



# CLICKFOX

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## The Essential Journey Toward Journey Analytics – The Answers are in the Data



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## WHY BUSINESSES MUST DEVOTE THE ORGANIZATIONAL ENERGY TO TAP INTO THE POWER OF JOURNEY SCIENCES – A NEW KIND OF TRANSFORMATIONAL ANALYTICS - TO DRIVE ENHANCED CLIENT EXPERIENCE, BETTER OPERATIONAL EFFICIENCIES AND IMPROVED REVENUES. – MARCH 2016

The customer doesn't care about organizational silos; they're just trying to buy a home, pay a bill, transfer money, travel abroad, get some advice. They're blind to the data marts which plague us, our struggle to connect on and offline transactions, and can't fathom why an enterprise CIF is such a show stopper. Because the customer is simply on their way to somewhere – on a journey. They don't see Marketing, Product, Operations and Customer Service. They see one company, a single logo, and when the family is disconnected, the brand in their eyes, is broken.

The customer is always in motion and the moment they set out on a journey - wherever and however it begins and ends, the single smartest thing we can do is to learn everything about their journey in an effort to help them get there, and make our brand journey their best journey. If customer experience is the currency on which we now compete in converging, parity markets, journey science is fast becoming the weapon of differentiation, and the foundational fact base to run the most efficient, profitable businesses centered around the customer.

### HORIZONTAL vs VERTICAL IN-LANE ANALYTICS,

#### THE BIRTH OF TRANSFORMATIONAL JOURNEYS ANALYTICS

Journey analytics, and the science around it, is a rapidly growing **transformational category** of analytics. It is **horizontal analytics** that cuts across a business, versus **in-lane, vertical analytics** wedded to a particular business function (as with product analytics, or risk analytics). The vast majority of ana-

lytics happening today in big business are in-lane, vertical analytics – designed to serve the needs of the business units they serve, rather than monetize the full power of the data at the organization's disposal by looking at information in an integrated, horizontal way. Journey analytics grabs whatever, and all data it needs to assemble a picture of the journey, and then couples that with the analytics to contextualize what the journey was, and what it means. A journey can carry with it hundreds of data elements, tasks and events, some which detract from the client's experience and add unnecessary cost to the system, others which enrich it. Journeys are rarely what we imagine them to be, or intend.

Businesses create processes - thousands of them - and customers, like water, will river through every crevice, seeping unintentionally through the cracks, navigating their everyday lives. The circuitous path they take are the result of forgotten web links, loopholes in IVR systems, aged tagging on a website, staff turnover, the unplanned omni-channel experience before the "omni" part arrived... Regardless, the journeys customers take to pay a bill, to make a claim, to sign into online systems, to take up new products – whether micro or macro in nature, leave digital footprints in the data which can be stitched together through ClickFox journey sciences to ascertain the actual journeys customers are on. Moreover, the breakpoints in those journeys, and where customers "leak," become abundantly evident when information is viewed this way. This dynamic approach to analyzing a business across lines has the power to transform not only the client experience, but operational efficiency and resulting revenues.

## NOT JUST A DIFFERENT CUT OF CUSTOMER ANALYTICS

Companies have been doing customer-level analytics for decades, from a cocktail of customer segmentation approaches, to client profitability and lifetime value models, to offer optimization, to channel preference and migration patterns, to name a few. In the majority of cases these analytics were borne out of central marketing and analytics teams (often times, one in the same). Given where these functions reported, they served their masters, and for the most part, the organizational gain derived from such analytics was concentrated on customer contact optimization, marketing campaign refinement, and occasional customer experience improvement. Even though the power in the data those teams had access to was broad and rich, the type of analytics, and ultimate application was most often shamelessly narrow in scope.

## CHALLENGING TRADITIONAL ANALYTICAL MODELS WITH JOURNEY ANALYTICS

### JOURNEY ANALYTICS AS AN ENTERPRISE CAPABILITY

Journey science is not a breed of analytics that belongs in a marketing department, solving marketing issues alone (like what paths customers take from online shopping offers, through to new product sign up). Nor, is it a solution which can be relegated to omni-channel analytics and right channeling services (such as isolating journeys with digital leakage, into offline channels). It's also not insight that should be contained to a silo (as with journeys for credit card business units alone). It's not even about detecting the overall journeys which detract from, or promote customer satisfaction. Journey analytics is all of these

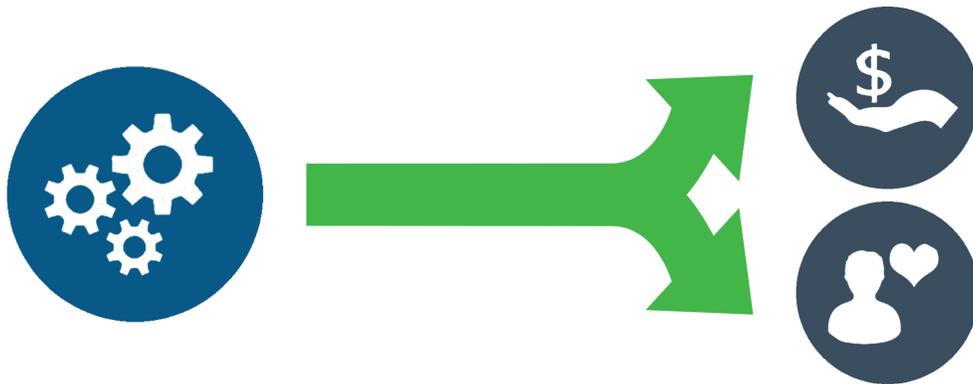
things, and more than all of these things, all at once. It is because of this that the journey science competency needs to be thought of differently; as an enterprise capability, in the hands of strategic business analytics teams, vs. tied to any one business unit, or functional insights team. Even while the capability may pilot from a particular business unit, the power of journey analytics is far too vast to be kept in a silo, like having a Ferrari and only ever driving to the end of your street, in first gear. Why do it? Buy a Zephyr.

### ILLUMINATING THE CONTAGION EFFECT

Journey science, by its very nature, and given how ClickFox™ has architected it, reveals a contagion effect in the data. At a micro level it shows how one event in a journey can most often lead to other events (log into online banking, 95% pass through to authentication, for example), but on a macro scale, it shows that one overly complex journey, which yields negative NPS scores, once unpacked, also bears inordinately high cost on account of the multiple touches. Each time a customer needs to pop out of their digital path to get served offline, the cost to serve quadruples. Here the connection of CSAT to operating expense begins to surface. As the journey prescriptions are doled out to cure the digital leak, slowly dose by dose, capacity is created in the system and the resulting revenue is unleashed. The system is nourished. This is the good kind of contagion effect the kind with an antidote.

### WHY DO WE CARE?

Business leaders care because for the first time – ever - we can tease out the interplay between business factors like CSAT and cost, cost and revenue, and the linkage between



### Operational Efficiency leads to improved CSAT and increased REVENUE

all three – dynamically and visually. We can finally trace the multitude of things a customer does – and given what they do – how it affects the bottom line of our business.

As analytics professionals we care because we can finally pinpoint the traversals in the data that lead to various outcomes and mathematically ascribe values to them. We can measure that 50% of journeys took path A to negative CSAT, whereas 30% led to utopia, and we can ascertain where in the journey strand the difference was made. This takes geeking out to a whole new level with a cornucopia of journeys splayed out across the desktop in an accessible UI. Moreover, it gives us data we can actually share, consumable for the non-geeks among us (whomever they may be). This is no ordinary regression model, or customer migration analysis. It's nothing like we've seen before, but everything strategic analytical practitioners have been starving for, and businesses have been hankering to consume.

Could this well be the marriage between church and state? Business and Analytics. Let's not get ahead of ourselves...but let's just say maybe.

### JOURNEY SCIENCE COMMAND CENTRE

It is the central analytics office who most commonly has the skill, reach/influence and unbiased vantage point to maximize journey analytics potential. Recognizing that nearly fifty percent of companies have centralized their analytics (and growing), and a quarter of firms consider their analytics teams to be business drivers (enabling organizational strategy through proactive use of data). To manage journey science initiatives well, the analytics centre of excellence needs the following:

#### SKILL

- Analysts with deep business acumen (across channels, products and business functions),
- Analysts with ability to play The Translation Layer1 role connecting data to business outcomes,
- Ability to pull journey analytics insights out of ClickFox™, and, where relevant, model probable outcomes outside of it, using both statistical and non-statistical approaches (while not technically being statisticians),
- A very strong, knowledge of the underlying foundational business data to properly interpret the results (as the data journey analytics

1L. Bieda, The Translation Layer, The Role of Analytic Talent, 2011,

[http://www.sas.com/sk\\_sk/whitepapers/translation-layer-role-of-analytic-talent-104171.html](http://www.sas.com/sk_sk/whitepapers/translation-layer-role-of-analytic-talent-104171.html)

pulls from needs to be broad),

- The ability to evaluate data from multiple angles, doing the analytical gymnastics to see the real story in the journeys.

## REACH/INFLUENCE

- A leader with organizational clout and P&L acumen to frame journey insights in the proper strategic context, rallying organizational energy around the solutions,
- Analysts who can properly interpret and highlight journey analytics findings, and readily access organizational experts across the business to ensure proper translation,
- The tolerance, acceptance and expectation that such analytics teams proactively and regularly unearth insights that drive the business forward.

## UNBIASED

- A centralized team, not wedded to a particular business unit or function, whose primary goal it is to work for the benefit of the overall business leveraging data to enable the business strategy

## ALL ROADS LEAD BACK TO DATA ...

### BUT TAMING THE DATA BEAST IS EASIER THAN BEFORE

For decades, the foundational enabler of customer centricity – customer data– polarized us. Our data was in islands, too costly to transport and store, and too cumbersome and dirty to link. Yet, with more than 55% of journeys being multi-channel, customers continue to island-hop at rapid rates, while companies, plowed under with burgeoning wells of data, struggle to erect bridges swiftly enough to gain insight into customer’s desired journeys. Yet they need to, as customer data is the foundation of journey analytics. Without it,

there is no trip.

Hadoop has transformed the way we manage data, how much of it we can get our arms around at once, and quenched our unquenchable appetite for information. It’s taken the job of journey science (which feeds off mountains of data), and made it manageable, accessible and affordable. Where old paradigms would suggest that each island of data needed to be perfect onto itself, connected to an enterprise warehouse, and then ladder up to a CIF, Hadoop is much more forgiving. It doesn’t pardon poor data, but the process of accumulating it is easier and faster with the ClickFox™ journey sciences process which surfaces end-to-end journeys from massive amounts of uncorrelated raw data, into intelligent data. This process means databases are spun up in weeks – things that would normally take months to years.

Speed always matters, but it matters even more in a process like this, given the returns. This is a database you want assembled at a rapid pace even if done off-stream and brought back to the mothership once the mothership environment is ready. The road to heaven looks like this: data, analytics, action. Repeat. And in a perfect world everything is done in real time. But none of that is possible if we cannot first assemble our data into a place to see the journeys customers are on. The journey analytics process no doubt is predicated on data; good data. You can’t launch it as a substitute for poor information and hope that by adding journey analytics on top of dirty data, that magic will occur, but you can use it as an accelerant to get data into a flexible environment, add an unprecedented layer of intelligence on top of it, and take action faster than you could with traditional approaches and relational data marts. And as with any business decision, companies choose to focus on areas which align both to their strategy and greatest pain points, prioritizing what they expect to yield greatest

returns fastest, where data is available. Then as progress becomes evident, additional data sources get added into the mix.

## BRACING FOR THE BARRAGE

### DATA BEGETS DATA ... AND THE THIRST FOR ANALYTICS IS UNQUENCHABLE WITH JOURNEY ANALYTICS

Whether you pilot in a business unit, and start with a selected use case, the establishment of good data protocols, fast data ingestion, and a small agile team of journeymen and women is crucial not only to make the process run smoothly, but because the moment the initial journey insights surface, there will be an instant and rapid desire to port more data into journey analytics. Yesterday. As with any data, it begets more data, and the thirst for insight becomes unquenchable.

The ability to see a business connected in the way ClickFox™ journey sciences does, will show the story of that business, and the journeys customers take when engaging with it. It illuminates the twists and turns we never expected to be part of the customer's trip, and helps weed out the superfluous, focusing on the moments that truly matter.

In an environment of ever-changing preferences, channels of choice, and markets rich with options, the placement of the customer at the centre of the business is the only choice for sustained competitiveness. The power to finally understand the customer journey – in its broadest and most granular forms – across all aspects of our business - will forever transform not only the client experience, but the health of our business. Journey science is that transformational breed of analytics that

will disrupt our silos, and break down the data and analytical barriers that separate us from the customer. It will be the necessary catalyst to do the kind of analytics analyst always wanted to do, and accomplish the level of results, we as executives always set out to deliver.

The time is today and the answers are in our data.

Lori Bieda is an analytics and marketing executive with 20+ years experience driving profitable business growth through the strategic use of business insights and analytics. A frequent industry speaker, published writer, and analytics thought leader, Lori has worked across North and South America and parts of Europe helping Fortune 500 organizations across the financial services, insurance, telecommunications, technology, publishing, retail and manufacturing sectors evolve their business models through the strategic use of data, technology and analytics.

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Lori is currently Vice President of Business Insights and Analytics at BMO driving business profitability through the proactive strategic use of analytics across the business. In this capacity she also manages revenue/risk/price trade-off decisions, oversees product analytics, leads the customer journey analytics practice, and orchestrates customer contact across the full bank ecosystem.

## ABOUT CLICKFOX

ClickFox offers a one of a kind big data platform and a suite of solutions that enable enterprises to get the most value out of each customer event across all channels. With its unique data infrastructure and proprietary algorithms, the ClickFox Journey Analytics Platform connects all touch point data across enterprise systems to create transparency on the end-to-end journeys. The ClickFox Platform provides teams with the data and tools required to surface tangible opportunities rapidly, track impact and integrate journey attribute data seamlessly into existing client business intelligence systems.

ClickFox's unified, dynamic views of data mapped across interaction channels give a bird's eye view of the top customer journeys and also allow business professionals to drill down to gain further insights into customer and journey details. These journeys have proven to be over 30% more predictive than individual touchpoints for key business drivers such as customer satisfaction, complaints analysis and reducing churn. ClickFox Fortune 5000 clients have gained insights that have led to billions of dollars in savings and revenue.