improving business results (**Figure 2**).

The CX360 system consists of five areas. These are "strategy planning" and "purchasing experience" for enhancing customer engagement, "marketing measures" such as websites, mail, etc., "data integration" for connecting business systems with frontend solutions,

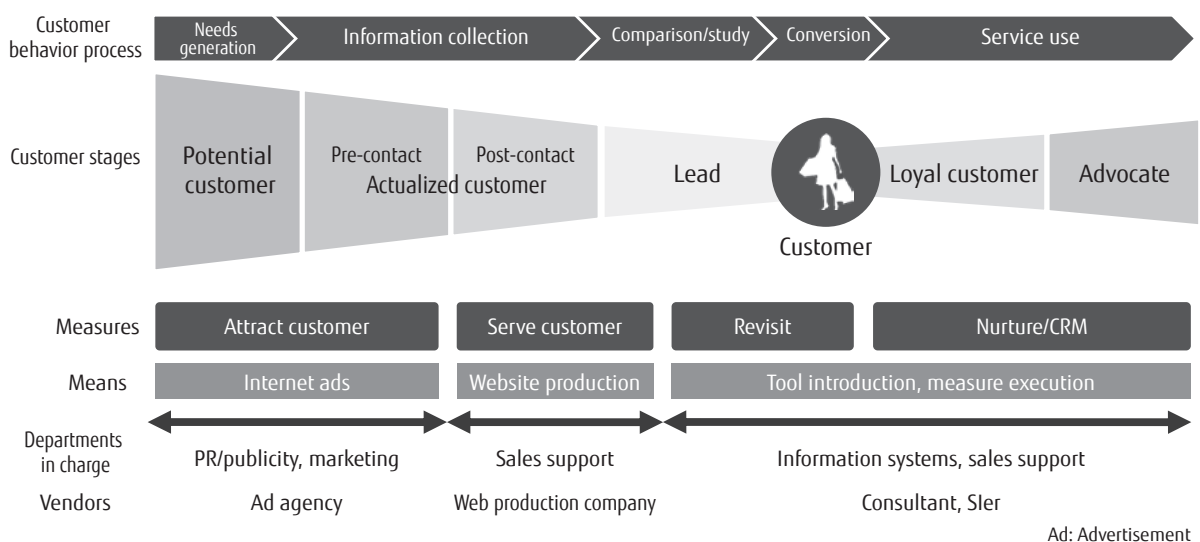


Figure 1
In-house department-specific marketing system.

and “business systems” that have been Fujitsu’s strong point from the beginning. Solution CX360 is described in more detail in the paper “Human Centric Marketing for Customer-Centric Innovation of Corporate Marketing Activities” in this issue.

The following introduces three approaches from within CX360 for enhancing customer engagement using websites.

1) Customer-centric website redesign

With CX360, Fujitsu has, up to now, had systematized measures and a series of operations (target setting, formulating a customer journey map, design, etc.) implemented separately by advertising agencies, production companies, and ICT vendors. In this way, Fujitsu supports the design of websites that form a connection from attracting customers to nurturing their loyalty and the design of operations in a repeating plan-do-check-act (PDCA) cycle.

As a system for achieving this, Fujitsu provides not only a content management system (CMS) that

can be personalized but also a number of solutions for enhancing engagement with the website visitor (customer). These include products and services in many areas such as CRM, EC, marketing automation (MA), DMP, and business intelligence (BI). Fujitsu also provides software as a service (SaaS) for automatically implementing optimal actions by proprietary AI technology. We also support operation coordination and the creation and operation of links between solutions taking into account the customer’s corporate problems and goals.

2) Response to micro-moments through coordination with CRM

To respond appropriately to micro-moments and improve customer engagement, a company must develop an even deeper understanding of the customer by integrating customer information using a CRM or similar framework. At Fujitsu, the use of proprietary name-based aggregation technology enables the integration of customer attributes, behavior history, and

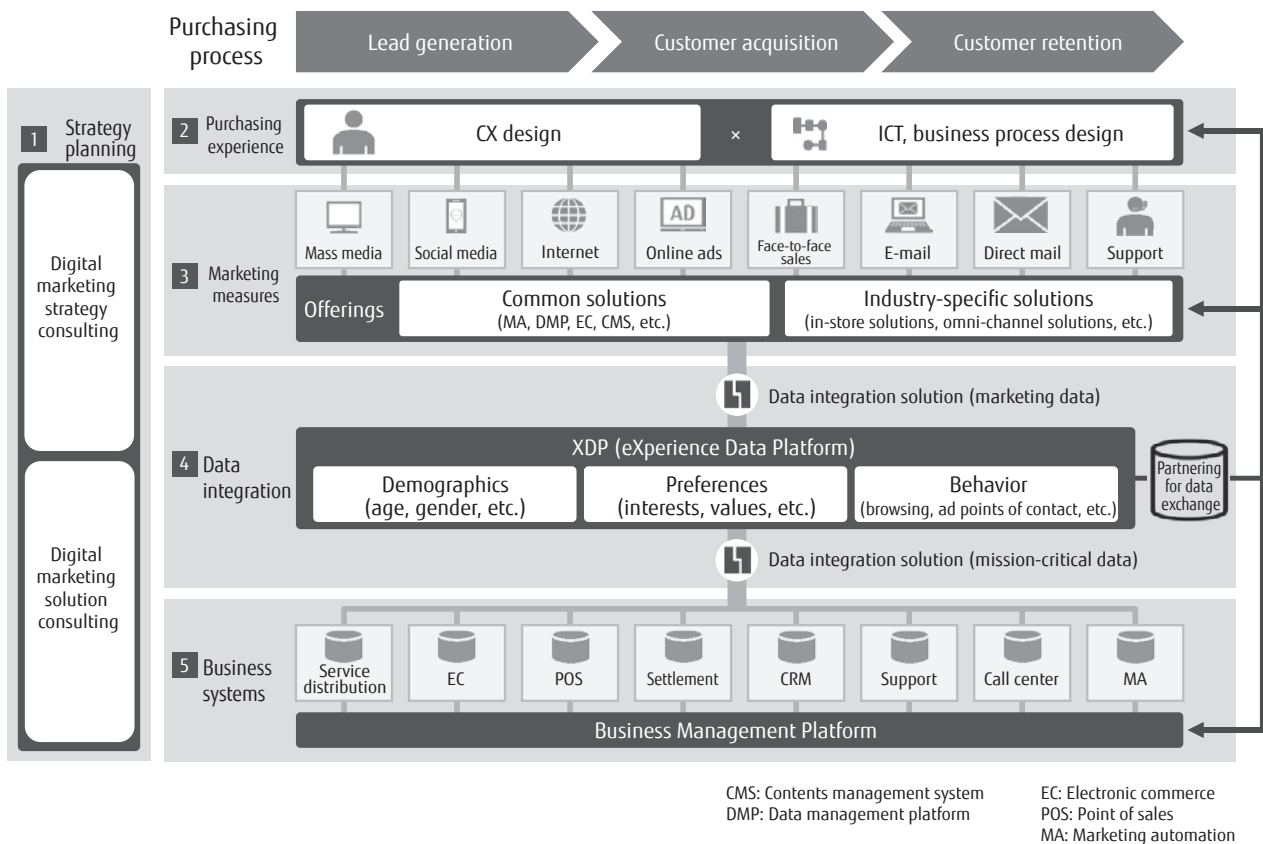


Figure 2 CX360 digital marketing solution.

other customer-related data scattered throughout the company and the linking and analysis of that data in conjunction with CRM and mission-critical systems. This, in turn, enables effective personalization through a deeper understanding of the customer.

Additionally, using in-house customer data (first-party data) in combination with external data (third-party data) can lead to a highly accurate inference of a customer's latent needs and the development of a highly loyal customer.

3) One-stop system promoting customer-centric cross-department projects

Fujitsu builds and provides a one-stop system for implementing the approaches in 1) and 2) above. We have trained specialists that can draw up a company's grand design that can be applied to not only conventional system problems but also to a company's business problems and business and system requirements for enhanced CX. In this way, Fujitsu provides one-stop support for a company's projects and enables cross-department marketing activities within a company.

5. CXC³ overview and application example

5.1 CXC³ overview

To support enhanced customer engagement using a corporate website, Fujitsu has converted its existing consulting process into a framework called CXC³ (Figure 3). This framework aims to enhance the CX by promoting a deeper understanding of the customer from a 360-degree view (Customer comprehension), the formulation of a company-wide marketing strategy and targets on the basis of customer understanding (Common strategy), and the design of cross-department marketing measures, business processes, and ICT to implement those measures (Cross action). Here, consultants having extensive experience in digital marketing can help accelerate customer-centric digital marketing in a company by supporting the formulation of a strategy, introduction of solutions, and optimization of operation methods.

Specific consulting techniques based on CXC³ are described in more detail in the paper "Fujitsu's Digital Marketing Method Realized with Customer Experience-Oriented Concept" in this issue.

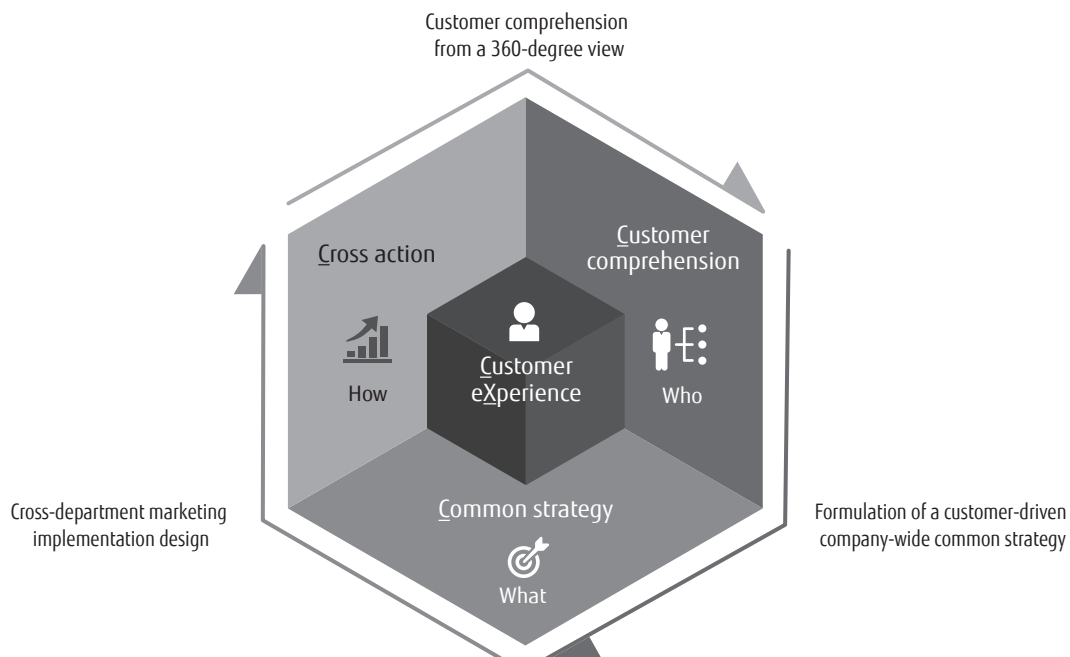


Figure 3
Web site usage support process by CXC³.

5.2 Application example

The following introduces an example of supporting web use through CXC³.

Company A, a major group enterprise in the transportation industry in Japan, wanted to redesign its website in an attempt to overcome a downturn in business. Fujitsu provided the following support in this endeavor.

- 1) Deepen customer understanding
(Customer comprehension)

Company A had set "redesign website" as a target. On the other hand, Fujitsu delved into the company's problems from a business point of view and defined the fundamental target as "enable the customer to enter negotiations and obtain a highly accurate estimate from the website."

- 2) Formulate a common strategy and targets
(Common strategy)

To solve the business problem in 1), Fujitsu assessed the CX that needed improvement and formulated a specific strategy. It was found that the information and links on Company A's website deviated from the information and study process desired by customers. Knowing this, Fujitsu first decided to place priority on first attracting customers, then serving customers, and finally formulating a roadmap to promote customer revisits and nurturing.

- 3) Implement cross-department measures
(Cross action)

In steps 1) and 2) above, Fujitsu extracted business problems and formulated a roadmap. In this step, it created measures to solve those problems and built an operation system.

In design terms, Company A redesigned their website as a mechanism for attracting and serving customers. Furthermore, in operation terms, it introduced CMS and defined an operation process so as to reduce on-site workload and make more time for staff to exercise creativity in marketing.

At present, the impact of these changes on attracting and serving customers is being measured by software tools on the frontend. At the same time, coordination between CRM and mission-critical systems to make effective use of customer information stored throughout the company is moving forward.

In this way, Fujitsu is providing continuous support directly tied to business results. However, building

of this environment has just begun. To truly improve results and succeed in the dramatically changing area of digital marketing, it is vitally important that a robust system be built over time by frequently repeating a cycle of studying, implementing, and evaluating measures.

6. Conclusion

This paper described the use of websites for enhancing customer engagement and presented an application example of Fujitsu's CXC³ consulting framework supporting the design and use of such a website.

This is basically the "consult–build–contribute to results" process in Fujitsu digital marketing. It reflects Fujitsu's strength not only in upstream design and web frontend production based on this process but also in a uniform support system that includes back office systems, a key business area of Fujitsu as an Sler.

Going forward, we plan to extend the online application of CXC³ to linking with offline customer contact points with the aim of making corporate digital marketing even stronger.

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