

APPLIED PERSPECTIVE 06 · COMPLEX B2B

CUSTOMER ENGAGEMENT

Making every interaction useful, connected
and responsive to customer needs

A MULTILENNIUM BUSINESS APPLICATION

SEPTEMBER 2026

AYHAN GEORGI



CUSTOMERS CHOOSE HOW THEY ENGAGE

Digital access, credible expertise and continuity across channels shape the experience.

67%

SELF-DIRECTED BUYING

Prefer a buying experience without sales representatives.

Gartner, March 2026

69%

HUMAN VALIDATION

Prefer checking AI-generated findings with a sales representative.

Gartner, May 2026

10

CHANNEL CONTINUITY

Average number of channels buyers use across the purchasing journey.

McKinsey, May 2026

Let customers choose the channel and bring expertise into the moments that need it.

CUSTOMER ENGAGEMENT IN THE AP SERIES

Each perspective addresses a distinct commercial question.

PERSPECTIVE	CORE QUESTION
AP01 Commercial Intelligence	What evidence should inform our next commercial action?
AP02 Decision Clarity	What must the buying group resolve to make a decision?
AP03 Revenue Focus	Where should we invest scarce commercial attention?
AP04 Value Justification	How can the customer defend the economic case?
AP05 Seller Productivity	How can we reduce effort around the seller’s work?
AP06 Customer Engagement	How can each customer interaction be useful and connected?
AP07 Ideal Customer Profile	Where can a specific offer create and sustain mutual value?

Coordinate the customer experience before and after the purchase.

ONE CONNECTED COMMERCIAL LOGIC

AP06 connects the seven perspectives through useful interactions, shared context and reliable follow-through.



Connected, not sequential. Keep the customer’s question, relevant context, owner and next response connected.

RELEVANCE, CHOICE AND CONTINUITY

The customer's task and preferences guide the next interaction.

01 Relevant help

Connect the interaction to a known need. Explain why it is useful now and provide evidence the customer can use.

02 Customer choice

Offer self-service, remote or personal support. Agree timing and make it easy to pause or switch channels.

03 Connected context

Carry the question, prior answers and open commitments into the next contact. Keep information consistent.

04 Visible follow-through

Name the owner and next response date. Check whether the customer's task is resolved, including after purchase.

Keep relevant help, customer choice, connected context and visible follow-through together.

ENGAGEMENT CONTINUES AFTER THE PURCHASE

Customers may revisit any task and change their preferred channel.

CUSTOMER TASK	USEFUL EXPERIENCE	CONTEXT TO CARRY FORWARD
Explore and compare	Accessible explanations, references and clear limits.	Question, use case and information already reviewed.
Evaluate fit	A shared workspace for questions and expert discussion.	Requirements, open issues and agreed next response.
Implement and adopt	A named onboarding contact and role-relevant guidance.	Promised outcomes, responsibilities and adoption gaps.
Use and resolve	Coordinated support with visible status and ownership.	Issue history, impact and the customer’s confirmation.
Renew or extend	A joint review of realised outcomes and changing needs.	Evidence of use, unresolved friction and future priorities.

Marketing, Sales, Service and partners share context. Each open request has a named owner.

AI SUPPORTS A CONNECTED CUSTOMER EXPERIENCE

Useful assistance depends on current knowledge, clear ownership and an accessible person.

AI ASSISTANCE

Grounded self-service

Answers draw on approved sources and show dates or limits.

Contextual support

Suggest a relevant resource or expert using permitted context.

Coordinated follow-through

Prepare handover summaries and flag unanswered requests.

HUMAN ACCOUNTABILITY

Expert access

People resolve ambiguity, exceptions and consequential advice.

Customer control

Explain AI involvement and offer a clear route to a person.

Accountable commitments

Owners approve promises and review errors and exceptions.

Start with bounded assistance. Expand automation only when quality, permissions and handovers work.

ONE REQUEST, CONNECTED SUPPORT

Fictional machinery account: a customer is exploring a service upgrade after repeated interruptions.

CUSTOMER TASK

**Can the upgrade help our line,
and what would adoption
involve?**

The interruptions are recorded.
Upgrade suitability and business impact still need
validation.

01 Self-service exploration

A dated guide explains applicability and limits. The customer can request an expert.

02 Handover with context

The expert receives the question and material reviewed, with permission.

03 A coordinated response

Sales and Service clarify fit and open issues. The customer agrees the next action and timing.

04 Follow-through after purchase

If the upgrade proceeds, the owner tracks adoption and asks whether the original issue is resolved.

Success: the customer gets a useful answer and an agreed next step.

MEASURING THE CUSTOMER EXPERIENCE

Pilot starts with one customer task and a comparable baseline.

MEASURE	OPERATIONAL DEFINITION	WHY IT MATTERS
Task resolution	Customer-confirmed resolutions ÷ requests reviewed.	Did the interaction help?
Handover continuity	Sampled transfers with question, context and owner ÷ transfers reviewed.	Did the next team have what it needed?
Customer effort	Consistent ease-of-resolution question after the task, with response rate.	How much work did the customer do?
Response reliability	Replies delivered by the agreed date ÷ replies due.	Did the supplier keep its commitment?

Track errors and unwanted contact. Review adoption and retention over a longer period.

One journey owner coordinates Sales, Marketing and Service. Agree targets before launch and review weekly.



WHERE DOES YOUR CUSTOMER EXPERIENCE LOSE CONTINUITY?

A focused engagement review identifies the task, owner and measures.

- 01 Where do customers repeat their question or receive conflicting answers?
- 02 Can customers choose the support and timing that suit their needs?
- 03 Who confirms that the task is resolved and follows through?