

(Free pdf) Build for Change: Revolutionizing Customer Engagement through Continuous Digital Innovation

# Build for Change: Revolutionizing Customer Engagement through Continuous Digital Innovation

*Alan Trefler*

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**Alan Trefler : Build for Change: Revolutionizing Customer Engagement through Continuous Digital Innovation** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Build for Change: Revolutionizing Customer Engagement through Continuous Digital Innovation:

0 of 0 people found the following review helpful. The customer is changingBy Gerald GiggsThis book lays the framework of how the customer is changing to be in the position of power. Businesses must respond with agility and intelligence, transforming themselves into an adaptive entity that can correctly understand and meet the changing

expectations of the customer. The book is well considered and thoughtfully presented. 2 of 2 people found the following review helpful. How and why a focus on high tech and high touch will actively engage customers and fully respond to their expectations

By Robert Morris

The title of my review correctly indicates Alan Trefler's purposes in this book: to provide the information, insights, and counsel that leaders of organizations need to "revolutionize customer engagement through continuous digital innovation." It should be added that most of the material (if not all of it) is relevant to the needs, interests, resources, and strategic objectives of almost any organization, whatever its size and nature may be. For decades, parents and other adults have told children to "mind their Ps and Qs." In this book, Trefler tells his readers to "mind their Cs and Ds." That is, cultivate consumers who comprise the C and D generations. The "C" refers to CONTENT. "Despite its relative youth, this group influences every aspect of our lives and wreaks havoc on many businesses. Gen C accounts for about 75 million people in the United States alone. Still growing in size by leaps and bounds, largely now from the emergence of new economies in much of the less-developed world and changing economies in places such as Russia, China, and India, Gen C is fast becoming the largest group of consumers in the world." With regard to "D," it refers to DISCOVER, DEVOUR, and DEMONIZE. "Gen D does not want to be sold to. Being sold to is like being controlled. No, the seamless experience they desire with your business, to which they would probably never admit, is based on wanting to discover you and your product or service... They want [begin italics] radical authenticity [end italics], and when they discover something they like, they devour it... Gen D customers want nothing short of trust, transparency, and total openness. If they want loyalty, and expressed it as such, they would say it is [begin italics] your [end italics] loyalty to [begin italics] them [end italics]... Another characteristic of this generation is that their reactions vacillate between extremes. Their discovery and experience of you may cause them rapture, which means they want to devour you (in a good sense), but it can just as easily cause them to demonize you." These comments suggest the WHAT on which Trefler focuses. The great value in the book is derived from his thorough explanation of the HOW and WHY. Here is a selection of business subjects and issues from among the several dozen of special interest and value to me, also listed to indicate the scope of Trefler's coverage.

- o It's So Easy to Lose Customers (Pages 5-8)
- o Differences Between C and D Generations (17)
- o Anthropomorphism (19-22)
- o Data Suicide (35-38)
- o Data in Context (44-45)
- o The Power of Hypothesis (52-54)
- o Adaptive Learning, and, Organizing Your Insights (57-62)
- o Intent Goes Both Ways (62-69)
- o The Best Execution for Every Customer Interaction (75-76)
- o Seamless Customer Processes (79-81)
- o Crossing Lines (83-87)
- o Traditional Development (100-104)
- o Hybrid Vigor for Business and IT (118-121)
- o Realign Executive Leadership (122-124)
- o Think in Layers (136-141)
- o Use Analytics to Optimize Continually (141-143)
- o Growing Pressure to Make Changes (146-151)
- o Beyond the Twilight of the Brands (154-159)

I agree with Alan Trefler: "Regardless of what kind of business you have, unless you learn how best to represent what is unique about your business, its authenticity, its promise, the collective strength of its culture, an immediately accessible software layer, you will continue to fall behind. Revenue and relevancy will steadily plummet in parallel." In this context, it is worth noting that many (if not most) of the companies annually ranked by Fortune magazine as most admired and best to work for are also annually ranked among those that are most profitable and have the greatest cap value in their industry. That is not a coincidence. Moreover, however different they may be in most respects, all of these companies are renowned for the same reasons: commitment to quality and value, customer-centrism, "good citizenship," and are easy to do business with. Great organizations not only build for change; they build for continuous change. That is their secret sauce, why they achieve and then sustain "customer engagement through continuous digital innovation."

2 of 2 people found the following review helpful. Businesses should read this to understand what customers really want

By cslnh

As an inveterate online shopper and user of digital channels, I've had lots of customer experiences with companies that are just plain stupid. (Why do I have to keep repeating my information? Why do I have to call a different phone number get an answer this question? Why are you assaulting me with canned offers during the online chat? ) It would be really nice if companies stopped making me do business their way and started doing it my way. This book provides an innovative take on this problem. It examines the relationship between the online, connected and "social" customer and what corporations need to do in order to successfully engage with them. The focus is on what these customers expect, how companies need to address these expectations and what types of technology will be required in order to deliver the kind of experiences customers really want. While there is a fair amount of technical detail, particularly in the discussion of how traditional technology techniques get in the way of really understanding and responding to customers, it's done from a business perspective so that you get how technology can hinder instead of help. It's well worth a read and (hopefully) will galvanize those of you in the business world who are focused on the customer experience to start questioning your current way of interacting with customers and how you can make it better.

Customers have radically changed the ways they interact with businesses, and today's organizations need to adapt. Is your company prepared for the Gen D future, or is it heading toward life support? A lot of companies across the globe are going to die over the next few years, not because of macroeconomic stress, but because there is an emerging generation that is radically changing the rules of customer engagement. In *Build For Change*, Pegasystems CEO Alan Trefler shows exactly what companies can do to turn the coming "customer apocalypse" into one of the biggest business

opportunities of the decade. The newest generation of consumers is turning customer relationship management on its head. Build For Change highlights the revolutionary changes to business, marketing, and technology practices that are needed to survive and thrive in these unforgiving times. Readers will learn how businesses are increasingly relying on new forms of customer engagement, and how one customer's experience—whether good or bad—can alter a company's reputation with the click of a mouse. With practical insight from a leader in customer engagement, this book serves as a timely wakeup call to companies that have not yet embraced the digital future. Traditional marketing is becoming increasingly irrelevant, and businesses must become more customer-centric while taking a completely different approach to adopting and using technology. Build For Change outlines exactly what can—and must—be done to ensure sustainable success in the new digital era: Relate to the new generation of consumers, and understand their preferences and demands Stop obsessing about mountains of data, and instead apply business-driven continuous improvement to customer processes Learn how to overcome the fatal flaws of current technology fads Rethink organizational roles to drive adaptive and transformative innovation Consumers have more options than ever before, and ensuring customer loyalty in the modern market means knowing exactly what the customer wants and how to deliver it brilliantly. Build For Change provides actionable guidance for engaging this new connected consumer.

“This is not just for B2B marketers but a book that everyone in business should read” (B2B Marketing, June 2015) From the Inside Flap “A lot of companies across the globe are going to die over the next few years, not because of macroeconomic stress but because there is an entire emerging generation of customers who hate doing business with them. These companies are going to die from some form of customer stress; a customer apocalypse.” —Alan Trefler In Build for Change: Revolutionizing Customer Engagement through Continuous Digital Innovation, Alan Trefler reveals a nascent generation of emboldened customers that are turning the tables on brands and companies that market to them. These customers don't want to be “sold” to. They engage only when they sense transparency, authenticity, and trust. Today's loudest fans can become tomorrow's noisiest detractors. They are active users of online social channels and can influence thousands and even millions of consumers. Build for Change offers a warning to companies that are failing to see the coming customer apocalypse, and practical advice and examples to those that are grappling with how to survive in a radically new customer engagement paradigm. It concludes that given the viral speed with which customer behaviors are changing, organizations need ways to predict customer desires, adapt in the moment to new changes, and be so reciprocal and contextually aware that both customers and staff will trust them, respect them, and want to engage with them. This kind of customer engagement will be omnipresent and transformational. It is embodied in a new software layer that represents a company's DNA. It will be more important than physical offices and retail stores. It will actually empower customers to engage, while directing how they are served, informed, and rewarded. And because it is DNA, it cannot be outsourced or found on some shelf. Adopting the Build for Change approach to surviving the future means revolutionizing the customer experience and re-thinking technology, all with businesspeople at the forefront. It is the true promise of digital innovation and a call to action. From the Back Cover A digital organization's survival guide for customer engagement In Build for Change: Revolutionizing Customer Engagement through Continuous Digital Innovation Alan Trefler shows what it takes to make the necessary and dramatic changes in how a business thinks about its customers, its people, and its technology, to ensure it can survive beyond the twilight of the brands. “What is new is the approach to the digitization of the enterprise that this book lays out. . . . It is time to think radically about how technology plays and works in your enterprise.” —From the foreword by James Champy, Coauthor of Reengineering the Corporation “Alan Trefler has painted the clearest vision on what the customer experience of the future can be. This book should be required reading for everyone, especially those working on improving global health, looking to redefine customer experience through innovation and the smarter application of technology.” —Dr. Mark Boxer, EVP and Global CIO, Cigna “We all know that the amount of data out there and the dramatic shift in what customers expect have put a huge strain on companies. What Alan does is identify what you have to do with the technology and the processes to not only meet those increased expectations, but also flourish in this changed business world—and he does it convincingly. If you have a business and are trying to figure out how to handle 21st century commerce, read this. You will not only feel better, but you just might know what to do. So, go. Now. Read.” —Paul Greenberg, Author of CRM at the Speed of Light “Alan Trefler is the rare high-tech CEO who both foresees the direction of business and builds the systems to enable the agile enterprise. Build for Change will inspire the imagination of everyone hoping to drive digital business innovation.” —Michael Maoz, VP and Gartner Distinguished Analyst, Gartner, Inc. “Build for Change does a great job summarizing the issues every business needs to address when it comes to dealing with today's connected and digitally empowered consumer. The lesson is clear: in the digital age consumers rule, not businesses.” —Don Peppers, Peppers Rogers Group