

Developing Customer Insight from the Ground Up

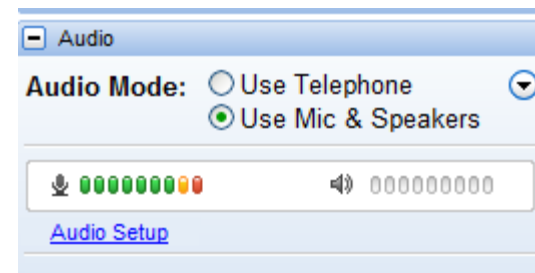
Listrak's Email Marketing Best Practices Webinar Series: July 1, 2009
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Before we get started...

Audio

- Select "Use Mic & Speakers" for VOIP or
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Questions

- Use the Question and Answer panel on the right

Additional Info

- This webinar is being recorded – it will be posted in our online resource center in 3 business days along with a PDF of the slides
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Welcome!



Over 250 participants

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Wal-Mart

Crabtree & Evelyn

Verizon

eRetailing.com

American Medical Assoc.

Today's Presenter

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Developing customer insight *from the ground up*

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Our journey...

- The widening gulf between companies & customers
 - A brief history of commerce
 - The customer's gift
 - The method
 - Where to use it





The widening gulf between companies & customers

A brief history of commerce...



*"A pretty rock is always nice at Valentine's Day. Or perhaps another wheel?
Or—gosh—what woman doesn't enjoy a lovely bit of fire?"*

OLD-AMERICAN FRUIT CO.



SEARS

FALL AND WINTER 1958

Shopping from this catalog . . . like choosing a favorite candy . . .
is more exciting, more satisfying because there's extra variety
to please every taste, every budget, every family



Shop the Sears telephone way

Phone or visit Sears Catalog Sales Office near you
. . . full details on pages 1511 to 1515



SEARS, ROEBUCK AND CO., LOS ANGELES 54, CALIF. • Satisfaction guaranteed or your money back




1990

2009

How far we've come...?



A photograph of a woman on the left and a man on the right, both in profile and facing each other. The woman has long brown hair and is smiling. The man has dark curly hair, wears glasses, and has a neutral expression. The background is a plain, light-colored wall. Overlaid on the image is white text. A thin white line points from the underlined word 'this' in the text to the man's face.

Yeah, I bought one
of those. I didn't
have any problems
till this happened...

The customer's gift

Ways you can hear customer stories...

twitter



facebook



litrak



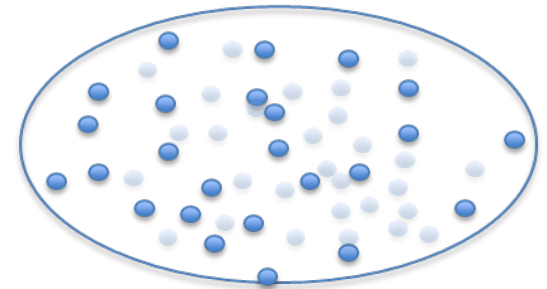
The method...



Determining the questions



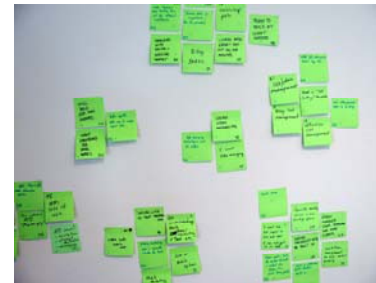
Gathering stories



Catalyzing



Acting



Sensemaking



Story-gathering using email marketing

Ever ordered something off our site? Were you enraged? Delighted?

Please tell us about it [here](#).

Share your story here:

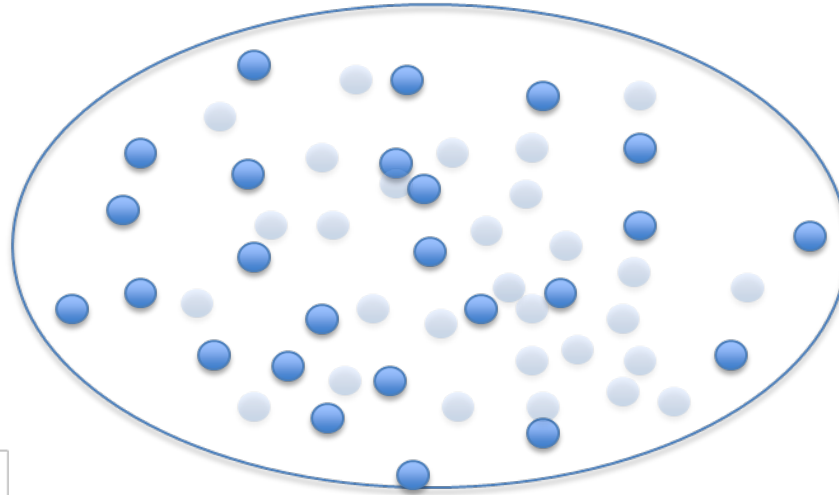


Please answer some questions about your story:

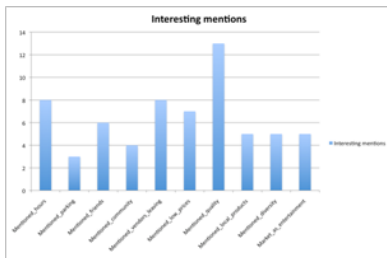
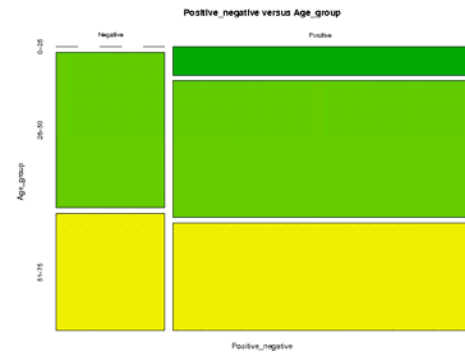
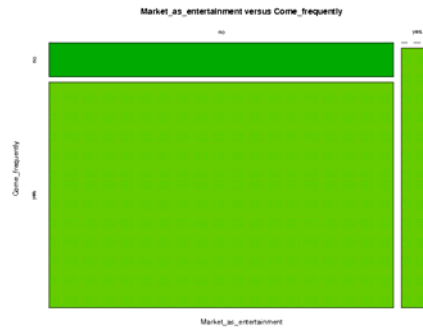
1. How does this story make you feel? Enraged ----- Delighted
2. Why did you tell this story? (Instruct, Vent, Share, Connect)
3. This is my (first, second, third, more) experience with online shopping at ABC
4. Demographics...
5. Contact info (optional) & permission to use...

Post

Catalysis – selection & comparison



Story selection



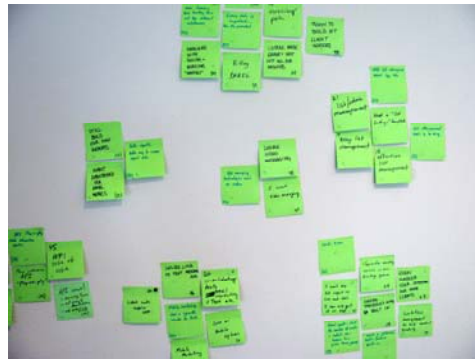
Vibrant relationships - derived from answers

Sensemaking... built from the ground up...



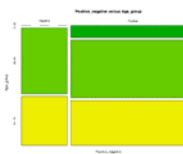
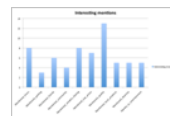
Insight

=



Wisdom of Crowds
(or, at least, groups)

+



Stories & graphs

What might you find...?

In-stock/out of stock status seems inconsistent (from stories)

Customers older than 50 find that site navigation is confusing (from graphs)

Online chat feature is a real asset (from stories)

Order-tracking capabilities are incomplete (from graphs)

Emergent Practice –
Experimentation

Good Practice –
Expert

Online chat

Order tracking

Site
navigation

Inconsistent out-
of-stock status

Taking Action

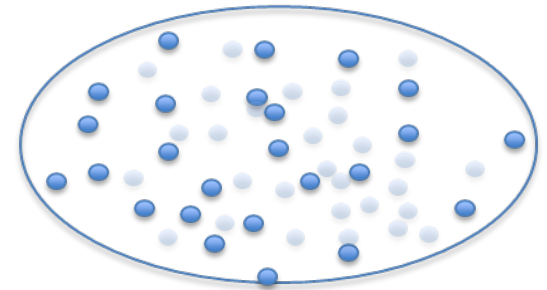
Best Practice –
Simple



Determining the questions



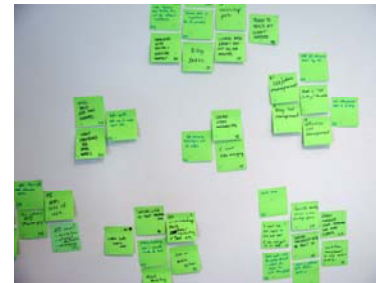
Gathering stories



Catalyzing



Acting



Sensemaking



Where should you use this method?

- Intractable questions with high levels of ambiguity...
- If you can get a good answer through analytics and numbers, do that instead!



Thank You!



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Sources & Inspirations:

Kurtz & Snowden, “The New Dynamics of Strategy: Sensemaking in a Complex and Complicated World,” IBM Systems Journal, 2003. *The paper introducing the Cynefin framework (described in highly simplified form in slide 18) and use of narrative for decision support. Dense but definitive.*

Cynthia Kurtz, “Working With Stories,” 2008. E-book available at <http://workingwithstories.org>. *A highly-accessible book outlining how to use narrative methods within companies and communities. My work is highly indebted to the work of Kurtz and Snowden and this book in particular.*

Goodman & Helin, “Why Customers Really Buy,” Career Press, 2009. *Without mentioning any external sources, this book describes methods very similar methods for gathering deep customer insights by collecting stories—in this case, via in-person interviews. Formal sensemaking approaches not discussed.*

Snowden & Boone, “A Leader’s Framework for Decisionmaking,” Harvard Business Review, November 2007. *A look at the Cynefin framework through the prism of managerial decisionmaking.*

Stienstra & van der Noort, “Loser, Hero or Human Being?” ESOMAR, September 2008. *Describes a marketing study project using story gathering and sensemaking.*

The blog at Anecdote (<http://anecdote.com.au>) is a good repository on business narrative. See especially category “narrative.”

You can find all of my writings on the subject by going to <http://caddellinsightgroup.com> and searching under “narrative” and “customers are talking”

Use the Q&A feature to ask a question

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Join us for our next webinar



What is SEO? And Why it Matters

Special Guest – Rebecca Lieb
VP, Econsultancy

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