Engagement Layer

Level 0 Layers and Sublayers

The Engagement layer consists of all capabilities to engage with ANWB relations in her eco-system, add value in the interaction, and sell & service ANWB products & services across all business lines via omni-channel approach delivering one face to her relations.
This layer consists of three sub-layers, namely 'Channels', 'Omni-channel Interaction', and 'Platform Services'.

Channels

This layer consists of the channel specific capabilities (like buildings, equipment, people, technology) needed to facilitate the touchpoints of the ANWB with the customer. The focus is information technology

The channels we can group in two major groups; the channels we own and the channels we do not own, like partner channels, social media channels or any other 3rd party channels.

The **Owned channels** are our Digital channels like de websites and apps of ANWB, our Contact channels like our call centre, our Print channels like our Magazine(s) and our Physical channels like our store and their employees and our road assistance engineers. For the Owned Channels we can create, manage, measure and improve the interaction with our customers. We have full control of these channels.

The **Non-owned channels** are channels we use, but do not own. We do not have full control of these channels, but can use them for conversations and interaction with our customers. For these channels we have to follow their requirements and guidelines for content, interaction and measurement of customer experiences.

Rationale / Consequences

Distinct	See the Capability Characteristics model for explanation.

Applications and services for the **Owned channels** are differentiating and can be custom, and should be cloud hosted to ensure high-flexibility, availability and scalability and focus on tailored (personalized) customer engagement. Since the customer wishes are rapidly changing, new channels often pop up and technology in this domain is improving fast, applications and services must flexible, easy to adapt and enable experimentation and innovation.

For both **Owned channels** and **Non-owned channels** it is crucial to measure effect of changes constantly and improve the customer experience based on the result.

Omni-channel Interaction layer

This layer consists of all capabilities needed to provide the right steps in the individual customer journey with the right message via the appropriate channel. This is based on (real-time) customer behaviour, data and knowledge of the customer.

This layer ensure the customer is directed to the right channel or service of ANWB. This includes routing the customer via phone or email to the right service agent. Or enable conversations between customers and ANWB via chat or social media channels.

And also this layer ensure the right messages is sent to the customer via the right channel. This includes updates on orders or service message via the preferred, and consented, channel of the customer.

Rationale / Consequences

Common	or	Adaptive	See the Capability Characteristics model for explanation.

Applications and services in this layer are not differentiating and should be generic or standard solutions in the cloud (SaaS).
The capabilities here can be labelled as **Common** mostly, as channels like web, app, phone, email don't often change. For 3rd-party channels and social media channels we need more 'responsiveness' as new channels can pop-up, so some capabilities can be labelled as **Adaptive**.

Platform Services layer

This layer consists of all capabilities that are necessary to engage with the customer for selling and servicing our ANWB products & services. All business lines use the same solution for the capability.

Rationale / Consequences

Adaptive	See the Capability Characteristics model for explanation.

Applications and Services in the Services layer are headless, composable, open and flexible and as standard as possible. The Applications and Services are preferably SaaS solutions, but at least cloud-hosted, and have a short-to-medium lifecycle.

Capability Characteristics Model

Specific	Specialized		Distinct	
	Specialized capabilities are characterized by the low dynamics but high degree of specificity (e.g. knowledge or legislation) they deal with.		**Distinct** capabilities contribute to the development of new and innovative products and services. They respond to rapidly changing wishes of the customer and organisation.	
Generic / Standard	Common		Adaptive	
	Common capabilities are aimed at delivering generic and reliable results. They are not subject to change and are shared by almost all organizations.		Adaptive capabilities are subject to changing customer requirements, but are generic in nature.	
	Stable			Responsive

Table: This model shows the 'label' for capabilities that marks the characteristics of that capability. This model helps to make technology choices to build or buy the solution.

Level 1 and 2 Capabilities

Diagram
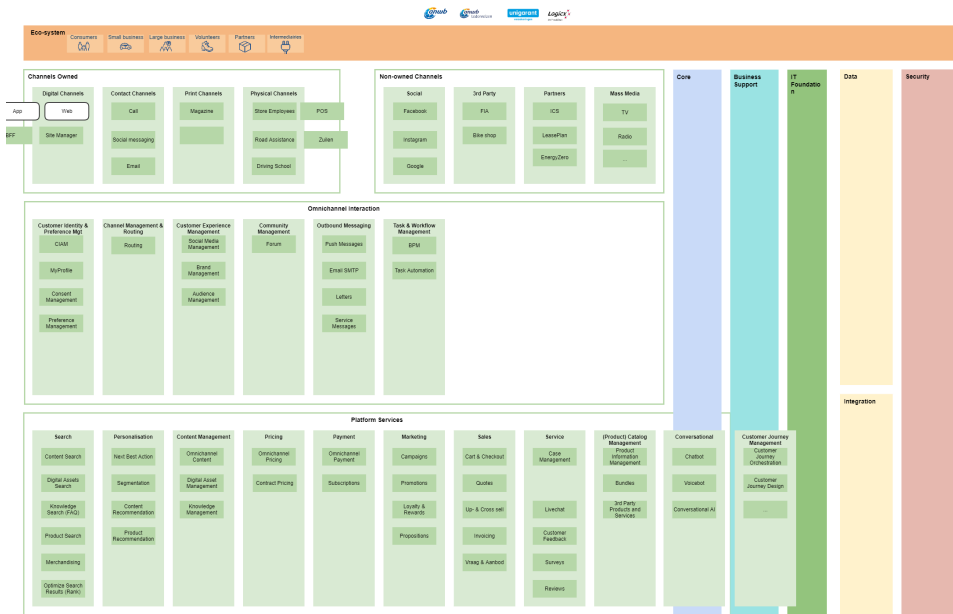
Link to BlueDolphin

Every layer has its capability modelled and where possible any sub-capabilities are categorized and shown here:

Descriptions

Interaction Channels

This layer consists of the channel specific capabilities (like buildings, equipment, people, technology) needed to facilitate the touchpoints of the ANWB with the customer. The focus is information technology .

The channels we can group in two major groups; the channels we own and the channels we do not own, like partner channels, social media channels or any other 3rd party channels.

Owned-Channels				Non-Owned channels		
The **Owned channels** are our Digital channels like de websites and apps of ANWB, our Contact channels like our call centre, our Print channels like our Magazine(s) and our Physical channels like our store and their employees and our road assistance engineers. For the Owned Channels we can create, manage, measure and improve the interaction with our customers. We have full control of these channels.				The **Non-owned channels** are channels we use, but do not own. We do not have full control of these channels, but can use them for conversations and interaction with our customers. For these channels we have to follow their requirements and guidelines for content, interaction and measurement of customer experiences.		
Digital channels	**Contact channels**	**Physical channels**	**Print channels**	**3rd Party channels**	**Social**	**Partners**
Digital capabilities like a design system, webshop, chat and others that form the digital channels website and app.	Touchpoints where ANWB human interaction is applicable like call and social messaging form this capability.	Physical touchpoint where ANWB personnel is working like retail shops, service employee of Road Assistance, local travel agent, drive instructor.	Outgoing send touchpoints like Kampioen, physical (snag) mail and e-mail and ads.	Bike shop, FIA	Facebook, Instagram, Google	ICS, Leaseplan, Energy/Zero

L0	**Omnichannel Interaction**					
	This layer consists of all capabilities needed to provide the right steps in the individual customer journey with the right message via the appropriate channel. This is based on (real-time) customer behaviour, data and knowledge of the customer. The capabilities in this layer are omnichannel by default, meaning the capabilities must be capable of interacting with all channels in a consistent way. Since technology of channels rapidly change, the capabilities in this layer must be flexible and easily to replace and therefor loosely coupled.					
L1	**Customer Identity & Preference (Self)Management**	**Channel Mgt & Routing**	**Customer Experience Management**	**Community Management**	**Outbound Messaging**	**Task & Workflow Management**
	Allows customer to register, login and manager their profile via all channels. When register the customer can give consent to ANWB what messages to receive and configure what channels the customer prefers to receive the messages. When privacy statements are changed, or new channels are added, the customer receives a request to update consent once login. The customer can also choose to, after login, request the delete his account.	A communication platform is a (cloud-based) solution that allows organisations to add communication services like messaging, voice and video to their business applications and processes. Some of the most used applications of a cloud-based communication platform include videoconferencing, chat and email messaging. Via a smart routing (rule) engine the customer is routed /directed to correct resource. That could be a service agent with the requested expertise or a self-service portal or a chatbot that can quickly respond to the question of the customer.	Customer Experience Management (CXM) is the discipline of understanding customers and deploying strategic plans that enable cross functional efforts and customer-centric culture to improve satisfaction, loyalty and advocacy. The goal of customer experience management is to build customer loyalty and to reduce customer churn.	Community management is building an authentic community among a business's customers, employees, and partners through various types of interaction. It's how a brand interact with their audience to create a network in which they can connect, share, and grow. Nurturing groups of people around ANWB brand or organization, and stimulating interaction between community members and generation of user content.	An outbound message is a message routed from an application and delivered to the customer's phone, email inbox or home. This can be a notification like a message, email or icon that appears when a mobile application wants you to pay attention (push notification). Or an email or letter with product or service information. The solution offers regulation of messages and notifications to managing the contact pressure on a customer, so they don't feel spammed.	*Process automation* Business process management (BPM) is a discipline that uses various methods to discover, model, analyze, measure, improve and optimize business processes. A business process coordinates the behavior of people, systems, information and things to produce business outcomes in support of a business strategy.
L2	**CIAM**	**Smart Routing**	**Customer Feedback Management**	**Forum**	**Push Messaging**	**Business Process Management**

Customer identity and access management (CIAM) ensures that customers are allowed to access certain areas of your network or an application and manages their identification information within your system.	With Smart Routing the customer is directed to the right source of information using the right channel. It makes sure the customer get the correct response as soon as possible and avoid the customer being redirected many times before the right agent can help.	Customer feedback is information provided by customers about their experience with a product or service. Its purpose is to reveal their level of satisfaction and help product, customer success, and marketing teams understand where there is room for improvement. Customer Feedback Management (CFM) is the process of gathering, analysing and taking action on customer feedback with the goal of optimising the online customer experience.	An (Internet) Forum, or message board, is an online discussion site where people can hold conversations in the form of posted messages. It provides an online exchange of information, ask questions, between people about a particular topic. The forum is monitored by the organisation to keep the content appropriate.	Push notifications are messages that pop up on a user's mobile phone or desktop device via their chosen web browser. These little banners slide into view — whether or not your app or website is open. Before viewing these messages from companies, a user must have downloaded the mobile app and opted into notifications. Push notifications are received prominently and can convey real-time updates, transactional messages, reminders, and more.	BPM tooling is used to design and optimize business processes. They can model, implement, and automate business workflows with the goal of improving corporate performance by minimizing errors, inefficiencies, and miscommunication.
MyProfile / Self Service	**Telephony**	**Surveys**		**Email SMPT**	**Workflow Management**
Allows the customer to see and change all profile data that is stored by the company of that customer. It often is a portal that also allow the customer to start service process, like moving or start a service request or process.		A survey is a method of gathering customer feedback using relevant questions from a (selected) group of customer to understand how they perceive a product or service from the company. Surveys consist of pre-defined questions by the company to measure a specific goal or validate a specific objective. Survey can be face-to-face, via telephone conversation or online. Customers are likely to respond faster to your online survey because they can be completed with a few clicks. It's often necessary to code and adjust the data before analysing, particularly if open-ended questions were asked. Customers want to give their opinions, not personal details. If you already have a customer's information, don't ask for it again. If you're collecting sensitive data, make sure you're complying with internal policies, local laws, and GDPR.			Workflow management is the discipline of creating, documenting, monitoring and improving upon the series of steps, or workflow, that is required to complete a specific task. The aim of workflow management is to optimize the steps in the workflow to ensure the task is completed correctly, consistently and efficiently.
Consent Management	**Chatbot**	**Reviews and Ratings**		**Letters**	**Task Automation**

Consent management helps ensure compliance by informing customers about a company's data collection and usage practices and honouring those choices. Consent and preference management can keep companies compliant with current and emerging data privacy regulations, reducing the chances of being fined. Companies that practice consent and preference management can create brand trust and credibility by letting their customers have a say in if, how, and when their personal data can be used. Companies can also improve their marketing efforts when customers request particular information about products and services.	At the most basic level, a chatbot is a computer program that simulates and processes human conversation (either written or spoken), allowing humans to interact with digital devices as if they were communicating with a real person. Chatbots can be as simple as rudimentary programs that answer a simple query with a single-line response, or as sophisticated as digital assistants that learn and evolve to deliver increasing levels of personalization as they gather and process information. They allow companies to easily resolve many types of customer queries and issues while reducing the need for human interaction.	Reviews and Ratings allow customers to share their experience with a product or service, and give it an overall star rating. Customers often rely on this content to make more informed purchase decisions.			Task automation is the use of software to reduce the manual handling of simple tasks or a series of more complex tasks with the goal of making processes more efficient and employees more productive.
Preference Management	**Voicebot**	**Social Media Management**		**Service Messages**	
Preference management allowing customers to choose how companies communicate with them and the frequency of communications. For instance, customers can notify companies of their preferences on how often and where to receive communications including newsletters, updates about new products and services and marketing emails. Additionally, preference management can also include personal preferences about content, products or services. For instance, how they like to travel or what locations they are interested for vacation.	A voicebot enables its user to interact with a device or a service simply by speaking. Powered by artificial intelligence and Natural Language Processing (NLP), a voicebot can understand a spoken question or request and structure a fitting audio response. Voice is the quickest form of human communication – faster than typing or navigating drop down menus with a mouse.	Social media management is analysing social media audiences and developing a strategy that's tailored to them, creating and distributing content for social media profiles, monitoring online conversations, collaborating with influencers, providing community service, and monitoring, measuring, and reporting on social media performance and ROI.			
	Conversational AI	**Brand Management**			
	Conversational AI enables customers to interact with IT applications the way they would with other humans. Conversational AI has primarily taken the form of advanced chatbots via both speech and text. It includes managing the output of the dialogue (content, tone-of-voice, ..), but also natural language processing (NLP) and intent and sentiment recognition. With Conversational AI a lot of customer data is gathered and analysed by listening to the customer and from their perspective. Other then just the factual complaint itself, also the emotions and reasoning is captured.	Brand Management includes analysis on how the brand is currently perceived by customers, a strategic plan how the brand should be perceived and ensuring that the brand is perceived as planned and secures its objectives. Developing a good relationship with customer is essential for Brand Management. With Brand management an organisation can centralize their brand management activities, content, and messaging. Like its mission statement, visual elements ("look & feel", logo), tone of voice and "personality" and target audience.			
		Audience Management			

		Audience Management is the process of sourcing, managing, analyzing, defining, and activating customer data for cross-channel campaigns. The objective is that the right message reaches the right audience at the right moment on the right channel, and therefor optimizing campaign's result.			

L0	Engagement Platform Services
	This layer consists of all capabilities that are necessary to engage with the customer for selling and servicing our ANWB products.
	Capabilities vooral op business functionalities gericht. Shared voor alle Business Lines

L1	Search	Personalisation	Content Management	Pricing	Payment	Omnichannel Marketing	Omnichannel Sales	Omnichannel Service	(Product) Catalog Management

	Content Search	Next Best Action	Omni-channel Content	Omni-channel Pricing	Omni-channel Payment	Campaigns	Cart & Checkout	Agent Desktop	Product Information Management
	Search allows customers to better seek information on products and services the ANWB offers and help customers make better decisions what product or service they need. An Enterprise Search is connected to many data sources, like Product Data, Content, Knowledge Articles, Digital Assets, etc. Search can be personalized using customer data, like interests, browsing behavior, previous bought products or services or profile data. A search query can be executed by inputting text in a search field or, when connected to a conversational platform, via chatbot or voicebot.A strong benefit of a good search is to avoid customers calling Customer Service Agents with their questions and enable more self-service for the customers.	Personalization is tailoring an interaction or conversation based on information a company has learned about an individual. Just like you may tailor a gift for a good friend, companies can tailor content, product offerings and promotions based on information they learn about their customers. Personalization is especially effective at driving repeat engagement and loyalty over time. Recurring interactions create more data from which brands can design ever-more relevant experiences—creating a flywheel effect that generates strong, long-term customer lifetime value and loyalty.	Content Management is collection, delivery, retrieval, governance and overall management of information in any format. Having a Content Management solution for your organisation allows you to have control of your content. It means having the ability to update, change or delete any images, text, video, or audio. Content Management includes text, rich media, graphics, photos, video and audio for any channel. To create a consistent message via all channels it is crucial to place Content Management from one single source to all channels, online and offline. The Content Management solution will deliver content to web, app, email marketing, social marketing, customer service agents, workforce, shops, field mechanics, etc. A Content Manager is a professional who has a unique role in developing the company's brand and establishing its online presence.	Pricing is determining the value that the organisation will ask the customer to receive in the exchange of services and goods.	Payment is the voluntary transfer of money, equivalent, or other valuable items from one person to another in exchange for products or services received. To deliver a consistent payment experience across all channels, payment is a centralized and shared service, offering all types of payment, like electronic bank transfer, creditcard, invoice, etc.			Customer service management is the orchestration of tasks between customers, customer service, and other teams to quickly resolve issues and requests. It includes everything from training new service reps, to optimizing support processes, to measuring service success.	
L2	**Content Search**	**Next Best Action**	**Omni-channel Content**	**Omni-channel Pricing**	**Omni-channel Payment**	**Campaigns**	**Cart & Checkout**	**Agent Desktop**	**Product Information Management**

					Promotions	Quotes		
					(Marketing) Campaign Management is the planning, executing, tracking and analysis of direct marketing campaigns. These tasks span the entire lifecycle of a marketing campaign, from inception to launch to evaluation of result.	Checkout is the point in the shopping /buying process where customer finalize their purchases and pay for products or services. It is where the customer finalizes choices about the product, selects any add-ons, confirms shipping options, then provides payment.		
Digital Assets Search	**Segmentation**	**Digital Asset Management**	Contract Pricing	Subscriptions	**Promotions**	**Quotes**	Case Management	Bundles
					(Product) Promotions are used to encourage customers to buy their products. It can be exclusive deals, discounts and other opportunities for a limited amount of time, enticing customers to purchase product or service.			
Knowledge Search	**Content Recommendation**	**Knowledge Management**			**Loyalty & Rewards**	**Up- & Cross sell**	**Livechat**	**3rd Party Products**

					Providing a loyalty program to strengthen the relation with customer, retain customers and encourage customers to continue buying products and services of ANWB, rather than competitors. It helps your brand target the right audience and then provides benefits, experiences, and rewards that drive long-term engagement.		
Product Search	**Product Recommendation**				**Propositions**	**Invoicing**	
						Generating an invoice for a customer for buying or using our products and services	
Merchandising						**Vraag & Aanbod (Marketplace?)**	
Optimize Search Results (ranking)							

Level 2 Capabilities Overview

- _template —
  Short description that also shows up on the overview page.