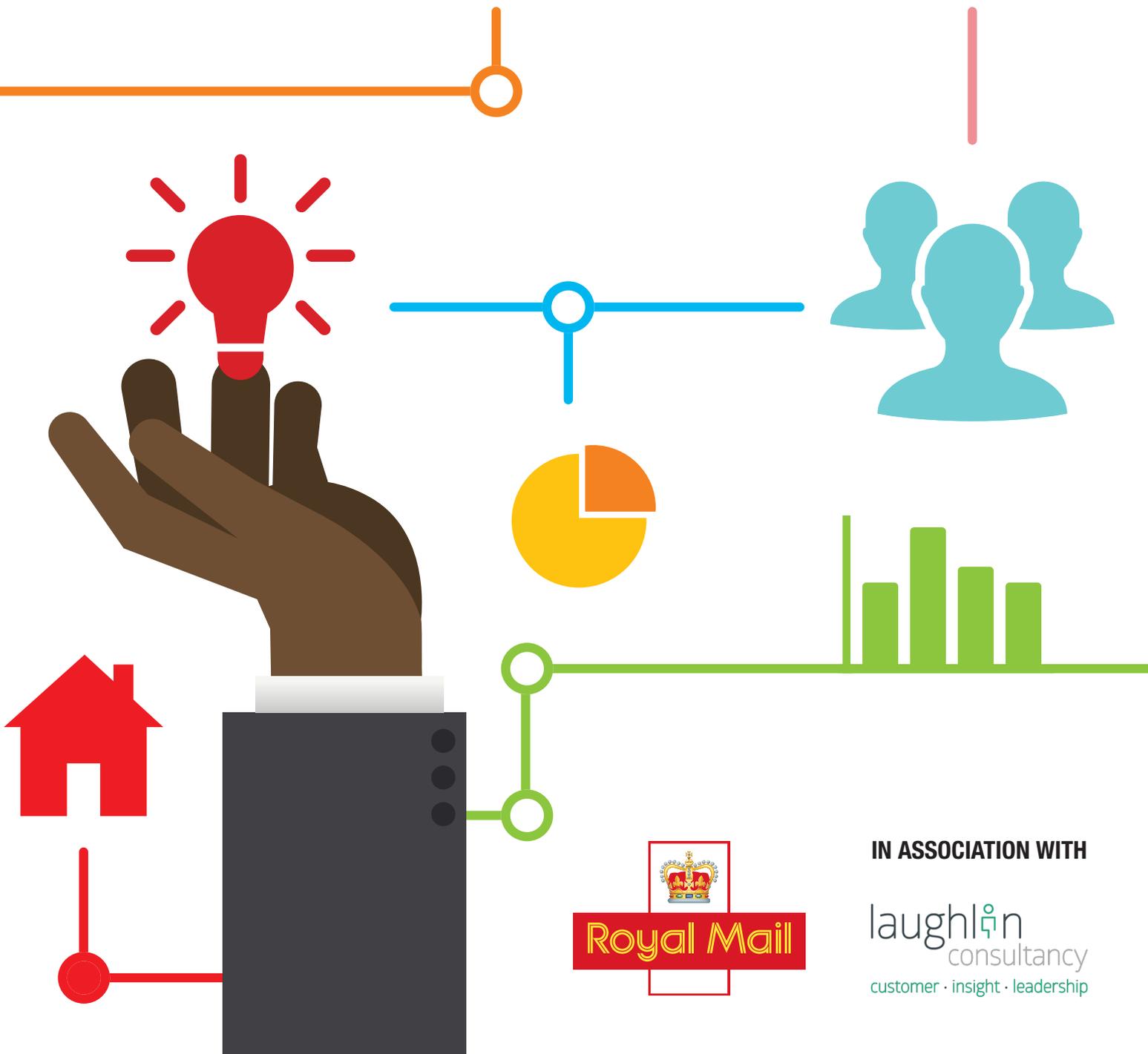


# DYNAMIC CUSTOMER DATA IN A DIGITAL WORLD

ROYAL MAIL DATA SERVICES  
INSIGHT REPORT 2018



IN ASSOCIATION WITH

laughl<sup>in</sup>  
consultancy  
customer · insight · leadership

# CONTENTS

## **03 EXECUTIVE SUMMARY**

## **05 THE CHANGING LANDSCAPE OF CUSTOMER DATA**

### **THE DIZZY HEIGHTS OF DATA OPPORTUNITIES A STEEP CLIMB OVER DATA ACCURACY CHALLENGES**

Data accuracy challenge 1: 'Speed of change'

Data accuracy challenge 2: The GDPR and beyond

Data accuracy challenge 3: IT complexity and scale of change

Is making this data improvement journey worth it?

## **12 THE FUTURE OF DYNAMIC CUSTOMER DATA – OPPORTUNITIES FOR YOUR BUSINESS**

### **WHAT IS 'DYNAMIC CUSTOMER DATA'?**

### **THREE WAVES OF CHANGE TO RIDE (WITH THE RIGHT DATA)**

Wave 1: Use of dynamic customer data: mobile convenience

Wave 2: Use of dynamic customer data: personal experiences

Wave 3: Use of dynamic customer data: protecting consumers

## **19 DYNAMIC CUSTOMER DATA MANAGEMENT SOLUTIONS**

Requirement 1: Quality of reference data

Requirement 2: Ease of enterprise-wide integration

Requirement 3: Secure and compliant sharing of data

Requirement 4: Real-time 'single customer view' (SCV)

Requirement 5: Intelligence of customer matching rules

Requirement 6: A partner you can trust

## **21 ABOUT THE AUTHOR**

## **22 CONCLUSION**

## **24 ABOUT ROYAL MAIL DATA SERVICES**



# EXECUTIVE SUMMARY

The speed of change is challenging executives in all industries. Consumer data is changing faster than ever, with millions of changes to people's personal information each year – businesses need to ensure that the customer data they hold is accurate and up-to-date.

## ACHIEVING GROWTH FROM THE HUGE POTENTIAL OF DATA MEANS FIRST FACING THREE KEY CHALLENGES:



### 1. IMPACT ON YOUR ORGANISATION'S DATA RESULTING FROM SPEED OF CHANGE

Out-of-date names, addresses or other customer details causing failed deliveries, inaccurate understanding of customer needs and many hidden costs.

---



### 2. RISK OF REGULATORY FINES FROM THE GDPR AND BEYOND

Article 5 of the GDPR requires that data processors ensure personal data is accurate and up to date. Article 6 of the GDPR requires data processors to use 1 of the six lawful basis for processing data. To mitigate against fines and reputational damage to brand, businesses need to evidence how they are achieving compliance.

---



### 3. IT COMPLEXITY AND SCALE OF AN ORGANISATION'S CURRENT TRANSFORMATION PROJECTS

Ever increasing IT investment for many businesses includes digital transformation, marketing automation and customer experience (CX). Each require accurate customer data to realise benefits.

---

## DYNAMIC CUSTOMER DATA

Dynamic customer data is the term coined for this challenge of frequently changing data, and the maintenance of it. Achieving dynamic customer data management offers benefits in many functions, including reduced operating costs, improved marketing effectiveness and better fraud detection.

### Despite the challenges, accurate customer data offers growth opportunities via three trends:



#### MOBILE CONVENIENCE

Consumers expect to be able to transact on mobile devices at their convenience. Enabling this requires an accurate version of dynamic customer data in the cloud.

---



#### PERSONAL EXPERIENCES

Personalisation is increasingly expected by consumers. However, to improve response and conversion rates, accurate dynamic customer data is required to avoid obvious errors.

---



#### PROTECTING CONSUMERS

Beyond avoiding GDPR fines, accurate customer data enables a positive response to regulation. Transparency of data in permissioning and safeguarding is crucial for many sectors.

---

Finally, we recommend six requirements that should be on your shopping list when selecting the right dynamic customer data management solution for your business. Choose wisely, as this will be a key enabler of your business's digital transformation for years to come.

# THE CHANGING LANDSCAPE OF CUSTOMER DATA

Today's business environment is as challenging as ever, from the demise of high-street retailing to the rise of digital disrupters in financial services. The speed of change in consumer behaviour, technology innovation and new regulations present challenges for all business leaders. Where can you find growth and profitably keep your existing customers? Let's take a journey to see.

## THE DIZZY HEIGHTS OF DATA OPPORTUNITIES

Many leaders are focussing on making better use of data. Thinking of data as 'the new oil'<sup>1</sup> may or may not be a helpful analogy. The scale of potential certainly appears huge, even if the economics are different. Self-declared data-led businesses, like the FAANG<sup>2</sup> tech companies, have opened eyes to the enormous potential of customer data.

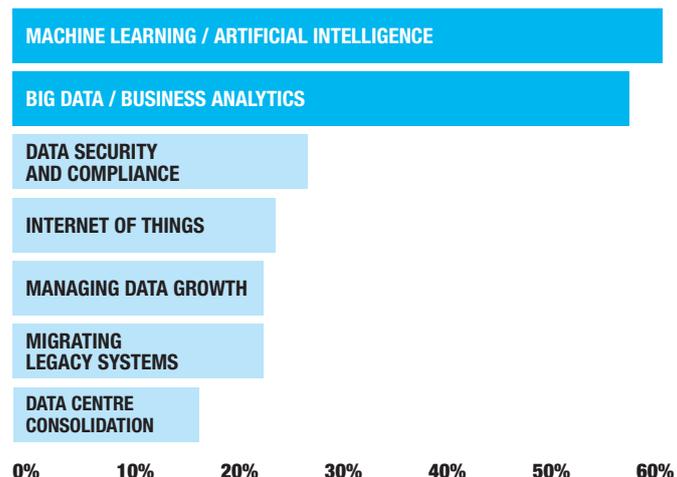
### You can see this in a range of popular applications across many organisations:

- Piloting the use of data science and AI
- Improving marketing effectiveness through insight analytics, including optimal timing and dynamic digital content
- Improving mainstream customer experience through more personalised multi-channel service
- Demonstrating compliance with the GDPR, through a positive customer value proposition and permissions centre
- Optimising logistics through data analytics and the Internet of Things

**A JANUARY 2018 SURVEY OF 1,589 LEADERS BY O'REILLY MEDIA FOUND THAT AI AND BIG DATA DOMINATED THE TOP DATA INITIATIVES PLANNED FOR THIS YEAR.**

Source: MemSQL 2018 Outlook  
Machine Learning and Artificial Intelligence  
<http://go.memsql.com/oreilly-work-survey>

### TOP DATA INITIATIVES FOR 2018



<sup>1</sup> "The world's most valuable resource" The Economist (6 May, 2017)

<sup>2</sup> FAANG refers to Facebook, Amazon, Apple, Netflix and Google

Different improvements will be more or less important 'profit levers' for different businesses. The common foundation is good-quality customer data. Each initiative relies upon accurate data and will fail to deliver a positive return without it. It is true, in today's complex interconnected digital economy, that the GiGo theory still applies – that is to say 'garbage in = garbage out'.

## A STEEP CLIMB OVER DATA ACCURACY CHALLENGES

Data gurus<sup>3</sup> have offered advice on customer data quality management for over 20 years. However, many factors make this a more complex challenge than those faced in the past. The speed of changes in personal data, increased data protection regulation and the amount of IT change planned all make this feel like a moving target.

Let's consider those challenges in turn, to see how they may apply to your business...

### DATA ACCURACY CHALLENGE 1: 'SPEED OF CHANGE'

Changes in consumer behaviour, as well as a greater need for up-to-date data, mean customer data decays at a faster rate than ever before. Akin to use-by dates on food, data becomes useless if it is not updated to keep track of changing circumstances. This rate of personal data change has gone unnoticed by too many organisations.

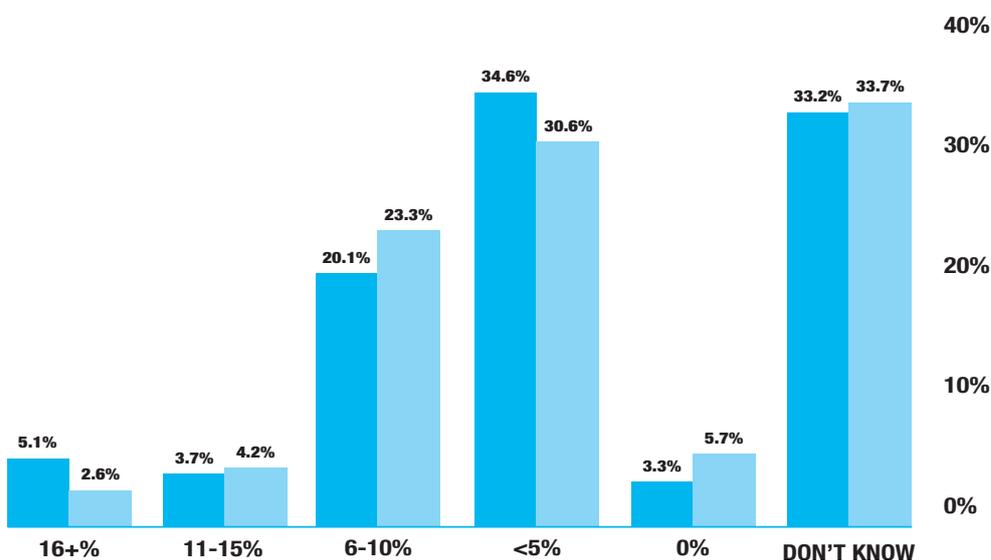


Looking at this in more detail, up to 3,000 changes are made every day to the Royal Mail Postcode Address File (PAF®). Couple this with the latest data from the Office of National Statistics relating to daily life events that also affect customer data accuracy, there are so many changes occurring on a daily basis for this to easily and quickly lead to out-of-date addresses, names or inappropriate understanding of needs. The hidden cost to your business of such inaccurate data reveals itself in many business functions. Inaccurate addresses cause marketing and product delivery returns, as well as impacting billing and collections. Inaccurate names deliver poor customer experience, and customers may leave due to a poor impression of the company. In addition to marketing and operational costs, there is a greater risk of regulatory fines.

<sup>3</sup>"The Data Warehouse toolkit" Ralph Kimball (1996)

**Research from Royal Mail Data Services (RMDS) reveals that organisations believe that inaccurate customer data costs them, on average, six per cent of their annual revenues.**

**COST OF POOR-QUALITY CUSTOMER CONTACT DATA AS A PERCENTAGE OF ANNUAL REVENUE**



Source: Royal Mail Data Services Research 2017

## **DATA ACCURACY CHALLENGE 2: THE GDPR AND BEYOND**

Since May 2018, the General Data Protection Regulation (GDPR) has been in force in the UK, enforced by the Information Commissioner's Office (ICO). UK and European businesses are coming to terms with what this means. Fines of up to 4% of global annual turnover are possible under GDPR and recent actions by the ICO indicate a growing willingness to act where an organisation breaches data protection law.

---

**Consumers have also been woken up to their rights by a flood of privacy policy and repermissioning emails. So the risk to brand reputation of being 'called out' by the ICO may be the greatest cost. The 'Your Data Matters' campaign by the ICO is also raising public awareness.**

---

A great deal of press coverage on the GDPR has focussed on the higher standard for evidence of 'consent' for data processing. Article 6 of the GDPR, outlining potential legal bases for data processing, does set a higher bar. Whichever bases for data processing are used, poor-quality data will be obvious to customers and risk ICO referral. For example, inaccurate names and addresses often result in duplicate records. A duplicate customer record is likely to cause breach of accurate permission usage, right to be deleted or subject access request (SAR).

There has been less media attention focussed on Article 5 of the GDPR, under which organisations are expected to take reasonable steps to confirm and maintain data accuracy. The burden of proof will be with businesses, so leaders should ensure they understand current best practice.

---

**This report outlines one key aspect of best practice. Leaders should ensure they are able to demonstrate how they have acted to maintain data quality.**

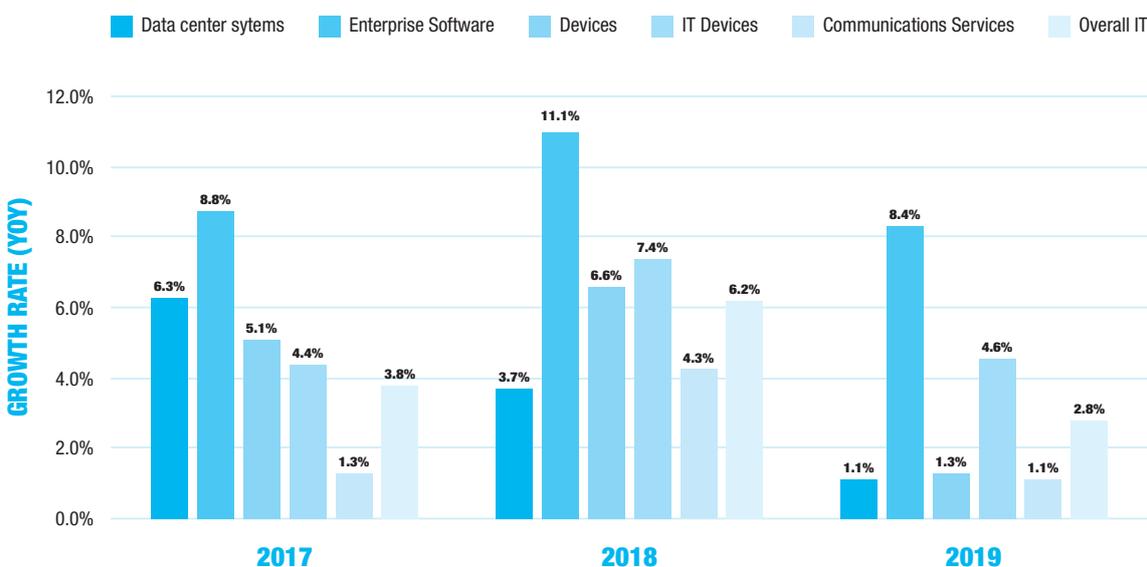
---

### **DATA ACCURACY CHALLENGE 3: IT COMPLEXITY AND SCALE OF CHANGE**

**On top of these consumer and regulatory challenges, leaders face an already complex IT environment.**

The majority of today's corporations are burdened by a legacy of older systems that are difficult to change or integrate. Furthermore, their list of pending IT projects is often already over-subscribed. April 2018 research from Gartner, published by ZDNet, shows continued worldwide year-on-year growth in IT spend across all areas:

#### **WORLDWIDE IT SPENDING GROWTH, 2017-2019**



Source: Data = Gartner.com (April 2018). Chart = ZDNet.com (Sept 2018)

The wider speed of technology innovation previously cited has driven demands in all areas of business. Digital transformation, marketing automation and customer experience, to name but three, jostle for priority.

## **Competing with IT projects that are more obviously business critical or customer facing is tough. Data accuracy projects can appear too back-office or are not perceived as business critical.**

Today's data leaders, often now Chief Data Officers, need to be adept at building strong business cases, influencing key stakeholders and forecasting ROIs. To reduce inaccurate and duplicate customer data records may require investment in multiple systems. Disparate, decentralised systems – that were easier to implement at the time – are a long way from a single customer view (SCV). But a single, deduplicated view of all the data you hold about each customer is an essential platform for success in the digital economy.

Amongst the growing shopping list for infrastructure improvements, leaders should remember this need. It is worth seeking a solution that enables data accuracy to be validated or improved as soon as possible. For many organisations, that will mean before integrating all existing systems, or developing the all-important single customer view (SCV).

## **IS MAKING THIS DATA IMPROVEMENT JOURNEY WORTH IT?**

Despite the challenges, there are many examples of commercial growth being realised by data-focussed businesses – from Spotify to Walgreen Boots, Capital One to Channel 4. In addition, the challenges outlined here can also be drivers for your business case.

Consumer demand for personalisation and up-to-date digital information drives the need for good-quality data. GDPR requires it, and make poor-quality data more visible. Most of the competing IT demands also rely on a flow of good-quality, accurate customer data in order to operate as intended.

## SO, HOW CAN YOU MAKE THE BUSINESS CASE FOR IMPROVING YOUR DATA ACCURACY?

The scale of investment needed will depend on what you have in place already. How often do you clean your data? What validation do you have in place for all data capture?

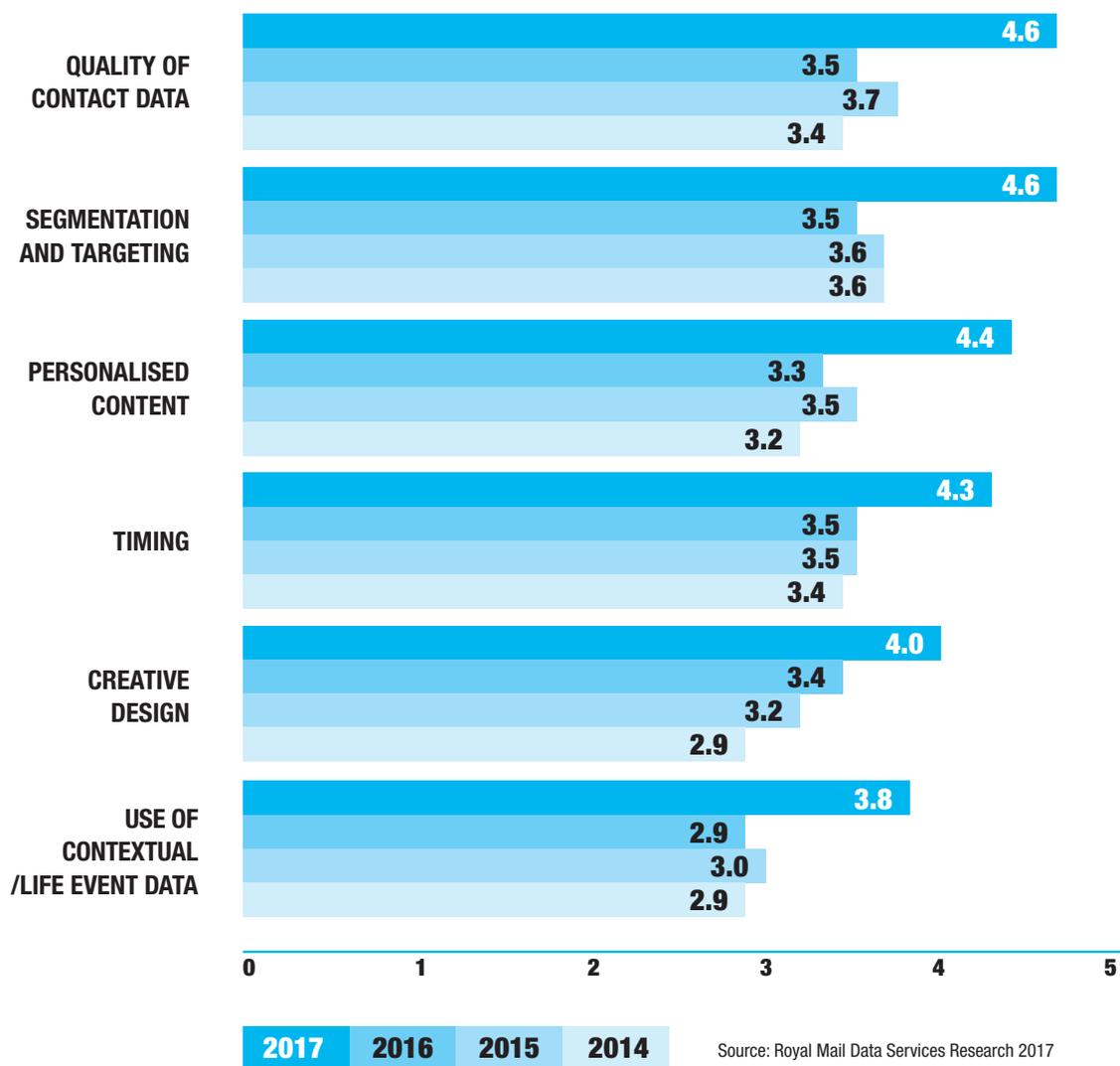
On the other side of the equation, from the costs you identify you'll need to quantify business benefits. For most businesses, it is wise to look broadly for many incremental improvements, rather than one 'killer application'.

**For example, consider improvements to these business processes from better-quality customer data:**



Research from RMDS revealed that **the quality of contact data was cited as one of the most important factors in improving marketing response.**

FACTORS IMPACTING MARKETING CAMPAIGN RESPONSE AND CONVERSION RATES (5-POINT SCALE)



Beyond creating a business case that is persuasive for your organisation, what should you do with it? **How can a more robust approach to customer data accuracy management prepare your business for new growth opportunities?**

# THE FUTURE OF DYNAMIC CUSTOMER DATA OPPORTUNITIES FOR YOUR BUSINESS

Many business leaders have spoken about the challenging speed of change. In both business and society as a whole, the rate of technology adoption and behavioural change is unprecedented.

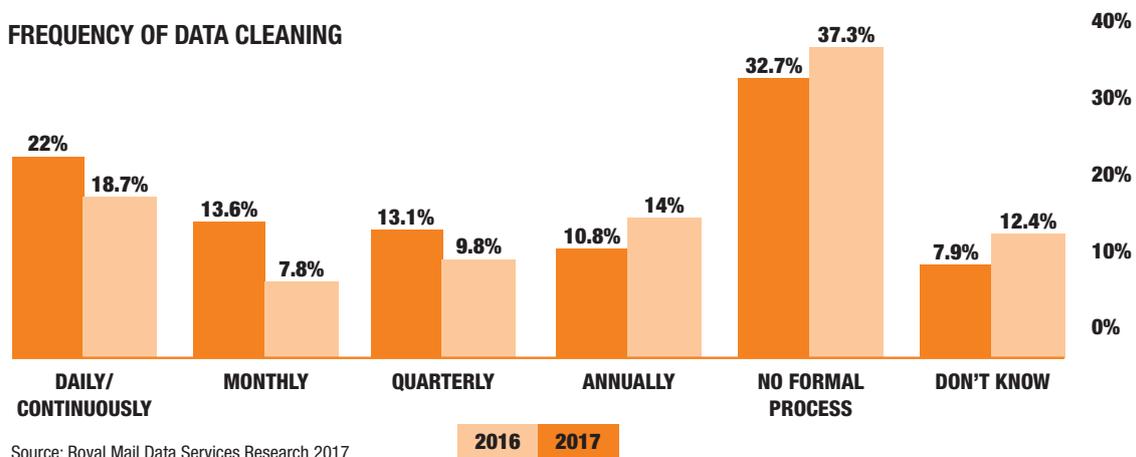
## WHAT IS 'DYNAMIC CUSTOMER DATA'?

As previously mentioned, the personal data of individuals is changing at an ever-increasing pace. More than 15,000 changes are being made daily to people's personal information, which equates to 5.6 million changes per year.

The term 'dynamic customer data' has been coined to remind us of this complexity. In this context, data accuracy management is not a 'once and done' activity. Organisations cannot rely on cleaning data on import to a data warehouse, just to then leave the data to rot in that 'data graveyard'.

The regularity of data changes, and the need to have up-to-date accurate customer data, requires rapid data cleaning. Dynamic customer data management is a term covering the technologies that provide this. These technologies enable organisations to clean new data and update existing data daily or in near real-time. They allow businesses to keep up with the consumer life events affecting their customer data.

Worryingly, research from RMDS reveals that almost a third of businesses have no formal data cleaning process; less than a quarter of the businesses surveyed are implementing data cleaning on a daily or continuous basis.



Before we explore how such solutions work, let's return to the question of 'What can you do with clean dynamic customer data?'

## THREE WAVES OF CHANGE TO RIDE (WITH THE RIGHT DATA)

Data does not just present challenges. For those willing to adapt, changing the way they are handling data will also create significant opportunities for businesses. Leaders should ensure their strategies are preparing them to take advantage of three key data-enabled 'waves of innovation':



### WAVE 1

**MOBILE CONVENIENCE**



### WAVE 2

**PERSONAL EXPERIENCES**



### WAVE 3

**PROTECTING CONSUMERS**

---

**Let's consider how each wave of innovation both demands, while at the same time creates, dynamic customer data.**

---

## WAVE 1: USE OF DYNAMIC CUSTOMER DATA: MOBILE CONVENIENCE

Our experiences and expectations as consumers are altering fundamentally. From shopping to banking, switching phone provider or paying a utility bill – our use of mobiles has changed them all. Your customers have been educated by technology innovators to expect to be able to transact on their phone. Ease of use expectations now include intuitive apps that enable people to do whatever they need, wherever they are.

**For many businesses, their transition to e-commerce and 'digitalisation' is an ongoing journey.**

There are still too many store visits or call-centre communications required of customers for interactions that could be self-service. With the rapid increase in the use of mobiles as the primary device for internet usage, processes need to be simplified. Despite the many wonders of a mobile, it is not an ideal data entry device.

So, the first way that up-to-date, accurate, dynamic customer data helps is by reducing the need for data entry. Those companies achieving higher scores for ease-of-use or CX are those who have reduced data entry requirements. They are redesigning interactions to either have to ask less – for example by checking existing data – or by offering pre-filled form fields for confirmation or editing. This can radically improve consumer satisfaction, as demonstrated in the Net Promoter Score and Customer Effort Score.

However, this will go horribly wrong without accurate dynamic customer data. 'The Mobile Mind Shift'<sup>4</sup> challenges businesses to design differently for 'mobile moments'. The authors, who are Forrester analysts, identify seven types of engagement. Consider how each of these could go wrong without accurate dynamic customer data:

## SEVEN TYPES OF DYNAMIC CUSTOMER ENGAGEMENT

### NOTIFY A CUSTOMER WHEN SOMETHING HAPPENS

you need to know what matters to a customer, their latest status and the best way to alert them, given the context



### ENTERTAIN OR EDUCATE SOMEONE

you need to remember what they have seen previously in order to learn about their preferences

### SHARE AN EXPERIENCE

to enable social media sharing you need up-to-date contact data and all relevant permissions



### COLLABORATE WITH A CUSTOMER OR EMPLOYEE

you need to know their availability, past conversations and preferences



### RESPOND TO A REQUEST FOR INFORMATION

you need to know the experience of a customer and what solutions you might be able to offer

### COMPLETE A TRANSACTION

which needs to be quick and easy, its progress remembered, and cross-device migration enabled



### CAPTURE OR CREATE CONTENT

if you enable use of video and/or audio recording, you need to be able to manage those 'Big Data' challenges

Source: The Mobile Mind Shift<sup>4</sup>

**With accurate, up-to-date dynamic customer data, organisations can redesign their processes, thereby meeting increased consumer expectations of such helpful and engaging experiences. Could that be a key opportunity for your business?**

<sup>4</sup>The Mobile Mind Shift: Engineer Your Business to Win in the Mobile Moment" by Ted Schadler, Josh Bernoff and Julie Ask (Groundswell Press, 2014)

2017 research by MyCustomer and Forge Rock demonstrated that UK consumers still did not find most business mobile sites easy. Over a quarter experienced multiple logins, lost details or needing to reset their password when switching devices. **With the majority of consumers now using at least two mobile devices, accurate customer data in the cloud is essential to make this easier.**

#### WHEN USING MULTIPLE DEVICES, HAVE YOU EXPERIENCED...?



Source: "Customer Trust and the role of GDPR" MyCustomer/ForgeRock (July 2017)

In light of increased mobile usage by consumers, many businesses have begun designing for mobile interaction as their primary channel. This mobile-first strategy is designed around the potential mobile moments outlined previously, with secondary consideration of other channels.

To support access to data or services on different devices, organisations are increasingly storing data on remote platforms designed to handle such demand – often referred to as 'in the cloud'.

---

**Whether you are adopting a mobile-first or cloud-first strategy, allow for dynamic customer data. Accurate up-to-date data to enable ease of transition between devices is fast becoming a must-have.**

---

'As a service' is also rapidly becoming a standard suffix for technology provision. Whether your technology costs are driven by usage or not, data is needed. Accurate, timely, customer or prospect data needs to be integrated with all 'on-demand' consumer services. If you are providing those services directly to consumers as a self-service offering, your data accuracy will be exposed too.

## WAVE 2: USE OF DYNAMIC CUSTOMER DATA: PERSONAL EXPERIENCES

Alongside increased use of mobile devices, consumers have also been educated to expect personalisation. This applies across many platforms and media, from Amazon and Netflix recommendations to tailored content from Facebook or the BBC. Once again, out-of-sector expectations challenge banks, utilities and telcos, not just other retailers. Customers expect to be treated as a ‘who’, rather than endure prescribed processes for a ‘what’.

Even more than delivering mobile ease, personalisation can go embarrassingly wrong with poor-quality data. There are few things as cringeworthy as a poorly executed ‘personalised’ communication. Perhaps you’ve received a message that uses a tone and an offer that attempts to express how the business knows and values you – yet which spells your name wrong or forgets what you bought already.

Stepping up to meet the challenge is not easy. The sheer volume of data held on customers, as well as the frequency of changes, means it is a challenging endeavour. Attempting personalisation exposes inaccuracies in customer data or disconnected systems. Yet, this is what consumers have come to expect. If you aren’t planning more personalised communications, the chances are your competitors are.

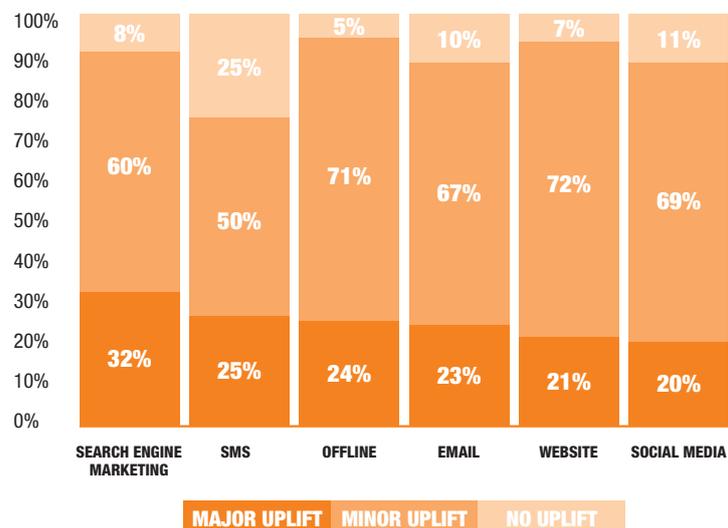
### Another dynamic that increases complexity for businesses is the need for additional data. Targeting the right offer, using the right media or communicating at the right time, often means knowing more.

So, capturing or acquiring additional, compliant data is needed. This extra customer data is often also dynamic, adding to the challenge of maintaining up-to-date accuracy.

Yet, when appropriate, personalised marketing communications can be very effective. As well as achieving higher response and conversion rates, significant cost savings can be achieved if handled correctly.

**In a 2017 survey, eConsultancy found that 62% of marketers used personalisation and cited significant improvements in conversion:**

Source: “Realities of online personalisation” eConsultancy (April 2013)

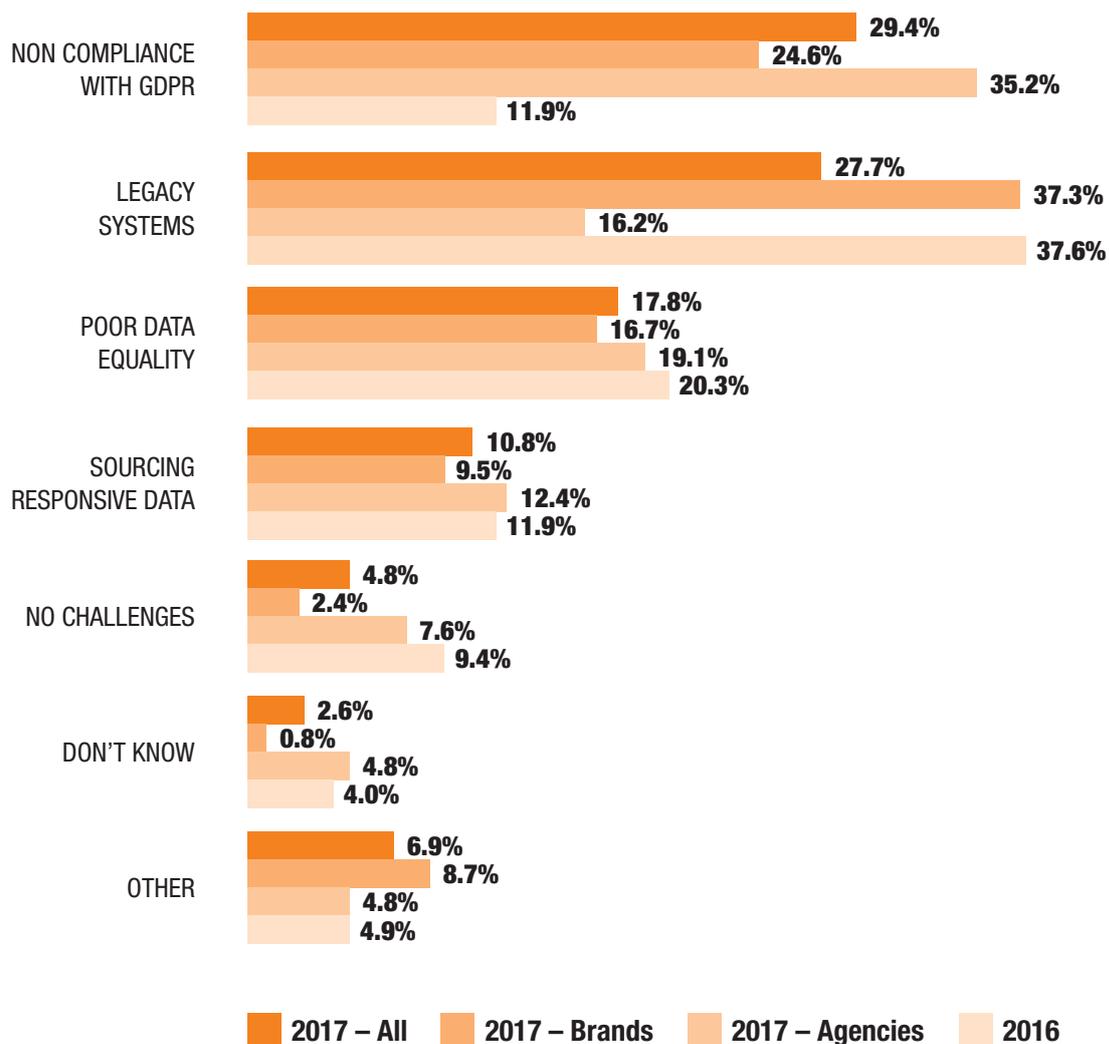


## WAVE 3: USE OF DYNAMIC CUSTOMER DATA: PROTECTING CONSUMERS

The GDPR has been mentioned a few times already, and we all need to consider its principle of privacy by design, and by default, in our plans. That means ensuring all uses of new technology, or major changes, consider their impact on data subjects. Normally this will be via formal Data Protection Impact Assessments (DPIAs). These must include due consideration being given to ensuring data accuracy and appropriate fair processing.

**2017 research by RMDS confirmed that, for marketers, GDPR non-compliance had reached the top of customer data management challenges.**

### CUSTOMER DATA MANAGEMENT CHALLENGES



Source: Royal Mail Data Services Research 2017

A number of organisations, including the BBC, are responding positively to the GDPR, and favour privacy centres providing their customers with a highly visible one-stop-shop – one they can use for checking and updating all their data permissions. This should provide a simpler user experience. However, it brings complexities with regards to dynamic customer data.

Firstly, there is a need to ensure updates (at any time) are propagated through business systems and honoured ASAP. Secondly, the display of a current internal view of a customer's data and permissions will expose any errors. Inaccurate, duplicate or just out-of-date customer data will be obvious, potentially leading to complaints. As we saw with personalisation, raising the bar of customer experience also means a lower tolerance for poor-quality data.

This trend of protecting consumers is also not limited to the GDPR or even data protection regulation. The EU are still discussing the wording for an 'ePrivacy' directive that is likely to increase the need for positive consent.

**Beyond data protection, a number of sectors are also being challenged to better safeguard their customers,**

from conduct risk for financial services firms to increased scrutiny for gambling businesses. As an example of dynamic customer data impact, one gambling brand discovered more than 75 duplicate records for one customer. That scale of error makes safeguarding individuals or conducting risk management impossible.

**Data accuracy is essential for operational processes to protect individuals. It is also needed for executive reporting and as evidence for regulators. Failing to address corrupted data accuracy can lead to flawed decisions, some of which may be critical to keeping your customers.**

# DYNAMIC CUSTOMER DATA MANAGEMENT SOLUTIONS

If you are feeling under-prepared, and without a solution to move from your current legacy systems to this brave new day, there is hope.

Reassuringly, technology solutions are available to meet this need. But, like so much IT, not all of them are as complete as they appear. So, let's briefly consider what to look for in such a solution.

---

## REQUIREMENT 1: QUALITY OF REFERENCE DATA



Using external data sources to validate, correct or augment internal customer data relies on the quality of sources. Check the coverage, quality control, timeliness and ownership of original data sources. Beware of an impressive demo, or initial data set, that will degrade over time because of provenance. Keeping up with dynamic customer data often requires a provider who owns key data assets. Your due diligence should also require evidence of their GDPR compliance – for example, the precise permission gained or how data subjects are kept informed.

---

## REQUIREMENT 2: EASE OF ENTERPRISE-WIDE INTEGRATION



For most businesses, beset with a complex legacy infrastructure, more on-site systems are not the solution. Look for cloud-based solutions, combined with easy to use application programming interfaces (APIs). Such a solution should achieve a lower cost of ownership. It will also be more flexible to integrate with changing internal systems. Involve your IT team, and ask providers for details of APIs, as well as any push notifications from external systems.

---

## REQUIREMENT 3: SECURE AND COMPLIANT SHARING OF DATA



Given one of the key reasons for investing in such a solution is to comply with the GDPR, this should be a focus. There is no point improving your compliance with regards to data accuracy, only to breach rules on data sharing. Look for evidence of security and anonymity. What levels of encryption are supported for data sent to or from a cloud-based solution? After initial data provision, how are updates kept anonymous to avoid data breaches? How secure are their systems and premises?

---

## REQUIREMENT 4: REAL-TIME 'SINGLE CUSTOMER VIEW' (SCV)



To avoid regulatory fines and take appropriate customer action, achieving a single version of the truth is essential. Look for solutions capable of maintaining as near to a real-time single customer view. This is likely to require several elements of functionality from potential suppliers:

- An initial complete cleanse of all customer data
- Generation, maintenance and sharing of encrypted, unique customer keys
- Integration with all systems across your organisation, to review all new transactions
- Ability to provide these capabilities on demand 'as a service'
- Encrypted push notifications of changes to be made to related customer records
- Near-real-time updates, notifying key changes in customer data

## REQUIREMENT 5: INTELLIGENCE OF CUSTOMER MATCHING RULES



Historically, efforts to achieve SCVs have been hampered by simplistic matching. Rules or algorithms have not managed to handle the subtle variations people make to name and address spelling. Look for a provider who has experience of handling such nuances in addressing. Ask them about how their rules would handle all the different ways people address you.

## REQUIREMENT 6: A PARTNER YOU CAN TRUST



Just as Rome wasn't built in a day, so this will not be a 'once and done' type solution. Achieving, maintaining and improving the quality of your customer data is a long-term commitment. Your business will continue to need such data accuracy for years to come. So, as with all strategic IT investment, the people matter as much as the technology. Look for a provider you can trust, one who understands the business of customer data with an obvious track record of achieving data accuracy and managing the issues that arise.

Ensure too that they not only understand the implications of the GDPR, but that they are people you want to work with. A provider who invests in events and content to educate others is a good sign.

# ABOUT THE AUTHOR

**Paul Laughlin, is an international speaker, blogger and writer on customer insight and analytics.**

He has over 15 years' experience of creating and leading insight and analytics teams. His focus is on developing the leadership and people skills such teams need. Former Head of Customer Insight for Lloyds Banking Group, he founded Laughlin Consultancy, which delivers coaching, mentoring and training for insight and analytics professionals.

Recent publications include 'How platforms are transforming customer information management', The Bottom Line Journal; 'The Dark Side: Customers versus companies', The Dark Side of CRM, Prof Bang Nguyen et al. Plus, regular posts on CustomerInsightLeader.com blog.

# CONCLUSION

In conclusion, dynamic customer data is both a key challenge for today's businesses and a potential win-win benefit. Either way, it cannot be ignored. Accurate data has become the lifeblood of today's business operations and customer interactions. The need for timely and accurate dynamic customer data management has never been greater.

**'Dynamic customer data' is a term reflecting how quickly customer data is changing, leading to out-of-date data in businesses.**

---

## THREE KEY CHALLENGES FOR TODAY'S BUSINESSES MAKE ACHIEVING DATA ACCURACY HARDER:



**SPEED OF CHANGE**



**LEGISLATION (GDPR)**



**DEMANDS ON IT**

However, there is a positive business case to be made for investing in a solution to achieve dynamic customer data management. ROI benefits may come from a wide range of functions including marketing cost savings, improved customer experience and compliance fine avoidance.

---

## THREE KEY TRENDS PROVIDE EXAMPLES OF CUSTOMER ACQUISITION AND RETENTION OPPORTUNITIES, FROM USE OF DATA:



**MOBILE CONVENIENCE**

Data and app, to do anything, anywhere



**PERSONAL EXPERIENCES**

Data tailored communications feel personal



**PROTECTING CONSUMERS**

Evidencing use of data to treat fairly

Consumer expectations have already been set by people's experience of online retailers, media providers and broadcasters. Pandora's box has been opened and there is no going back. What matters now is responding positively to a new consumer 'normal' and the quality of dynamic customer data needed.

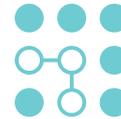
**WHEN RESEARCHING FOR A DYNAMIC CUSTOMER DATA MANAGEMENT SOLUTION, LOOK FOR:**



**QUALITY OF REFERENCE DATA**



**EASE OF ENTERPRISE-WIDE INTEGRATION**



**INTELLIGENCE OF CUSTOMER MATCHING RULES**



**REAL-TIME SINGLE CUSTOMER VIEW**



**SECURE AND COMPLIANT SHARING OF DATA**



**A PARTNER YOU CAN TRUST**

# ABOUT ROYAL MAIL DATA SERVICES

## ROYAL MAIL DATA SERVICES IS THE SPECIALIST DATA BUSINESS OF ROYAL MAIL GROUP.

We're committed to helping our customers build data-driven businesses to improve business performance, so we're constantly developing new contact and address datasets as well as new ways for businesses to source, capture and use data. Every day we're providing businesses of all sizes with a combination of contact and address data, data insights and analysis and data accuracy management services.

### OUR CUSTOMERS WORK WITH US FOR SO MANY DIFFERENT REASONS:



To improve the overall quality  
of their customer data



To reduce their costs of using  
inaccurate or out-of-date  
address data



To improve the performance of  
their marketing and customer  
communications campaigns



To enhance their customers'  
experiences by delivering  
more personalised, relevant  
communications and  
interactions



To tap into the sales and  
customer retention opportunities  
presented by using our Home  
Mover Marketing Service

## FOR DETAILS OF SERVICES AND SOLUTIONS:

W: [www.royalmail.com/data](http://www.royalmail.com/data)

E: [datasales@royalmail.com](mailto:datasales@royalmail.com)

T: 08456 000 098

