O'Neil Digital Solutions: ONEsuite Customer Communications Management

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DIGITAL SOLUTIONS

A Madison Advisors White Paper
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Madison Advisors has seen a move in corporate IT departments to respond quickly to digital transformation initiatives that are changing market conditions. This includes outsourcing non-core competencies, such as customer communications management (CCM). Technology and associated costs needed to support an efficient and effective CCM strategy is staggering for organizations. It requires perishable, specialized skills that IT groups do not typically focus on maintaining. Content management, document composition, omni-channel delivery and data analytics are examples of the needed technologies that are difficult to maintain mastery of inside the corporate structure. This has given rise to service providers, such as O'Neil Digital Solutions, who specialize in supplying CCM hosted managed services (HMS). Simplified, CCM HMS is a hosted solution where the service provider performs all implementation, operation and production of customer communications. CCM HMS is directly linked to a customer's experience (CX). A CCM HMS system controls how communications are experienced on a per-customer basis.

O'Neil Digital Solutions (O'Neil), one of the largest digital print service providers in the United States, has created ONEsuite™, a CCM HMS solution, as a part of its service delivery model. In addition to managing the day-to-day communication needs of its clients, O'Neil had the vision to look at "what's next" after a document is delivered to a customer. O'Neil developed the ability to use the data provided by the client, as well as third party social determinant data, to add value to other communications and campaigns, extending the environment to creating and executing customer outreaches using its extensive omni-channel capabilities.

O'Neil commissioned Madison Advisors to conduct an independent analysis of its ONEsuite CCM HMS solution. Madison Advisors is a consulting firm that helps organizations advance their print and electronic communications strategies and solutions. Madison Advisors specializes in offering context-specific guidance for a range of content delivery strategies, particularly those addressing enterprise output technologies and customer communications.

Overall, Madison Advisors found ONEsuite to be a mature CCM HMS solution. Clients get a robust, simple to use communication tool that, due to the sophisticated tech stack, has been built to support the client's entire enterprise communications process. A key feature to note is O'Neil's integration of data analytics capabilities, which is positioning O'Neil with a unique offering in the market. The combination of software tools, data analytics experience and a structured implementation approach, positions O'Neil's clients to provide their customers with the best possible experience.

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Madison Advisors defines CCM HMS as a delivery model in which a single-source, integrated technology platform incorporates the seven critical components necessary for end-to-end customer communications management. Enterprises that generate outbound customer communications achieve measurable results from this model in several ways, including, but not limited to, the elimination of capital expenditures associated with purchasing, installing and maintaining software, and integrating with other technology solutions necessary to generate and deliver customer communications.

CCM HMS is a results-driven technology model that incorporates seven critical components of CCM in a single integrated platform. As a complete end-to-end solution, providers of HMS deliver a better return on investment (ROI) for their clients due to the shift from a capital expenditure model (CapEx) to an operational expenditure model (OpEx). Accountability for delivering benefits and results resides with the provider of a CCM HMS solution since the risks associated with purchasing and installing software are transferred to the provider, which lifts the burden off internal IT resources.

In our recently published market research study, Madison Advisors defined the seven critical components of a CCM HMS solution as:

COMPONENT	DESCRIPTION
Data management and processing	The collection, aggregation, standardization and storage of data in a standard data model from a variety of sources, including core processing systems, customer relationship management (CRM) systems and external third-party sources. Data is used throughout the entire communication lifecycle, including composition, execution of business rules that determine variable content, personalization and targeted marketing messages, analytics and business intelligence. It is also used to drive print output management processes such as postal optimization, house-holding and barcode placement for the print production workflow environment.
Content management	A centralized repository that stores all the components necessary for the document composition process, including templates, business rules and variable text and digital assets such as logos and other images.
Preference and customer profile management	Collection and management of customer profile information, delivery channel preferences and customer consent for electronic interactions. This data is used to optimize the composition process to generate the output according to a customer's pre-determined delivery preferences.

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Composition	The process that combines data and variable content with document templates according to pre-determined business rules to create customer communications that are optimized for the delivery channel(s) based upon pre-determined delivery preferences selected by the recipient. An archive copy of all communications is also created and stored in the archive of record.
Omni-channel delivery	Delivering communications in the appropriate format to a variety of channels, including print, email, web portal, mobile, tablet, SMS, outbound phone calls and social media.
Archive	A single repository to store all customer communications as delivered for future retrieval and delivery to support customer service requirements and, to satisfy audit and regulatory requirements to show proof of what was delivered to customers. The archive should also contain all change management history and include versions and approval workflows as well as the delivery history for each communication, whether print or digital.
Dashboard/reporting	A thin client or browser-based user interface that provides business users full visibility into the entire communication workflow, including job status from point of file receipt through delivery. Standard and customizable report generation is made available through a reporting module and business intelligence tools are integrated to allow clients access to underlying data for data analytics purposes.

Table 1 – Seven Critical Components of a CCM HMS Solution

In our assessment of O'Neil's ONEsuite CCM/CX HMS platform, we concluded that it meets or exceeds our seven critical components of a CCM HMS solution.

O'Neil, one of the largest digital print service providers in the United States, offers a CCM HMS solution as a part of its service delivery model. Developed and enhanced over the past 15 years, O'Neil's ONEsuite platform is a series of tightly integrated modules that deliver the seven HMS components described above. ONEsuite provides the core functions required by companies to provide the implementation and operational support necessary to service an outsourced function, such as transactional print.

Unlike other solutions in the market, ONEsuite goes beyond the operational requirements of day-to-day marketing and compliance related customer communications and brings in tools to utilize sophisticated data analytics modules, including predictive modeling, machine learning and quantitative analysis. Algorithms have been developed by O'Neil's data scientists that study the client's customers and establish psychographic data and demographic profiles. The analytics engine then builds unique "live" personas of each audience member, the result being a deep understanding of each person, allowing the client to know their customers. Clients

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will then be able to learn from these insights and segment their audiences to create targeted and omni-channel outreach campaigns that are more relevant and meaningful to each individual.

Ultimately, the goal of O'Neil's analytics engine, or any of the other modules within ONEsuite, is to provide an improved CX resulting in better acquisition and retention metrics for O'Neil's clients.

O'Neil has the pedigree to provide the data-centric solutions for their clients. They are a division of Data Analysis Incorporated (DAI). DAI is a leader in the financial data market, providing a variety of historical data products to companies around the globe. DAI has approximately 1,000 employees worldwide and a full third of those employees are trained data professionals. This core competency in data analytics is used to provide O'Neil's customers with a value-added solution that other CCM platforms or traditional print service providers do not currently match.

More details regarding O'Neil's platform and analytics module, including an important feature called "next-best-action," are described in the next section.

ONESUITE OVERVIEW

For purposes of this white paper, Madison Advisors has separated the capabilities of ONEsuite into two main areas. The first is operational. This deals with the day-to-day needs of O'Neil's clients, such as managing jobs submitted from client systems for distribution to its customers, all implementation and change management services and ongoing vendor management needs. The second area has to do with data analytics and its application to improve customer acquisition, satisfaction and retention.

ONESUITE – OPERATIONAL CAPABILITIES

ONEsuite started life as a portal to allow O'Neil's customers to monitor the status of their print jobs within O'Neil's production facilities. The dashboard provided a level of empowerment to the customer's operations team as functions like job status, proofing, reprints and document pulls could now be done in a single place without a series of phone calls. The capabilities have evolved over the years based on customer feedback and new services available from O'Neil.

As an example, 15 years ago, preference management was not a key requirement for print service providers to deliver—everyone received paper in the mail—period. As digital delivery methods expanded, preference management became more important. To meet this need, O'Neil developed a preference management system, ONEcollect™, that can be used standalone or integrated with the client's internal capabilities. Many

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enterprise clients that Madison Advisors has engaged with do not have a strong preference management strategy and, as a result, are unable to deliver personalized and consistent customer communications in the preferred channel of choice across all lines of business. Today, many of O'Neil's clients use ONEcollect to consolidate and integrate with their internal preference management systems.

ONEsuite's capabilities line up with other sophisticated CCM HMS solutions. ONEsuite has evolved from a reactionary tool to a proactive system that can be integrated with customer service dashboards to provide customers with up-to-date information on a company's communications with them.

O'Neil's content management solution, ONEcms™, takes the focus off of template management. Instead, all static and variable content is stored outside the template and pulled into various document types based on client business rules. This is a major paradigm shift for most companies who are used to managing server farms resident with master and child templates.

Users can create and manage content that is built with responsive design allowing for seamless creation of output in any media and then delivering that media via omni-channel, including email, SMS, as well as HTML 5, PowerPoint, and even interactive video. ONEsuite's built-in content library allows stakeholders to create, edit and manage content from a single word or phrase to large content sections. Madison Advisors also found that variable fields, business rules and coding can be added within the content to allow for complete flexibility. Content is then stored once and used many times. Metadata and content definitions direct when and where content is used, regardless of the delivery method. This allows O'Neil's clients to direct content to a website at the same time they are outputting that content as a printable document for mailing.

A sister ONEsuite module to ONEcms is O'Neil's variable messaging solution called ONEvms™. ONEvms provides stakeholders the ability to create custom messages that are variable, personalized, or unique to a specific product or business line. Custom messaging is the ideal solution for onserting unique offers or messages within a document. Another viable use case is variable messaging that allows up-selling and cross-selling opportunities. For example, a large 401(k) client uses ONEvms to include personalized messages on the customer statement that are unique to the investment profile of the individual. This allows the client to offer specific and targeted offers to change or influence customer behavior and ultimately drive more sales for O'Neil's 401(k) client.

A strong and feature-rich composition system is a must-have for any CCM solution. In Madison Advisors' review, we found that O'Neil's ONEdoc™ module has the horsepower to meet any document creation or output challenge. The most attractive aspect of ONEdoc is that the stakeholder on the client side needs little to no experience, nor any programming or composition background to interact with ONEdoc. The easy-to-use interface allows clients to create, edit and output templates in any media.

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Composition software licenses are extremely expensive for any company, no matter its size. Configuring composition to meet the internal demands of every stakeholder can further impact a company's budget. Many times, Madison Advisors has seen implementation costs to deploy an in-house composition system exceed the cost of the actual software by 10x. When reviewing O'Neil's ONEdoc solution, it became apparent that the ROI is immediate for any company looking to divest themselves of expensive composition software, technical staff and on-going support. Using ONEdoc as a hosted solution provides O'Neil's clients with a simple-to-use, but powerful tool that will allow them to virtually eliminate internal composition and desktop publishing resources. This virtual composition tool provides an entire workflow to manage document templates, email, SMS templates and HTML 5 templates. At its core, ONEdoc provides a self-service way to edit data, content and documents, make global changes, output and proof documents instantly after making changes, and an approval workflow to send documents to other stakeholders for review via a built-in approval workflow system.

O'Neil's marketing and sales communications module, ONE2ONE™, creates revenue-generating opportunities and is positioned perfectly for the digital transformation goals of every industry. The worldwide pandemic has had a negative impact on sales departments and third-party broker/agent networks, making it difficult to meet face-to-face with prospective new clients. Sales and marketing departments have had to pivot quickly to deploy digital sales methods to support sales teams with new and innovative techniques. ONE2ONE provides sales-support functionality to help sales and marketing teams, including:

- Journey Orchestration

- Campaign Builder & Campaign Management

- Microsite Builder

- Custom Brochure Builder

- Interactive Video

- Sales Kit Creation & Kit Ordering Platform

ONEclick™ is highly-secure, self-service administrative system for electronic archive and retrieval of documents that have been previously delivered to O'Neil's clients' audience. ONEclick can reduce call center call times by making documents, content, emails, SMS, etc., immediately accessible via an easy-to-use document search and retrieval system. This system allows users to search and retrieve all archived documents, emails and text messages, and these assets can be viewed online and re-mailed, emailed or faxed to the recipient. ONEclick can be embedded within a client's customer service representative (CSR) dashboard to simplify its use by reps. ONEclick is a foundational component of ONEsuite and has been evolving for over 15 years.

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It is rare for a data company, such as O'Neil, to also be a prominent player in the print services market. In 2020, O'Neil printed over 4.3 billion variable/ personalized digital pages for its clients.

While digital transformation is becoming a major initiative for many companies, printing of physical documents continues to be the preference of choice among many audiences. O'Neil has been a leader in digital printing for over four decades, delivering data-driven, digital print communications.

O'Neil's print technology starts again on the data side, with one data center that is the engine for its print facilities in California, North Carolina and Texas. These locations were chosen to provide insulation from service interruptions, such as weather and geographic proximity to customers. A spoke and hub methodology allows O'Neil to process large data files and direct these files automatically to any of the three print locations.

ONESUITE – DIFFERENTIATION THROUGH DATA ANALYTICS

While ONEsuite checks all the boxes of Madison Advisors' CCM HMS framework, the real differentiator for ONEsuite is its ability to integrate data analytics and artificial intelligence (AI) into marketing campaigns that deliver highly targeted market segmentation. This is followed by customized campaign execution and tracking. Using a customer's preferred communication style, O'Neil has the capabilities to manage the omni-channel distribution process and track the results of those actions. The tracking data can then be used to measure a campaign's effectiveness in reaching the target audience.

In concert with the other Data Analysis Incorporated divisions, O'Neil is able to leverage an extensive set of knowledge and tools to support sophisticated data analytics and AI solutions. Using multiple data feeds, O'Neil is able to generate individual "live" personas for each member of the dataset. This allows for very targeted subgroups, called audience segmentation (AS) that can determine "next-best-action." This technique takes into account customer-centric determinants that consider, via predictive modeling, the alternative actions during a customer interaction and recommends the best action to take next. The analytical insights are used to understand the customer's persona and to service that customer in a relevant manner.

O'Neil is focused on driving results in three areas of the customer experience: customer acquisition, satisfaction and retention. These are all part of the customer's CX journey. The customer's perception of a company drives actions in these key areas. O'Neil provides the tools and methodologies to measurably impact these areas with a goal toward improving a customer's long-term value.

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The ONEscore™ module of ONEsuite manages the data analytics tasks. It supports multiple data feeds that are used to create a persona for each customer. The AI capability is used to look for trends and mappings to actions. The data feeds available to clients include:

- Client provided data

- Historical data archived by ONEsuite during production for the client

- Third-party demographic and psychographic data

- Census data

- Social media and social determinant of health (SDOH) data.

PRACTICAL APPLICATION - EXAMPLES

CUSTOMER ACQUISITION

All businesses have challenges in acquiring new customers, especially during a worldwide pandemic. ONEsuite's core competency is to help its client's marketing and sales process by identifying members of a target group using a variety of data points. Once a group has been identified, the AI function looks for other common traits within the group. These additional commonalities can lead to even more targeted campaigns.

One example is a healthcare company looking to acquire customers who are aging into Medicare. They might begin by looking for people within a specific age group and then add other SDOH factors to further target. The client might be looking for people who are between 64½ and 65, likely to exercise, have a partner, have no chronic health issues and live in specified zip codes. When the system generates the list of initial targets, it will also present some other common characteristics of the members that may lead to inclusion or exclusion of some traits. Targeting in this manner allows the healthcare provider to recruit healthier customers, thereby holding down associated medical delivery costs.

Once a target list is generated and a marketing campaign created, ONEsuite handles the production and delivery processes automatically. Within a campaign, options can be established based on the prospect's preferred communications method(s). The message might be delivered via paper in the mail or via email (amongst many options). Follow-up triggers can be set so that an unread email is supplemented with a physical copy mailed to the prospect. The campaign might also include multiple delivery channels; thus, a paper mailing might be sent and then followed up with an email a couple of days after mailing. ONEsuite tracks all the data on the campaign to help determine its effectiveness. Inbound mail and phone calls to the client's CSR can also be tracked back to the campaign's call to action.

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CUSTOMER SATISFACTION

Customer satisfaction is impacted by a variety of factors along the customer's journey with the company. Companies that provide timely and relevant communications are seen as being more in touch with the real needs of its customers. As with acquisition, ONEsuite can help in identifying situations where communication from the company may result in a behavioral change in the customer, leading to better outcomes for both.

An example might be members of a health plan. Using SDOH and claims data, it could be determined that a group of customers who have diabetes aren't refilling their prescriptions as prescribed. When matched with other psychographic data, the group could be segmented into subgroupings that allow more targeted messaging. Those customers who exercise might find that they feel better because of the exercise and don't need medications. That group is going to respond to a different type of messaging than a subgroup that is more sedentary. This micro segmentation allows for more targeted campaigns that improve the customer's life, and ultimately save the health plan money by having fewer associated hospital visits.

CUSTOMER RETENTION

As with acquisition and satisfaction, customer retention is impacted by the customer's experience. ONEsuite includes tools to support agents and brokers in servicing their customers. A company can define a framework that allows an agent/broker to customize a brochure for a specific client(s) with information on products that are relevant to them. The brochure could also be personalized with the broker/agent's information. In addition to the brochures, targeted marketing campaigns can be created that use the customer's preferred communication method to periodically send them relevant information. The goal being to remain engaged with the customer so that they do not switch vendors but rather increase their activity, improving their value as a customer.

IN SUMMARY

O'Neil's ONEsuite offers a mature, yet constantly evolving solution for companies looking to outsource their document production and omni-channel delivery processes. In our assessment of O'Neil's ONEsuite CCM/CX HMS platform, Madison Advisors concluded that it meets and even exceeds our seven critical components of a CCM HMS solution and extends beyond to include tools for customer experience management (CXM).

ONEsuite's ability to enhance the key areas for companies of customer acquisition, and satisfaction and retention through robust data analytics and AI tools is unique in the CCM HMS market. Combining all of the segmentation and targeting capabilities of ONEsuite with execution through O'Neil's production print facilities and digital channels provides companies with a compelling offering.

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Jeff Weldon provides project-based advisory services in the customer communications management (CCM) marketplace to enterprise accounts and print service providers. With a wealth of industry and analyst experience in digital printing and CCM software solutions, Jeff leads engagements that assist clients with technology selection and alignment and business process optimization decisions. In addition to CCM solutions, Jeff also has extensive knowledge of output management systems, including print management and workflow systems, and electronic delivery solutions.

Prior to joining Madison Advisors, Jeff worked with Canon/Océ in its business process outsourcing group. His focus at Canon/Océ ranged from managed print services to high volume POD shops. Prior to that, Jeff served as Vice President of Marketing for enterprise output vendor OPserver, Inc., worked for The Thomson Corporation as a consultant for electronic publishing initiatives, and at Adobe Systems, specializing in the integration of Adobe Acrobat products into electronic information delivery solutions.

Jeff earned a B.S. in Computer Science from Boston University. He is a Certified Document Imaging Architect (CDIA+).

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Madison Advisors exists to advance the print and electronic communications objectives of Fortune 1000 companies. Madison Advisors specializes in offering context-specific guidance for a range of content delivery strategies, particularly those addressing enterprise output technologies and customer communications.

Madison Advisors offers services and expertise primarily through short-term, high-impact consulting services. With no-nonsense, quick engagements (measurable in days or weeks, not months), Madison Advisors directly helps our clients achieve very hard and specific return on investment (ROI) related to their print and electronic communications initiatives.

Madison Advisors' analysts are dedicated to technology and market research that is delivered through short-term project engagements as well as articles, publications, and presentations. We specialize in customer communication technologies including enterprise output management, content management, customer relationship management, e-billing, and infrastructure technology.

For more information about Madison Advisors, visit our web site: www.Madison-Advisors.com.

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Kemal Carr

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Under Kemal Carr's direction, Madison Advisors has established a market niche as an independent analyst & market research firm that addresses the needs of the electronic and print customer communications Management (CCM) marketplace. The firm provides retainer and project-based strategy services designed to assist clients with technology selection and alignment and business process optimization decisions.

Kemal is regularly sought out by some of the leading output technology publications to write about or comment on the industry's key issues and topics, including articles on the impact of eDelivery and Multi-channel delivery, advancement in communication technologies, and electronic document presentment. He is also asked to speak at trade events, including key sessions at Xplor's Global conference, DOCUMENT Strategy Forum, Inkjet Summit, and numerous vendor trade events.

In 2010 Carr received the Xplorer of the Year award from Xplor International at its Global Conference. The award was in recognition of Carr's "volunteer service to the Association, dedication to the Xplor mission and promotion of the interests of the electronic document systems industry at large."

Kemal earned a B.B.A. in management information systems from the University of Wisconsin and is a M.B.A. candidate in management at Texas Christian University.

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