

# SESSION TITLE:

## SEEING THE ROAD AHEAD TO CUSTOMER LOYALTY

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# Agenda

- About Con-way
- Why are Customers Loyal?
- Business Challenges
- Meeting the Customer's Needs – Exception Handling
- Implementation – Customer-specific Rules  
Standard Business Process with Customer Entry Points
- Implementation – Customer-specific Rules  
Context Awareness
- Implementation – Customer-specific Rules  
Enterprise Event Stream
- Business Benefits
- Conclusions
- Q&A

# Con-way — At a Glance



- **Con-way Inc.** (NYSE:CNW) is a \$5 billion freight transportation and logistics services company headquartered in Ann Arbor, MI. A diversified transportation company, Con-way delivers industry-leading services through three primary operating companies:
  - Con-way Freight — North America’s leading provider of fast, reliable less-than-truckload (LTL) service
  - Menlo Worldwide Logistics — International supply chain leader in design, implementation and management of supply chain solutions around the globe
  - Con-way Truckload — Industry-leading full truckload transportation provider with superior on-time service and capacity performance across Mexico, the United States and Canada
- These operating units provide high-performance, day-definite less-than-truckload, full truckload and multimodal freight transportation, as well as logistics, warehousing and supply chain management services and trailer manufacturing.
  - 500 locations
  - 18 countries
  - 28,500 employees



# Why are Customers Loyal?

## Key Factors beyond Competitive Service or Product



- Customer Experience Management – Gartner's definition

*"The practice of designing and reacting to customer interactions to meet or exceed customer expectations to increase customer satisfaction, loyalty and advocacy."* © Gartner

- Frequent synch ups to update understanding of VOC – Voice of the Customer
- Innovate on behalf of the customer in ways they could not afford
- Provide rare services
- Cost transparency
- Provide visibility that meets their comfort level
- Sticky Onboarding Process
  - Embedded in customer's business processes - trust
  - Outsourced critical business processes
  - Real-time transactional data flow
- Beyond Price Competition
  - Value-added services – rare services
  - Operational excellence – proven track record - confidence
  - Gold standard



# Delight

# Business Challenges



- Onboarding customers in Transportation
  - “Standard” transportation transactions
  - Cost
  - Lead time
  - Change requests
  - Translating customer needs into customer-specific business rules
- Voice of the customer in a lean operation
  - Deliver desired services in a cost effective manner
  - Customer information, notification and feedback demands
  - Ensuring excellent Quality of Service
- Time to Market for New or Changed Functionality
- Ability to Compete with New Products
- Quick Exploitation of Market Opportunities
- Speedy Course Corrections
- Ability to Incorporate Beneficial Business-Driven Technologies



# Meeting the Customer's Needs – Logistics Exception Handling



- Logistics Exception – any deviation from the plan

- Guaranteed □
- Knowing the impacts
  - Pickup appointments
  - Carrier Bookings
  - Delivery Dates
  - Client end customer impacts

- Challenges

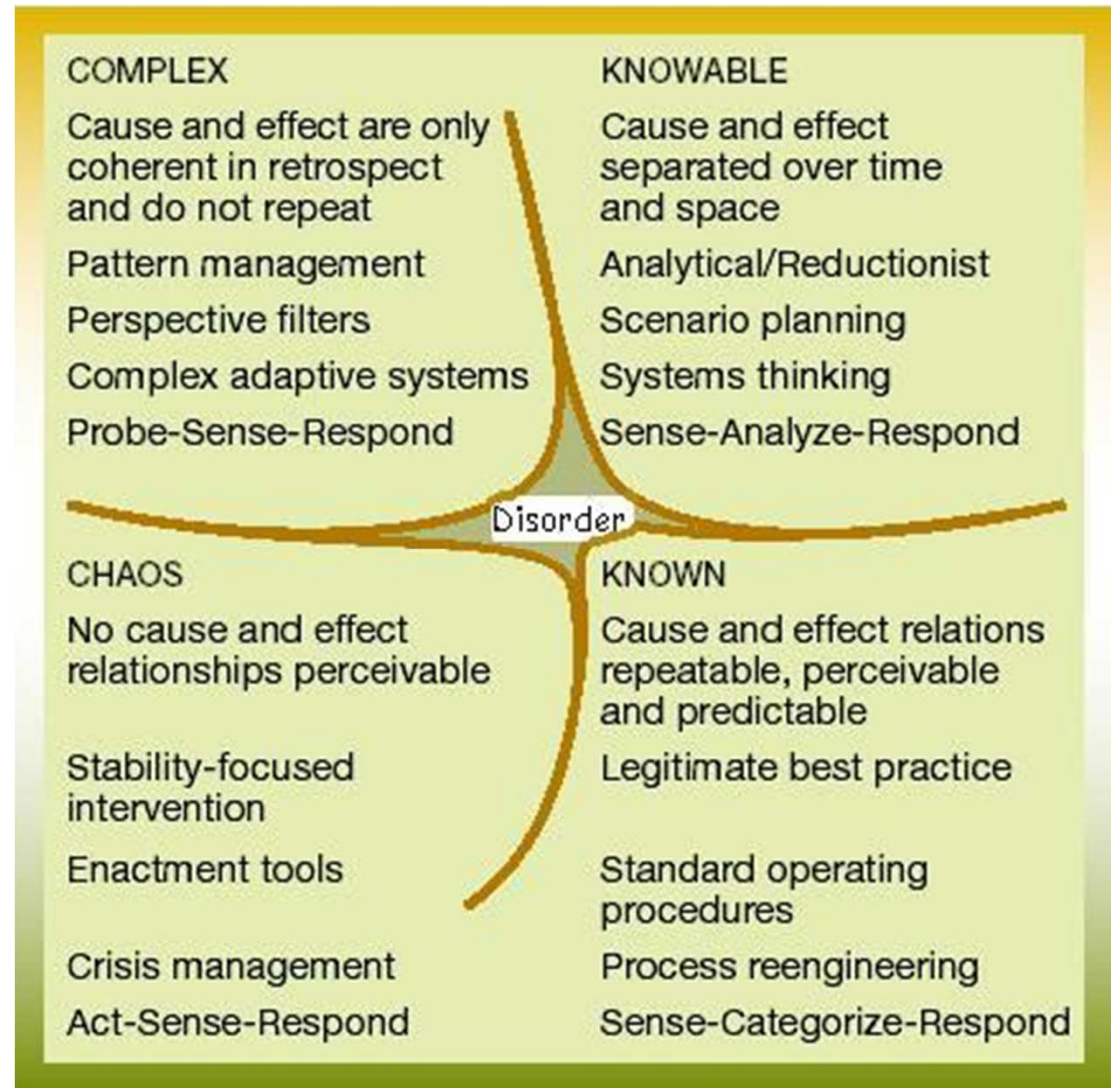
- Usually manual
- Expensive
- Often managed after the fact
- Lacks automation due to complexity

- Taming the Chaos – Knowing the Unknowable

- Detecting the patterns

- Responses

- Customer-specific responses
- Process-specific responses
- Event-specific responses
- Proactive notification

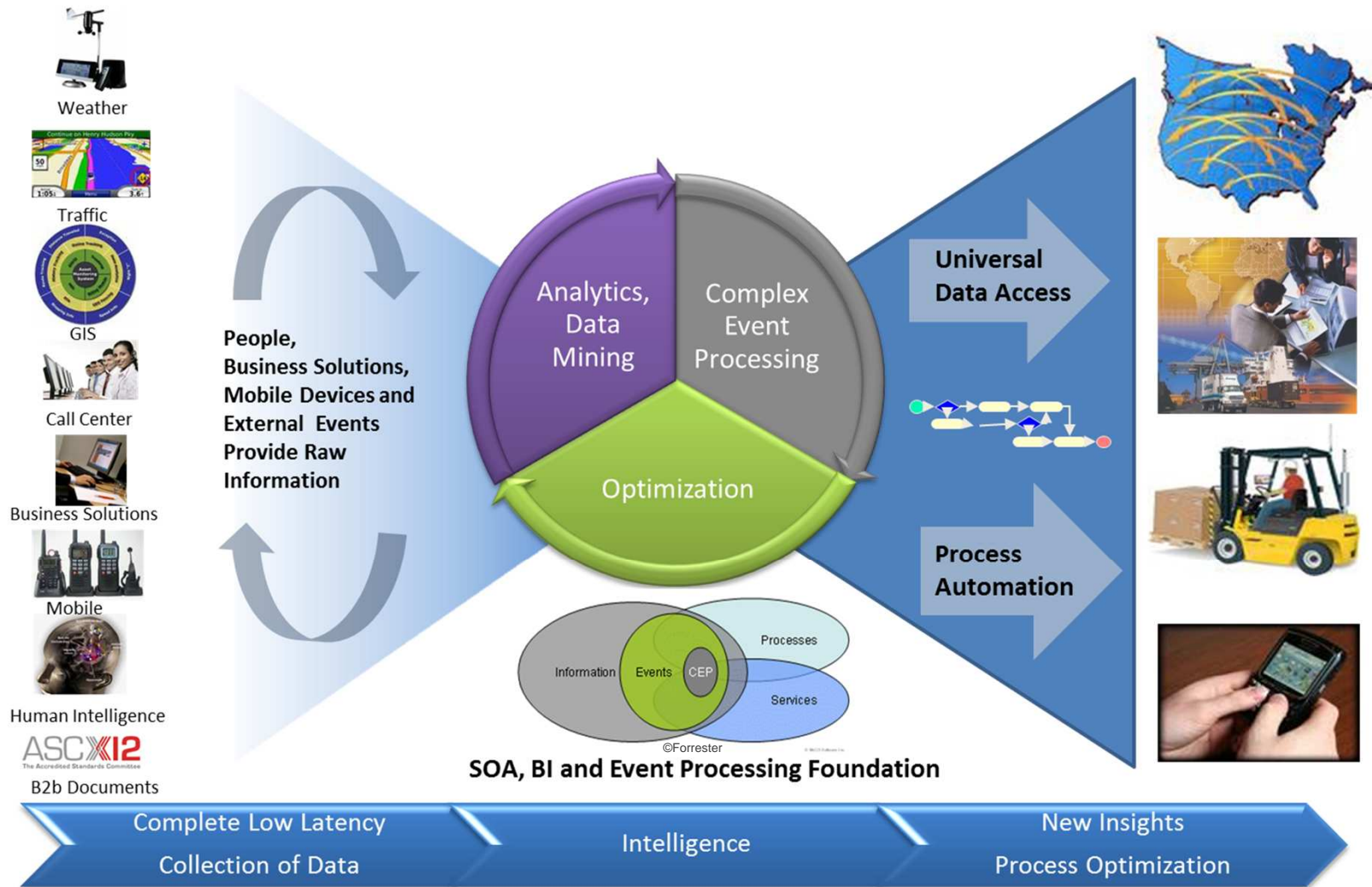


Cynefin Framework adopted and modified  
by Kurtz et al. 2003

# Meeting the Customer's Needs – Turning Chaos Into Known Patterns



## The Intelligent Enterprise

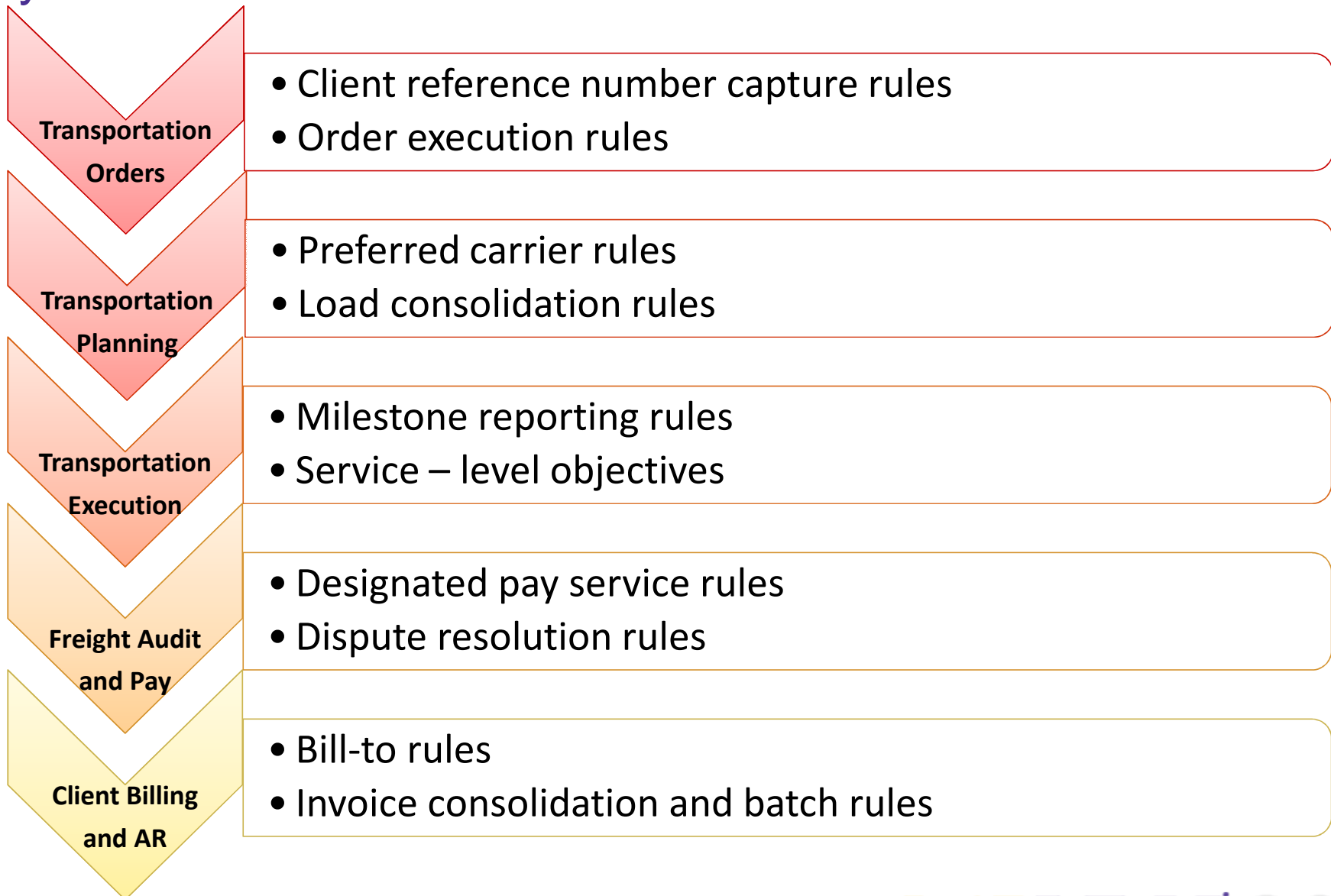


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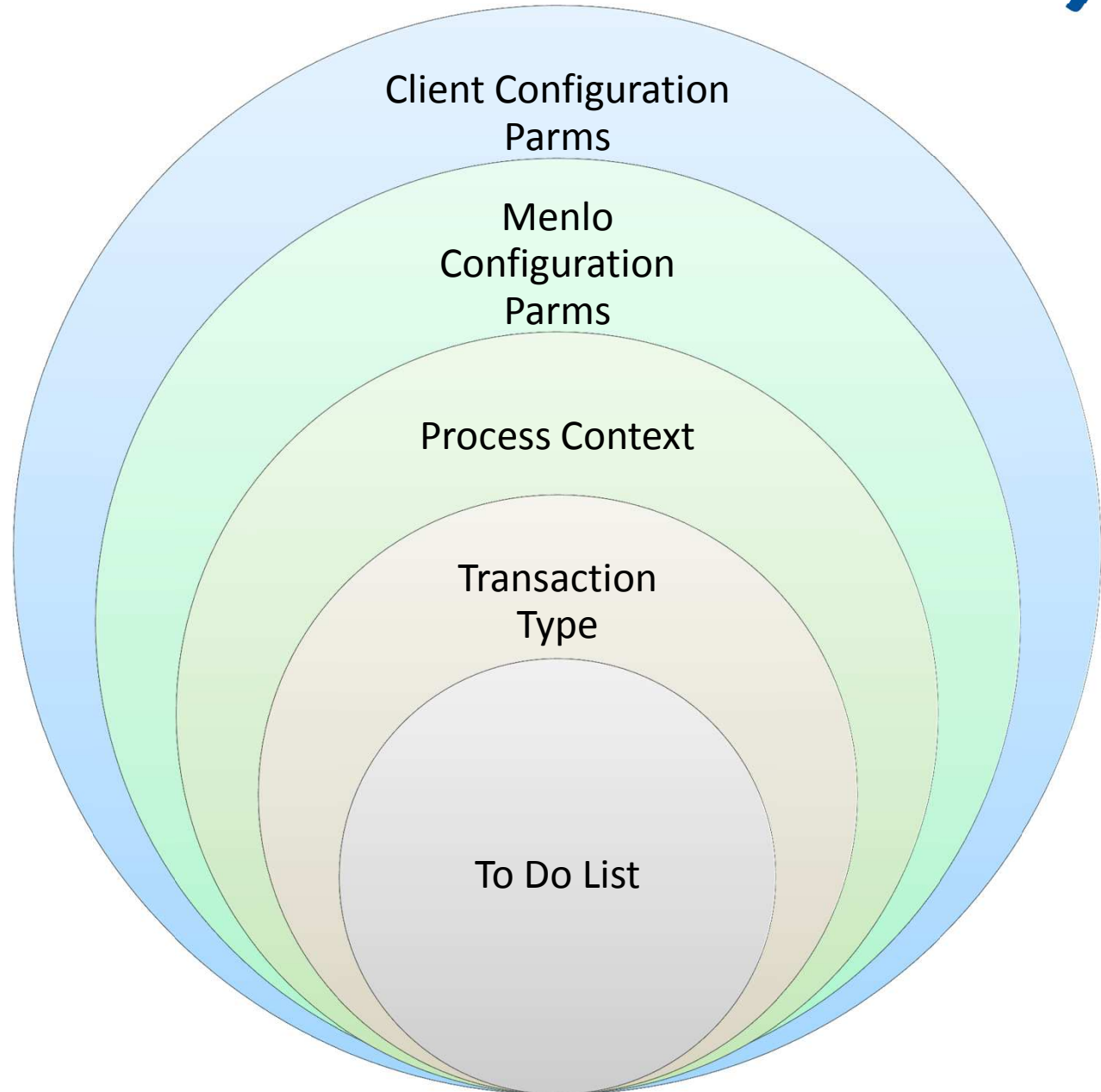
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# Implementation – Customer-specific Rules Standard Business Process with Customer Entry Points



# Implementation – Customer-specific Rules Context Awareness



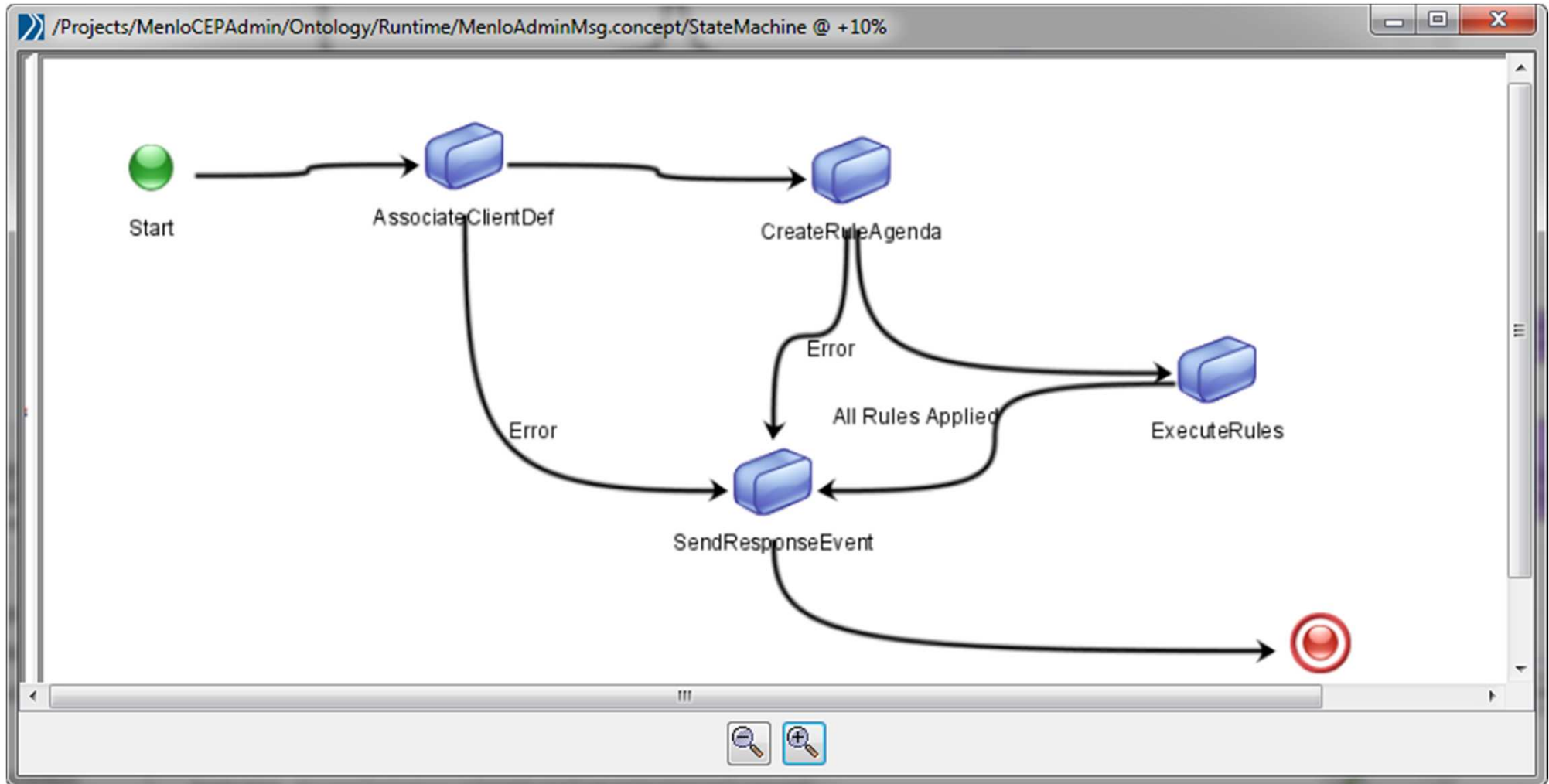
## Director Rule Framework

# Implementation – Director Rule Framework Principles



- ApplyBusinessRules Service
  - Entry point in every business process step
  - Request/reply with Menlo Canonical Message
- Narrow down specific context - Customer, process step, transaction type
  - Consistent usage of canonical header and smart topic
- Create To Do List – Context-specific Rule Agenda
  - Based on configuration parameters which contain customer, process step and transaction type information for correlation
  - All config parms are loaded into cache and memory on startup of CEP
- Reusable rules with different inputs – Config Params
  - Common – useful for implementation of regulatory or volatile requirements
  - Customer-specific
- Maintenance reduced with abstracted information layer

# Implementation – Customer-specific Rules State Machine



# Implementation – Customer-specific Rules Enterprise Event Stream

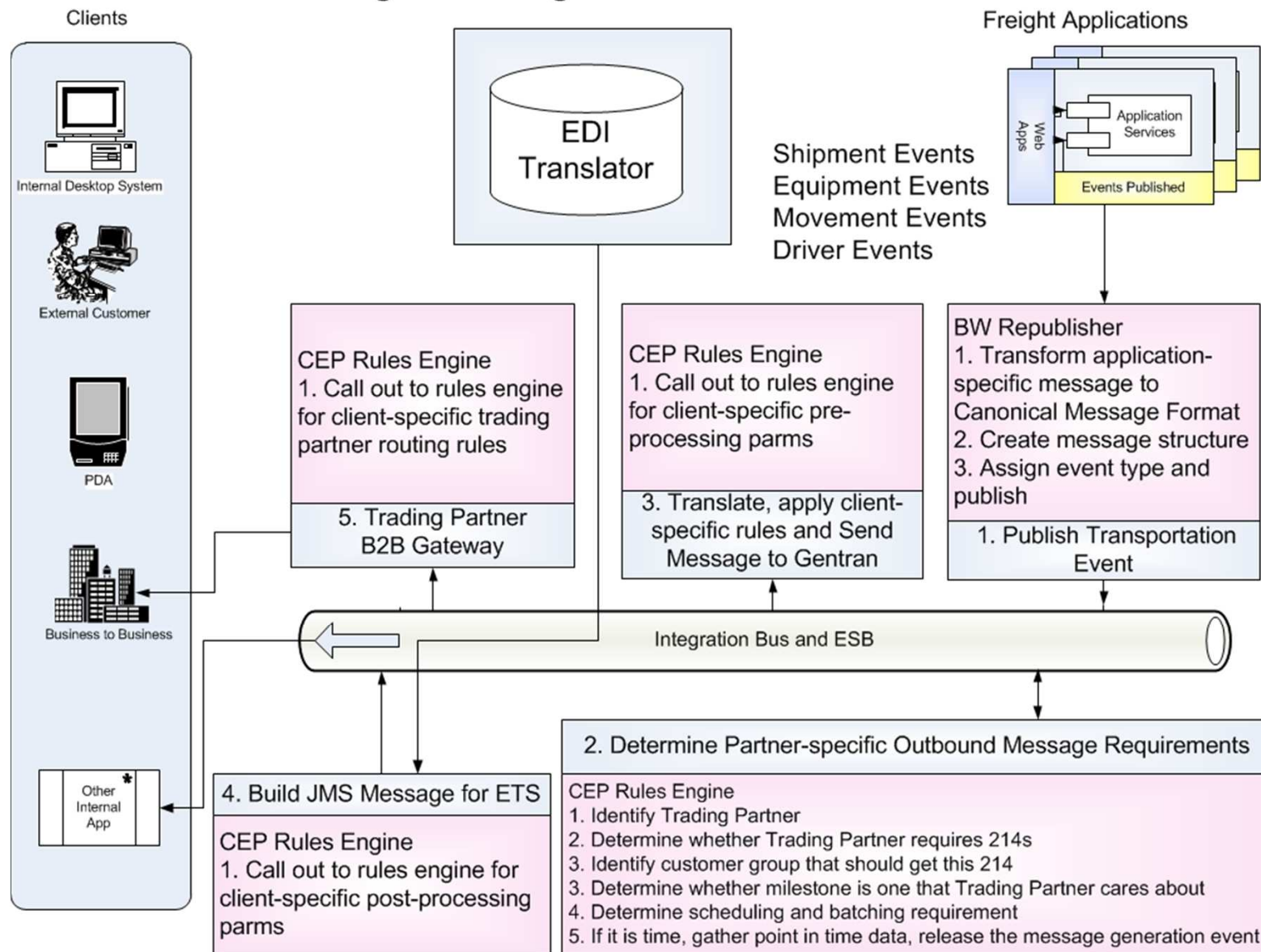


- All Supply Chain Events published to the bus and CEP
- All events use a canonical header and canonical formats
  - Ensure common understanding
  - Ability to correlate readily across event streams
- Message Lifecycle, Process and Transactions
  - Business Process-specific lifecycles
  - Introduction of parameter-driven customer-specific behaviors
  - Customer-specific SLAs
  - Milestone reporting
  - Detection of Missed Events and Proactively Notify
  - High Value tracking
- Future
  - Continually evolving exception processes based on patterns detected in CEP and solutions tested in what if analytics engines
  - Automated partial plan re-optimization based on detection of external weather or traffic events near real-time

# Implementation – Customer-specific Rules Enterprise Event Stream



## Future State Freight B2B Integration Architecture – Outbound Flow



# Business Benefits



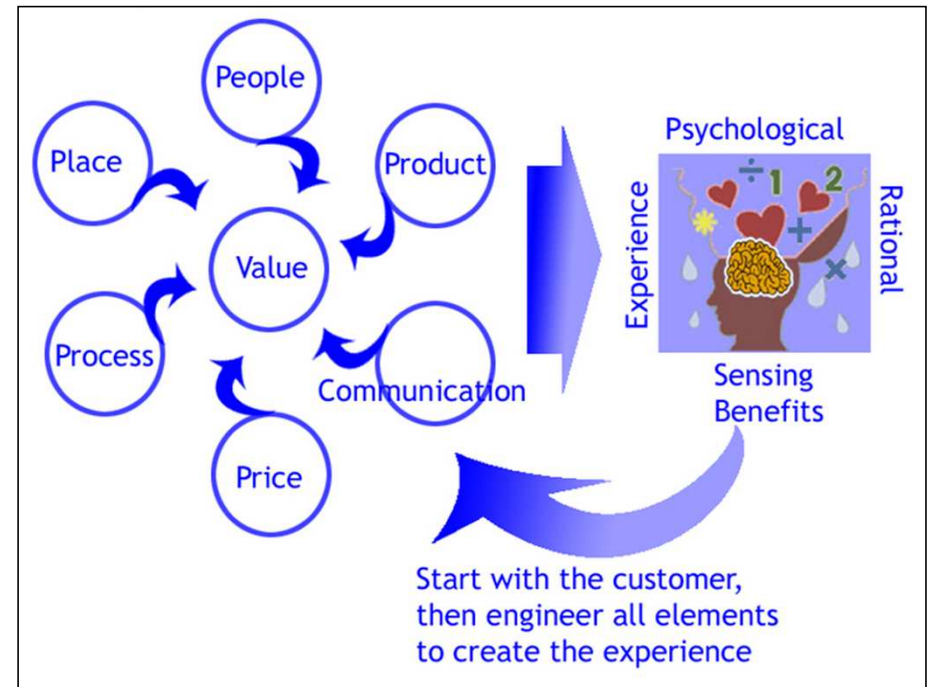
- Improved customer experience – strategic partnerships
- Business agility in bringing new services to customers
- Customer onboarding savings
- Sticky customer relationships
  - Superior responsiveness
  - Moving the line of fulfilling the customer's business requirements into the Con-way enterprise
- Lean standardized functionality internally while providing unique customer experience internally
  - Reduced maintenance costs
- Reduced and improved supply chain exception handling
- Proactive notification



# Conclusions



- A strategy to meet customer-specific requirements speedily and cost-effectively is essential
- Business processes cross functional domains.
  - Most software packages or systems serve one domain or another
  - The “glue layer” is able to bring it all together if a common understanding exists through canonical messaging
  - Externalizing the rules from standardized processes and software packages offers greatly enhanced ability to meet more complex customer requirements
- Selection of appropriate logistics exception responses requires visibility across functional domains
  - Event streams from all mission critical domains provide that visibility
  - Learned pattern recognition – BI and CEP



## Winning Customer Experience

# Q&A