



SingTel's Experience Brief

September 2011

Discussion Today

- Purpose of this document
- Quick review of background sections
- Focus topics:
 - Experience Proposition
 - Experience Principles
 - Roadmap
 - KPIs
- Questions/Feedback



Table of Contents

- I. The Experience Brief
- II. The Task
- III. The Audience
- IV. The Market
- V. The SingTel Brand
- VI. Addressing the Task
- VII. Appendix: KPIs



The Experience Brief

One brief to inform and give direction

- An experience brief is primarily an internal tool that agencies' strategists use to inform and give direction to the creative team for creating an amazing experience
- Essentially, an experience brief:
 - ***Is a distillation of everything learned***
 - ***Contains all the information that must be conveyed through the experience***
 - ***Is a 'contract' between the strategy team, the creatives and the client***
 - ***Is a team effort***
- The experience brief's external purpose is to convey the agency and client's thoughts on what the new experience should be. It's essentially an agreement between both parties making sure they're on the same page regarding the experience.





The Task

Our task: One site to bring amazing joy

Redesign and integrate
SingTel.com, eShop and My
Account customer experience

Create a strategy to inform and
give direction to the redesign



The project will address a range of business objectives



Increase Customer satisfaction: Through vastly improved usability and interactivity and a seamless experience across the three web properties



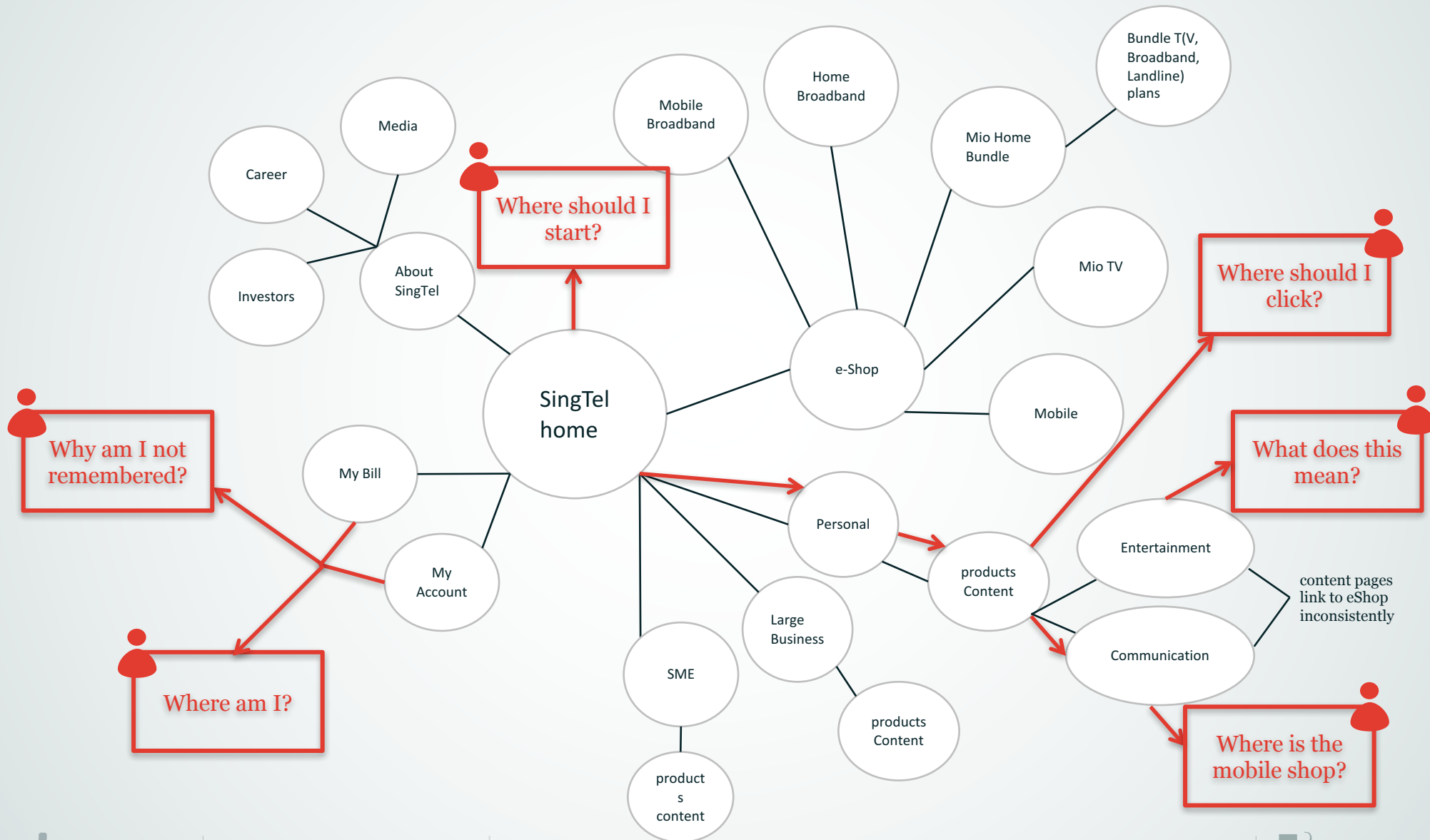
Increase Revenue: An increase in sales because the shopping process has been made simpler, and products and services can be easily found, identified and purchased. Greater ability to cross and upsell by integrating account service with sales



Reduce Cost: A reduction in cost at touch points like call center and retail stores because the site will answer more questions, provide more information and solve problems more effectively creating greater engagement with online services like account and bill management

The Experience Today

SingTel.com today: Not where it should be



A large proportion of consumers come to SingTel.com to find information

**But the navigation and
overall experience are broken**

The “My Account” area is not fully meeting the opportunity to service customers in terms of level of adoption or availability of functionality users need and expect

**In the eShop, the shopping funnel conversion rate
currently hovers around 0.3%**

And the quality, relevance and timeliness of the content is not meeting minimum expectations

→ Give people what they need, surprise them with simplicity, and they'll come back for more

Successfully merging these three disparate sites will bring a range of benefits



- Consistent brand experience
- Improved customer journey (easy to use, responsive, seamless)
- Easier/lower cost to maintain and update
- Partial shift of users to digital channel to support business goals
- Improved ability to leverage up-/cross-sell opportunities



The Audience

Target audience are of equal importance, but have different patterns online

- **From the perspective of the businesses they touch:** All target audience groups are equally important



- **Actual behaviour:** Use of SingTel.com will likely continue to be consumer heavy. Website needs for consumer, business, and corporate audiences are very different. The relative sizes of the three groups (visitors, not revenue) is also very heavily weighted towards consumers.



- The site **must continue to reflect a consumer-focused**, but that **both business and corporate audiences must know immediately where to go, and must feel equally serviced and addressed**. Equal importance does not mean equal real estate.

To date, SingTel has focused on tactical consumer segmentation with a variety of demographic segments



Currently segments:

- Youth
- Expat
- Malay
- Silver
- Family



At this time, SingTel is performing **a segmentation project to review and update micro segments**. This will allow the company to understand how to address and respond to private customers in a very relevant, personalized way based upon data including: demographics, customer profile and usage and behavior.

For the future, personas* were built around 7 distinct user types to assist the design and IA team as they work

Consumer

Businesses

Corporate



Jasmine, 32



Online shopping addict, SingTel mobile customer

Simon, 34



Sports fanatic, not a SingTel customer

Wong, 47



Occasional Internet user, SingTel mobile & internet customer

Yi Ling, 21



Hyper-connected, not a SingTel customer

John, 65



Casual information seeker, SingTel customer

Wee Hong, 29



Technology geek, SingTel mobile and TV customer + SME

Jay, 15



Online social gamer, SingTel mobile customer

* See Persona deliverable to get further detail around how these profiles are different from one another

Within the business group, there are strong differences between large enterprise segments and SMEs



Numbers and details to be updated as part of business track work (with Ray and Geli)

Large enterprises (MNCs)

Within large enterprises, two types of targets and associated needs:

- **Decision-makers** e.g. CTO
- **Doers** e.g. IT specialist (research and advice givers for decision makers)

Large enterprises: **use the web primarily for information gathering, they rely heavily on SingTel Account Managers**

SMEs

Within SMEs, three types of targets and associated needs:

- **MNCs** (handful of MNCs are SMEs from a revenue potential perspective)
- **Industry-segment specific SMEs** (including FSI, Logistics, IT & Comms, Manufacturing, Services, Hospitality, Retail): opportunity to be able to offer differentiated services to address industry pain points
- **Mass SMEs** (generally 1- to 5-person companies)

SMEs: With the exception of MNC “SME” clients who are also serviced by account managers, **SingTel pushes most SMEs towards self-service. SMEs need more from the web than MNCs**

There is a wide and disparate set of users and associated needs within the corporate target audiences



Corporate Target Users

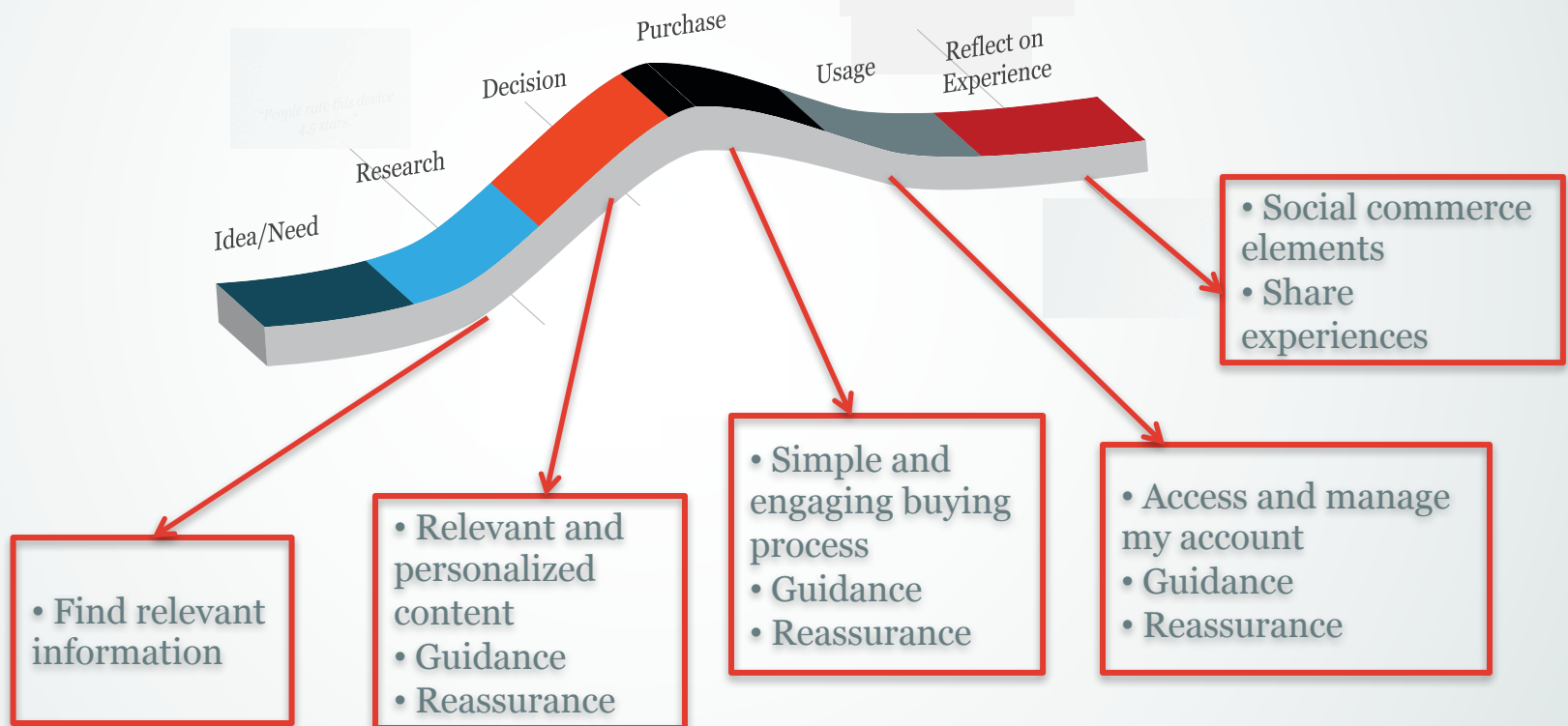
- Job seekers
- Investors
- Employees
- Press
- Financial analysts
- Partners

General experience guidelines for Corporate audiences

1. **Guide** these users quickly to the info they need
2. Provide the **information** sought
3. **Present info** in a useful, attractive, innovative way (e.g., video, audio)
4. Remain **current** at all times
5. Provide **other channels** of contact/info where/when online is not enough

What are their key needs/expectations? Consumer

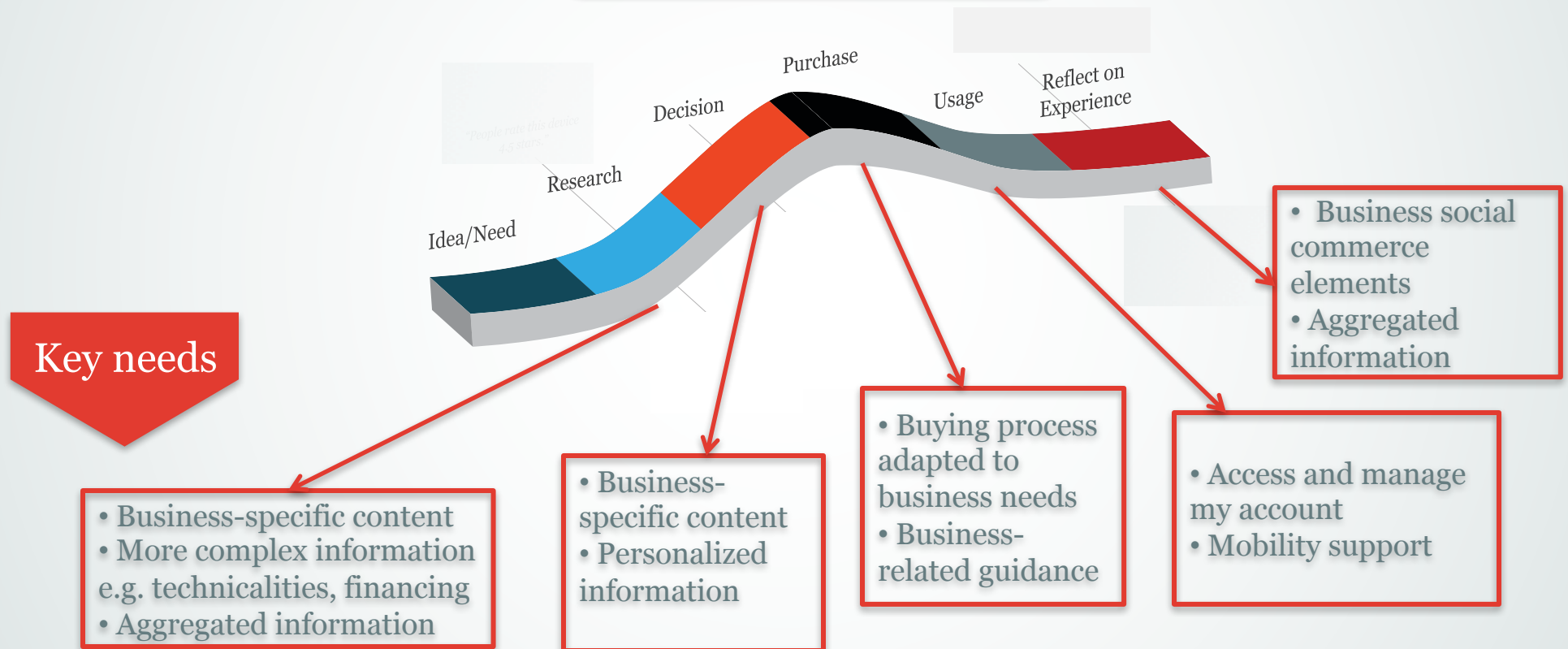
Customer's journey



Key needs

What are their key needs/expectations? Business

Customer's journey



What are their key needs/expectations? Corporate

Who

- Job seekers
- Investors
- Employees
- Press
- Financial analysts
- Partners

Key
needs

- Find relevant information
- Be able to save and bookmark pages
- Personalized content for returning user
- Career information
- Social media sharing
- Up-to-date content
- Easy-to-find contact information
- Live coverage



The Market

Brand perception: SingTel is strong on reliability, Starhub excels in value and M1 appeals to youth

SingTel

- Great brand
- Feels corporate
- A brand people want to use in the future
- Easy to sign-up with
- A brand that cares to meet people's needs
- Dynamic
- Leading innovation
- Readily available products
- Attractive

StarHub

- Value for money
- Provides entertainment and lifestyle content
- Easy to sign up with
- Respected brand
- Better loyalty program
- Easy to use products
- Readily available products

M1

- Easy to sign-up with
- Youth-oriented
- Easy to use products
- Dynamic
- Easy to understand communication

Attributes listed based upon highest perceptions criteria per brand. Source: Millward Brown Brand Tracker – Jan-Mar 2011

Benchmarking the web performance: AT&T & Sprint clear best practices, SingTel generally on par with competitors

SITES	StarHub	Mobile1	AT&T	Sprint	SingTel
Navigation & Layout	8	7	14 ★	14	6
Ease of / straightforward navigation	3	2	5	4	2
Clear information hierarchy/Navigation by content	3	3	4	5	2
Visually appealing presentation	2	2	5	5	2
Research & Phone Comparison	4	5	9	10 ★	7
Graphics, pictures are clear, add value	3	2	5	5	3
Product comparison - w/ competitive products	1	3	4	5	4
Purchase Steps	4	3	7	9 ★	4
Clear, intuitive goals & objectives	3	2	3	4	3
Cross selling/Up selling	1	1	4	5	1
Usability: Content	7	3	10 ★	10 ★	4
Product descriptions are clear and concise	3	2	5	5	2
Site prevents errors / helps user recover	4	1	5	5	2
Branding & Tone	3	1	5 ★	5 ★	1
Consistent look and feel across pages	3	1	5	5	1
Social	3	1	5 ★	5 ★	3
Strong social present, as a communication channel as well as support	3	1	5	5	3

- 5) Best practice
- 4) Good
- 3) Could be improved
- 2) Several minor issues
- 1) Major issue/Feature is missing

But: the competitive reference has changed



While M1 and StarHub cannot be ignored, **SingTel is finding that it is competing with very different kinds of companies.** OTT players like Apple (Apps) and Google (content, information), and media services companies like Netflix and Youtube (video content) are more representative of major future threats

New sources of competition for SingTel

Best practices and trends provide further guidance for the future SingTel experience

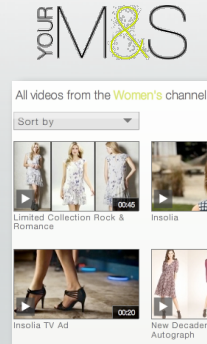
Shopping experience

- Single basket
- Recognize/re-enter me
- Cross-selling
- Login is not required to purchase



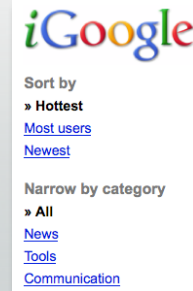
Video integration

- Video in sales process
- Video clicks link to eShop
- Video tutorials



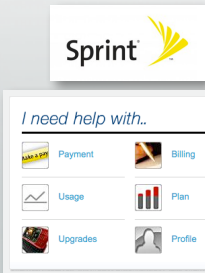
Personalized content

- Recommend content based on customer's 'wallet'
- Personalized content when logging in
- Content recommendations based on content viewed



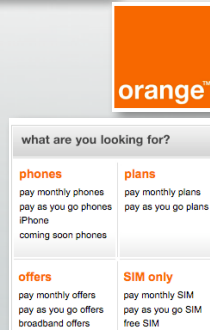
Help & support

- Consistent
- Available everywhere
- Step-by-step experience showing customers where they are



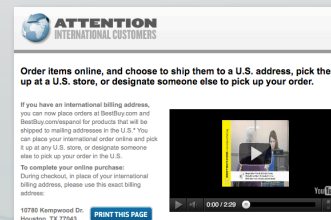
Guided shopping

- Step-by-step
- Step-by-step experience showing customers where they are



Multichannel integration

- All channels clearly displayed
- Buy online, pick up or return in store



Social commerce

- User ratings and reviews
- Write and share reviews and opinions
- Twitter used for customer service





The SingTel Brand

Brand History: current values/perceptions based on stakeholder interviews

“Reliability, trust, infrastructure, customer service.”

“I am not sure customers are aware of how innovative SingTel is.”

“Big, trusted, reliable. People have very high expectations.”

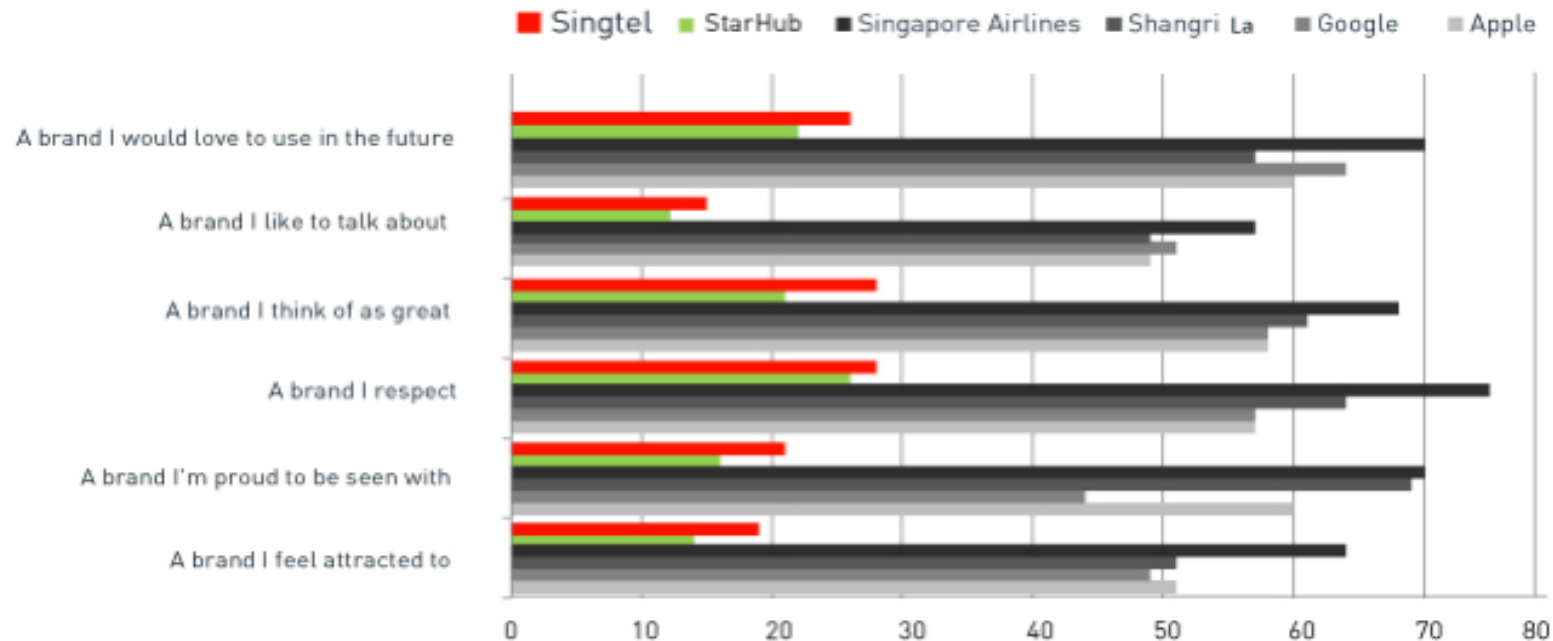
“Very aggressive. Cold.”

“With SingTel, everything costs money.”

“Our brand is not human at all.”

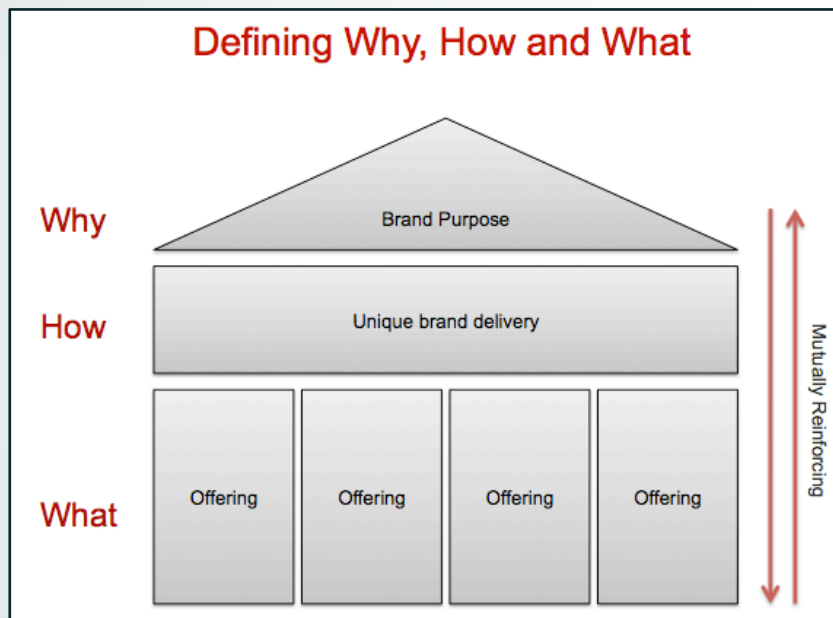
“Respected, but unloved”

Brand History: current values/perceptions based on public survey – limited love for the brand



SingTel is in the process of repositioning its brand strategy

Framework for new SingTel Brand Strategy



WHY?:

So people can **Feel More Joy**

HOW?:

By making amazing things happen. We deploy awesome multimedia content to develop meaningful, seamless solutions delivered with responsive service

WHAT?:

SingTel develops innovations that connects consumers to the experiences that matter to them (lifestyle, social, entertainment, business)

The business transformation underway can support the brand strategy shift

Business Transformation



- Both telecom and media industries **highly commoditized** today
- SingTel increasingly turning to the media business to **broaden its commercial prospects, extend business**

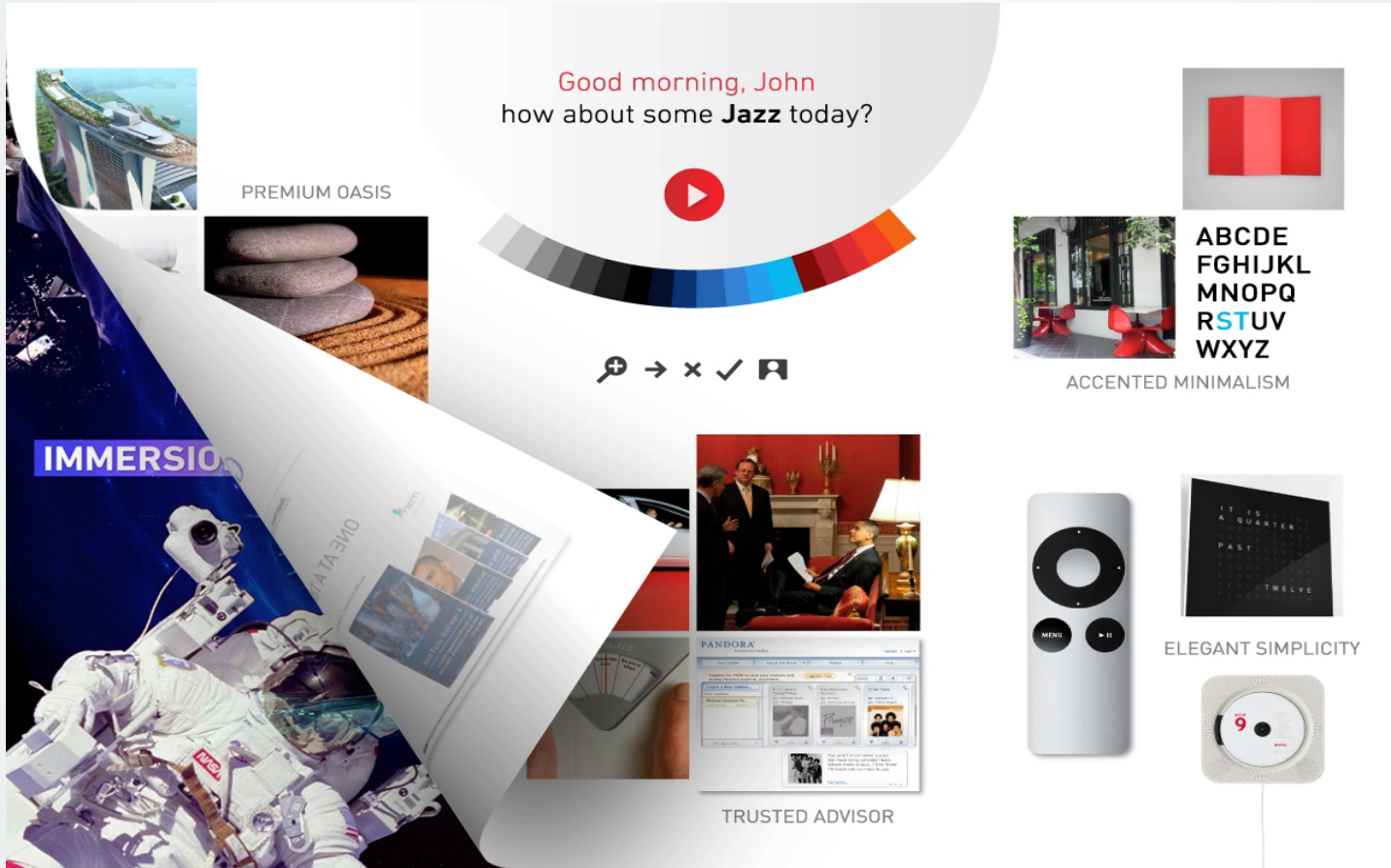
Brand Transformation



“All we are is just a pipe. That is one of the more worrying things. That is where I feel if we don’t find a way to engage them in their lifestyle, we will not succeed.”

- Business shift can **support the brand strategy shift by leveraging the emotional equity brought by content**

We will continue to apply the Picasso Design Principles as we move forward with our work

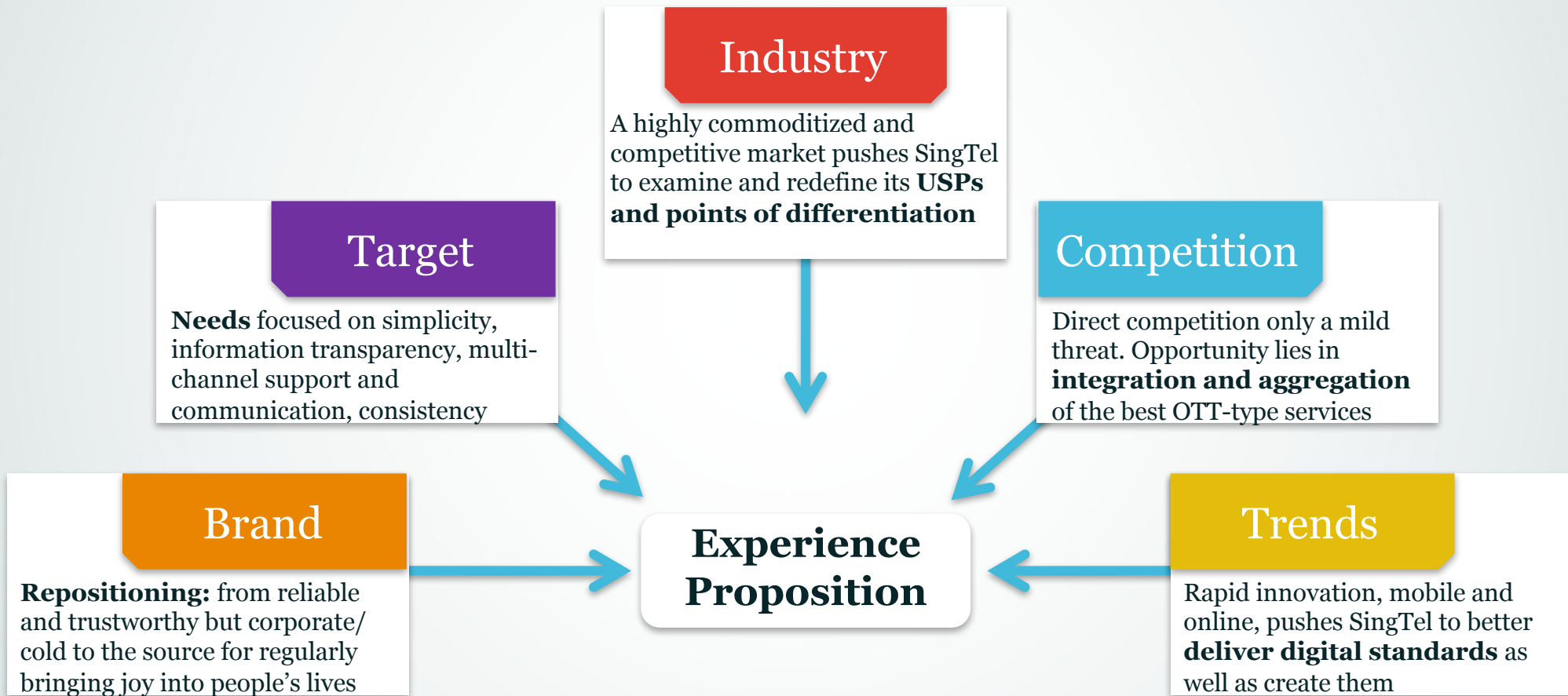


Amazingly Simple | Sincerely Yours | Authentic Innovation
Everyday Wonder | Family Of Individuals



Addressing the Task

Bringing together insights allows us to propose a direction for moving forward



*“Wherever you are,
SingTel.com is the source for
connecting, supporting and
entertaining you.”*

Proposition example

Core Customer Insight	Key 2-3 customer insights or pain points driving the initiative
Proposition	Proposition statement clearly illustrating the user benefits of the initiative
Target audience	Target customer segments
Substantiators	Key differentiating features / substantiators / reasons to believe in SingTel
Functional Benefits	
Emotional Benefits	

The experience model defines the digital experience proposition

Experience Model

“Wherever you are, SingTel.com is the source for connecting, supporting and entertaining you.”

Experience Principles



7 “Action areas” help bring the model to life

Focus: Innovation, Technology & Offering

4. Create quality content to fuel user engagement

- Focus more on lifestyle. Content that engages with and shows how SingTel enhances people’s lives
- Improve content governance and quality control
- Capitalize on common reasons to visit

5. Show customers you know them to deepen bonds

- Know what they own & use
- Onsite: recommendations, promotions based on this info
- Offsite: help them discover interesting stuff
- Reward for loyalty and usage

6. Find new ways to provide value for customers

- Go beyond Telco products and services
- Creative ways to package and aggregate info and services
- Seamless design recognizing users’ multi-channel interaction (ROBO, etc.)

7. Create a real dialogue to engage with prospects, customers, critics

- Enthusiastically ask for and respond to feedback
- Participate in conversations both on and off SingTel.com
- Provide tools for sharing

Focus: Business & Project Objectives

2. Use online support & self care to differentiate

- Standard support vastly improved
- Provide unexpected support reflecting “lifestyle” needs
- Leverage community knowledge
- Reward users for use

3. Capitalize on every opportunity to create value

- Always provide reassurance
- Keep it simple
- Social integration
- Meaningful cross- and up-sell

Focus: Foundational

1. Integration to bring synergy to the customer experience

- Across digital touchpoints and channels
- Across organizational silos (shop, my account, SingTel.com)
- Across SingTel network of sites
- Across all SingTel target audiences

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search

Real-time store inventory search

Push/Pull content from and to SingTel network of sites

Mobile promo codes to take to stores

Facebook, Twitter, YouTube, Hardwarezone channels, content also pulled into SingTel.com presence

SEO-optimized dynamic landing pages

Buy online, pick up in store

Always-on tools/cockpits to move from buy to support to consume modes of use

Product (e.g., mobile) simulators

Integrated channel favorites (TV)

Begin contract process online, finish in store with help

1. Create an integrated experience

Integrated

Support

Sales

Quality Content

Recognized, Personalized

New Value

Dialogue

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search

Discussion Forums

Set-up pages/info packets for new devices or services

Click to call

Live Chat

Mobile-optimized site for most frequent use cases

Rewards for sharing

“Learn while you wait” videos, tutorials, downloads at kiosks

Rewards for using My Account

Emailed purchase confirmations include relevant FAQs, forum topics, tutorials

Use tech to take over the handset and set things up

How-To videos/channels (e.g., YouTube channel)

SEO-optimized, dynamically generated support landing pages

Self-help, intelligent chat bot (learns over time)

Twitter customer support

2. Differentiate with online support & self care

Integrated

Support

Sales

Quality Content

Recognized, Personalized

New Value

Dialogue

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search



3. All experiences drive revenue

Integrated

Support

Sales

Quality Content

Recognized, Personalized

New Value

Dialogue

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search



4. Create quality content to fuel user engagement

Integrated Support Sales **Quality Content** Recognized, Personalized New Value Dialogue

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search

User-specific landing pages with customized content (for purchase, support, promotion, other content)

Rewards for loyalty, usage

Sign-in with social tools

Push content (online, EDM) that might be useful/interesting based on usage

"Apps we think you'd like."

Know what your friends like, have, follow – make transparent to user

Cross-channel customer knowledge: system captures key usage patterns, sales personnel prompted based on this knowledge

Relevant advertising

5. Show customers you recognize, know them

Integrated

Support

Sales

Quality Content

Recognized, Personalized

New Value

Dialogue

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search

Value-added content, (e.g., set-up wireless home audio network in 6 easy steps)

Expert user guides

Real time offers

Location-specific guides and information

“Broadcast to friends” – messages, promos, reviews, etc.

Topical pages, search optimized to introduce products and services

Digital lifestyle guides

Set-up roaming toolkit

Aggregated expert information on key topics

Location-specific sponsored apps (e.g., taxi app, food review app, etc.)

Get a deal when a friend signs up..

6. Find new ways to provide value

Integrated

Support

Sales

Quality Content

Recognized, Personalized

New Value

Dialogue

Examples for the action areas



Singtel.com



Mobile



Social



Retail



Search

User forums, participation and moderation by SingTel

Frequent user surveys to gage current opinion, suggestions

Social listening for topical insights (content) but also crises and critique

Community ratings and reviews

Easy to find and fill-out customer feedback forms and other options

Active social channels: facebook, twitter, youtube, linkedin, etc.

Prep retail staff with SingTel response for current topics

SingTel expert opinion pages, editorials

Promos and contests in social channels (linked to on dot com)

7. Create a real dialogue with prospects, customers, critics

Integrated

Support

Sales

Quality Content

Recognized, Personalized

New Value

Dialogue

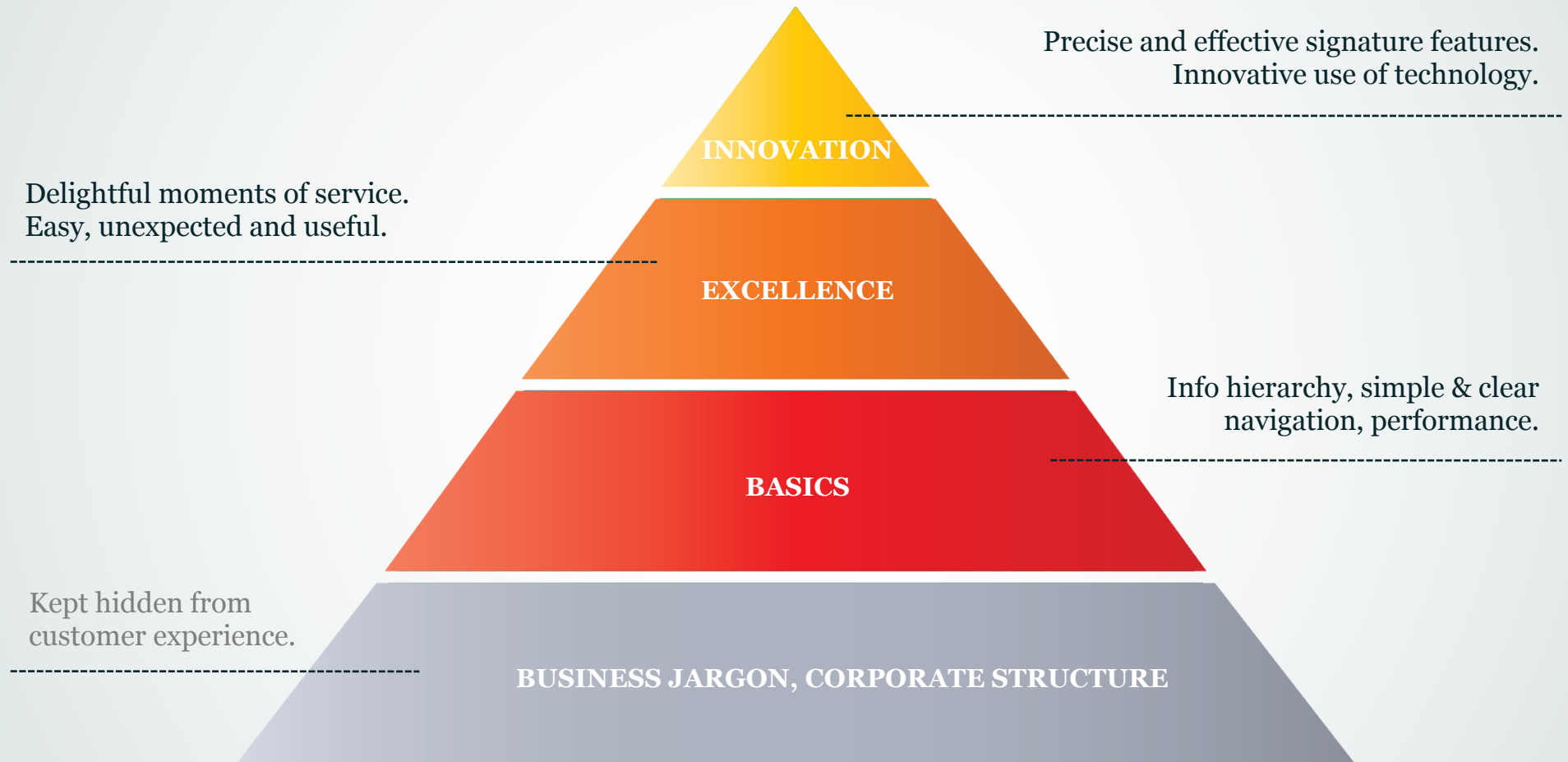
The Roadmap: How to get there

3. Innovation

2. Excellence

1. Basics

Targeted Innovation



Targeted innovation: what it means



- **Experience:** site bringing people back/in more frequently for new services, content, account management
- **Shop:** Efficient cross-channel user journeys (e.g. purchase online, pick up in store) possible. Intelligent recommendations, accessories purchasable during flow, cross- and up-sell effective
- **Manage:** Highly personalized experience – recognition of device and service ownership as well as browsing and usage behaviors to bring elements like real-time offers to users
- **Mobile:** New apps launched (e.g., via partnerships) representing areas for differentiation (e.g., lifestyle needs)
- **Analytics:** Performance measurement across organizational silos. Analytics organization set up and running. Changes being made immediately based on measurable KPIs. A/B and multivariate testing part of everyday business

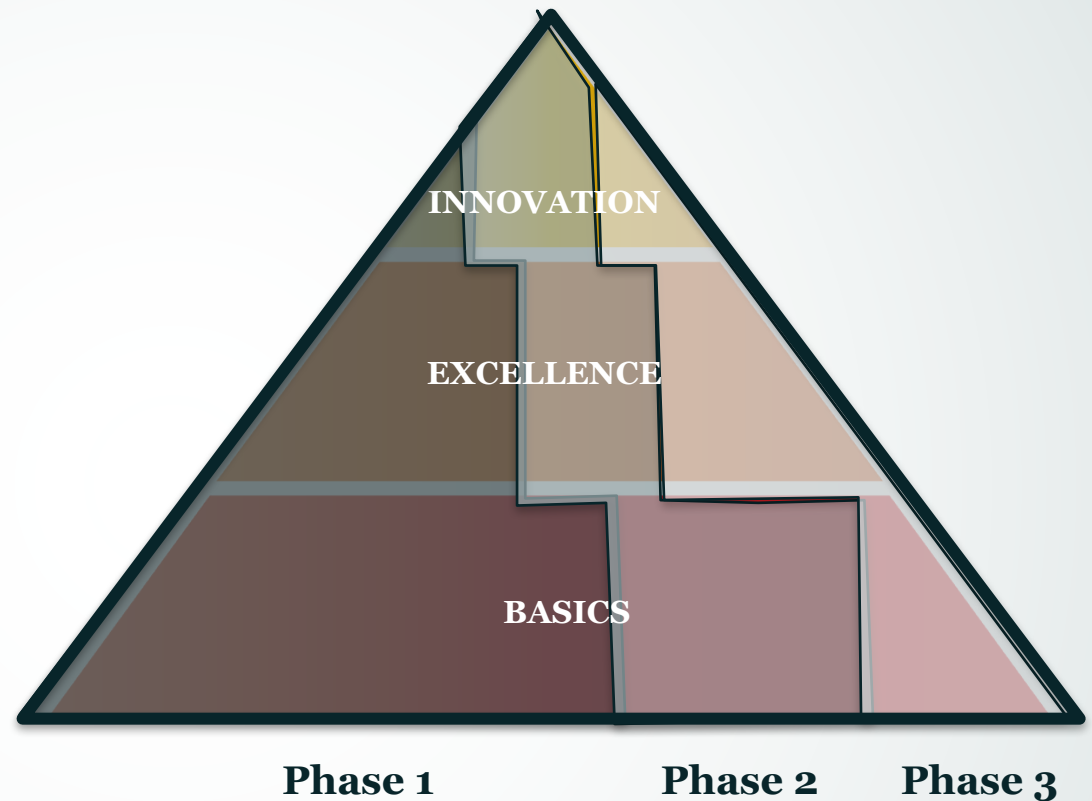
Targeted innovation: what it means



- **Experience:** New content and technology partnerships, aggregation and bundling models, flexible and customizable interface let customers access info and services
- **Shop:** SingTel creating new offerings in real time based on micro segmentation data. On and offline linked up.
- **Manage:** users can manage not only telecom data, but pull in other digital services for centralized and easy access. Proactive notification, smart services that identify problems ahead of time.
- **Mobile:** Mobile used in conjunction with PC/TV to enrich/enhance experience; new business models in place supported by mobile (e.g., efficient energy home, home security)
- **Analytics:** Campaign effectiveness being measured, real-time analytics help to create highly dynamic experience for individuals at all touchpoints/channels

Execution tactics: best approach is to simultaneously develop at all levels of the hierarchy

A phased development approach doesn't have to "fix the basics" first and only then move on to excellence and innovation. Ideally, pieces of each stage will be developed in each phase of development





The End



Thank you. ;)