



About the Author

Philip Grant is an independent business and operations management consultant specialising in helping companies serve their customers better, leaner, and smarter through digital optimisation and business transformation.

Formerly, Philip was director of customer operations at the telecoms and media arm of Arthur D. Little – Contactica, and Head of Customer Relations (South East) at British Telecom (BT). Recently, Philip has specialised in the future business design of large-scale public sector organisational and IT digital transformation programmes. Focussing on improving clients' service effectiveness whilst meeting stringent central government business efficiency targets – the 'Digital by Default' agenda. Philip is previously the author of the internationally selling telecoms expert handbook 'Achieving Excellent Customer Relationships', published in 2002.

For the majority of Philip's working life, he has been involved within the telecommunications, financial services, utilities and public sectors (over forty years and still counting!). These engagements have encompassed various senior customer operations leadership positions and complex enterprise-wide transformational programme delivery roles, with national and multi-national blue-chip service provider organisations, worldwide. These companies include household names such as British Telecom, IBM, American Express, Arthur D Little, Cisco Systems, and Nortel Networks. Philip's extensive client engagements have enabled him to transform a breadth and depth of customer contact management, service delivery operations, and change management initiatives in the UK, continental Europe, Asia-Pacific, southern Africa and North America. Underpinning all these client engagements is a natural passion for delivering superior customer experiences and service excellence.

To augment Philip's extensive business transformation expertise, Tony Grant (MSc) came on board to impart his award-winning digital marketing expertise. Currently, he is head of global optimisation at Informa Middle East based in Dubai, UAE. Together, this father and son business partnership provides a compelling customer-experience management capability fit for a future- relevant digital age.

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Purpose of the Book

Why Staying the Same Isn't Viable

Great, you're in demand! You have a brilliant product, excellent services, and competitive pricing. However, that only gets you a seat at the table. If you really want to stay ahead of the game and be in command of a modern, always-connected world, you need a winning digital customer experience strategy.

This book is essential to any business that considers the growth, retention, allegiance, and cohesive management of customers at lower cost-to-serve as paramount. Increasingly there is a need to stand out from the crowd and not be easily imitated by others. And at what cost to your business in terms of customer disaffection and churn?

"5% improvement in customer retention can increase profits by up to 85%, and up to 90% of revenue can be attained from the top 10% of a customer base."

With macro factors such as customers, investors, market sectors, regulation, globalisation, and technologies dynamically evolving, how truly unique, relevant and sustainable is your business? Furthermore, what will be the impact on your competitive advantage if you cannot optimise your digital capabilities and truly differentiate yourselves from the crowd?

'In Demand, In Command' gives you immediate access to shrewd, insightful, expert advice in digital optimisation and organisational transformation. The book is packed with real-life 'how to' methods, research, and practical, proven experiences to enable you to accelerate improvements in your customer value, business margins, and competitiveness.

As such, key considerations that this book aims to address include 'How to...'

- Respond in a timely, cohesive, and agile manner to ever-changing market and business drivers
- Improve your value proposition through truly differentiated, digitally enhanced customer insight, experiences, and service performance
- Effectively analyse, interpret and action key information at your disposal – turning data into knowledge in order to take the right business decisions
- Constantly and consistently meet and exceed customers' individual wants and needs – proactively, knowledgeably, and responsively
- Reduce waste, repeat, duplicated, manual and failure effort, in order to improve your business margins.

Scope, Objectives, and Outcomes of Book

This book covers the full lifecycle of customer demand management, incorporating market characteristics, strategy, insight, marketing, sales, and services, and on the impact to the wider transformation of the organisation. Put simply 'In Demand, In Command' provides an insightful guide to accelerating the success of your business by enabling you to digitally serve your customers in a better, leaner, and smarter manner.

The book is designed for the reader to scrutinise the contents either from cover-to-cover or alternatively to delve into selective, specific reference point sections. It demonstrates the power and value of web analytics and digital optimisation; how it can drive actionable data to take critical commercial decisions; and how to transform the business into differentiated, sustainable customer value.

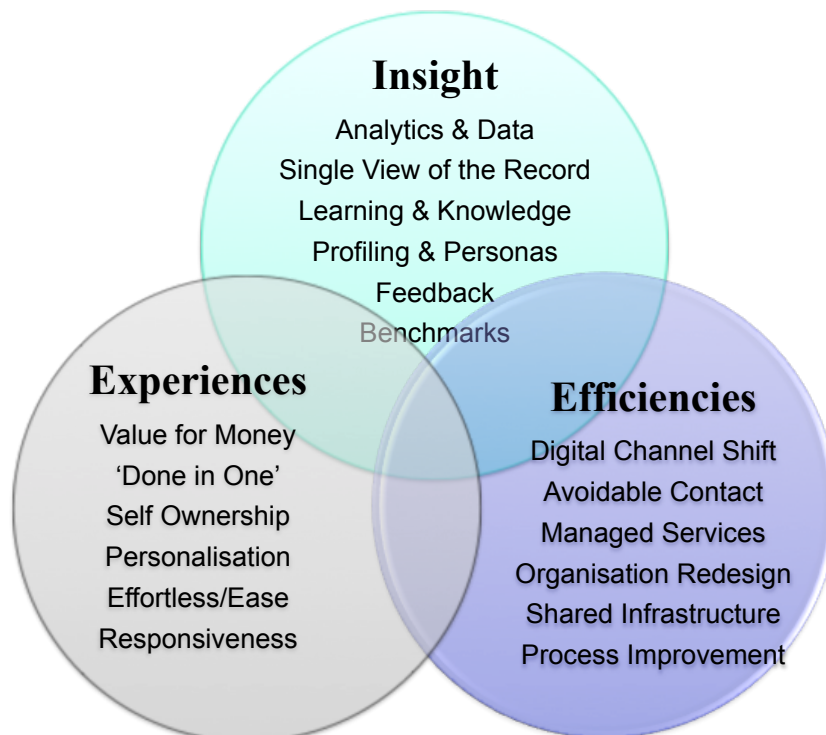
Objectives:

- Analyse industry sector experts' insight, perceptions and techniques on Web Analytics, to deliver superior, measurable business opportunities and benefits
- Recommend innovative techniques from primary and secondary research, and to help improve business decision taking
- Explore proven good practices and methodologies to turn insight into actionable business transformation fulfilment
- Accelerate the success of your digital optimisation and transform your business in order to deliver successful, differentiating customer value.

Target Outcomes

- Improve customer growth, retention and the allegiance of high-margin customers through superior digital customer demand management
- Increase profitability through greater customer insight, personalised services, value propositions, differentiation, and more informed decision taking
- Optimise operational efficiencies through organisational realignment, shared infrastructures, optimised services, and process/performance improvements.

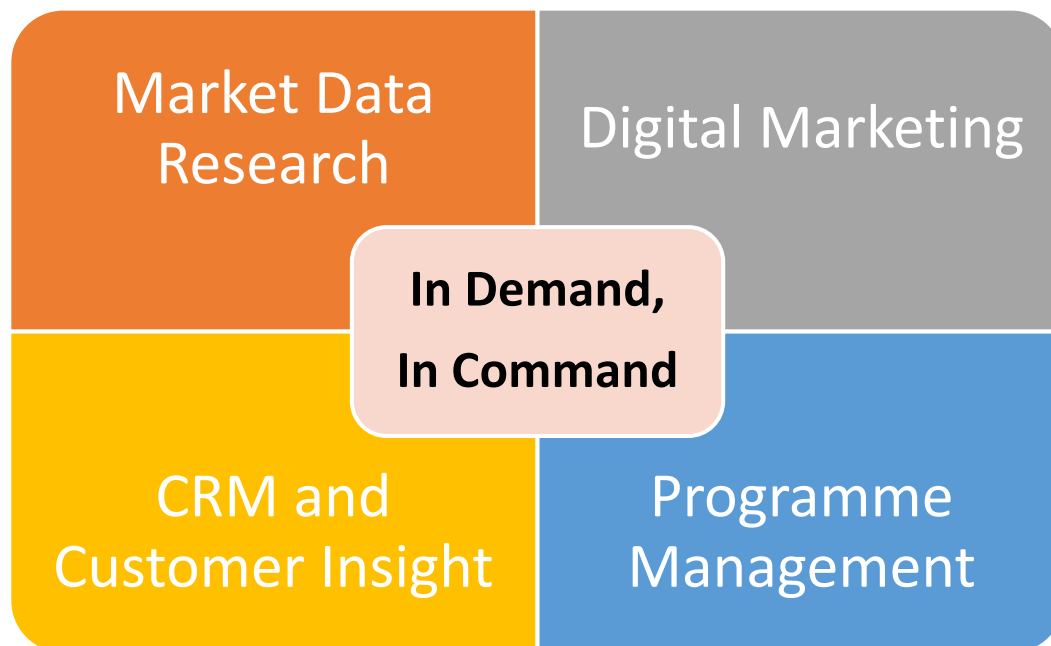
Figure 1: A cohesive and integrated approach to superior digital customer management.



What Is Different About This Book?

- Market Research books provide plenty of industry data analysis around the ‘what’ and the ‘why’, but very little about where you go from here – ‘how?’. This book goes further to explore the ‘How to’ – through actionable methodologies, real-life insight, and comprehensive experiences
- Digital Marketing books provide expertise on this subject, but no single discipline can work successfully in a bubble – this book not only covers this topic but also the impact on the whole organisation itself
- CRM and Customer Insight books focus on the technology solutions involved in managing the customer, with emphasis on customer acquisition – this book cohesively examines the full digital customer experience strategy
- Programme Management books provide in-depth methodologies (e.g. Agile, Waterfall etc.) – this book combines top tips and considerations to successfully transform, improve, and optimise your digital capabilities.

Figure 2: Delivering a holistic view of transforming your digital customer management.



There are many research books on digital marketing, CRM, and associated data analysis. However, this expert book goes far beyond these disciplines to explore the holistic impact on the organisation itself. This book’s mantra is that you simply cannot truly optimise your digital capabilities alone without also evolving your organisation’s ways of thinking, acting, and working. This book provides the reader with the digital blueprint for the future which puts the customer at the heart of your business – incorporating business drivers and strategy; customer insight; people and talent; processes and performance; and digital customer management technologies.

I am compelled to write this book because I have found that other books had an over-emphasis on the marketing and acquisition elements of the customer and less upon ongoing service delivery and retention of the customer. These books do not provide the reader with an extensive ‘How to’ roadmap that answers the “What do we do next?” question. This book, on the other

hand, combines business context and customer insight with practical advice and proven practices on how to transform your current digital capability into differentiating service excellence. This results in transforming the organisation into a progressive, smarter, forward-thinking, digitally savvy business.

Features and Benefits of the Book

Features of the Book	Benefits to the Reader
Immediate access to shrewd, insightful, expert advice packed with real-life 'how to' methods, research, and practical experiences.	Enables customer growth, retention and the allegiance of high-margin customers, whilst reducing the cost of service through operational efficiencies.
Provides a structured, proven and consistent approach across a wide spectrum of business transformation and digital optimisation initiatives.	Accelerates the success of change delivery and the realisation of benefits. Improves speed to market, operational deployment, and the costs of change.
Allows for a flexible framework that can be adopted and tailored to organisations' individual initiatives and objectives. It is a source for continuous reference and industry-leading knowledge, and not a rigid 'one size fits all' methodology.	Enables your organisation to respond to change in an agile and rapid manner. Provides tried and tested reference material that helps support effective programme delivery and shares knowledge on business intelligence for shrewder decision taking.
Clarifies where, when and how different digital customer insight, practices, and capabilities can support clients' optimisation and transformation programmes.	Streamlines, unifies and efficiently leverages existing corporate strategies and capabilities, to complement the delivery of new optimised, unique, and improved service delivery solutions.
Provides a focus and structure for creating comprehensive, pragmatic and consistent intellectual capital such as good practices, templates, and real- world examples from previous initiatives and programmes.	Applies to many different activities such as consulting engagements, bids/sales proposals, change programmes, and operational planning and delivery. Resulting in an organisation that for the customer is 'easy to do business with'.
Helps establish a common, cohesive and consistent business and digital transformation strategy.	Removes ambiguity and improves stakeholder engagement, collaboration, communication and commitment.

Note: Whilst it is acknowledged that 'digital enablement' is clearly at the forefront of this book, the technology elements in this book focus on customer and user requirements (e.g. functionality, usability, accessibility, workflow, reporting etc.), rather than technical characteristics such as infrastructure, architecture, systems integration (SI), software development etc.