



# Customer Engagement in a Multi-Channel World

David Griffin, VP of Product Marketing, CA

**E**nhancing the customer experience across physical and digital boundaries has become a mantra for line-of-business managers and a new challenge for IT as the channels for business continue to grow. Not only does that mean building apps faster and better, it means making sure customers are happy – make that amazed – regardless of the channel they are using to interact with a business. Just ask David Griffin, VP of Product Marketing at CA, who is working with customers across industries to help their IT teams prepare for this new reality.

## Why is a digitally connected multi-channel strategy important?

We've found that many of our customers – including those in retail banking, hospitality, automotive, and so on – have big investments around customer engagement. But now the interaction is greater, and there's a higher expectation around the customer experience required to keep consumers dedicated to the brand.

It's critical that the software you have in place works flawlessly, or customers will abandon you. IT is no longer just for back-office processing. It's the actual interface that's driving the consumer experience. In turn, our customers have had to modernize older mainframe-based apps and build and integrate new mobile apps, with the goal that they retain consumer loyalty and continually enhance the consumer experience.

## What are the top challenges businesses are facing today with their digital strategies?

It comes down to speed and quality. Quality has moved beyond manual testing and now relies on automation to catch errors. You can't wait months to fix bugs. You need to find potential issues immediately, minimize their impact, and get fixes out to your customers within weeks or even days or minutes.

Increased demand for quality and speed impairs the ability to validate manually. You need to automate the development, testing, and deployment processes into a production assembly line.

## What is the best measurement of app quality?

QA used to require manual validation, measured in the numbers of defects found and fixed. That's still important, but really it doesn't matter how many are fixed. The true measure is the customer experience and its impact on sales, which you learn through surveys and analytics.

From the technology perspective, with DevOps, IT is working closer with development. Agile operations deliver the technology that allows visibility into app performance. When watching real user interactions, you begin to understand usage trends, and all of this is fed into the next development cycle.

CA is looking beyond just knowing app usage. Instead, we're predicting requirements and building the best apps for all types of consumers. We can predict failures and bottlenecks as well, virtualizing systems and creating new tests accordingly.

## How do you keep IT resourcing in line with what's required to build and test apps?

Product and portfolio management (PPM) certainly has been an approach in the industry. However, when you think about keeping resourcing in line, it's not just about humans and budgeting. It's more about DevOps and measuring



“We’re predicting requirements and building the best apps for all types of consumers.”



“The challenge is to merge the largest companies with startup methodologies.”

### About CA Technologies

CA Technologies (NASDAQ:-CA) creates software that fuels transformation for companies and enables them to seize the opportunities of the application economy. Software is at the heart of every business in every industry. From planning, to development, to management and security, CA is working with companies worldwide to change the way we live, transact, and communicate – across mobile, private and public cloud, distributed and mainframe environments. Learn more at [www.ca.com](http://www.ca.com).

the results of validation, along with the costs and timing related to deployment, and feeding that back into the planning stage. You need to leverage intelligence along the journey and improve your planning. It’s moving from PPM to an overall feedback loop.

### Do you feel businesses are prepared with the proper tools?

It’s not just the proper tools, but using them correctly and optimizing them properly. I believe most companies have the technology in place, but they’re still working to support the breadth of consumer interaction. Many customers still feel they’re at the early stages. We see the need for IT to make the best use of investments already made, and to move to the next level where they leverage analytics.

### What cultural changes does the collaboration of DevOps require?

In our experience, there’s a large divide organizationally and culturally between operations and development. CA believes it can help the situation where developers build apps then “throw them over fence,” if you will.

The first question to ask is: Do you really understand your organization and the alignment between development and operations to achieve the goal of the customer? We help them begin thinking in terms of the customer, not the system, and building a sense of joint ownership.

Building trust is the key to minimize the risk. DevOps should drive business objectives, delight the customer, and improve margins. DevOps is always about improving the consumer experience and the speed to market. Leadership needs to drive this from the top, with processes and people working together to this common goal.

You need to have the technologies and tools in place to allow people to communicate and automate as much as possible. Remember that it’s a journey, and it takes time to move people into the roles that suit them best.

### Shadow IT is often regarded as something to be avoided. But are there actually benefits and something to be learned from it?

There is this dilemma where established companies want total governance and traceability, with quality and security along the way. This is important. On the opposite side, there’s a view that at startups, things move quickly and with minimal constraints. The challenge is to merge the largest companies with startup methodologies.

CA works with customers to bridge this gap and help them gain the benefit of open-source and agile, for example. But along with this speed and creativity, you still need guardrails in place and proper levels of visibility. Shadow IT, while probably not something to be encouraged, teaches a lot of important lessons. With the right technology and philosophy, companies can take the shadow IT notion and decentralize product development, deployment, and support. You learn how to embrace the needs of individual departments but still maintain visibility and governance.

### Can API-driven design help enhance connectivity between systems and between vendors?

This is an important point to emphasize, which speaks to the nature of how apps are built. We talk a lot about APIs at CA. In the past, with monolithic apps, you owned all the code. Today, there’s an increase in the dependence on third-party apps and APIs that are used to leverage other systems or information. There are associated transaction costs, availability challenges, and security risks.

On the flip side, these interconnections improve the consumer experience. With this you need governance around the APIs to ensure they’re reliable and secure. API-centric design builds on this.

To learn more about how CA can help you optimize your multi-channel digital strategy, visit [www.ca.com/digitaltransformation](http://www.ca.com/digitaltransformation).