

# CONSUMER BEHAVIOR 2019

What consumers want in the new omnichannel world + expert tips to dominate it now



# EXECUTIVE SUMMARY

No matter how your business is structured - online, call-center or brick-and-mortar, customers want zero friction as they move through every channel you have. What's more, they want instant access and immediate results. The moment they decide they need your help, you must show up informed, knowing who they are and what they need.

The "new normal" for customer journey has no one starting point or ending point—it's fluid. And here's the thing—whether someone starts online, via text or in-store—**It's All. One. Journey.**

We've over-corrected for where consumers enter and when they exit the journey, and as a result, we've under-invested in the times they want to engage in person. "Online" has never meant that people don't need people—rather, it's one path along the course of an entire process. And, at some point they'll want to speak to someone. It's just a matter of when. And the biggest question here is— **are you ready for them?**

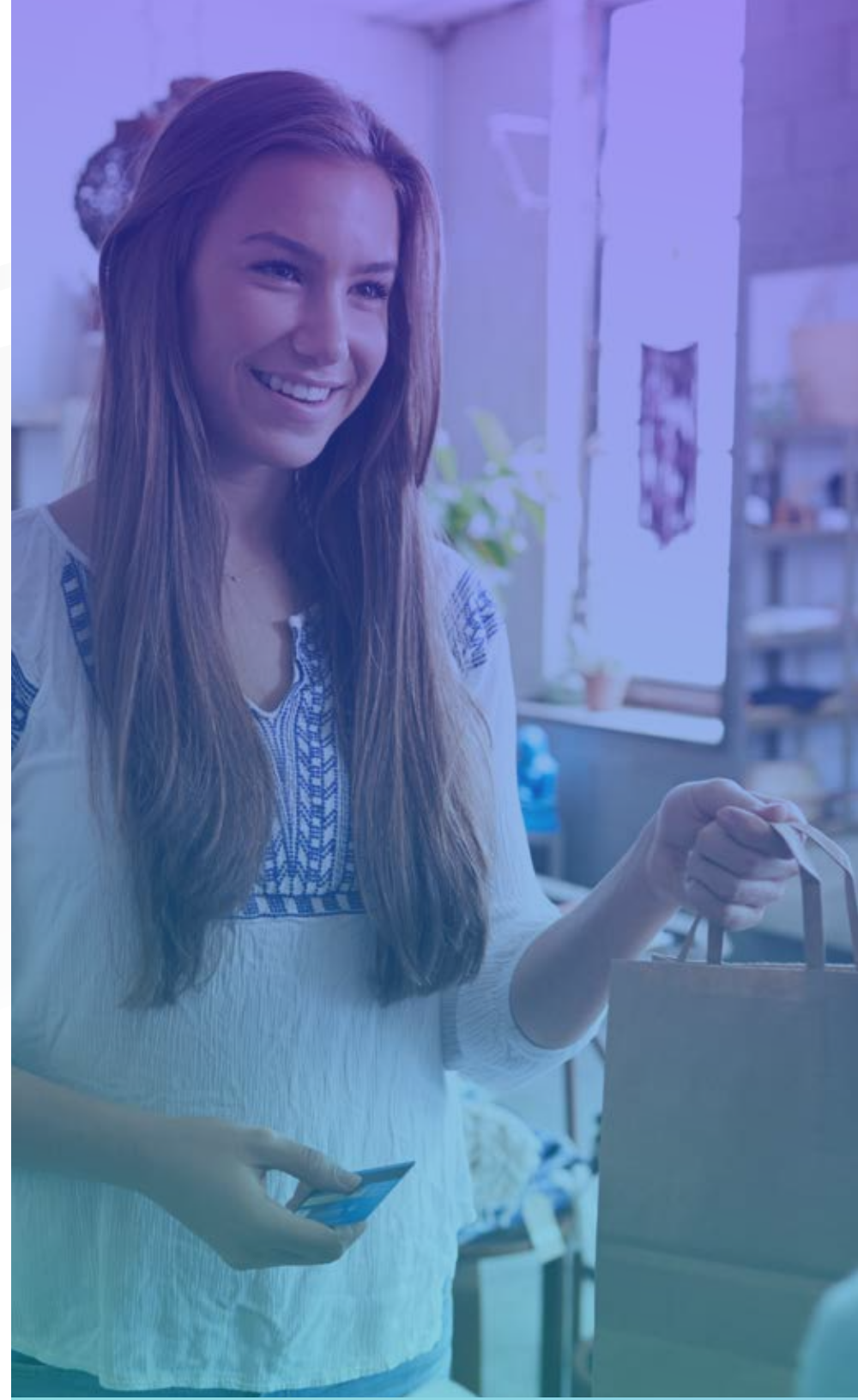


# EXECUTIVE SUMMARY

Customer journey is no longer about a cool app, futuristic website or BOGO coupon. It's about the sum of the experience. That includes remembering that ultimately, people want to engage with people. It's not a one-size-fits-most approach, and there isn't a single web or in-store experience strong enough to overcome the failure of not showing up the precise moment a customer needs you.

In this eBook, we will highlight key insights that will empower you to listen more closely, learn, and better prepare yourself, your business and your people, for what is yet to come. Informed by 1,000 U.S. based consumers, ranging from 18-74+, we've outlined how to:

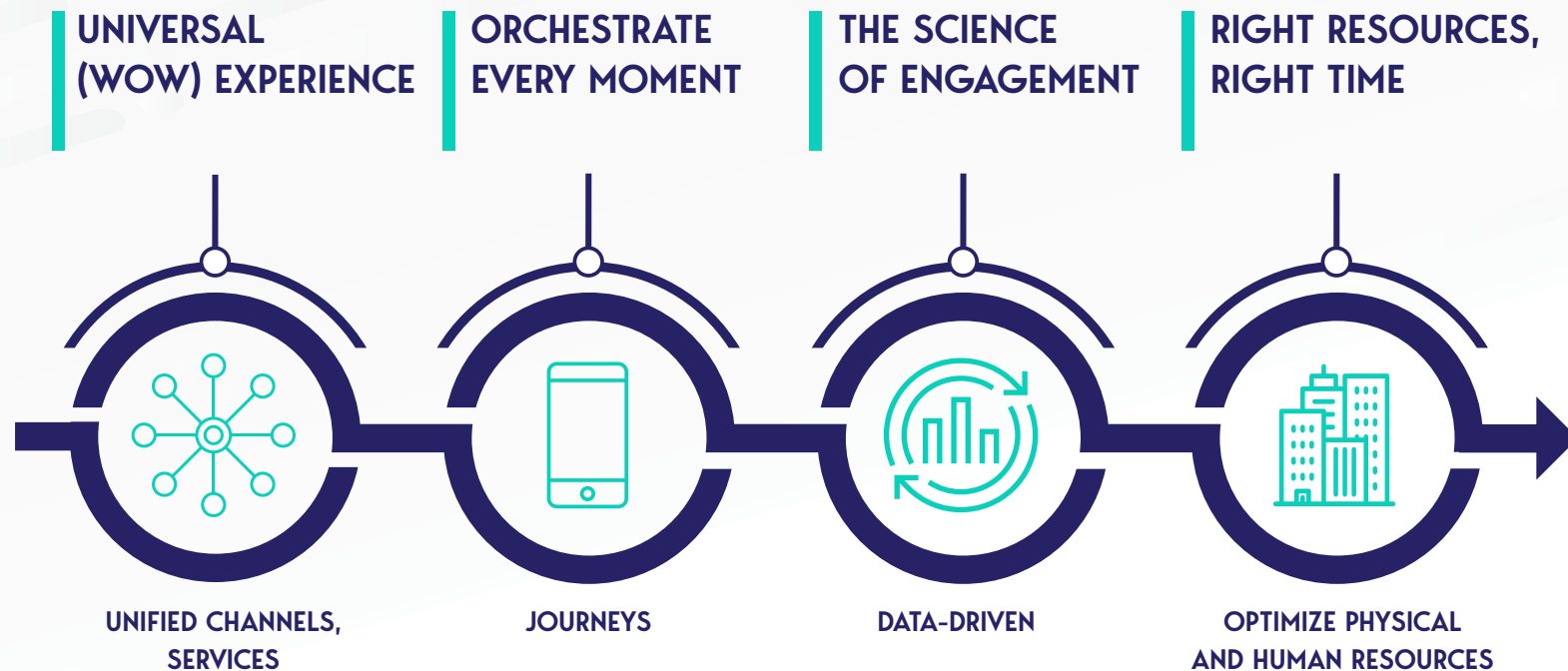
- **Get ahead of consumer expectations and demand**
- **Create surprise and delight that will live beyond a single point of purchase**
- **Help better understand what it takes to meet modern consumer needs and expectations**
- **And keep them coming back for more**



# FINDINGS: SO, WHAT'S UP? WASN'T RETAIL SUPPOSED TO BE DYING?

The explanation isn't that simple. It's not that retail is dying—rather, store closures we've seen recently are a result of a lack of innovation and growth when it comes to creating a seamless brand experience. This is where retail or fintech brands that have started to expand from online-only to brick-and-mortar have a leg up. They've had a chance to learn who their customers are—specifically, what they like to purchase and how they like to purchase it.

This is valuable insight that can be utilized to make strategic decisions that cater to their customers' wants, needs, desires and expectations. It can even help from the business-side of things, providing guidance around ideal locations, store size, staffing utilization, optimal product stocking (based on online buying behaviors)—and so much more! However, if you have gaps at any point between your digital (online) presence, and your in-store (physical) presence—something we like to call **"The Failure Zone"**— this is where the negative snowball effect tends to begin.



**CUSTOMER JOURNEY MANAGEMENT: DRIVE REVENUE ACROSS DIGITAL-PHYSICAL BROUGHT**

# THE FAILURE ZONE

Here's the harsh reality—the Failure Zone is the disconnect that spans between where a brand thinks they know what their customer wants (e.g. online shopping that saves someone a trip to the mall), and the point of in-person interaction, which often leads to a 3x increase in basket size after said human-to-human experience. But here is something to keep in mind—The Failure Zone is only a failure if you let it become one. Meaning, if you choose to ignore it and don't figure out a way to bridge that gap with key points of relevant customer information, it will ultimately lead to your demise. And while you're stuck out in the realm of the irrelevant and disconnected, you're making way for newer, more agile brands that cater to changing consumer expectations, to take your place.

So, what does this mean exactly?

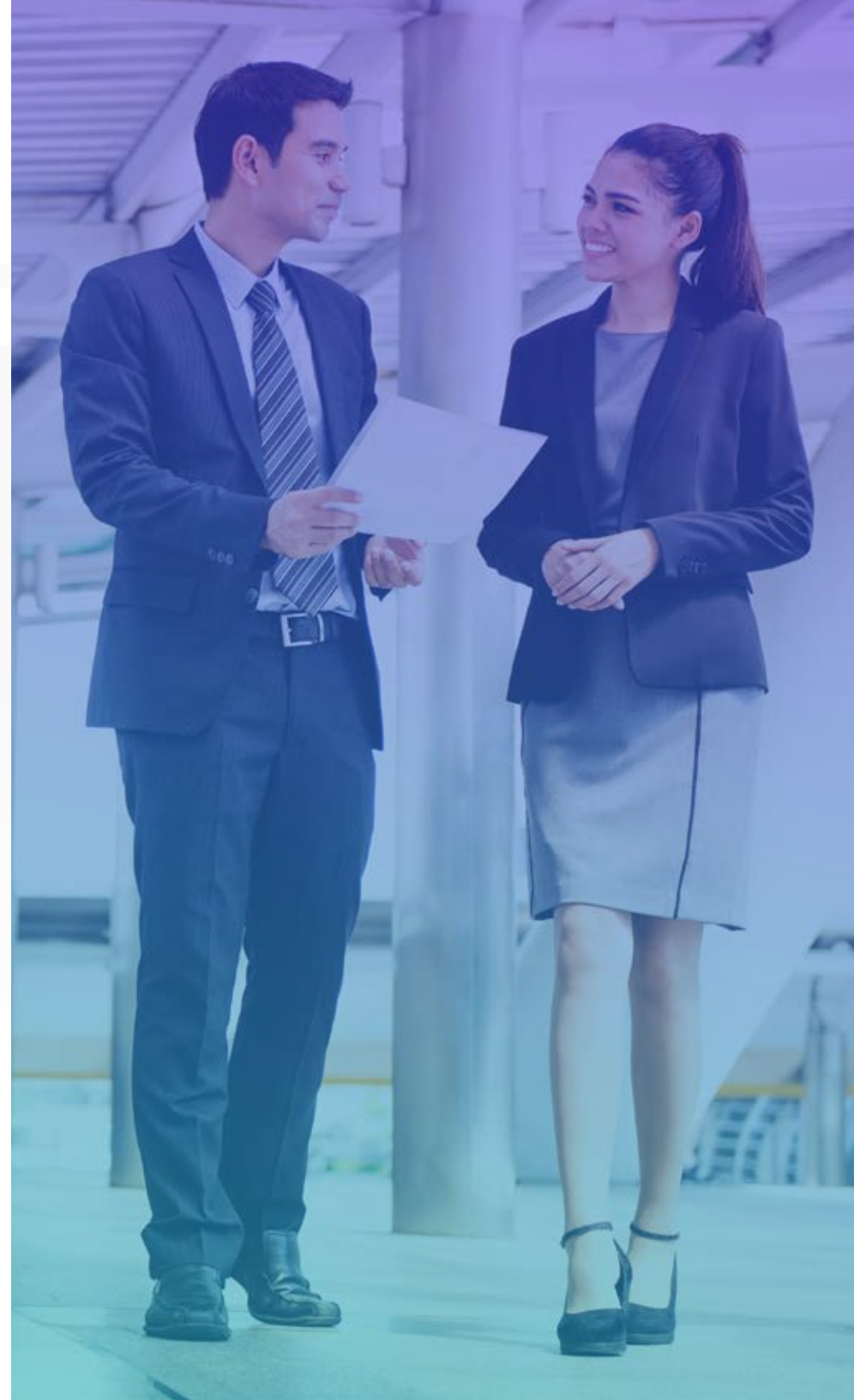
It means **44.7% of all respondents said that having the ability to speak with someone during their final decision to purchase was critical!** It means that while consumers do want the ability to shop at the click of a button, they are craving a complete omnichannel experience that connects their past engagements, present purchases, and provides them with proactive ideas toward their future. While there is certainly continued growth within online shopping and online transactions, there remains a strong attraction for in-store visits and purchasing.



# THE FAILURE ZONE

Brick-and-mortar competition is at an all-time high, and as such, retailers and banks must ensure that physical stores and branches are as efficient and profitable as possible. And, no matter if you're a small-town coffee shop, or blue-chip, Fortune 500 enterprise wealth management firm—**human-to-human interactions still matter**. The key to those interactions is knowing your customer, what they need, and **meeting them at the point where, when and how they choose to engage with you**.

Say this out loud – **"Start Anywhere, End Anywhere."** Make this your mantra. Say it in the mirror. Say it while you're in line at the supermarket. Say it over and over until it's engrained into the very fabric of your corporate identity—because once you learn that—only then will you be in a position to deliver with intent and meaningful purpose.

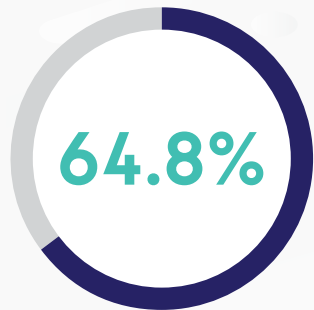


# BRIDGING THE DIGITAL + PHYSICAL DIVIDE

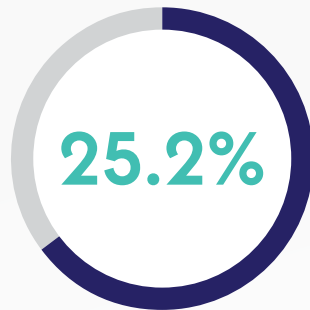
Today's consumers are shopping and banking across multiple channels before acting. Therefore, a brick-and-mortar strategy must not be abandoned, as it plays a critical role in the customer journey. To ensure businesses provide a seamless experience, they need to have technology in place that unifies their consumer's interactions and helps to manage every touchpoint of the customer journey—no matter where they choose to begin the engagement.

Remember the mantra – “**Start Anywhere, End Anywhere.**”

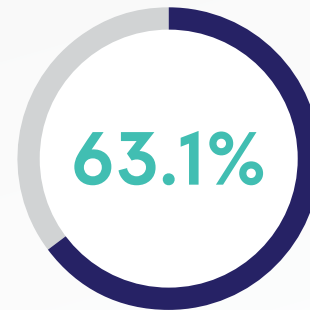
Take millennials for example: Our survey shows that to reach millennials, bridging the online and physical experience is imperative.



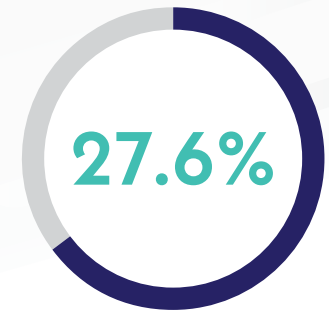
of millennial respondents (age 18-35) **schedule an in-person appointment** at a brick-and-mortar location (outside of healthcare) 1-2 times a year



of millennial respondents expect businesses to have personalized insights, such as **previous history with representatives**



of millennial respondents expect businesses to have personalized insights, such as **questions they have asked and reasons for meeting**



of millennial respondents expect businesses to have personalized insights, such as their **shopping or service history with your business**

# BRIDGING THE DIGITAL + PHYSICAL DIVIDE

**Attention retail banks**—you are poised especially well here. The in-branch experience is perhaps the main way that traditional banks can outperform digital-only banks and fintech brands. Why? Because it's an asset they simply don't have. By having the added value of data and analytics for customer journey management in place, you can then collect the necessary user behaviors from online to better understand what products the individual is interested in, consolidate it, and use it to enhance the experience once the customer arrives in-branch.

Think about it: if you were going to make a big financial decision—such as applying for a mortgage—wouldn't you want a face-to-face conversation with someone before signing on the dotted line? Branches are a place for banks to establish trust with their customers, and a place for high-value transactions (like a mortgage) to occur—wouldn't you want to have a certain level of trust with the person handling your future?

Now you're probably reading this and asking, "but how do I get insights like that?" Remember before when we said you need to have technology in place that unifies customer interaction? Helping you manage every touchpoint of the customer journey, no matter where they choose to begin their engagement? That's right—MANTRA! Collecting the data is only the first step. How you choose to use it will determine how successful your outcomes are.





# UNIFIED CHANNELS OF COMMUNICATION ARE NECESSARY

It's imperative to underscore the importance for businesses to assess what types of interaction methods they offer, and to ensure there are unified channels and systems in place to support successful face-to-face interactions—when and how customers are ready to engage with you.

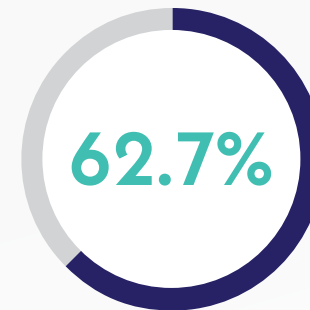
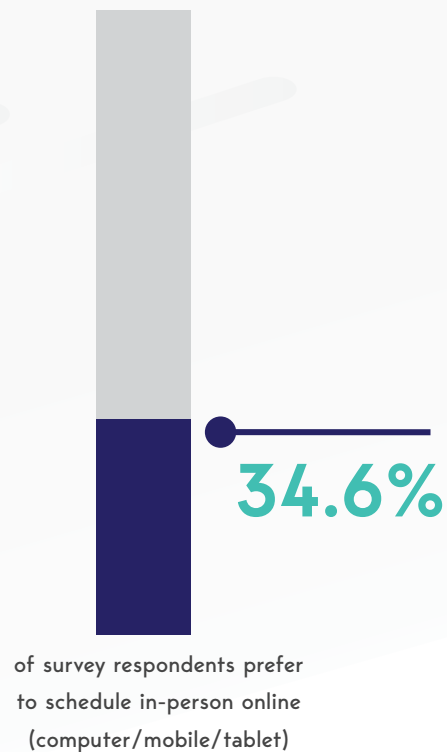
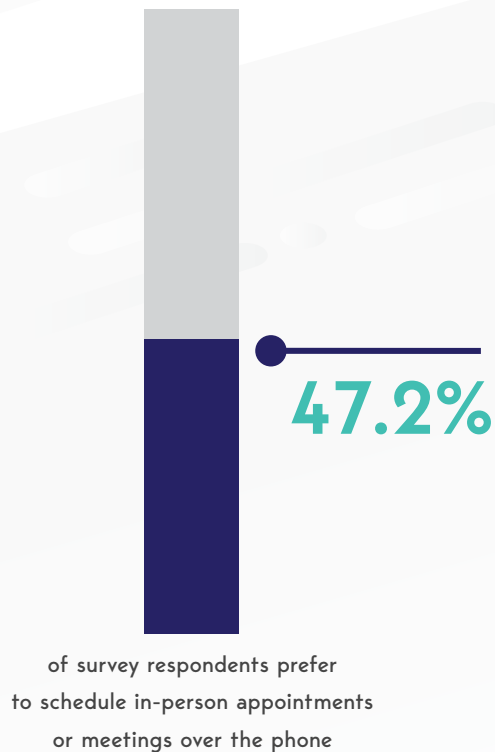
Because today's consumers are utilizing so many different channels than ever before, it's important to know and understand their preference. **Most survey respondents (47.2%), preferred to schedule in-person appointments or meetings over the phone, with online (computer/mobile/tablet) coming in second at 34.6%.** Once you have an understanding for channel preference, use that point of origin to orchestrate every moment thereafter (across the digital-physical journey) with tactics that drive better engagement and business outcomes—unify your workflows, eliminate silos across lines of business, channels, and services, proactively mitigate journey failure points with invitational offers (e.g. leverage a new product launch or impending deadline to draw customers in-store/branch.)

The key thing to keep in mind here, is that you must deliver deeply personalized experiences that add value to the specific person you're looking to reach—what's important to a millennial may not be as important to a baby boomer. You can't just create a single customer experience and use it as a catch-all solution that's intended to work for everyone—because it won't.



# UNIFIED CHANNELS OF COMMUNICATION ARE NECESSARY

The long and short of it is this: effective customer journey management helps you convert more digital customers into in-store experiences, helps you create a unified customer journey across the digital and physical, and turns your physical footprint and staff experts into a competitive advantage.



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Baby boomers said what drives value for them is having access to knowledgeable, well-trained associates—a factor when choosing one business over another



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Millennials placed value on personal time, and therefore, were the most likely to schedule in-person appointments if it helped save them time

# APPOINTMENTS LEAD TO DIRECT ROI IN BOTTOM LINE AND IN OPERATIONAL EFFICIENCIES

“Ok, ok, data management—got it. It helps make the experience better and personal for the customer. But what about us? What do we, the business, get?”

Believe it or not, you get a lot. Done correctly, unified and informed customer journeys move beyond a short-term sale or single transaction, and positions you for long-term value, loyalty and future returns. **64% of respondents said they typically spend or invest more in products/services after an in-person appointment or face-to-face meeting.** This highlights the importance and value of this critical strategy, for businesses, not only to bring people in-store/in-branch but to drive greater ROI all-around.

What's more is that you're building a powerhouse workforce and staff—one that's informed, knows what the customer wants, and knows how to deliver that WOW factor. Businesses that aren't prioritizing staff training or providing necessary tools and insights to support meaningful engagements with customers, are at great risk of losing customers to competitors that utilize new tech/tools that enable customer journey management.



Having data-driven insight to ensure that your workforce is prepared to handle every facet of their customer interactions, also prepares and empowers staff to devote necessary time for more complex interactions—which is critical to meet today's customer expectations. Interestingly, this is where both baby boomers (61.4%) and millennials (48.5%) seem to agree, in that, an in-person engagement has strong influence when it comes to the complexity of a purchase or service decision. Expertise impacts purchasing behaviors, so knowing the customer, leveraging their data and other insights for strong customer journey management, helps businesses identify the right resources at the right time for one-to-one meetings and ensures the customer's needs are met.



# CONCLUSION: THE DISRUPTIVE OPPORTUNITY

When it really comes down to it, no matter where consumers choose to shop, businesses must have holistic strategies in place to unify their brand experience. Modern consumers want the flexibility to shop or bank on the channel and device of their choice, and you have to remember that the journey is never a straight line – it's winding and has many stops along the way.

By providing customers with a seamless experience between digital and in-store or in-branch, giving them a reason to visit you, and then ensuring their in-person experience is as positive and prepared as possible, can increase the level of trust between business and consumer—driving sales. In order to be successful, businesses must be prepared to closely follow this dynamic journey—and not just manage, but bridge the divide between online and offline to establish a lasting brand connection that can start anywhere, and end—anywhere.



# ABOUT JRNI

Companies strive to leverage every customer interaction for maximum conversion and revenue. With so much research and purchase activity starting online, JRNI offers a customer engagement platform that enables companies to interact with customers, online to offline, and across lines of business, while providing a 360-degree view of the full customer journey.

JRNI is designed to facilitate powerful human-to-human experiences that increase conversion and revenue, customer loyalty, and lifetime value. Forward-thinking executives from companies like U.S. Bank, ANZ, John Lewis, and LEGO rely on JRNI's AI-driven scheduling engine to deliver predictive actions across touchpoints - appointments, events, concierge, queuing - and optimize resources to deliver superior quality of experience.

Visit [jrni.com](https://jrni.com)  
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