

How to Be a CX Trailblazer:

Ten lessons from highly innovative German organisations

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IN COLLABORATION WITH VONAGE



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Executive Summary





What Conversational Engagement Is — and Why Companies Need to Master It



Conversational Engagement:

Marketing
Toolset



Mindset



Elevated CX

Unforeseeable events in the macro-environment and, more recently, the global economy have propelled a generation's worth of consumer behaviour changes in just a few months. Brands and businesses must now deliver on new customer expectations, matching marketing to customer demand for value and the universal desire for authentic and genuinely helpful messaging every step of the way.

It's a bold new direction for companies to take.

It starts with cultivating customer connection. While this relationship building is the first fundamental step to influencing customers to make a purchase or complete a transaction, marketers must also look beyond this opportunity and prepare to foster the two-way conversations that cement trust.

It's an ongoing exchange that must take place on the customers' terms, tailored to their context, communications requirements, and channel preference. And the goal goes beyond influencing purchase decisions.

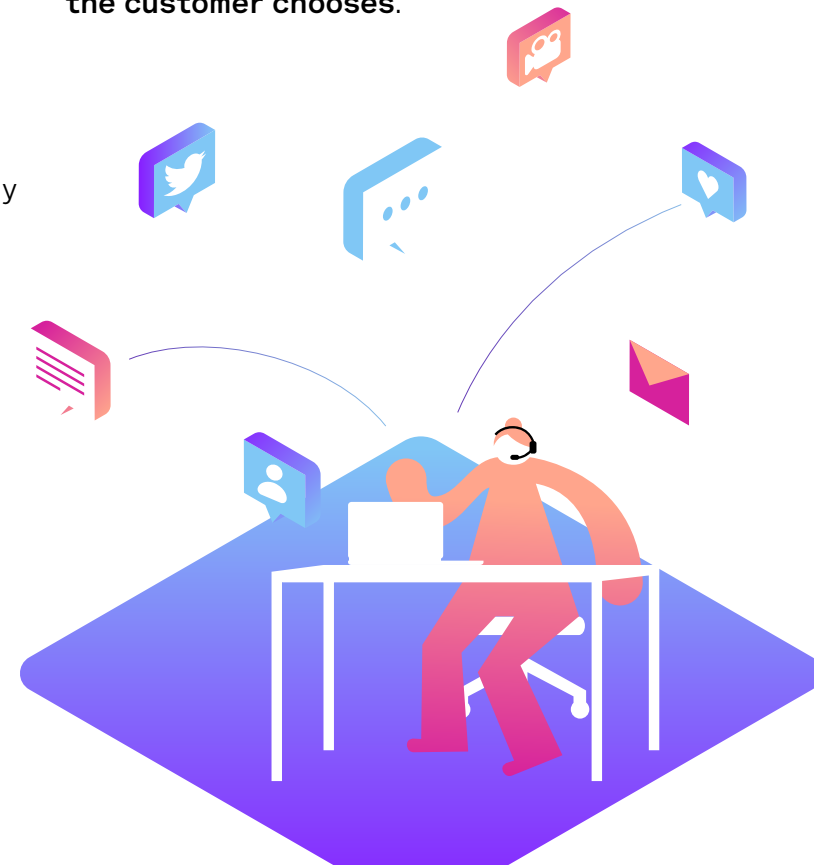
In his best-selling book *Quantum Marketing*, [Raja Rajamannar](#), Mastercard's Chief Marketing & Communications Officer and President, tells companies they need to build the capabilities mix to serve first and sell second. That means infusing everything — all communications at all stages of the customer journey — with a deeper understanding of what individuals want and expect.

Marketers must earn customer loyalty, but it's not a matter of providing attractive pricing or points. Companies earn loyalty by ensuring consumers experience what a brand stands for. This results when conversations continually and consistently demonstrate the company's ability to solve customer problems and positively impact their communities and society as a whole.

The priority for brands and businesses today is to enable, even empower, their customers to interact with them whenever, wherever, and however they want. The customer is in control, and your customer communications must also reflect this.

This is **conversational engagement**. It combines the marketing toolset and mindset to elevate and innovate the customer experience. It's also a new frontier in marketing that we explore in detail in this playbook.

Conversational engagement requires aligning the right capabilities mix to have a positive, productive, and frictionless two-way interaction with any customer, any time, via any channel the customer chooses.





Done well, it allows your business to deepen its connections with customers by providing them with value beyond the sale. You can learn more about your customers — and learn more from them — through conversations that make them feel included and empowered.

This playbook can help you architect a comprehensive strategy to drive conversational engagement. It features 10 profiles of companies and accomplished marketers in Germany driving positive outcomes for customers and their businesses through their use of conversational engagement techniques:

Ada Health
Alper Taner
AutoScout24
Babbel
Beelinguapp

FREE NOW
GoTiger
PAYBACK
Trade Republic
upday, for Samsung

The companies are grouped based on their strengths in key areas of conversational engagement. What's more, they are mapped to a formal framework you can follow to cultivate and nurture customer relationships that last.

The common thread across these profiles is that these businesses, like so many others across Germany and the world, are learning more about their customers and learning from them through two-way conversations via various channels.

The insight you glean from two-way customer conversations equips you to drive positive outcomes for your customers and your business.

- Make more strategic marketing and business decisions to increase customer interest, enthusiasm, and loyalty.
- Innovate and improve products, services, campaigns, and promotions based on your customers' direct input.
- Expand relationships with existing customers, re-engage dormant customers, and decrease customer churn.

Finally, at the end of every profile, you'll find a Rules of Engagement section highlighting how each marketer delivers on conversational engagement. Following these rules equips you to start driving the conversations that elevate customer experience and grow loyalty.

If you are a CX innovator, harnessing these rules will allow you to perfect your approach, to encourage consumer engagement and drive lasting loyalty.

But first, let's take a deeper dive into what conversational engagement is all about and learn about the technology that can help enable it.



Conversational Engagement Starts with a Moment of Inspiration



Most consumers today have high expectations about their interactions with companies and brands. They want to engage with businesses any time, anywhere, and via any channel, whenever they want. Because they're busy, their communication is likely to be brief and sent digitally — perhaps just a quick, informal text or a comment on a social media post.

And in return, no matter the reason for their outreach, they expect a fast, friendly, and helpful response.

Now, what if they get more? Imagine the technology isn't just responsive and it can seamlessly guide customers towards a resolution. Whether it's about solving an issue or suggesting an item to purchase, there is no human interaction involved unless the consumer wants or needs it.

This is conversational engagement in action. It's about being responsive and receptive to a customer's outreach **when they are inspired to make contact via any channel** — even if their aim isn't a transaction. In this scenario, the company uses technology and data to help direct the customer to relevant information or solutions that will make their life better and easier somehow and provide them with a standout experience.

Here's an example that helps demonstrate just how effective (and bottom-line-enhancing) conversational engagement can be. A world-leading cosmetics company used a conversational engagement strategy to add a personal touch to a 12-hour, live-selling beauty event targeting their fanbase in Malaysia and customers online. The company hosted the event over Facebook Live, inviting several of its brands to showcase their products, introduce influencers, offer giveaways, and more.

Viewers were encouraged to use a dedicated hashtag to post Facebook Live comments and express their purchase intent. (Conversational commerce apps, like [Jumper.ai](#) from Vonage, can be helpful tools for capturing these opportunities.) Viewers who used the hashtag could then engage in a personal conversation with the commenter via Facebook Messenger and get a one-to-one consultation from a beauty adviser. Order placement and payment processing were also enabled within Messenger.

The results? The event reached more than 2.6 million people, and the cosmetics company saw a 4X increase in sales versus its daily average and a 12% post-engagement rate.

What About Conversational Commerce?



Product consultant and blogger [Chris Messina](#) is widely credited with coining the term 'conversational commerce' in [a 2015 Medium post](#), in which he wrote, "Conversational commerce is about delivering convenience, personalisation, and decision support while people are on the go, with only partial attention to spare."¹

Messina observed that a lot was happening in the communications and messaging space then, with the rise of virtual and voice assistants and other technology innovations. The stage was being set for consumers, especially mobile users, to use digital messaging, chat applications, and voice-assisted technology to interact with businesses more easily on a transactional level.

But the emerging area of conversational engagement goes beyond the moments of transaction to also include moments of inspiration — when a customer wants to reach out to a business or brand for a reason that may not even involve purchasing a product or using a service.

Think of conversational engagement as the evolution of conversational commerce. Both strategies use an array of digital channels and tools — including chatbots, messaging apps like Facebook Messenger and WhatsApp, and voice assistants — to help make the purchasing or support experience for customers more seamless, more immediate, and, ideally, more personalised.

Conversational commerce lays the groundwork for conversational engagement in many ways. But conversational engagement is about so much more than shopping.

Multi-channel and Multi-purpose

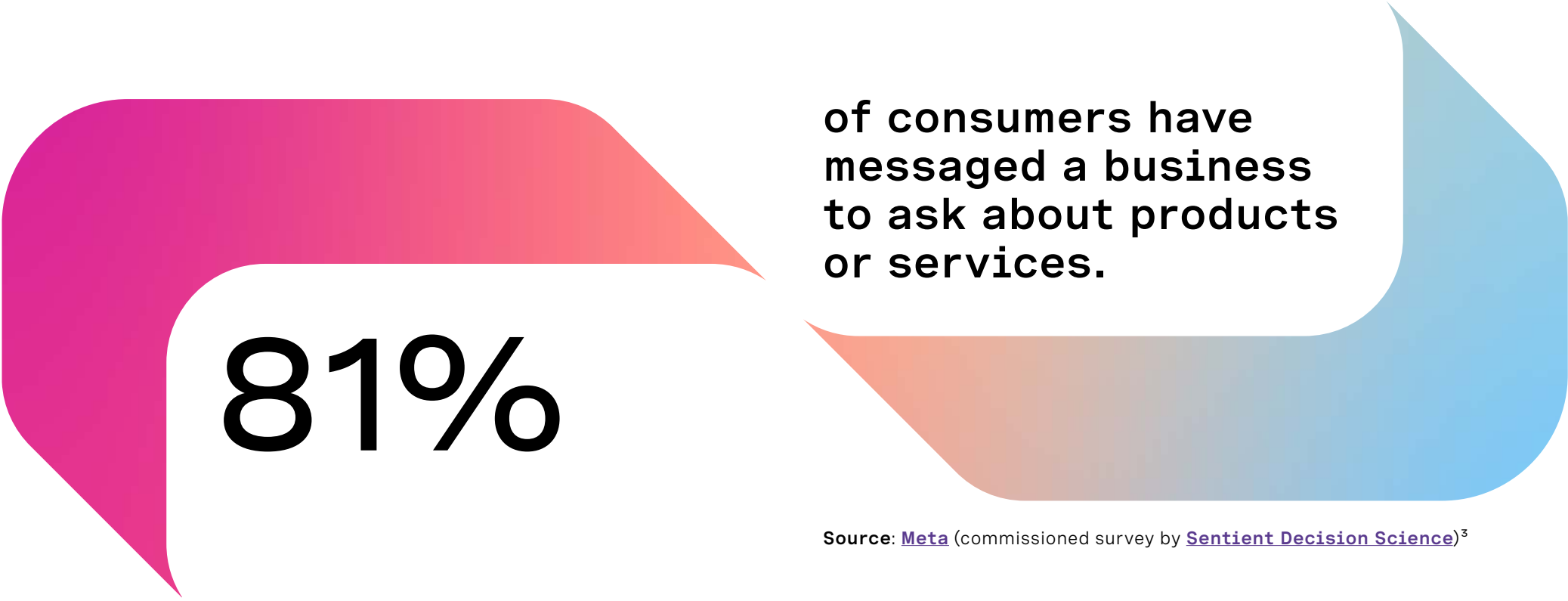


Melissa Fremeijer-Holtz, a research manager in IDC's European Enterprise Infrastructure and Communications group, describes the conversational engagement process as one that "integrates with conversational marketing or everything that leads up to a purchase, including lead generation and promotions". Significantly, she continues, "It's also very much intertwined with conversational support, which is needed up to the purchase. And post-sales, it's about having conversations with the customer to understand if they're satisfied and engaged so they'll keep coming back for more."

Whether or not they know what conversational engagement is, most consumers today want and expect this type of experience when shopping or accessing services digitally. They want to feel that your company cares about them and their needs — and can even anticipate what they want and will go the extra mile to make sure they can get it. They want to be able to have a dialogue with your business or brand whenever they choose — whether that's with a bot or a person.

The 2022 State of Social Conversational Commerce report reveals that most consumers (60%) in the European Union (EU) prefer private messaging with brands on Messenger, Instagram DMs, or WhatsApp because it's faster and more convenient than communicating through email and phone calls. In that same study, 67% of EU respondents said they are more likely to buy from a brand that offers the option to engage via messaging.²

Those channels, digital or otherwise, include SMS/MMS, live chat, social media, voice support, voice-assisted technology, and email, to name a few. And the reasons for a customer's inspiration to reach out to your company could be anything from the need to find information or seek guidance, to the desire to express an opinion or issue a complaint, to simple curiosity or even boredom.



81%

of consumers have
messaged a business
to ask about products
or services.

Source: [Meta](#) (commissioned survey by [Sentient Decision Science](#))³



It's a Little Bit Like Love – or, at Least, a Really Great Friendship

Meeting the expectation of conversational engagement sounds like a tall order for companies to meet, and it absolutely is. However, no business or brand that has been working to create anytime-anywhere connections with their customers through multiple channels should be surprised by this expectation.

As companies have improved their ability to enable and deliver on conversational commerce, they've created the conditions for conversational engagement. And, as customers become accustomed to this type of interaction, their tolerance for anything but a standout, highly personalised experience, even for the most routine need or in the most fleeting moment, evaporates.

Conversational engagement is a very powerful tool because it allows your business to engage in real-time, one-to-one conversations with your consumers and create more satisfying experiences for them throughout their entire journey. That helps boost customer loyalty and retention and drive more sales, of course. But getting conversational engagement right requires non-stop nurturing of your customer relationships through every channel.

AN EXCHANGE OF VALUE

Mastering conversational engagement requires being highly responsive to your customers and eager to provide value – according to how the customer defines 'value' at the moment of their interaction with you. In other words, provide support and even empathy when needed. You must be able to enrich your customers' lives, making things easier or better for them somehow.

At its heart, conversational engagement is about building and maintaining positive, meaningful relationships with your customer so they feel heard, seen, and included. Your aim is to keep strengthening, expanding, and deepening those relationships so your customers can't imagine breaking off their relationship with you and going to someone else.

Conversational Engagement Success Impacts the Bottom Line

80%

of customers say the experiences provided by a company are as important to them as its products and services. In other words, the quality of your customer experience has a direct impact on your potential for business success.



The Opportunity to Take Advantage of a Fast-Growing Market Hasn't Passed (Yet)

The COVID-19 pandemic experience has made consumers more comfortable with the idea of engaging digitally with businesses and brands for almost everything, from ordering groceries to accessing health information. That's why now is an ideal time for your company to take the plunge and develop a formal strategy for conversational engagement.

Because this concept is still very new, even businesses that have been slow to recognise the evolution towards conversational engagement — or in a state of inertia while deciding what to do about it — have ample opportunity to catch up or even get ahead. Ramping up with conversational engagement could be as straightforward as creating relevant, timely, and clever SMS marketing campaigns that delight your customers and make them feel like VIPs invited into an exclusive offer.

After all, using conversational commerce techniques to forge relationships with your customers creates the foundation for having more frequent and targeted interactions with your customers. For example, the multi-partner loyalty programme **PAYBACK**, featured in this playbook on page 33, delivers personalised messaging to consumers that leads to more retail transactions for its partners.

The company also tags every customer interaction for historical reference to create smart tools that help increase sales by enabling companies to determine triggers for engagement, identify the best times to engage with customers, and more.

Also, making it easy for your customers to complete transactions through digital channels like messaging apps or social media is a must. If you aren't doing this, you're likely missing opportunities to make meaningful connections with customers, including specific demographic groups you may be keen to target. In its [2022 Future of Commerce](#) report, mobile payments company **Square** explains that "when the right message is sent at the right time", consumers are likely to respond, noting that 25% of Gen Z consumers and 27% of Gen X consumers are interested in shopping through chat or text messages.⁵

Engaging Through Social Channels Reduces Customer Churn

20-40%

"Customers ... spend 20 to 40% more with companies that respond to customer service requests on social media. And companies that don't respond to customers on social channels are losing customers year after year, with a 15% higher churn rate versus businesses that do respond."

A Shift to the Cloud Is Vital to Conversational Commerce Success



If you're worried that your business needs to scramble to catch up with the conversational engagement trend, understand that even early movers in this space may still face a long journey to mature their efforts. Late movers might even have a chance to leapfrog ahead by making strategic investments in technology like cloud Communications Platform as a Service (CPaaS) that not only support conversational engagement but also enable an omnichannel experience.

Research from [IDC's 2022 European Enterprise Communications Survey](#) shows that only about one-third of companies are piloting or planning to use CPaaS, and just 28% report that they are using the technology extensively.⁷ CPaaS is used most extensively in the financial services and transportation industries right now, although retail and manufacturing are not that far behind, according to the survey.

Why does CPaaS adoption matter to conversational engagement success? These platforms allow you to easily add voice calling,

videoconferencing, social media messaging, SMS/MMS, and more within your applications without an overly arduous IT lift. That means you can create conversational engagement experiences for your customers more efficiently and cost-effectively. CPaaS also helps you scale your communication as you expand your digital customer engagement efforts.

And for those who are hesitant due to security concerns, CPaaS tools seamlessly integrate a verification step into the conversation.

Now what about the role of CPaaS in creating an omnichannel experience? As [Sushman Biswas](#), Senior Consultant, Customer and Marketing at [Deloitte India](#), [explained in a recent article](#), "A CPaaS solution helps brands execute engagement strategies over multiple channels and devices, along with smart workflows to build seamless customer journeys. Essentially, this means that the customer could communicate with the brand seamlessly via multiple channels (text, video, voice) from inside the same user interface or app, without having to switch the screen."⁸

Top 3 CPaaS Features Organisations Are Using Right Now

Multi-channel conversation integration (SMS, WhatsApp, Instagram)

54%

OTT/social messaging (WhatsApp, WeChat, Facebook Messenger, etc.)

54%

Email notifications (secure encrypted email)

54%

Source: [European Enterprise Communications Survey, IDC, 2022](#)⁹

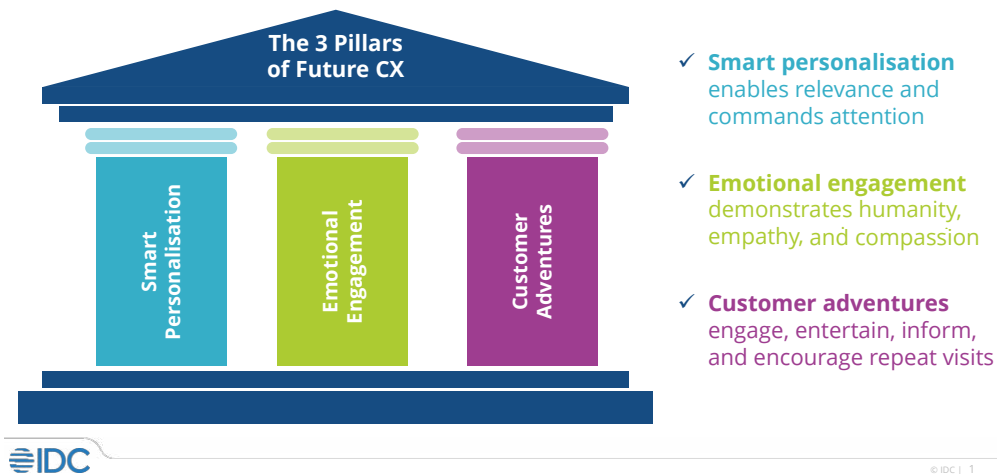
A Framework for Building a Conversational Engagement Strategy

Conversational engagement isn't simple or easy to do. But for your business to survive in an increasingly digital future, you must enable conversations with your customers across every touchpoint and every channel — and respond effectively to whatever their needs may be at the moment they are inspired to engage with you.

Committing to conversational engagement for the long haul may require your business to modernise its technology, including embracing the cloud and adopting advanced technologies like Artificial Intelligence (AI). You must also create a formal strategy.

A framework can help you set the course for success with conversational engagement, and IDC offers one (shown below) that your business may find helpful as you get started with building your strategy.

IDC's 3 Pillars of Future CX



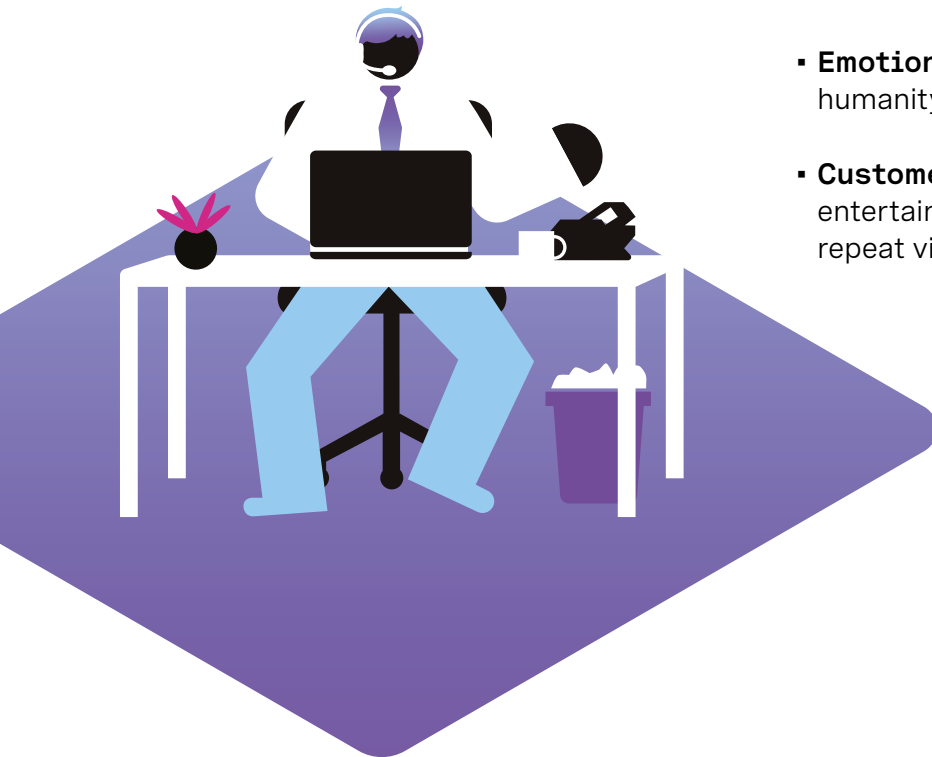


IDC designed this framework to give companies direction as they develop outstanding customer experiences for the future.¹⁰ The framework's three pillars align well with building a conversational engagement strategy. IDC describes these pillars, and their purpose, as follows:

- **Smart personalisation**, for enabling relevance and commanding attention
- **Emotional engagement**, for demonstrating humanity, empathy, and compassion
- **Customer adventures**, for engaging, entertaining, informing, and encouraging repeat visits

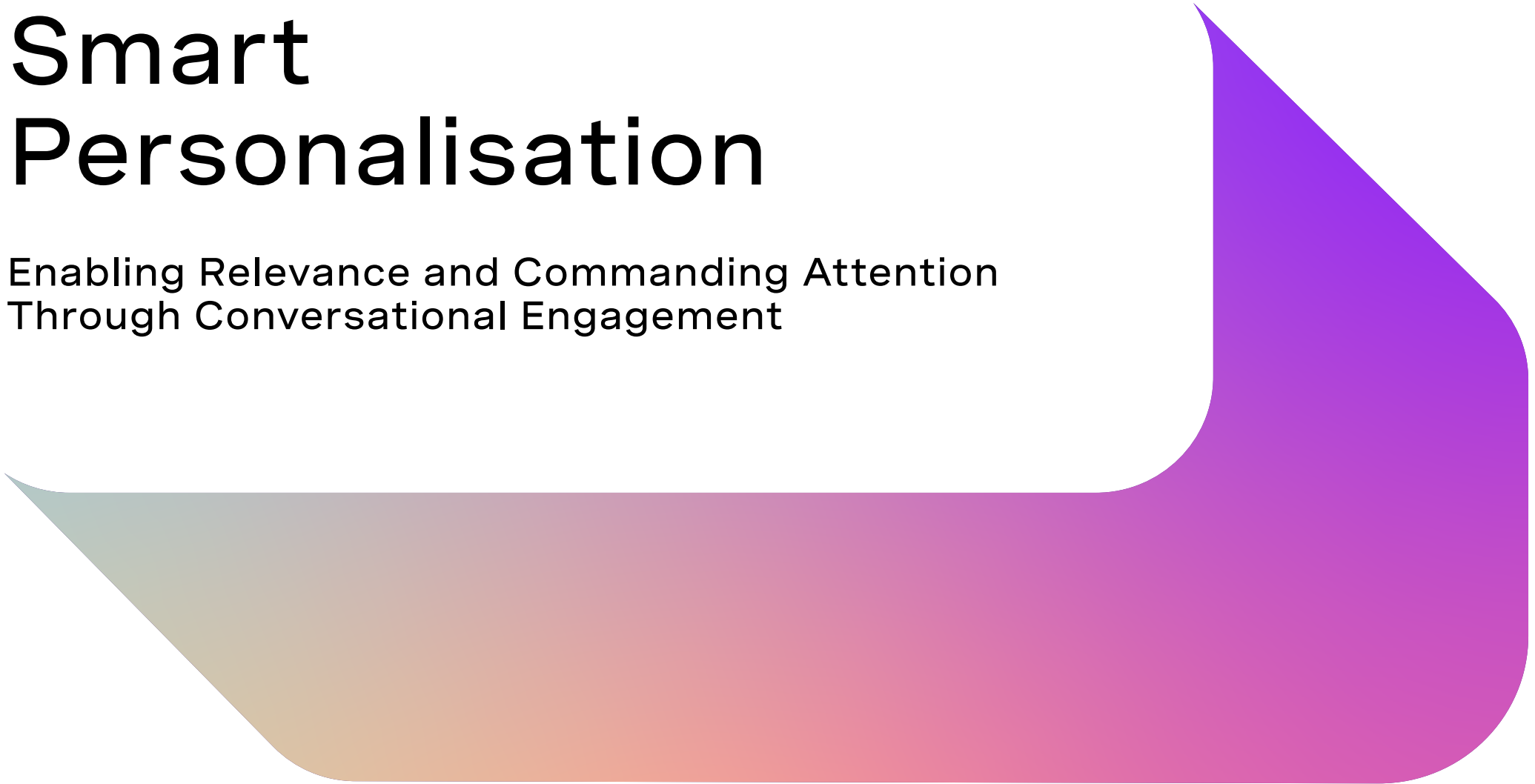
There is no one-size-fits-all approach to conversational engagement, and IDC's framework is only a suggested guideline. However, no matter the nature of your business, industry, or specific marketing objectives, focusing on all three areas outlined in the framework is essential if you want to become a CX innovator and build a strong foundation for an omnichannel future.

Using the framework above, let's look at how 10 German companies are mastering various aspects of conversational engagement. First up: examples of businesses excelling at smart personalisation.



Smart Personalisation

Enabling Relevance and Commanding Attention
Through Conversational Engagement



The time is now for marketers to double down on creating highly personalised communications for their customers if they want to meet their expectations — and gain more business from them.

A recent report on ad personalisation from Postclick, a company focused on automating advertising conversion, notes that “marketers who invest in personalisation maximise their marketing-spend efficiency, meet or exceed revenue targets, and earn a high return on investment”.¹¹

And companies that “excel at demonstrating customer intimacy generate faster rates of revenue growth than their peers”, according to McKinsey.¹² The global management consulting firm also reports personalisation is pivotal.

Consumers who expect companies to deliver personalised interactions

71%

Consumers who are frustrated when this doesn't happen

76%

Consumers who expect the businesses they buy from to recognise them as individuals and know their interests

72%

Source: [McKinsey, 2021](#)¹³

As a marketer, you already know that today's consumers, thanks mainly to their use of social media platforms, expect highly personalised online experiences. But there's another trend amplifying this expectation that you may not have considered — the rise of 'people-centric' and 'human-centred' in thinking, design, culture, and more.

The intensifying focus on the human element in our increasingly digitised world is only helping raise consumers' expectations that any business or institution they interact with will treat them as people — as individuals.

PURPOSEFUL COMMUNICATION THAT INFORMS AND DELIGHTS 'BY DESIGN'

The term 'human-centred' originated from a philosophy for design engineering in the 1950s by a professor at Stanford University, [John E. Arnold](#), who created one of the first interdepartmental graduate programmes in the United States by bringing together the mechanical engineering and art departments.

Why is this relevant to a discussion about conversational engagement in modern marketing? Because conversational engagement is about aligning the right mix of

capabilities — including advanced technology and human creativity — to create something decidedly people-centric: positive, productive, and frictionless two-way interaction with any customer, any time, via any channel that customers choose.

Marketers who want to succeed at conversational engagement need to 'design' their communications to be more human-centred.

Interestingly, [global design firm IDEO](#), which popularised human-centred design, defines the first phase of the process as the 'Inspiration Phase'. This is the stage when "you'll learn directly from the people you're designing for as you immerse yourself in their lives and come to deeply understand their needs".

And as we learned earlier in this playbook, conversational engagement starts with a moment of inspiration — when the customer is inspired to engage with you. You also learn more about your customers, and learn more from them, through these interactions.

In this section, you'll read about the following businesses and marketers in Germany that are developing targeted and relevant communications delivered when customers are inspired to interact.

- **Alper Taner**, a Berlin-based consultant and acquisition expert who works with a broad range of clients to create personalised conversations and experiences that add value for app users and, ultimately, encourage repeat visits and re-engage dormant customers.
- **Beelinguapp**, a language-learning app headquartered in Berlin, which uses "happy moments" of breakthroughs and personal growth to invite its subscribers to provide feedback and share their positive experiences on social media.
- **PAYBACK**, a Munich-based shopping bonus programme, which has identified the best times to present shoppers with the most relevant offers to increase retail transactions for its partners.

These companies demonstrate leadership in smart personalisation — the first 'pillar' for building a comprehensive conversational engagement strategy.



"Smart personalisation is the first pillar for developing outstanding customer experiences for the future. It's all about showing customers that you know them and have their personal data, but you're also using that data in the right way. And once you've established that trust, then you can reach out with services and products in a very targeted and smart personalised way using technologies and tools like 360-degree customer insights and customer data platforms."

- **Melissa Fremeijer-Holtz**

Research Manager, IDC's European Enterprise Infrastructure and Communications group

01

ALPER TANER: Improve Conversion Rates Through User Engagement

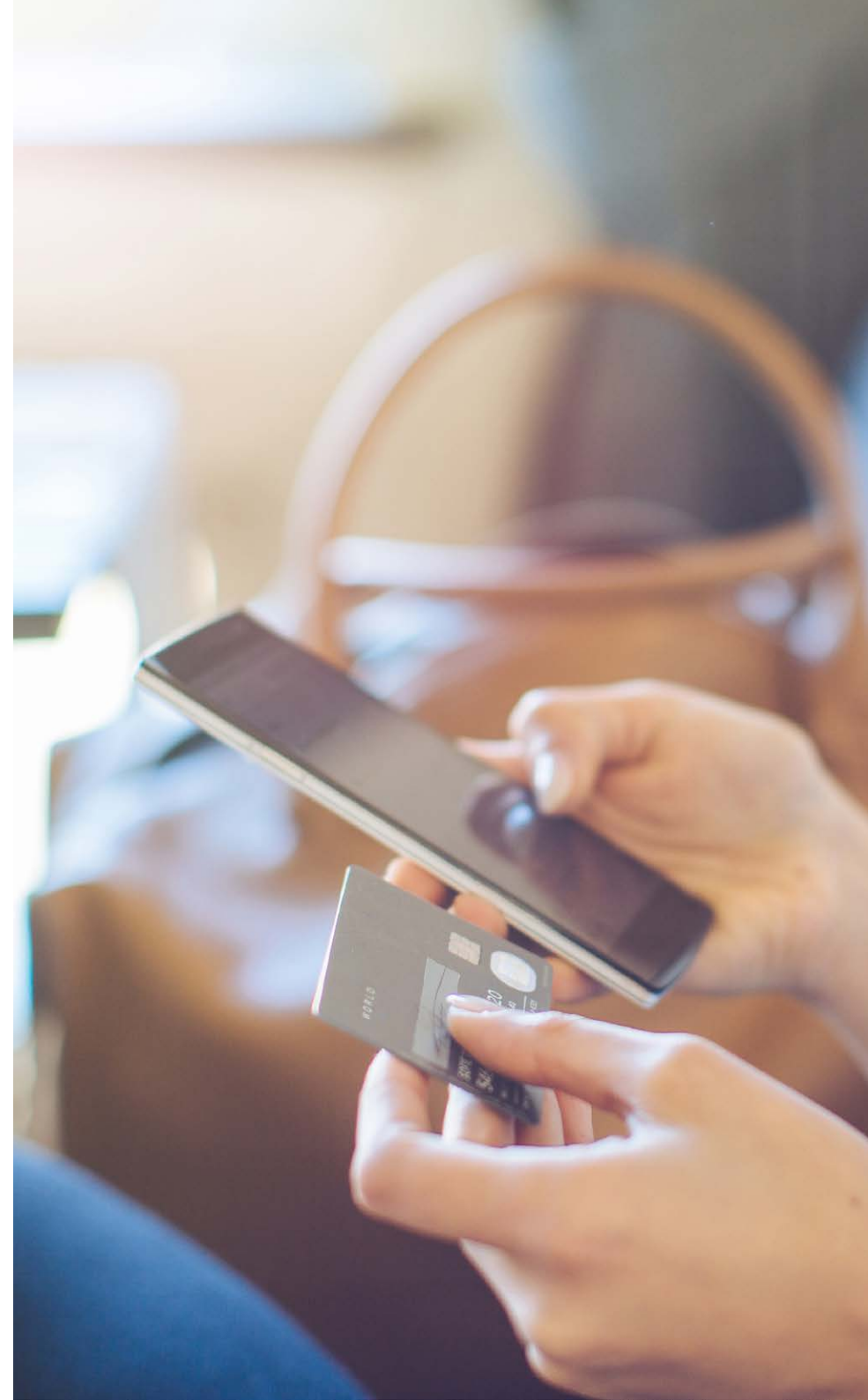
When apps need sound growth strategies and execution, they call upon Alper Taner. While the Berlin-based app growth consultant and acquisition expert primarily focuses on the top of the funnel, he promotes the idea that acquisition, engagement, and retention are intertwined — and it all starts with personalised conversations.

Alper Taner

App growth consultant **Alper Taner** is a full-stack marketer, strategist, and executor with 10 years of experience in marketing. He has managed thousands of user acquisition campaigns backed by 7-to-9 figure annual budgets. On behalf of his clients, he leads performance marketing channel audits and set-ups, conversion funnel optimisation, CRM automation, marketing and monetisation strategy, and more.

Having worked with more than 50 different apps worldwide — across verticals such as e-commerce, health, education, and lifestyle, as well as a hypergrowth grocery delivery service — Taner specialises in helping companies scale their paid user base with maximum efficiency.

As a growth marketer, his advice to colleagues is that, in order for user acquisition to be truly meaningful, apps should adopt product and messaging strategies that add value for users, which will ensure long-term engagement and retention. "For growth marketers, engagement is just as important as acquisition," he notes. "The more users engage, the more they retain. That typically leads to monetisation. If the users we acquire are happy, they invite their friends, and that's the growth loop we aim for."



LISTENING TO USERS AT EVERY STAGE OF THEIR JOURNEY

Just as there is almost no sale in the offline world that takes place without a conversation, no transaction in the digital, omnichannel world takes place without one either. "You've probably never seen a fashion brand's retail store without any sales assistants," Taner says. "In the online world, the sales assistant is your CRM and your messaging. It's how you're able to connect and replicate that full customer experience."

Maintaining a two-way conversation, he continues, has always been important, and will become even more important as targeting and attribution get trickier. The only way you will be able to really know a user is to engage in a conversation with them throughout the entire customer experience — from the pre-purchase including onboarding to the post-purchase phases.

It's more critical than ever to get user feedback "almost in real time, before you suggest something", Taner explains. "You first ask, 'What would you like to see? What would you like to accomplish?' Responses go into personalisation. With user input, you're able to provide the things they like, and you maximise the chances of conversion in the shortest amount of time."

PAUSING ACQUISITION TO BOOST ENGAGEMENT

To demonstrate this principle, Taner cites the example of one of his clients, an established e-commerce company, asking him to help grow the app user base. "I was working within the product team and was responsible for the full funnel," he says. "The retention rate was low; there was no CRM for app users besides non-targeted push notifications. My proposal was to stop acquisition there and fix the funnel before acquiring more users into the leaky bucket."

Taner first helped the company integrate a CRM tool, then helped with automation. What happened next is a testament to the massive value of conversational commerce in terms of data-driven insights. "We ran multiple life cycle marketing campaigns for activation, churn prevention, reactivation, as well as win-back, through multiple channels," Taner recounts. "Daily active users went up 60% compared to the previous period and our new user retention rate went up by 30%." These results were largely driven by individualised communication — conversations with users — in the CRM.

"Personalised messaging was the main thing that led to such high engagement, which led to retention and monetisation," he says. "We were able to reactivate users that were dormant for more than a year because we reached out to them in a more personalised way."

"Marketers should ask, does this message they plan to send out really add value for the user? It's always about the user first. Being more thoughtful in this regard can reduce unsubscribe and push notification opt-out rates, which is especially relevant these days due to users having so many more apps and receiving so many more notifications."

- Alper Taner

App Growth Consultant and User Acquisition Expert

Alper Taner Rules of Engagement

1.

Understand that conversational engagement is about more than enabling commerce. It's about enabling exchanges between the company and the customer in every stage of the customer experience. In practice, this means connecting customers with specific offer suggestions and nurture campaigns based on where and when they enter the funnel. Deeper in the funnel, the focus shifts to messaging and marketing to guide customers on their journey or, if the goal is to complete a purchase, to check out. These conversations allow companies to glean insights, as well as to identify areas of improvement or opportunities to deepen the customer relationship. Ultimately, the goal throughout the user journey is to provide convenience, personalisation, and decision support.

2.

Have a strong testing infrastructure in place and have multiple variations of the messages that you send in your CRM communication, run incremental tests, and always use best practices as part of your experiment roadmap. Any assumptions should be based on both quantitative and qualitative data, and should be validated through user interviews.

3.

Don't just engage with churners; loyal users also should be addressed with relevant messaging. Understand why some users engage, why others don't, and why some stop engaging. Get feedback from power users as well as churners and adjust your strategy accordingly.

BEELINGUAPP: Guiding the Conversation with Personalised Content

Customer conversations should always start with listening. By using the onboarding process to understand what motivates its users, the language-learning app Beelinguapp has been able to build greater trust, create more personalised experiences, and deliver effective communications.



BEELINGUAPP

Beelinguapp is a subscription-based language-learning app that uses audio to reinforce speaking skills and reading comprehension. Users learn by reading and listening to their favourite works — from books to musical lyrics — in their target language, with their native language displayed side by side on the same screen. The app offers learning opportunities for 14 different languages.

Headquartered in Berlin, Beelinguapp raised \$1.1 million in seed funding in 2020 after reaching the milestone of 3.5 million app downloads.

David Montiel, the co-founder and CEO of Beelinguapp, is an expert software developer and engineer who's worked at leading companies including Google, eBay, LinkedIn, and XING. He created Beelinguapp as an outgrowth of his own experience while learning German; he understood that people learn best when consuming the types of content they love.

A good conversationalist knows how to listen. With that in mind, the Beelinguapp onboarding process asks users to share their own interests. "We give users the opportunity to tell us about themselves so that we can arrange the content," explains Montiel. "We ask them about their favourite topics, the language level at which they want to learn. This information will improve their experience."





BEELINGUAPP

BOOSTING ENGAGEMENT WITH THE RIGHT CONTENT AND THE RIGHT MESSAGING

One of the ways Beelinguapp builds engagement and improves customer retention is by sending individualised notifications. According to Montiel, one successful messaging strategy is to inform users "about their streaks — how often they come to the app. Whenever they stop coming every day, we let them know: 'You lost your streak, but don't worry, you can recover it.'".

What truly sets Beelinguapp apart from other language-learning programmes, however, is its approach to personalised in-app content. "We have a lot of content in the app", says Montiel. "It's kind of like a Netflix experience, where you browse and read the things that interest you. We discovered that the more content we have, the more people come back to the app." Personalised content suggestions, he adds, are "based on what users are consuming, with insight from tools such as AI and machine learning".

Beelinguapp strengthens this engagement through games and challenges. One example: "We have certain content that remains locked until the user completes a sequence. You have to read a story first, then a second one; the third story is not unlocked until you've read the first two."

BUILDING MOTIVATION AND TRUST ACROSS CHANNELS

Outside of the app, Beelinguapp currently communicates with users through email and via Facebook and Instagram messaging; it is also exploring additional channels and platforms including WhatsApp, video, and dedicated user communities.

Montiel says that Beelinguapp takes a positive, motivating approach to its communication with users, focusing on what he calls their "happy moments" of breakthroughs and personal growth. "If a user has just finished reading a story in a new language," he says as an example, "we focus on that boost in their mood and ask them to share it on social media."

From in-app messaging to social channels and video, each conversation is an opportunity. Keeping users on the channel helps extend the conversational commerce opportunity — where AI or live agents can engage and suggest a new lesson plan or product.

Regardless of channel mix, Montiel says that each channel should be used to leverage the trust you've built with your audience, which in turn strengthens your product.

"The more people use your product, the more familiar they become with you, and the more they trust you," he notes. "The more they come back to your product, the more communication opportunities you have, which lead to more feedback about how to improve the product."

"When users interact with a brand, they want an experience that feels the same on every channel. Use the same tonality of language in every conversation that you have with them."

- David Montiel
CEO, Beelinguapp

Beelinguapp Rules of Engagement

1.

Maintain a consistent tonality, look, and feel in your interactions with your users. Customers expect to experience your brand as more of a persona than a company, so your personality and character should remain consistent.

2.

Boost engagement through the use of first-party data, for example by asking customers about their personal interests. Whenever possible, offer personalised content choices in return.

3.

Build trust by using your communication channels as a positive feedback loop. Offer as many opportunities as possible for customers to make their voices heard, and for your brand to demonstrate that customers' voices are helping improve the product.

PAYBACK: How to Create Rewarding Customer Experiences

According to the old marketing adage, no one can resist a bonus offer. This is only partly true. To drive conversions, the offer must be timely and relevant — the result of listening to the customer. PAYBACK, Germany's biggest and most popular shopping loyalty programme, is delivering personalised messaging that leads to retail transactions.



With more than 31 million customers and 5 million transactions per day, Munich-based PAYBACK is Germany's top shopping bonus programme and its largest multi-channel marketing platform. Its app is among the most awarded and most popular apps, recently named 'App of the Year' for 2022. Founded in 2000, PAYBACK is part of the American Express Group; it currently operates in 11 countries including Germany, Austria, Italy, Poland, and Mexico.

As a multi-partner loyalty programme, **PAYBACK** enables customers to collect points from hundreds of well-known retailers both offline and online, and redeem these for vouchers, rewards, frequent flyer miles, or charitable donations – all using a single card or the app.

Nico Winkelhaus is Director of Digital Marketing at PAYBACK, where he is responsible for expanding and monetising the company's digital reach. Prior to joining PAYBACK, Winkelhaus honed his digital marketing expertise at leading media companies including ProSiebenSat.1 and Condé Nast.

PAYBACK's strategic presence across offline, online, and mobile platforms allows the company's partners to run integrated campaigns. The key to success for these campaigns, says Winkelhaus, is a deep level of relevancy and personalisation. "In our ecosystem, all offers, coupons, and transactions are summarised behind login," he says. "Our database allows us to see what the customers are looking at, what they're buying, so we can use that data to deliver relevant offers. Our partners gain more relevancy from the data because of how well we adapt this information."

This approach is an ideal example of conversational commerce at its best, where every customer interaction is tagged for historical reference, and where the data and tags become smart tools to increase sales. It allows companies to, for example, determine the best time(s) to engage customers; identify triggers for engagement, including in-store, in-app, and always in-channel; address abandoned carts; plan for seasonal promotions; and more.



FOCUS ON YOUR OWN CHANNELS – AND DATA – FIRST

While PAYBACK employs a multi-channel communication approach, its conversion strategy remains rooted within its proprietary channels. The company uses social media “for promotions, especially for driving traffic, installs, re-engagement, and so on”, says Winkelhaus, “but the conversion and data collection are still on our own channels. It’s important to decide what you can do wisely on your own properties — where you can get the data and get the user’s permission — and which assets you need on paid or partnered channels, where you don’t have the last word and you have to pay for everything”.

The decision to focus on conversion mechanisms within your own properties may not work for every brand, he notes. “It depends on how large you are, what assets you have. If you are a smaller brand, then of course it makes sense to look at different options like social checkout.”

CREATIVITY MUST BE ROOTED IN ANALYSIS

Every brand is competing for consumers’ attention through engaging content. The ones that ultimately succeed, says Winkelhaus, are those that truly listen to the customer’s end of the two-way conversation. “It’s crucial in the digital world to optimise the funnel by testing nearly everything, including creativity, so you can act on what the customer is saying. By doing your homework, you can be very creative, especially on channels like TikTok that demand it.”

The challenge is in finding the right talent — colleagues who can craft engaging content that appeals to the customer, while being guided by data-driven insight. “Either you’re very creative or you’re very analytical,” Winkelhaus points out. “Having both skills is quite rare.” If the solution can’t be found in the hiring market, it must be developed within your organisation. “Our aim is to educate and to develop our people for this kind of profile: to test things and be creative while also being analytical.”

“Channels like TikTok demand our creativity, but creativity must always go hand in hand with analytical skills and data. We don’t want to win creativity prizes; we want to drive business.”

- Nico Winkelhaus
Director of Digital Marketing, PAYBACK

PAYBACK

Rules of Engagement



1.

Realise that personalisation and relevancy are the keys to furthering the customer conversation. Develop relevance scores for messaging, offers, and other communications you deliver to customers based on their feedback and the data they have given you permission to collect.

2.

Focus conversion strategies on your own channels and properties, where you can fully leverage your first- and second-party data to deliver personalised experiences. Consider other channels, including social media, for their strengths in fulfilling objectives such as acquisition and traffic-building.

3.

Foster a culture where creativity and analytics work hand in hand within your organisation. Seek new talent that understands how to translate data-driven insight into creative and compelling messaging. And aim to develop these complementary skills within your existing workforce.

Emotional Engagement

Demonstrating Humanity, Empathy, and Compassion
Through Conversational Engagement





In 2019, before the COVID-19 pandemic turned the world upside down, [Deloitte Digital](#) published a white paper, [Exploring the Value of Emotion-Driven Engagement](#), asserting that brands “by mirroring the qualities of positive human relationships ... can cultivate the kinds of connections that will convert customers into loyalists”. Achieving that at scale, the authors said, would likely require, among other things, “an approach that infuses empathy, responsiveness, and context into every interaction”.¹⁴

When the pandemic hit, there was no more contemplating this “future” approach to engaging with customers. It had arrived.

Daunting as the challenge was, global management consultancy [McKinsey](#) showed tackling it could drive sustained growth through customer retention. “By consciously providing empathy and care during this crisis,” [McKinsey](#) wrote, “companies can build a foundation of goodwill and long-lasting emotional connections with the communities they serve.”¹⁵

THE DEMAND FOR EMPATHY: NO PASSING PHASE
[Paige Musto](#), Vice President of Corporate Marketing at [UserTesting](#), a human insight company, observed that COVID-19 had “[made empathy indispensable](#)”.¹⁶ In her view, empathy had “become the determining factor in whether a company is perceived as customer-centric”. She emphasised, “As pandemic uncertainty remains the norm, businesses must be hyperaware of consumers’ emotional states and lead with empathy in all marketing and advertising efforts.”

While the pandemic has eased, uncertainty persists — economically, geopolitically, environmentally, and socially. And consumers’ expectations about having customer-centric/people-centric/human-centred experiences with businesses and brands also persist.

[A recent study](#) by US public relations and marketing firm [Method Communications](#) found that 92% of Americans want to see brands practise empathy. More than half of US consumers (55%) say they are more likely to purchase from a brand that shows empathy and is ‘human’.¹⁷



In Europe, the [2022 Brand Authenticity Report](#), published by customer experience management company [Sitecore](#), found that eight in 10 consumers in the UK believe it is powerful for brands to go beyond expressing empathy for their in-the-moment needs. They want brands to provide them with insightful recommendations and remember actions they have already taken.

That all describes conversational engagement, of which emotional engagement is a critical part. In this section, we spotlight three businesses in Germany leveraging emotional engagement to show empathy, humanity, and compassion to their customers.

ADA HEALTH

A Berlin-based health company which helps people find personalised healthcare solutions and takes great care to listen and show empathy to customers who may reach out when they aren't feeling well and want expert answers to their questions as quickly as possible.

TRADE REPUBLIC

An online broker and regulated financial institution based in Berlin which listens closely to its customers, provides them with a transparent onboarding process, and educates them about investing as they seek to build their financial independence and future.

upday FOR SAMSUNG

A personalised news app based in Berlin which strives to be a 'human' part of its user community, online and offline, through its '[Jaxon](#)' persona, a Web3 character who serves as the 'host' of a destination for [curated gaming news with attitude](#).

Emotional engagement is the second pillar for developing a conversational engagement strategy, and as you'll learn from the following profiles, it goes hand in hand with smart personalisation.



"Today's customer is critical and looks towards brands to deliver a positive impact on their own customer journey and society at large. Humanity has enough to contend with, from fighting global warming to creating a more equal society, and people expect brands to play their part. Consumers want brands to mean what they say, understand what they need, make them feel heard, and make life better."

- [Olivier Trop](#)

Managing Director, [The Oval Office](#) - Belgium

Source: [LinkedIn](#)¹⁸

ADA HEALTH: Achieving Growth Through Personalised Advice

Clarity, relevance, and trustworthiness are especially important when your customer conversations involve healthcare.

Ada Health, an app-based provider of medical expertise and advice, is achieving success by listening to its users' concerns on a human level, and helping them find relevant solutions as quickly as possible.

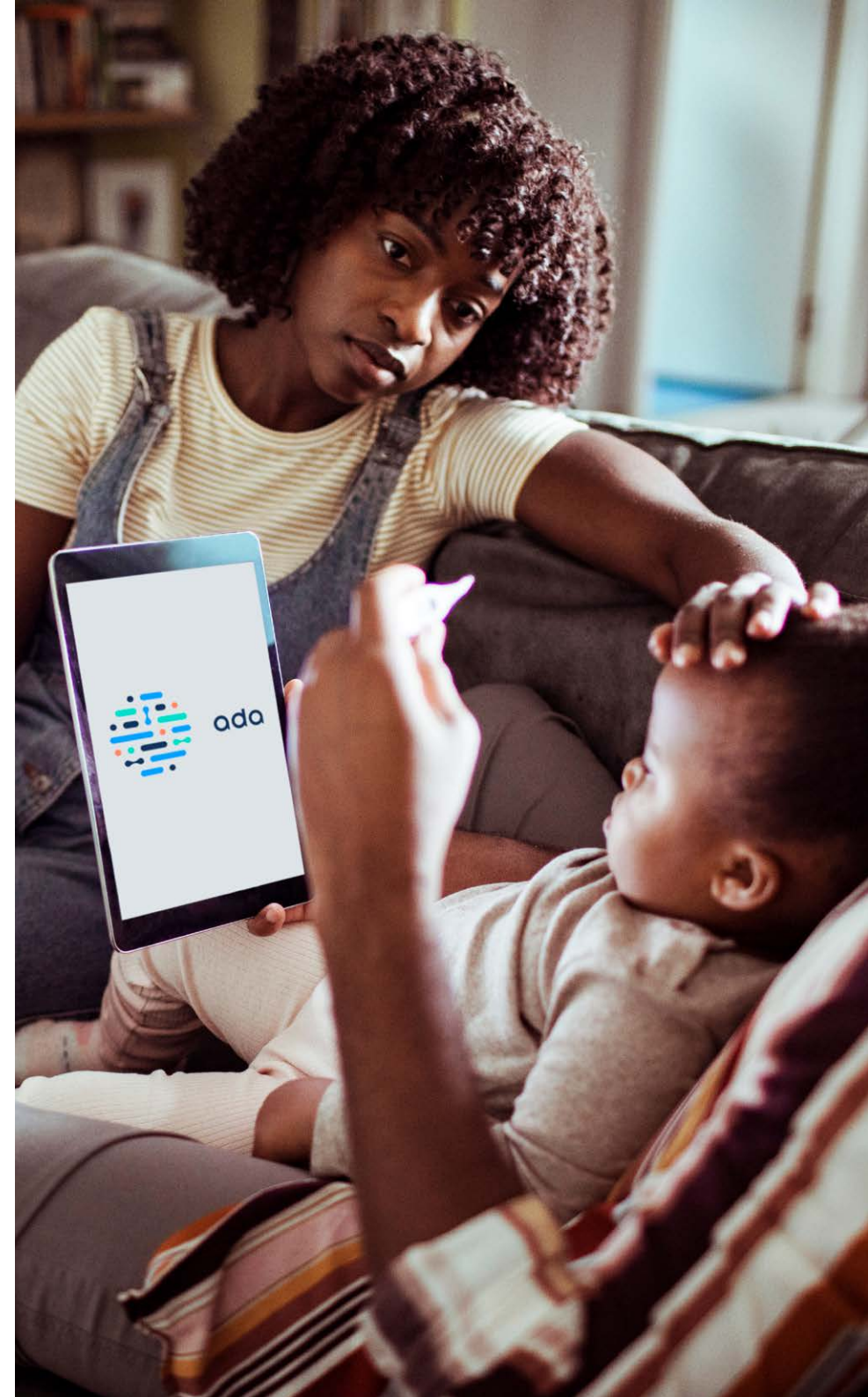


Built by doctors and scientists to simplify healthcare journeys based on medical AI, [Ada Health](#) helps people understand, manage, and get personalised care for their symptoms, and delivers trusted medical expertise in minutes. Its free app, Ada, is used by more than 10 million people who have collectively completed more than 25 million symptom assessments to date.

The company was founded in 2011 by an entrepreneur, a neuroscientist, and an NHS doctor. Today, it has offices in Berlin, London, Toronto, and New York, and employs more than 350 people worldwide.

Berlin-based [Marvin Rottenberg](#) is Vice President of Marketing for Ada Health, where he is responsible for all global marketing activities, as well as user acquisition, branding, and growth. Prior to joining Ada, Rottenberg worked at Google, specialising in performance and brand marketing.

Rottenberg says that using effective conversational messaging helps streamline the user experience, which is critical for a healthcare app like Ada. "Our customers usually use the app when they feel unwell. Removing friction means that we're helping them get healthy much more quickly — potentially saving lives." The benefit from a marketing perspective, he adds, is that it "increases the conversion rate and lowers acquisition costs".





CLARITY AND ACCESSIBILITY ARE KEY FACTORS

Ada is a global health resource, so the company prioritises reducing language barriers for users around the world. "We try to be as accessible as possible," Rottenberg explains. "We offer communication channels in multiple languages, and we're present on social media channels in all those native languages. Users feel comfortable engaging with us, and that's what's driving results."

Ada utilises clinically developed AI to gain clarity around a user's symptoms — another vital component in achieving better healthcare outcomes. "We want users to get the health information they need as soon as possible," says Rottenberg. "Our app asks about specific symptoms to determine whether or not it's a serious issue. We work hand in hand with our doctors to make sure we're not overloading the user with unnecessary questions."

USING THE RIGHT CHANNELS TO BUILD TRUST

Trust comes when users feel their voices are being heard. So, in addition to giving users the opportunity to answer healthcare-related questions in the app, Ada encourages them to proactively discuss their concerns and ask specific medical questions in-app, and to share general conversations about the app on Ada's social media channels. Rottenberg says that Ada is also looking into SMS and chat as the next phase of its channel mix, to further establish conversations built on trust.

Video is also crucial in this regard, he adds. "We recently started live video sessions on Instagram, where users can directly ask us questions about specific features. It's a very easy and engaging way to get your message across to the customer, and to get their feedback as soon as possible." It also reinforces the idea that there are real people behind the product — a pivotal trust-building exercise. "Healthcare is a very sensitive topic. People feel assured when they see this app is actually built by real doctors, real people who care about them."

"Listen to your customer's needs, tailor your message around the solution, and make sure you deliver that solution. Business success will follow."

- Marvin Rottenberg
Vice President of Marketing, Ada Health

Ada Health Rules of Engagement

1.

Give users a valued voice in your product, to demonstrate to them that real people are there to hear their feedback and concerns, and that their experience with the product will continually improve as a result.

2.

Address your global audience. It's important not only to communicate in users' native languages, but to understand the specific needs and nuances of each market. Be sure to customise your communication approach as much as possible.

3.

Amplify the voices of users who truly value your product. Use your various channels to share and elevate relevant, positive reviews from the App Store and Google Play Store, for example, to help establish trust among the wider audience.

05

TRADE REPUBLIC: Invested in Listening to the Customer

For new investors, the ability to quickly and easily access market opportunities can be a life-changing experience. Trade Republic is helping a wide range of investors in Germany and other European markets begin the path to financial independence — and is enhancing their journey by listening carefully and educating them every step of the way.

Trade Republic is a Berlin-based online broker that offers fast and easy access to capital markets, allowing users to trade ETFs, shares, derivatives, and cryptos via its app. Founded in 2015 by a philosopher, a physicist, and a computer scientist, the company is backed by renowned technology investors including Sequoia, Founders Fund, and TCV, and currently operates in Germany, Austria, France, Spain, Italy, and the Netherlands.

A regulated financial institution, Trade Republic counts more than 1 million users and has over €6 billion in assets under management. It maintains a rigorous focus on quality and transparency, with stocks and ETFs traded on an independently monitored public exchange in Hamburg. It also offers, on average, better trade prices than the reference market XETRA, enabling users to collectively save €6 million.

Dora Trostanetsky is Growth Marketing Lead for Trade Republic. She is a holistic marketing strategist with more than a decade of experience in performance marketing, ranging from mobile growth to digital acquisition. Her background spans a variety of industries, including gaming, tech start-ups, and urban mobility. Previously, she was Director Growth Marketing at SoundCloud in Berlin, where she led strategy for top-of-funnel acquisition and SEO, and created the marketing data and analytics roadmap.

According to Trostanetsky, Trade Republic is about “democratising wealth and enabling access for everybody to invest in the markets, which in the past has been reserved for a few”. The app, she says, provides tools to help users “take care of their own future and be financially independent”. Because the journey to financial freedom differs for everyone, it’s critical for a fintech app like Trade Republic to engage in a two-way conversation with users throughout the journey, listening to their needs and personalising their financial learning at every turn.



**LISTENING TO USERS: HOW TWO-WAY
CONVERSATIONS LEAD TO CONVERSION**

Her experience at SoundCloud and now at Trade Republic has made Trostanetsky a major proponent of research as a way to facilitate effective conversations with customers. She says it's a mistake for marketers to communicate based solely on their own assumptions. "We as marketers can forget to go back to the source," Trostanetsky points out. "Don't get too much into your hypothesis and what you think is right. At a certain point, it won't be comparable, because your new customers don't know even half of what you know, and probably don't think the same way."

She advises marketers to "interview people and do user research. Engage with people who are not using your products, and people who are. Understand how people are perceiving your brand throughout the entire user journey from acquisition to onboarding, retention, engagement, and conversion. Ask them about different topics, like how they found you, what they think about you. If they churn, immediately send them a survey. Hypotheses have to be constantly validated by a reality check. User research has its rightful place in informing these conversations and this engagement".

ACHIEVING RELEVANCE THROUGH SEGMENTATION

Trostanetsky learned one of the golden rules of engagement marketing at SoundCloud. It's a constant that she's brought to Trade Republic: clearly defined audience segmentation helps personalise relevant messaging to further the customer conversation. "You cannot have the same messaging strategy for all of your audience," she explains. "You have different types of engagement, different types of behaviour. In my experience, I've noticed that people who are the most engaged really know what they want. They're not necessarily fond of you sending them in-app messages out of the blue. Don't just serve them a message to serve something. It has to add real value."

At the opposite end of the spectrum are customers who are not particularly engaged with your product. "Serve them a message," she advises. "Interestingly enough, they then show more engagement. They actually start reacting to the suggestions."

"When you're trying to engage in a conversation, you should not try to define the USPs of your product without first understanding your customers' needs. What are the problems they are trying to solve? Start with the community and understand their needs, then craft your message."

- Dora Trostanetsky
Growth Marketing Lead, Trade Republic

Trade Republic Rules of Engagement

1.

Build effective customer conversations by first listening through quantitative and qualitative research. Take every opportunity to learn from your audience about their needs and motivations, and continually ask for feedback from users throughout their entire journey.

2.

Develop unique messaging strategies for different segments of your user base, employing A/B testing and similar means to engage in a more personalised way across whichever channels are most relevant to those groups, whether it's in-app messaging, chat, SMS, or email.

3.

Don't assume. For example, if a user drops off during acquisition, don't assume that they found too much friction in the process – ask them. For users who have registered, use the onboarding process for product education. Later, when you know more about the user, initiate conversations that inform, educate, and motivate them to reach their goals while helping them discover added value in your product.

upday: Keeping News Consumers Informed — and Engaged

The world of news is rapidly changing. Where there was once a necessary distance between journalists and their audience, users today want and expect to interact directly with the people who create news content across various channels. upday, Europe's largest news aggregator app, is not only keeping users informed with relevant information, it's deepening their engagement.

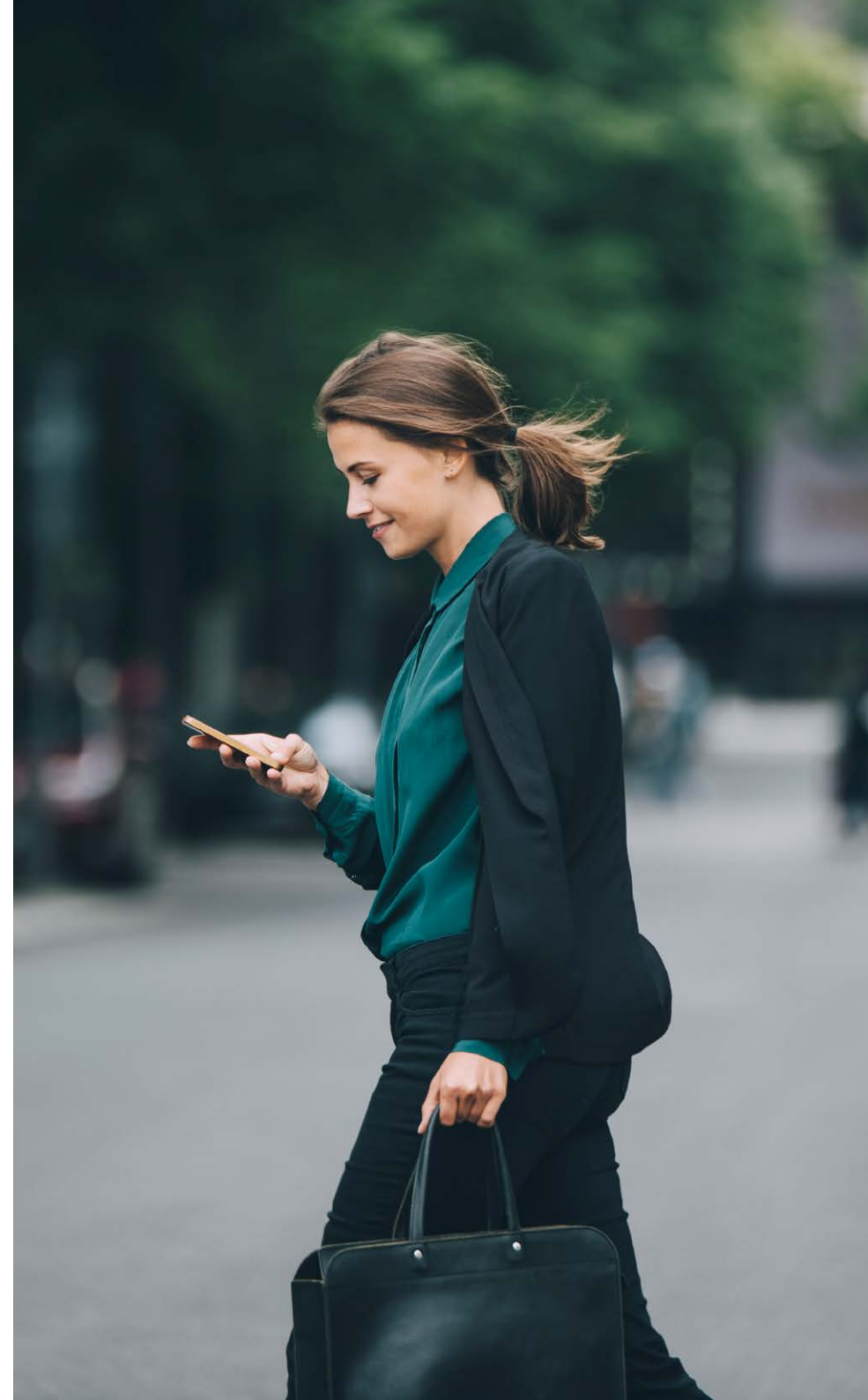


What started in 2015 as a joint project between Axel Springer and Samsung Electronics to redefine mobile news has since become Europe's most popular news app. **upday** aggregates news content from trusted brands and bloggers into a single-stream format, combining tech-driven personalisation with the expert intuition of journalists.

Headquartered in Berlin, with additional editorial offices in Paris, Milan, Madrid, Amsterdam, Warsaw, Stockholm, and London, upday has more than 25 million users and a roster of more than 150 contributing media and tech professionals. Its app is pre-installed on Samsung devices in 34 countries.

Aneta Nowobilska, the company's Chief Product Officer, has been integral to the development of upday from the beginning, bringing it to a 30% profit margin. In cooperation with Samsung, she is also responsible for the launch of an upday brand called Jaxon, the first e-sports news aggregator in Europe. Nowobilska previously supported the IT transformations of Axel Springer SE and large automotive and telecommunications companies.

upday's built-in distribution channel through Samsung helps the company further its mission of "providing the truth — verified, trustworthy information — in a convenient way, while serving the user", says Nowobilska. "We can provide push notifications any time something important happens. Seventy per cent of our users open the app mostly because they get a push notification."





JOURNALISM WORKING HAND IN HAND WITH AI

One of the core tenets of conversational commerce is relevant messaging — and in upday's view, relevance is best achieved through a mix of technology and human connection. "When we do a push notification, it displays only the information that you really should know," explains Nowobilska. "We are investigating how to make it even more convenient to consume the information, and at the same time, establish a connection between a user and our journalists. We are about to introduce a set of functionalities that will give users curated information not only by technology, but actually by people who match their interests."

ENABLING A TWO-WAY CONVERSATION WITH GEN Z

Where upday is really advancing the concept of a two-way conversation between a brand and its users is through Jaxon, its recently launched e-sports and gaming news aggregator. Jaxon is aimed at Gen Z, whose news consumption habits differ from older generations'. To gain credibility with this audience, a brand has to prove it is truly part of the community.

After just a couple months of testing Jaxon, upday saw "the importance of having a conversation with users, and giving them a feeling of being part of the co-creation and development of the news", says Nowobilska. "We're enabling this conversation between the journalists and the users. This [Gen Z] community wants to meld with the brand."

upday has even gone as far as to create an actual Jaxon persona who interacts with the community on various channels. Jaxon, the character, "is funny and entertaining", says Nowobilska. "He expresses opinions and goes into conversation with users."

"People have much less time today. We appreciate the couple of seconds you have between meetings, or during a lunch break, to stay informed. You do not have to search for the right information — we give it to you."

- Aneta Nowobilska

Chief Product Officer, upday for Samsung

update Rules of Engagement



1.

Listen to your users and respect the limited amount of time that they can devote to your communications. Continually fine-tune your messaging, formats, and content with users' personal preferences top of mind.

2.

True relevance among your target demographics is best achieved when content and messaging decisions are guided first by human expertise and curation, and optimised through automation and tools like AI and Machine Learning (ML).

3.

Particularly when targeting a younger demographic, undertake a genuine, well-informed effort to make your product or service part of the community. Where feasible, give users an opportunity to join in a conversation with the real content creators behind your brand.

Customer Adventures

Engaging, Entertaining, Informing, and Encouraging
Repeat Visits Through Conversational Engagement

The logo for Auto Scout24, featuring the word "Auto" in black and "Scout24" in black, with a yellow rectangular background behind the word "Auto".The logo for Babbel, featuring an orange plus sign followed by the word "Babbel" in orange.The logo for FREE NOW, featuring the words "FREE NOW" in blue and a blue checkmark icon.The logo for GoTiger, featuring the word "GoTiger" in a bold, red, italicized font.

How important is the customer experience? [In a global survey by Salesforce](#), a cloud-based software company that provides customer relationship management (CRM) services, 80% of consumers consider the customer experience as important as a company's products and services.¹⁹ Getting it right can pay massive dividends and generate repeat sales.

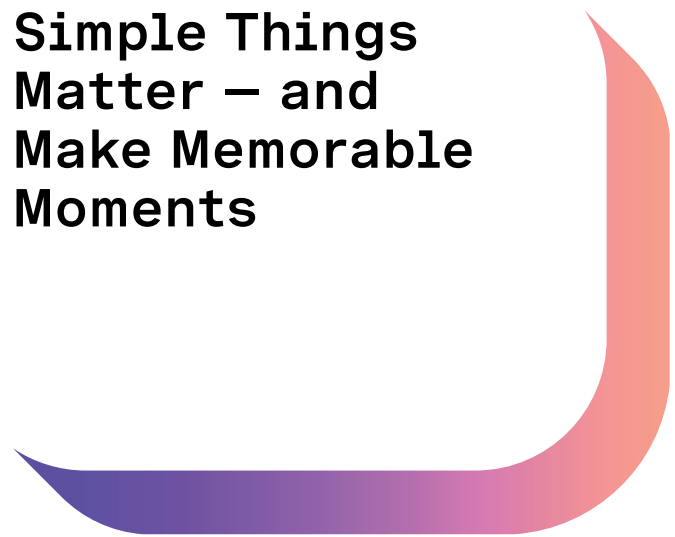
A whopping 91% of consumers surveyed by Salesforce said they'd make a repeat purchase after a positive experience, and 71% said they'd made a purchase decision based on the quality of their customer experience.

For most German consumers (63%), a good customer experience does make all the difference when deciding between buying options, [research from advisory services firm PwC](#) shows.²⁰ Likewise, a poor experience can lead consumers to break up with their favourite brands.

About one-third (32%) of all PwC's global survey respondents said they'd stop doing business with a brand they loved after just one bad experience.

The bottom line: deliver a great experience, and you'll earn lasting loyalty. But with businesses and brands communicating more often with consumers through multiple channels, the risk of a failure (an inconsistent message or an irrelevant experience) somewhere along the customer journey is high.

Simple Things Matter – and Make Memorable Moments



To complicate matters, what many consumers consider a 'good experience' is a moving target, which means companies can't afford to rest on their laurels. Added to the challenge is the narrowing window businesses have to react to customers' changing needs and expectations, according to [Sarah Alio](#), Senior XM Scientist, and [Isabelle Zdatny](#), XM Catalyst, at experience management company [Qualtrics](#).

[In a recent article for Forbes](#), Alio and Zdatny asserted that businesses, if they are to survive in the pandemic-disrupted and tech-driven economy, "need to develop organisational capabilities that allow them to consistently deliver on what customers really care about . . . their experiences".²¹ Managing customer relationships, they emphasise, is the future of customer experience.

The good news for brands is that delivering a standout customer experience and managing customer relationships effectively isn't always about excelling at the bells and whistles. In fact, the experience is often the most magical when the technology is invisible, and the journey is seamless. Details matter, though, and [according to PwC](#), most consumers look for these elements in their experience — speed, convenience, friendliness, and the human touch.²²

That latter ingredient is especially critical when it comes to how customers perceive the ease of doing business with you and whether you're making their lives better somehow. A review of brands topping [Siegel+Gale's](#) ninth annual [World's Simplest Brands](#) study include German grocers [Lidl](#) and [Aldi](#) — both of whom are champions at much more than shopper convenience. They have simplified not only the consumption experience but also "the human experience", observes [Howard Belk](#), co-CEO and Chief Creative Officer of the global branding agency.²³

Siegel+Gale's research also found that

76%

are more likely to recommend a brand that delivers simple experiences

57%

are willing to pay more for simpler experiences

That brings us to the final four profiles in our playbook. These businesses in Germany delight their customers by engaging, entertaining, and informing them through interactions that are often quite simple but useful and meaningful – and very human-centred. They are creating ‘customer adventures’ that keep people coming back for more.

Auto Scout24

Europe’s largest second-hand vehicle marketplace based in Munich, which engages customers with a stellar onboarding process inspired by gaming industry practices and informative communication delivered, often over several years, between purchases.

+Babbel

A leading language-learning app provider with offices in Berlin and New York City, which promotes the adventure of learning and emphasises individualised communication to motivate its customers to keep progressing and sharing their successes with others.

FREE NOW

A mobility services provider headquartered in Hamburg, which delivers personalised messaging to its customers that can enhance their travel experience; it strives to be a thoughtful helper and not overwhelm customers with overcommunication while they’re on the go.

GoTiger

An app-based marketplace for Asian food products serving Berlin and Potsdam, which is creating a world of cultural exploration for its customers by providing education, inspiration, and entertainment through the use of influencers, video, and more.

Customer adventures is the third pillar – the third piece of the puzzle – that your business needs to build an effective conversational engagement strategy. Combine it with smart personalisation and emotional engagement, and support it with the right technology, people, and processes, and you’ll be well on your way towards becoming a leader in conversational engagement and shaping your company’s omnichannel future.



"As we move from touchpoint to touchpoint, using all the devices and channels that we're used to, we as consumers come to expect that we can get what we want, any time, on any device, everywhere, and that the performance and quality will remain consistent. So, it's really necessary for customer-facing businesses to exceed those expectations and morph customer journeys into customer adventures, making even the simplest parts of the process fun so that customers will come back for more."

- **Melissa Fremeijer-Holtz**

Research Manager, IDC's European Enterprise Infrastructure and Communications group

07

AUTOScout24: Setting the Conversational Wheels in Motion

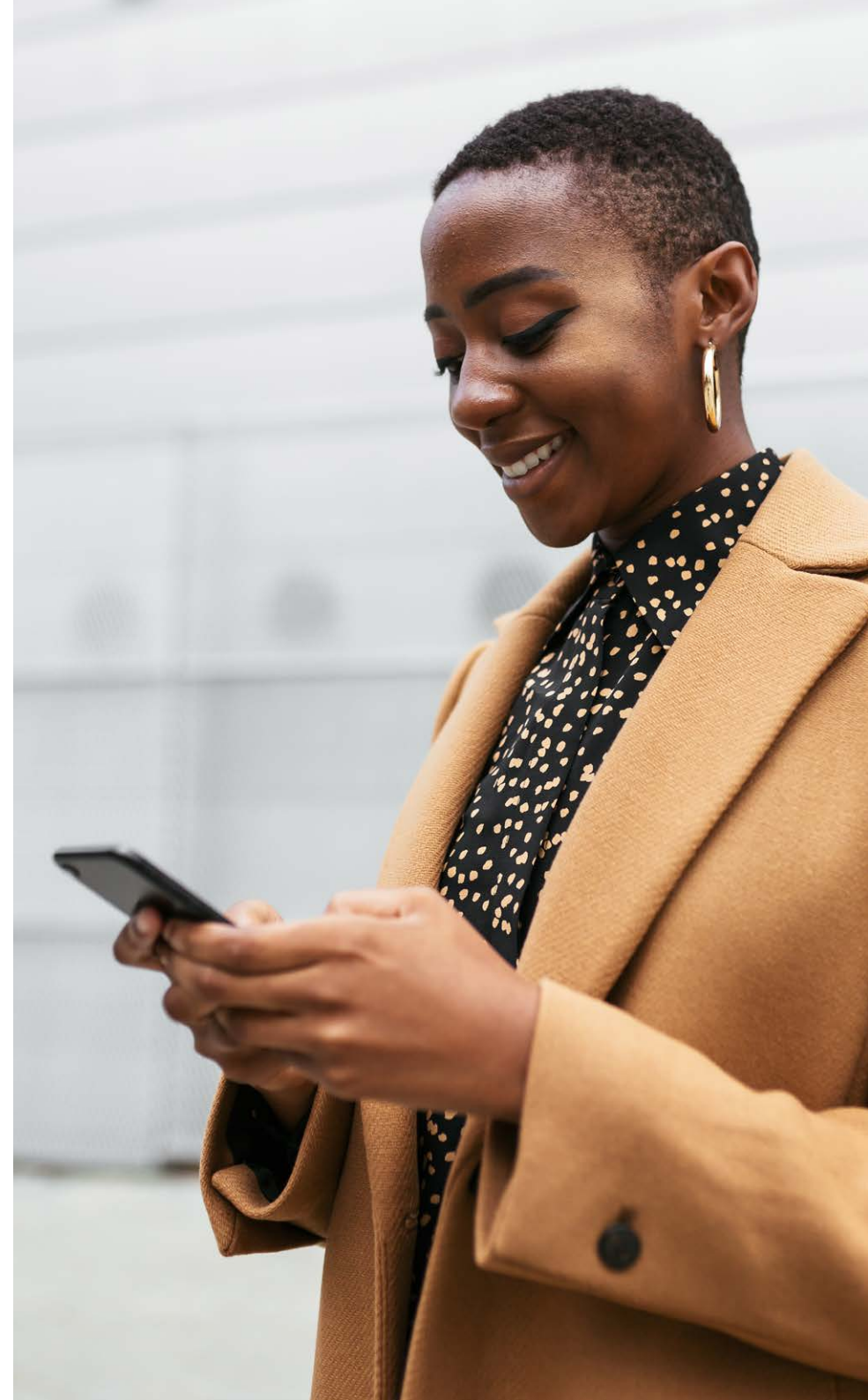
For an app category involving big-ticket, high-emotional-value items like cars, it's particularly important to maintain two-way communication with users so you can help them find precisely what they want. AutoScout24, Europe's leading second-hand vehicle marketplace, is asking customers all the right questions.

With more than 43,000 participating automotive dealers and approximately 30 million monthly users, [AutoScout24](#) is Europe's largest second-hand vehicle marketplace. AutoScout24 gives shoppers 24/7 access to more than 2 million vehicles available for sale, including new and used cars and motorcycles, commercial vehicles, and parts and accessories.

AutoScout24 operates in 18 markets throughout Europe. Founded in 1998, the Munich-based company was sold by Scout24 in 2019 to the US-based private equity firm Hellman & Friedman for \$3.2 billion.

[Sergio Palau](#), the former Senior Apps Marketing Manager for AutoScout24, is an expert digital marketer with an impressive track record across mobility, e-commerce, and gaming. Prior to his tenure at AutoScout24, his accomplishments included shaping digital strategy at FlixBus, part of the fast-growing global mobility provider FlixBus.

Palau's earlier experience in the gaming industry taught him a valuable lesson about how to communicate with users. During the onboarding process, he says, "Never leave the user alone, having to figure out everything on their own. It's similar to gaming. Give first-time users as much of an understanding as possible about what's happening in a game before you let them run free. You can use help bots or chatbots to assist with this."



MOTIVATING CUSTOMERS TO STAY ENGAGED

When it comes to big-ticket items like cars, there's an assumption that the user might not re-engage for an extended period of time once they've completed a transaction. "You might buy a car only once every couple of years," Palau points out. In a category like this, it's important to nurture previous customers, communicating with them about the ways your platform is evolving. "Keep that relationship going," he says. "Based on the amount of times you're still allowed to connect with them, keep them updated about how the platform is changing, the new features, how the experience is getting better."

This strategy can pay off in the customer's long-term value. "If you bought a car," Palau says, "at some point you might have one you need to sell. Now, the customer is on the other side — first the demand side and then the supply side. If they had a good experience, and you've got an ongoing conversation with them, you're increasing the customer's LTV."

THE GOAL: BUILDING ENGAGEMENT THROUGH EMOTIONAL CONNECTIONS

The best commerce apps are quite good at personalising results based on quantitative measures. With AutoScout24, "you can automate the measurable things", says Palau. "You can ask the user, what type of fuel efficiency do you want? Do you want it electric? Diesel? Hybrid? It's binary like that."

The next step in conversational commerce is more complicated: creating personalisation around purely qualitative factors. "Cars tend to draw a lot of emotions out of people," Palau notes. "It's very complex to ask, 'How do you want this car to make you feel?' You need the customer to be willing to communicate in this way with a brand."

"Ideally, conversational commerce should be a two-way street, where the customer gives feedback on the qualitative and non-quantitative aspects of what they want. The company can then say, for example, we have this car that gives you exactly what you're looking for."

- Sergio Palau

Former Senior Apps Marketing Manager,
AutoScout24

AutoScout24 Rules of Engagement

1.

Be curious, because conversational commerce is a two-way street. Regularly ask customers for feedback on their experience. This conversation can be facilitated via chatbots or similar tech. Ideally, your platform should be the first place where they comment on their experiences — before they share on social media or app stores.

2.

Be in market, because there's a lot to learn. If you operate across multiple markets and have a wide demographic range among your users, understand the regional and generational differences involved in the channels people use. When considering messaging apps, for example, it's best to take a market-by-market approach.

3.

Keep the conversation going. Even if your app category isn't associated with everyday user interaction, it's important to maintain conversations with customers. By using your channels to keep them informed about exciting new developments in your platform — while listening to their feedback — you create opportunities to enhance the customer's long-term value.

BABEL: Speaking the Language of Individualised Learning

When your product is literally about conversation, the ability to communicate in the appropriate tone and frequency is vital. Messaging should encourage and engage customers in meaningful conversations across multiple marketing channels.

It's a tall order, but Babbel is working towards this goal by sparking the aha moments that motivate its learners to keep learning.



Founded in 2007, [Babbel](#) was the world's first language-learning app and it remains the most popular, with more than 10 million subscribers. Its team of education experts, linguists, and language teachers creates app-based lessons — as well as podcasts, games, videos, cultural content, and even live online classes — to help people around the world learn new languages.

Babbel's intuitive method centres on language learning through real-life conversations. This has helped drive long-term engagement: the average user continues to learn with Babbel for more than 12 months.

As the company's Director of Global CRM, Berlin-based [Nina Pollex](#) is responsible for multi-channel communication with customers through all touchpoints of their life cycle — including purchase and registration, activation, engagement, upgrades, retention, loyalty, and referrals.

According to Pollex, achieving the goal of conversational commerce for a brand like Babbel involves "constant communication with the learners, motivating them and finding what's blocking them from progressing. It's individualisation — everyone's motivation and goals are different".





BECOMING PART OF THE COMMUNITY

Babbel currently has a small, self-managed community of verified customers who gather virtually to share their knowledge and experiences. One of the best ways for marketers to understand their customers' needs, says Pollex, is to not simply foster user forums and communities like these, but to actively partake in them.

"It's so nice to see how these learners engage with each other," she notes. "We would love to expand this more because humans crave connections. We want a community where we're interacting with our learners and our learners are interacting with each other."

"The product is important, obviously. That's what keeps the user engaged. But there's so much we can do on top of that."

- **Nina Pollex**
Director of Global CRM, Babbel



Multiple Channels, Each Furthering the Conversation

Nina Pollex offers insight into key channels within Babbel's communications mix, and how each one serves a unique purpose in furthering the conversation with customers.



Email

"We still are predominantly email, because we find it's ultimately the least intrusive."



In-app Messaging and Push Notifications

"We try to find good trigger points to send our in-app messages.

For example, when someone completes something like a lesson or a review, we may want to point them to a podcast that can complement what they learned."



Video

"We're currently experimenting with video in our learning platform. We have a live tutoring solution now, which was actually sped up by the pandemic.

We wanted to launch it as soon as possible because people need this contact now more than ever."

Babbel Rules of Engagement

1.

Understand your users' goals and offer timely, individualised recommendations to help them further those goals.

2.

Think service first. For example, if you add a new channel to your mix, don't treat it simply as another marketing channel. Use it primarily in service of helping your customers achieve their personal goals.

3.

Be proactive in your outreach. Don't simply react to customer questions or issues. Lead with one-on-one human interaction whenever possible, and supplement with technology like chatbots.

09

FREE NOW: Furthering Customer Relationships on the Go

For consumers who want to get from point A to point B within a city, a mobility app needs to make the experience as easy and convenient as possible.

FREE NOW is doing exactly this — and increasing customer lifetime value as a result — in part by sharing thoughtful and attentive messages with its riders.

FREE NOW is a leading mobility services provider, offering the widest range of vehicle choices for consumers across Europe. In addition to ride-hailing, the FREE NOW app facilitates car sharing as well as multi-mobility services such as e-scooters, e-bikes, and e-mopeds.

Headquartered in Hamburg, the company was founded as mytaxi in 2009, and merged in 2016 with Hailo, a leading taxi app in the UK and Ireland. Today, it is part of a mobility joint venture between BMW and Daimler, and counts more than 56 million users in 16 markets and over 170 cities.

Thomas Zimmermann joined FREE NOW in 2018 as CMO, with responsibility for marketing, revenue, marketplace management, and data. Previously, he held marketing leadership roles, among other key management responsibilities, at IONIQ Group and the online games provider Goodgame Studios.

Today, as CEO of FREE NOW, Zimmermann views the goal of conversational commerce as an outgrowth of the company's value proposition. "Our business is convenience — you want to get from A to B in a fast, flexible, and friction-free way," he says. "For us, the more seamless it goes, the better the customer experience is."

While the company's focus hasn't changed, it has evolved its messaging to reflect the growing expectations of consumers around how frictionless that experience needs to be.



MESSAGING THAT SERVES, NOT SELLS

Ultimately, what moves the needle on conversational commerce is the ability to continually nurture the customer relationship. For FREE NOW, that means creating seamless cross-platform messaging that deepens the connection with customers and brings convenience to their daily lives.

Zimmermann cites one example: "Shortly before your trip ends, we automatically trigger a push notification to remind you: 'Don't leave your phone or any other stuff in the taxi.'" This, he notes, helps eliminate the hassle of having to recover a lost phone.

As another example, Zimmermann says that FREE NOW is beginning to explore weather-related messaging as a way to nudge customers into experiencing the full range of the company's services. "If you only use a scooter," he explains, "we might say, 'Today it's raining, so a scooter might not be the best option. Did you know you can use car sharing or hail a cab through our app?'"

PRIORITISING THE MOST IMPORTANT COMMUNICATIONS

In today's privacy-first era, Zimmermann says that app marketers should consider taking a more granular approach to the communications options they offer. It must be clearly indicated to customers that if they fully opt out, there may be trade-offs in convenience and — in the case of a mobility provider like FREE NOW — potentially even safety.

Some consumers, he explains, might assume that the best option is "to block every app notification, and then they're safe. That's not always the case. Especially for us, sometimes there's crucial communication that benefits your safety, so you still need an option. You can't send an SMS to somebody who opted out of everything".

The solution, notes Zimmermann, might be to allow the customer to say, "I don't want app notifications, but, yes, I want the important messages from FREE NOW — like my driver is not coming or he's delayed. That is fine to get through WhatsApp or SMS. I don't want all that other noise."

"Don't think about what you want to communicate to the customer. Think instead about what kind of communication the customer needs. What really helps them?"

- Thomas Zimmermann
CEO, FREE NOW

FREE NOW Rules of Engagement

1.

Remember that conversational commerce is not about the hard sell. It's about the ability to further relationships with customers by delivering thoughtful, service-oriented messages at key moments during their experience.

2.

Don't overcommunicate on any one channel. Adapt your messaging to suit the context of the channel — for example, infographics or video links for email, and ultra-concise messages for SMS.

3.

Emphasise your customers' best interest. For customers who may opt out of all communications, inform them that it's best to receive the most vital notifications related to your service. These should include channels like SMS or chat.

GOTIGER: Creating a World of Cultural Exploration

Helping people expand the horizons of their cooking is a task that requires far more than selling. It also requires education, inspiration, and maybe even a little entertainment. That's how GoTiger, the new app-based marketplace for Asian food products, is succeeding in its conversations with its customers.



GoTiger is building the gateway of choice for shopping Asian groceries. The same-day delivery start-up offers a high-quality assortment geared towards the taste of Western consumers with an interest in Asian food and lifestyle. Founded in 2022, and currently available in Berlin and Potsdam, GoTiger is creating a world where cultural exploration is an everyday activity. The company's backers include Shio Capital, Adjacent, and early-stage investor Speedinvest.

The co-founder of GoTiger, **Moritz Fritzen**, has a background in food delivery, tech, and marketing, as well as a passion for branding and innovation. He led brand marketing and partnerships at Gorillas, the popular German on-demand grocery delivery app, where he helped build global teams, crafted brand strategy, and launched the brand in nine markets worldwide. Prior to Gorillas, Fritzen held marketing roles at Facebook and L'Oréal, among others.



"Conversational commerce is a journey, not a transaction. Ask, how do I approach the customer at different stages of their journey? What info do they need to make better decisions for themselves?"

- **Moritz Fritzen**
Co-founder, GoTiger

AN AT-HOME RESTAURANT EXPERIENCE

As an alternative to the Asian corner market or the Asian section in the supermarket, the Berlin start-up offers its customers an incomparable product variety of Asian food for an "at-home restaurant experience".

GoTiger is not only for first- or second-generation Asians or expats — although these groups are early adopters and today account for about 20% of the GoTiger customer base. The company has great potential in the non-Asian target group, especially among those who go out for Asian food or shop in the Asian sections of regular supermarkets rather than in Asian supermarkets. To cater to this group, Fritzen says that GoTiger uses "an omnichannel approach to tackle their pain points, in terms of customer support, service, and education".

The app employs a content-based strategy to share recipes and inspiration, and to put food products in the context of their regional culture. "We think about customer experience as a journey," says Fritzen. "We want to go on a journey together with the customer, where we serve you the product in context, and inspire and educate you about what's out there. Your experience improves because you're also learning."

A CUSTOMISED APPROACH TO CONTENT AND CHANNELS

The first thing to know about customers is that each one "wants to be reached on different channels based on their preferences", says Fritzen, explaining why GoTiger's channel mix includes everything from WhatsApp, to Instagram, to email. Secondly, it's important to "tailor the message to the customer. Listen carefully to their preferences when they communicate with you, and give them the content they actually need".

REMOVING FRICTION BY PREDICTING CUSTOMERS' NEEDS

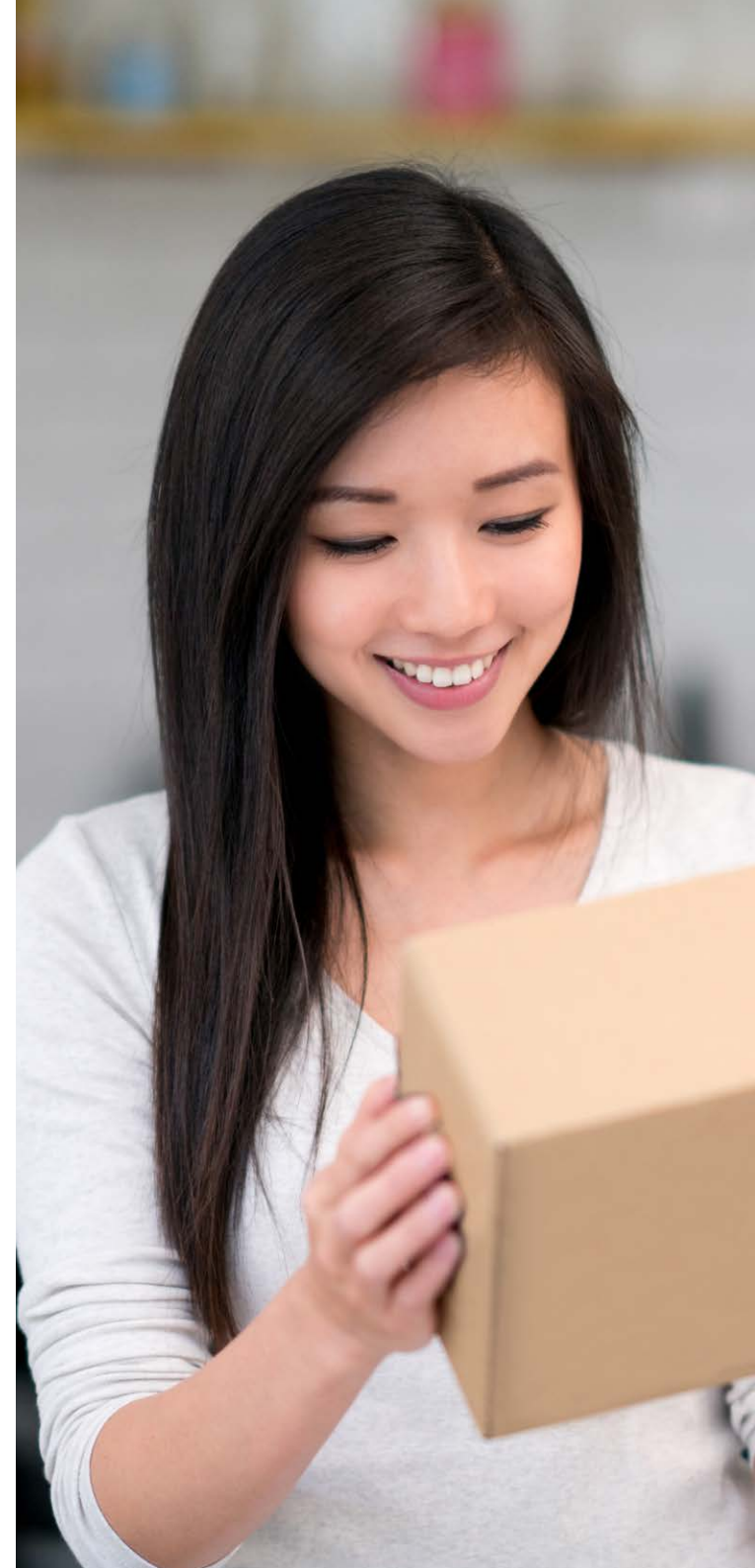
According to Fritzen, the user experience "is about discovery and inspiration. The way to achieve that is via prediction — taking a machine-learning-based approach to find out what the customer wants to buy tomorrow, based on their feedback and available data. Through predictions, we can bring the customer closer to our brand".

Fritzen also believes that the user experience is "more than just the UX on the app". That's because the UX is, in fact, an overall experience. So if customers decide to search or begin a transaction on one channel — say, an app — they should be able to complete the task on that channel. Similarly, if they decide to start a purchase within the app, but then take a break and resume on the website, that's their choice and the process should be friction-free.

THE ROLE OF VIDEO IN DRIVING CONVERSATIONAL COMMERCE

When it comes to driving purchases across channels, "short-form video is king", says Fritzen. "It's working for us, not only in terms of educating the consumer, but also in terms of entertainment. Why is a customer turning to your Instagram page? Either they want to be educated or they want to be entertained."

Video shopping is becoming a focus not just on social media, but within the app. "We have in-app videos where influencers present their latest shopping haul," he continues. "Integrated shopping lets you buy what the influencer bought." Regarding the influencers themselves, Fritzen notes that "they don't need to be the Kim Kardashians of this world. We are seeing the rise of nano- and micro-influencers that have a strong following, with a high engagement rate".



GoTiger Rules of Engagement



1.

Reach customers on the channels where they want to be reached, using messages that are not solely commerce-driven, but have high value in terms of education, information, or entertainment.

2.

Listen carefully to customers, and leverage available data about them, facilitated by technology like AI and machine learning. Ideally, you can begin to predict the customers' needs, and deliver highly personalised content, inspiration, and recommendations.

3.

Consider using nano- and micro-influencers — ones who are highly relevant to your audience — to further the brand conversation on your behalf. Have them appear across all channels, including in-app, through engaging short-form video content that enables customers to directly shop via the video.

Conclusion



Next Step:

Laying the
Groundwork for
Conversational
Engagement

In conducting our interviews for the profiles in this playbook, we learned that many companies and marketers in Germany have yet to fully explore the use of conversational engagement across the three pillars of IDC's framework for building outstanding customer experiences for the future — **smart personalisation, emotional engagement, and customer adventures.**

They all aim to expand their efforts, though, and some are already building on successes they've had in their initial areas of focus. This mindset is important because we firmly believe that organisations committed to mastering conversational engagement and creating a true omnichannel experience must become proficient in the three areas outlined in IDC's framework.²⁵

Where do you begin? The following are three recommendations for jump-starting your efforts to create a comprehensive conversational engagement strategy which requires you to **align the right capabilities mix to have a positive, productive, and frictionless two-way interaction with any customer, any time, via any channel the customer chooses.**

1.

Identify what you're already doing well

Understand where you can build on your current strengths and successes in delighting your customers. For example, are you excelling at smart personalisation? As a next step, you might consider how to infuse targeted communications with more humanity, empathy, and compassion to inspire emotional engagement with users.

2.

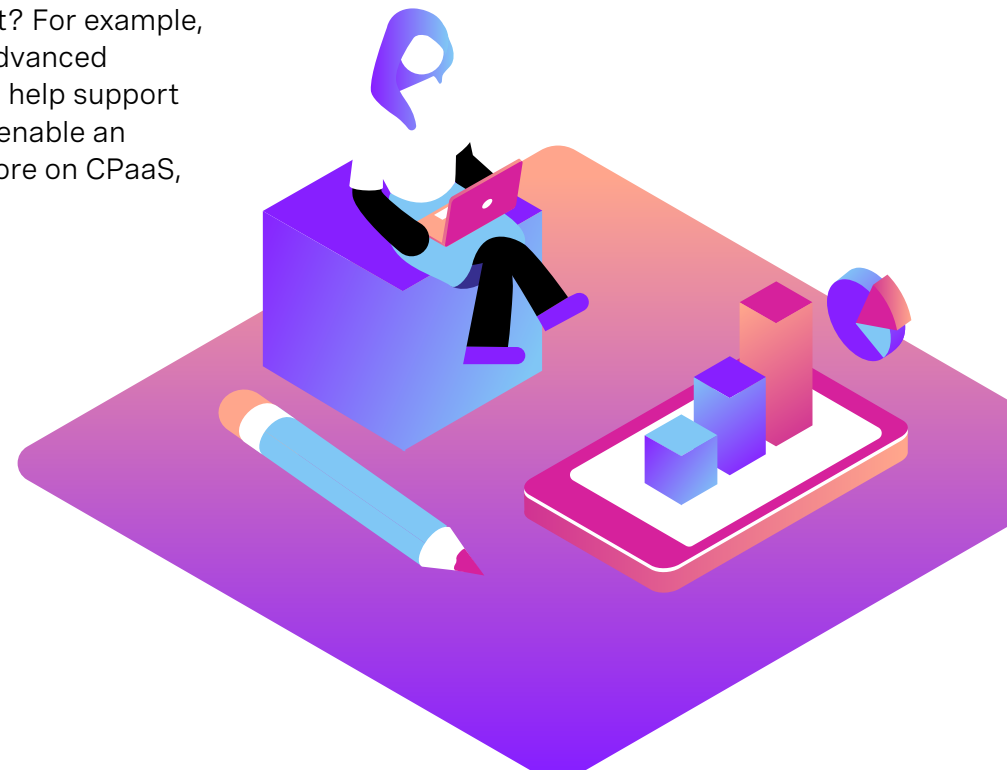
Assess critical technology gaps

Does your business have what it needs foundationally from an IT perspective to become a leader in customer engagement? For example, do you need to invest in AI, ML, advanced analytics, and CPaaS solutions to help support conversational engagement and enable an omnichannel experience? (For more on CPaaS, see page 17.)

3.

Define your goals and determine how you will measure success

What do you want to achieve? Reduce customer churn? Increase repeat sales? Build a community around your brand? All of the above? Technology comes into play here because you need to ensure you have the right tools to gather near real-time feedback from customers, listen to their voice on every critical channel, share learnings across your organisation, track progress towards your goals, and much more.



Your Conversational Engagement Checklist

The profiles in this playbook have provided a wealth of best practices you can apply as you build a conversational engagement strategy for your business or brand. Once you've taken the fundamental steps outlined on the previous page, consider using the following checklist of six best practices as a guide while you work to develop, deploy, refine, and expand your approach to conversational engagement.



STAY ATTUNED TO YOUR USERS' INTERESTS AND GOALS

Gather user feedback in near real time and communicate how that feedback helps you improve your product and service. Make clear that real people at your company are listening to and responding to feedback. Also, work to understand the full scope of user engagement, from churners to loyal users.



MAKE YOUR PRODUCT, SERVICE, OR BRAND AN ACTIVE PART OF THE USER COMMUNITY

Find ways to initiate conversations with customers that will inform, educate, motivate, and help them discover added value in your offerings. If possible, invite users to join in the conversation with the real content creators behind your brand. Also, consider working with nano- and micro-influencers highly relevant and inspirational to your audience.



EMPLOY A MIX OF MEDIA AND CHANNELS

Maximise the use of all relevant channels, including social media, to connect with users and amplify the voices of those who truly value your brand. Use video to entertain, inform, and help showcase your brand's human side. (Tip: Be consistent with the tone, look, and feel of your interactions with users across all channels you use.)



CREATE AND COMMUNICATE CLEAR DATA POLICIES TO USERS

Make sure your customers know how you intend to use the data they agree to share with your business. For customers who want to opt out of ongoing communication with your company, emphasise why it's in their best interest to keep those lines open.



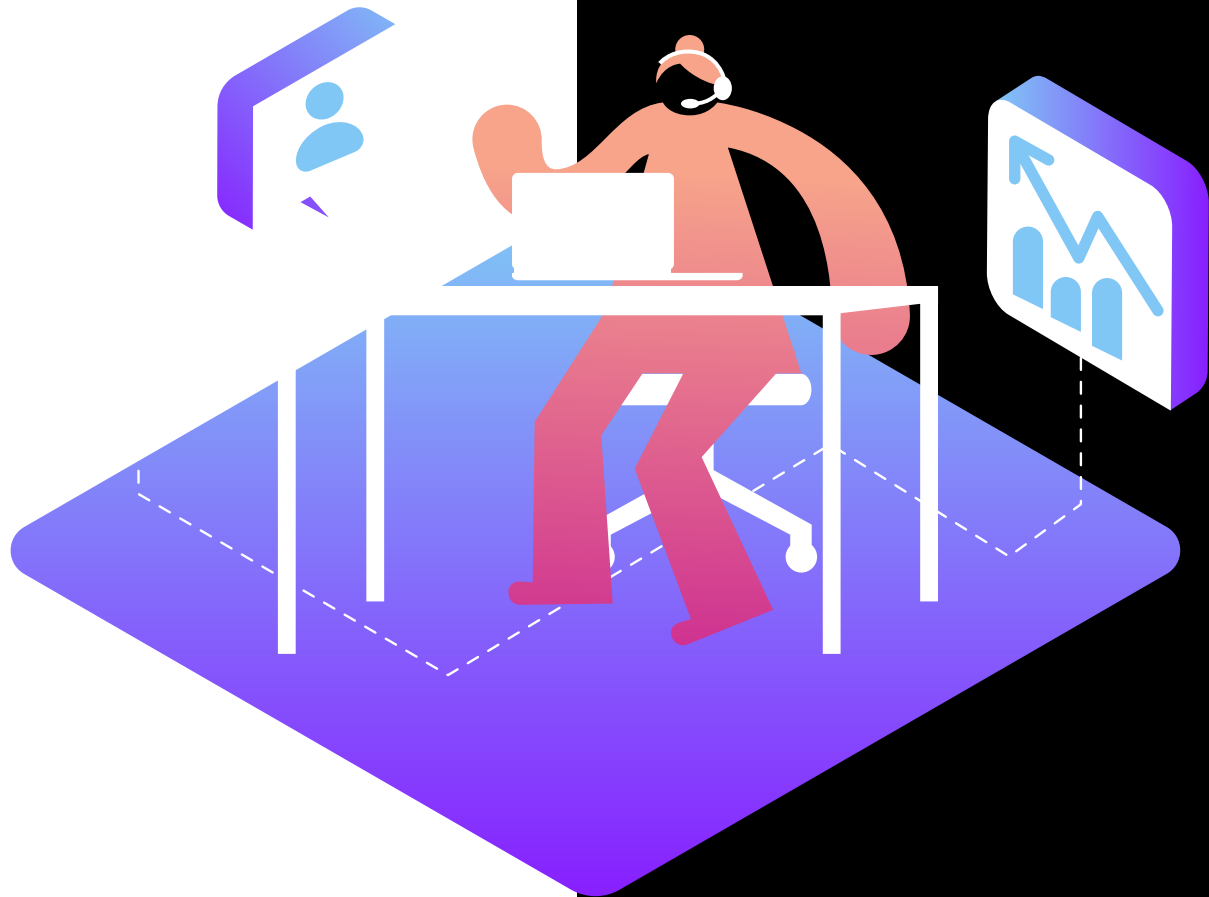
IMPLEMENT A STRONG TESTING INFRASTRUCTURE

Use qualitative and quantitative data and develop relevant scores for messaging, offers, and other communication to gauge progress towards your conversational engagement goals. Use data insights to build on your successes, innovate new strategies, or course-correct tactics as needed.

ABOVE ALL ELSE, KEEP IT HUMAN

As a final tip, remember to keep it human. As we learned from the companies and marketers featured in this playbook, conversational engagement isn't about the 'hard sell.' It's about building enduring relationships with your customers by educating, informing, and entertaining them via the channels they choose to use to interact with your business or brand when they want to.

While technology is critical to enabling conversational engagement and delivering an omnichannel experience, all content and messaging decisions your company makes should be guided first by human expertise and curation. Create a company culture where your creative and technology teams work closely together on conversational engagement initiatives. Then, you can use technology to optimise the customer experience, confident in knowing that your approach will be human-centred.





"Most often, the human element is the single largest differentiator [in customer experience], coming into play as empathy, engagement, personalisation, and 'immersive-ness'. And this makes perfect, intuitive sense because, unlike products, which are tangible and distinct from the consumer, experience is inseparable from the human being who is going through it."

- [Sanat Rao](#)

CEO, [Infosys Finacle](#), a digital banking solutions company

Source: [Forbes, 2021](#)²⁶

Creating Better Customer Journeys with Conversational Commerce

The only constant is change. This is particularly true for customers and their communications and shopping patterns. That's why the time to create better customer journeys with conversational commerce is now.

Need proof? Consider that:

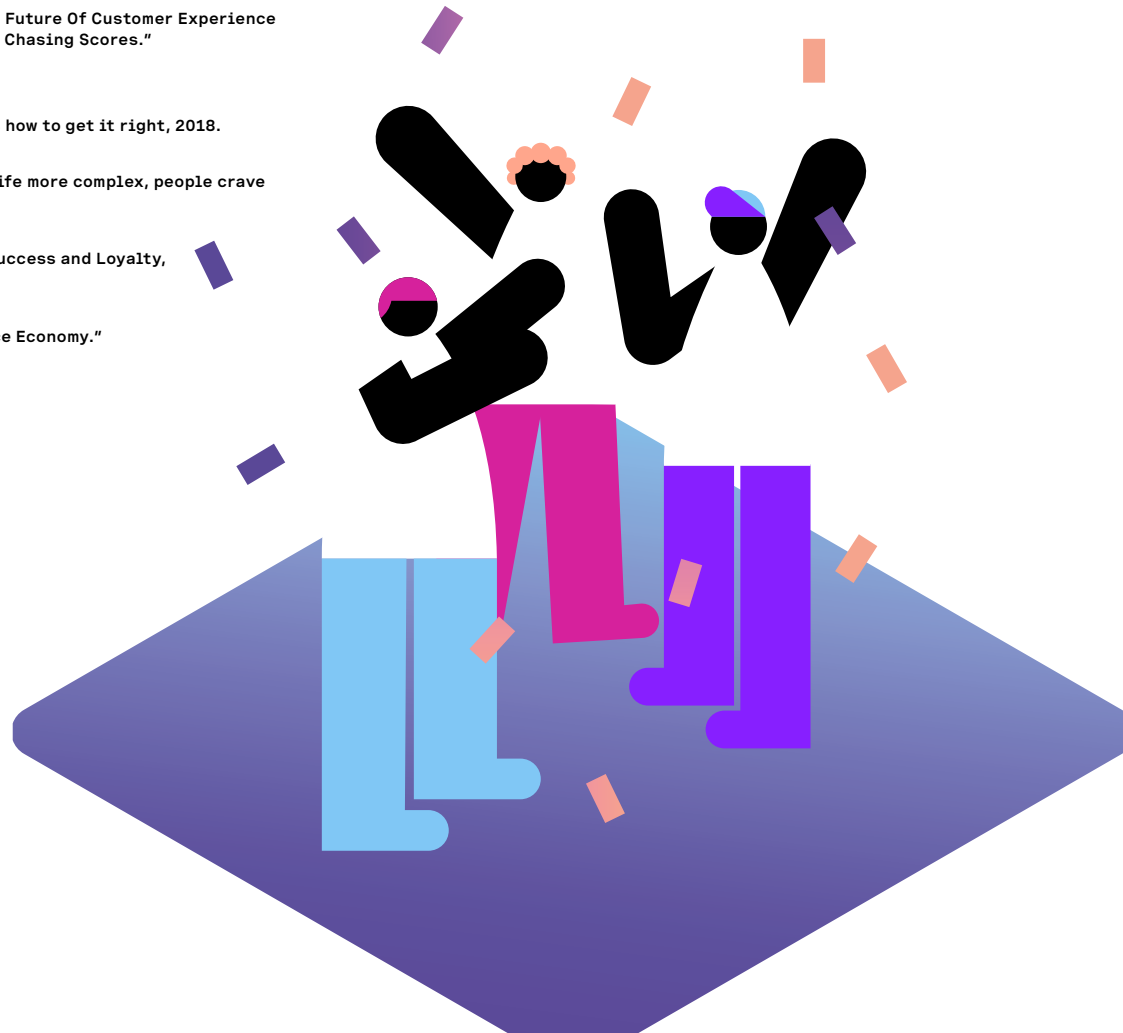
- CX innovators who implement end-to-end conversational commerce applications, such as Jumper.ai, will benefit from improved analytics based on a customer's purchase history.
- Customer interactions can be tagged for preferences and insights. This invaluable data helps marketers deliver personalised re-engagement campaigns at scale — and on their customers' favourite channels.
- Companies whose communications strategy combines individual connections — with scalable messages through conversational commerce — and an advanced CPaaS enjoy a significant competitive advantage.

Learn more about the conversational commerce solutions from Vonage, including Jumper.ai and communications APIs. Then deliver seamless omnichannel customer engagements that turn conversations into sales.

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Nico Winkelhaus
Director of Digital Marketing
PAYBACK

Nico Winkelhaus is the Director of Digital Marketing at **PAYBACK**, Germany's leading bonus programme and one of the largest multi-channel marketing platforms. He leads a team of 50 people focused on growing and monetising PAYBACK's digital reach. Previously, he worked with ProSiebenSat.1 and Condé Nast. At the age of 15, Nico founded one of Germany's first online gaming magazines — mainly to get PC games for free!



Nina Pollex
Director of Global CRM
BABBEL

Nina Pollex is Director of Global CRM at **Babbel**. Leaving her previous work as a celebrity news journalist for a German women's magazine, she joined Babbel due to her love of languages. Today, she has grown Babbel's CRM team from 2 to 17 people. Together, they own the full multi-channel communication journey along all relevant touchpoints of the customer life cycle — from registration and activation to engagement, upgrades, retention, and referrals.



Thomas Zimmermann
CEO
FREE NOW

Thomas Zimmermann is CEO of **FREE NOW**, the mobility super app with the largest vehicle choice for consumers across Europe. He joined FREE NOW in 2018 as CMO. Previously, he was VP of Marketing and Operations and part of the Senior Management Team at IONIQ Group. From 2013 to 2017, he was Head of Marketing and then CMO at Goodgame Studios, where he was also Managing Partner and Procurator.



David Montiel
CEO
BEELINGUAPP

David Montiel is CEO of **Beelinguapp**. He was born in Mexico and currently lives in Berlin. David created Beelinguapp based on his own experience learning German. While reading text, he was constantly slowed down by having to look up a word in the dictionary and then decide which definition fit the context. This is why Beelinguapp now has the text alongside its translation. The app went live in September 2016.



Sergio Palau
Former Senior Apps
Marketing Manager
AUTOScout24

Sergio Palau was Senior Apps Marketing Manager for **AutoScout24**, Europe's biggest second-hand car marketplace. In May 2022, he moved to PAYBACK — Germany's biggest loyalty programme — where he manages their new product, a gaming offer wall that rewards users based on playtime rather than just one event. Previously, Sergio held positions at yfood, FlixBus, and Flaregames.



Moritz Fritzen
Co-founder
GOTIGER

Moritz Fritzen is co-founder of **GoTiger**, the recently launched e-commerce platform for curated Asian groceries and products. Previously, he led the global brand marketing & partnerships team at the German Q-commerce giant Gorillas. There, he helped build international teams, crafted a unique brand strategy, and launched the brand into nine markets, including the Netherlands, France, and the US. Before that, Moritz earned his spurs in marketing at Facebook and L'Oréal, among others.



Aneta Nowobilska
Chief Product Officer
update FOR SAMSUNG

Aneta Nowobilska is Chief Product Officer at **update for Samsung**, where she developed the product from its early stages and brought it to a 30% profit margin. She took over product development for that app and other products and technology platforms in January 2020. Aneta now manages a team of over 160 people in product, design, development, and news editing. Previously, she supported the IT transformation of Axel Springer SE and large automotive and telecommunications companies.



Dora Trostanetsky
Growth Marketing Lead
TRADE REPUBLIC

Dora Trostanetsky is Growth Marketing Lead at **Trade Republic**, where she is constantly exploring new ideas that can grow the business. As a holistic marketing strategist with 10+ years of experience in growth marketing ranging from mobile growth (B2C) to digital acquisition (B2B), Dora connects the dots between the art and science of marketing. Her career spans various industries, such as gaming, technology, music, and urban mobility.



Marvin Rottenberg
Vice President
of Marketing
ADA HEALTH

Marvin Rottenberg is Vice President of Marketing at **Ada Health**, where he oversees all global marketing activities and is responsible for user acquisition, branding, and growth. Previously, he worked at Google and specialised in performance and brand marketing, where he consulted with multi-national corporations on digital growth strategies. Marvin holds a master of science degree in political economy from the London School of Economics and has also invested in several start-ups.



Alper Taner
App Growth Consultant
and User Acquisition
Expert

Alper Taner is a full-stack marketer, strategist, and executor with 10 years of experience in marketing, managing thousands of user acquisition campaigns that boast nine-figure annual budgets. He has worked with 50+ apps in 10+ verticals worldwide, including several unicorns. He specialises in scaling e-commerce and subscription apps' paid user bases by 5 to 50X, depending on the size of the company.



Melissa Fremeijer-Holtz
Research Manager
IDC

Melissa Fremeijer-Holtz is a research manager in **IDC's** European Enterprise Infrastructure and Communications group and is based in Amsterdam. As one of the lead analysts for the European Enterprise Communication Services research programme, she focuses on the European enterprise CPaaS market and related areas such as customer experience.

[Peggy Anne Salz](#) is one of the most influential and compelling speakers in the mobile marketing space.

As the chief analyst and founder of [MobileGroove](#) — a top 50 ranked destination providing strategic content marketing to the global mobile industry and mentoring and consulting to tech start-ups — Peggy is recognised as one of the leading experts shaping the mobile world.

As a writer, analyst, consultant, and in-demand online talent, she produces webinars, podcasts, and video shows to educate marketers on the latest trends in mobile and app marketing and customer engagement and experience, and help companies navigate the complex landscape.

Peggy is also a nine-time author, a Forbes Senior Writer, and a guest contributor for a variety of leading media outlets, where she shares her insights into CX innovation, business transformation, and how brands and marketers can grow through building trust and driving loyalty.





Vonage, a global cloud communications leader, helps businesses accelerate their digital transformation. Vonage's communications platform is fully programmable and allows for the integration of video, voice, chat, messaging, AI, and verification into existing products, workflows, and systems. The Vonage conversational commerce application enables businesses to create AI-powered omnichannel experiences that boost sales and increase customer satisfaction. Vonage's fully programmable unified communications, contact centre, and conversational commerce applications are built from the Vonage platform and enable companies to transform how they communicate and operate from the office or remotely – providing the flexibility required to create meaningful engagements.

Vonage is headquartered in New Jersey, with offices throughout the United States, Europe, Israel, and Asia, and is a wholly owned subsidiary of Ericsson. To follow Vonage on Twitter, please visit twitter.com/vonage. To become a fan on Facebook, go to facebook.com/vonage. To subscribe on YouTube, visit youtube.com/vonage.