



Preparing for the Digital Customer Experience

Setting Priorities to Turbo-Charge Digital Transformation

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Learn to be a CX Forward Enterprise

This InfoBrief, commissioned by TELUS International, examines the shifts in customer experience (CX) and the critical role that technology plays in both the transformation and ongoing evolution of all businesses in the new digital economy. While technology is a key enabler, it is not an end unto itself. Innovation in business models, culture and talent all play a role in organizations that adopt an outside-in and customer-centric philosophy.

Readers of this InfoBrief will learn the importance of digitally transforming CX, understand the attributes of a digitally enhanced CX contact center, and learn what characteristics are required to be a CX forward enterprise.

Identifying and utilizing the right business strategy and partners can bring significant benefits to organizations looking to achieve both the broader vision of digital transformation tied to business outcomes and the tactical execution of those initiatives.

Established with joint objectives in mind, these relationships should be viewed as not only directed at the initiatives of today, but also at what's required to support ongoing CX innovation for business success in the new digital economy.



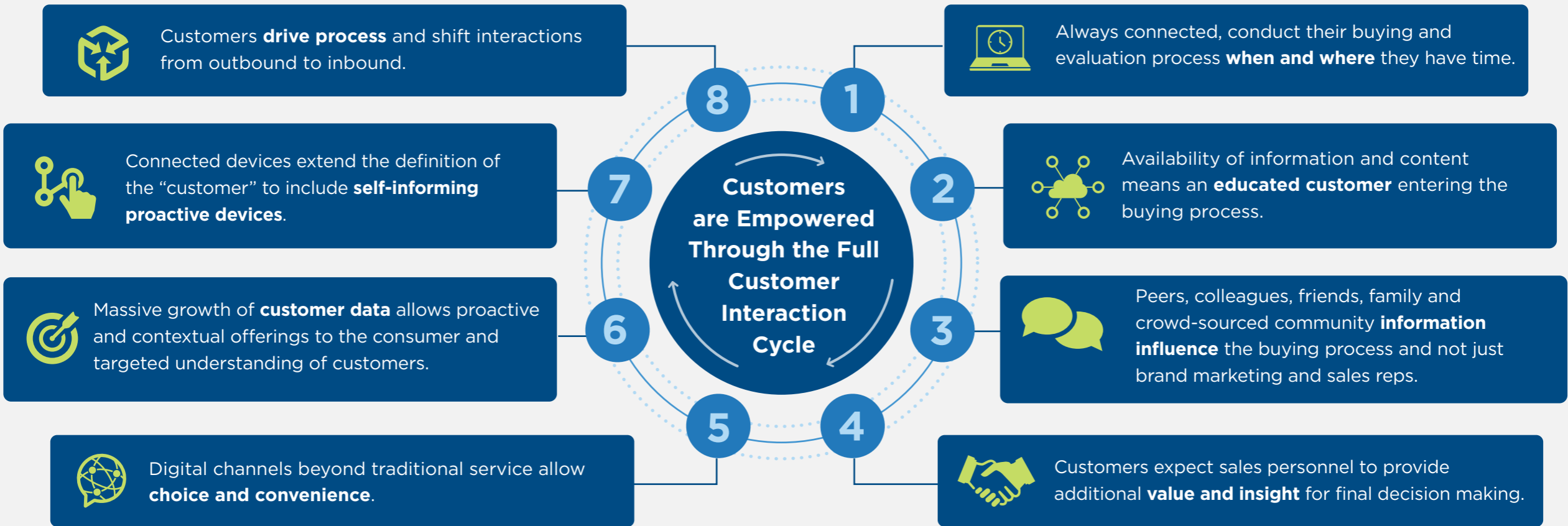
Executive Summary

Factors that Propel Digital CX Transformation

- ✓ In today's fast-growing digital economy, disruptive forces, driven by next-gen technologies, are creating sought-after differentiated customer experiences that are at the heart of business growth and market share gains.
- ✓ Companies must recognize that digital transformation has no clear finish line, but must be repeatedly executed in order to keep pace with new technologies entering the market. Future competitiveness will be determined by those that make digital evolution a part of their core DNA to continuously adapt ahead of their competitors.
- ✓ The explosion of potential customer interaction points—across new channels, devices, applications and more—makes consistency of service and experience extremely challenging unless you are managing the full omni-channel journey, and not simply individual touchpoints.
- ✓ Technology investments have significant potential to drive growth and operational success, but only if companies make simultaneous investments in strategic learning and developmental roadmaps to upskill employees, along with forward-looking recruitment plans that target requisite new skill sets for today and for the future.
- ✓ Organizations need to build relationships with trusted IT advisor/business partners in order to capitalize on the opportunity. By allowing them to do what they do best (core competencies), organizations can cut time-to-market and retain their competitive advantage.

Empowered Customers Drive Interaction from Outside the Organization

Modern customers (business and consumer), are self-educated, have high expectations and proactively drive engagement with brands. Brands must provide customers with **transformed experiences at every stage of the interaction cycle**.



A Need to Improve CX

Despite increased awareness of the importance of CX, Net Promoter Score (NPS) studies show that all industries struggle with low advocacy ratings.

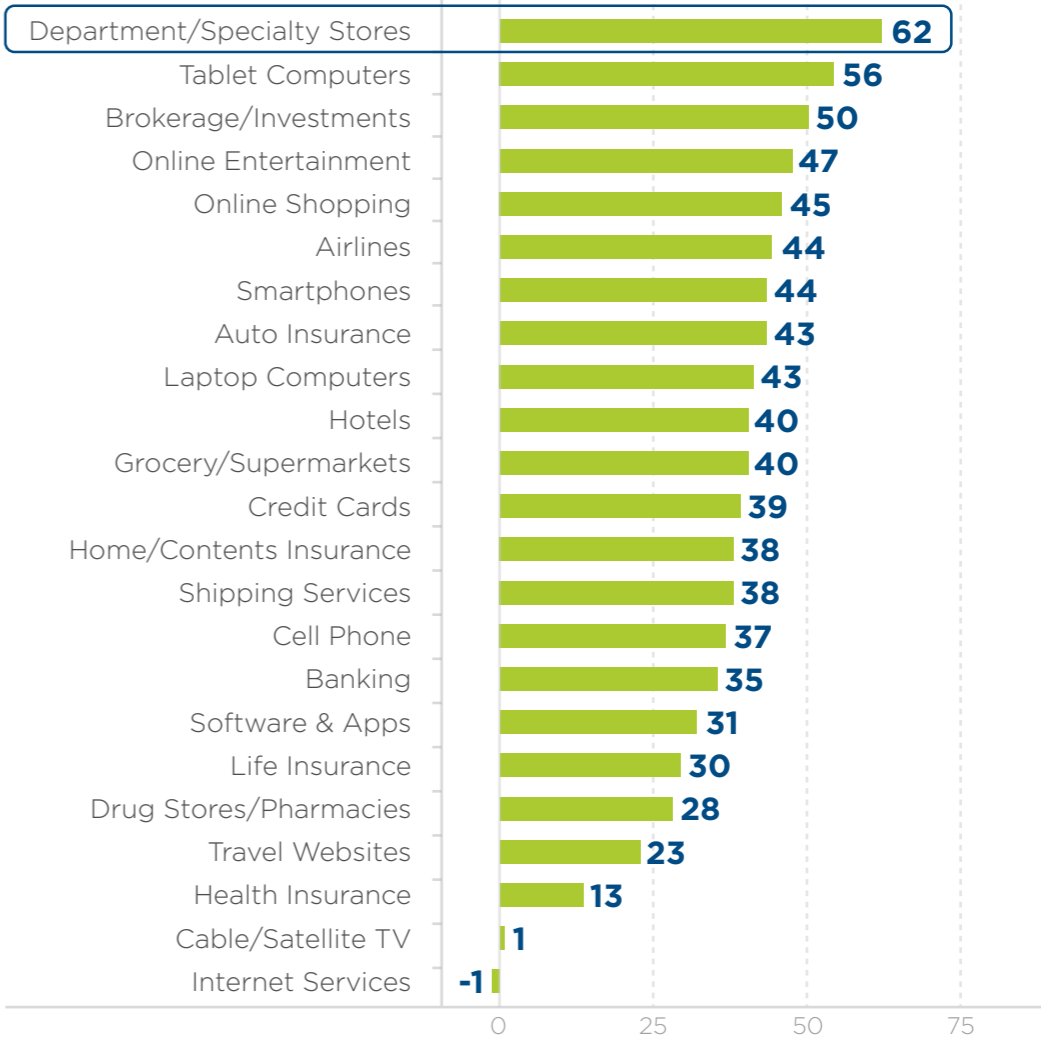
IDC defines customer experience (CX) as a customer’s perception and emotional response to the sum of all the interactions and engagement with a company.

A complete CX process has many elements, including technology.



Retail, a leader in customer-centricity, only has an average NPS of 62

Average Net Promoter Score by Industry (% Promoters - % Detractors)



Source: NICE Satmetrix 2018 Consumer Net Promoter Benchmark Study

Technology is Raising the Bar

The focus on digital channels allows customers unprecedented access to a brand. But organizations are challenged to provide consistency and contextualization through integration across all channels for a complete end-to-end customer experience.

Digital transformation is the application of the 3rd Platform and related technologies to fundamentally improve all aspects of society. For business this means:

> Transform

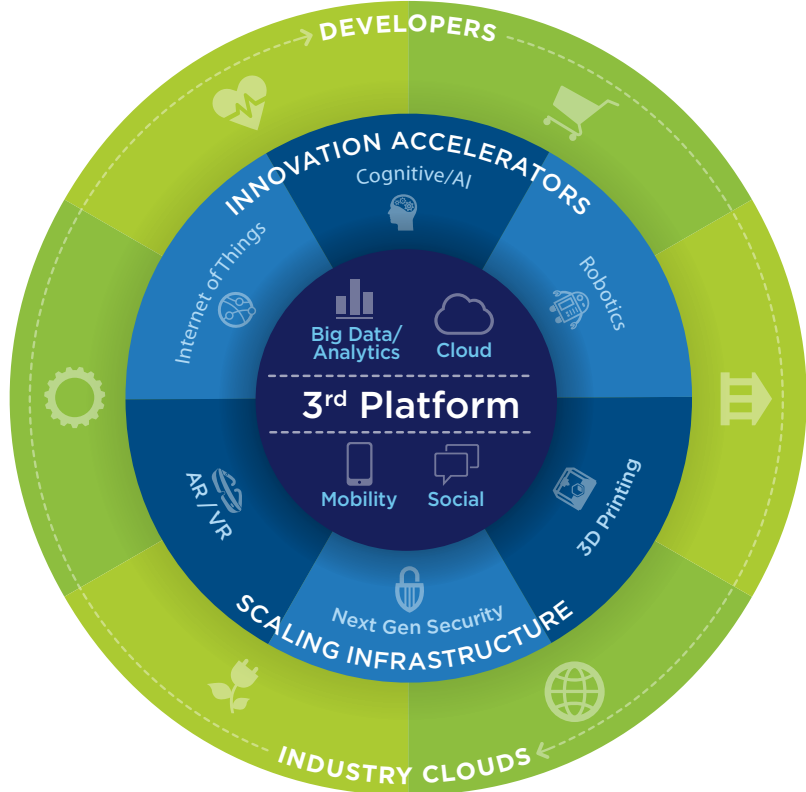
New sources of innovation and creativity to enhance experiences and improve financial performance. Simply modernizing the technology underpinning existing systems is not transformation.

> Decision Making

Using information to create an evidence-based culture. Companies should plan on doubling the productivity of their knowledge workers by using information more effectively.

> With Technology

Digital transformation is not to be confused with digital technologies. However, it does use 3rd Platform technologies such as cloud, mobility, Big Data and social as well as innovation accelerators including IoT, robotics and 3D printing.



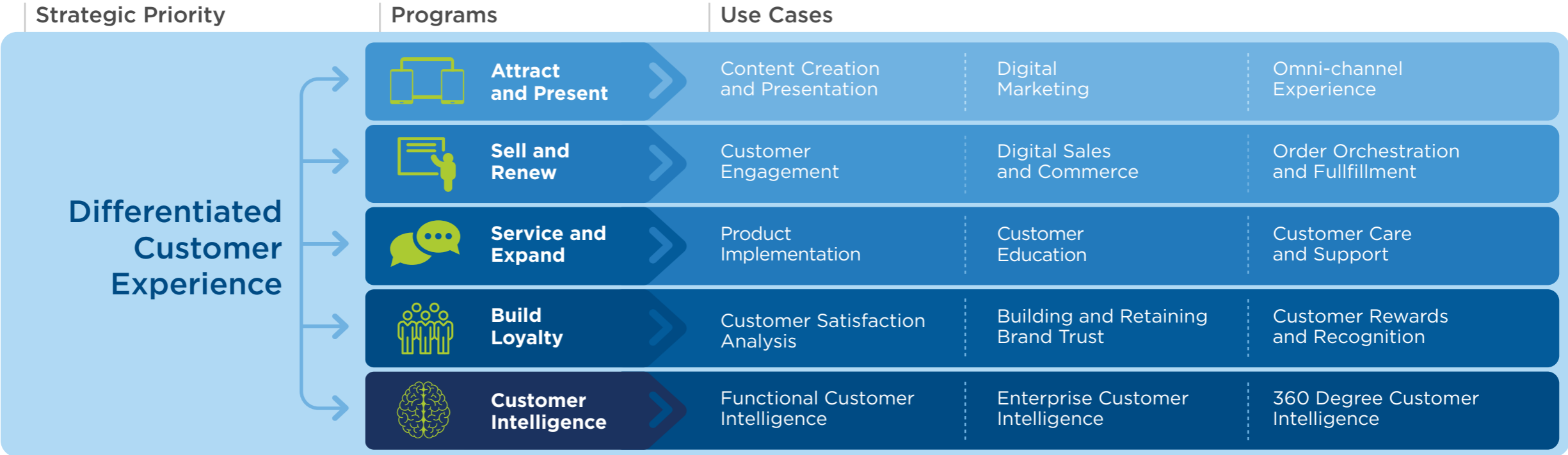
It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.

– Charles Darwin, English Naturalist and Geologist

Digital Transformation of Customer Experience is a C-Level Priority

Improved customer engagement is the second highest business priority for CEOs and EVPs. Tied with operating performance and cost management, it is second only to organizational growth, according to IDC’s functional line of business survey. Executives are prioritizing a differentiated customer experience and investing in programs and solutions at all stages of the customer journey to achieve a competitive advantage.

IDC Customer Experience Digital Transformation Use Cases Taxonomy



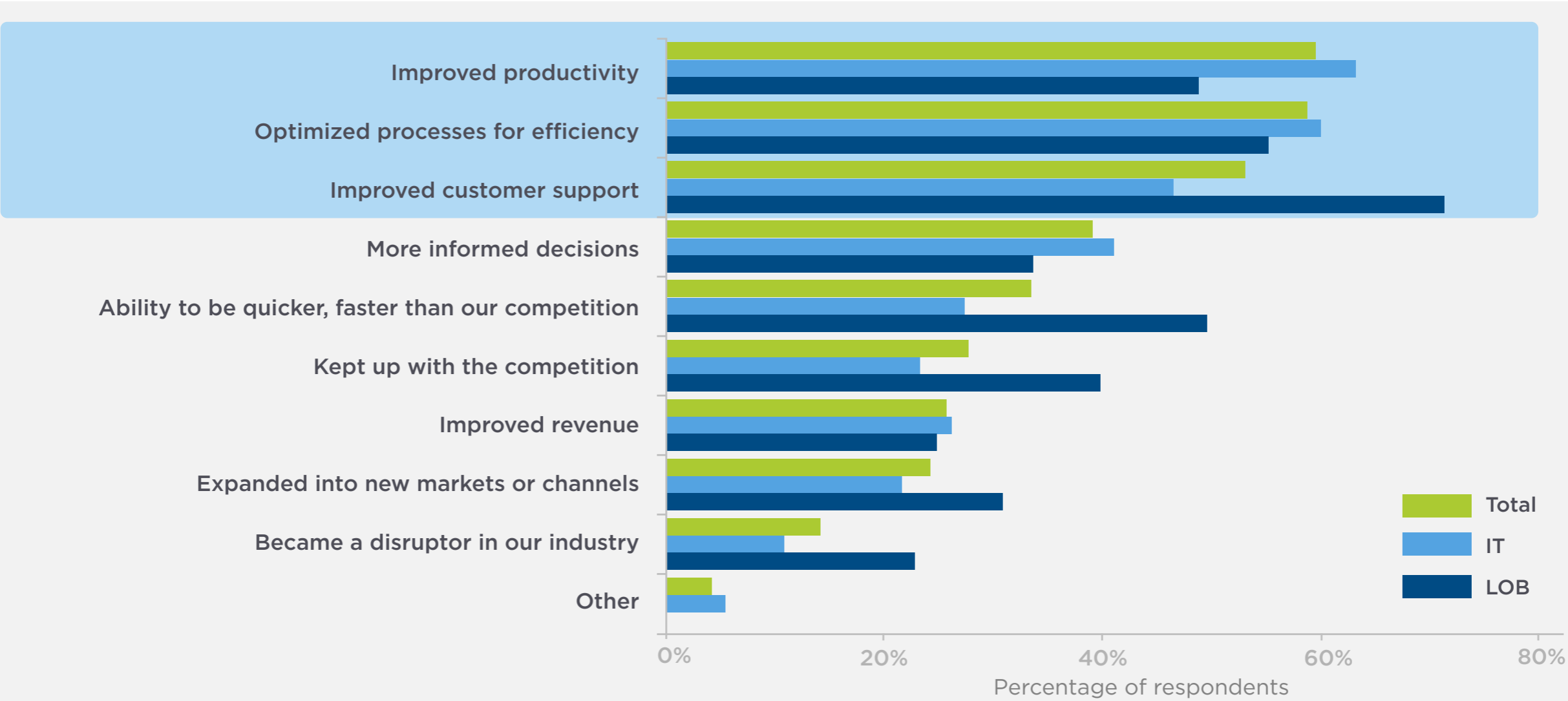
A [big] priority – more important than digitizing per se – was to embed ourselves in the customer journey.

– Piyush Gupta, CEO, DBS Bank

Evidence that Digital Initiatives Deliver Business Value

Businesses confirm that digital initiatives enhance speed of product and service delivery, increase revenue streams and support new partnerships and business models.

What benefits has your organization achieved so far from your digital transformation technology investments?



Opportunities in the New Economy—Digital Journeys with a Human Touch

Fishing Trip example



Day 1

Pre-trip

■ customer journey
■ digital enablers / channel

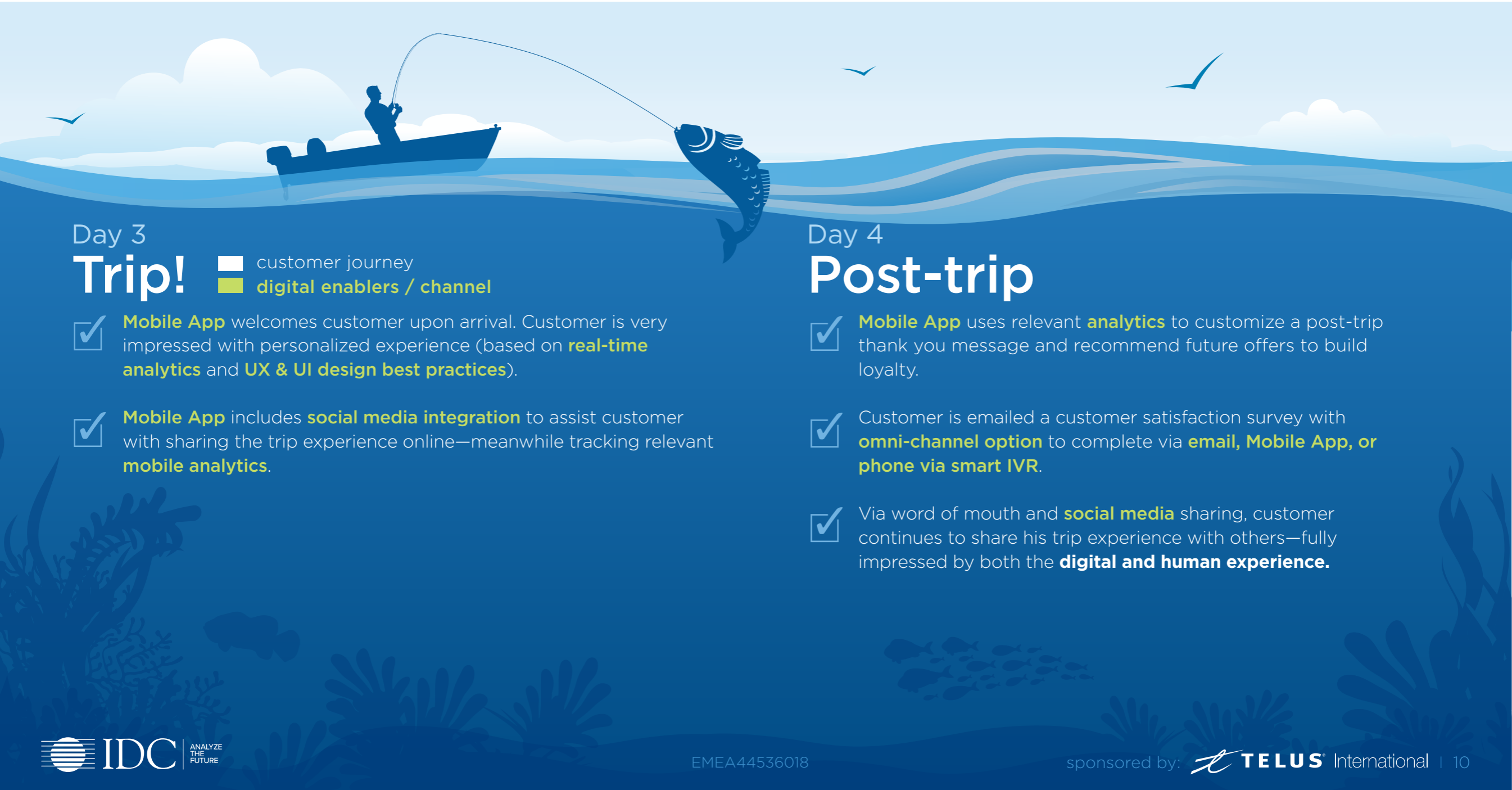
- ✓ Customer researches fishing sites in New England and surfs to a specialty fishing trip provider.
- ✓ Window pops up—"Can I help you?" Customer engages with **conversational bot** to answer trip questions.
- ✓ Bot delivers **knowledgebase** articles (while learning via the customer interaction to provide even better **AI-driven responses**).
- ✓ Customer is inspired to book the trip. Bot sends booking links for **secure online booking** (on the back-end, **RPA** confirms the booking and sends notifications to fishing lodge and boat dock).
- ✓ Once booked, **SMS text** message pushes link to download fishing lodge's **Mobile App**.

Day 2

Trip Preparation

- ✓ Customer now wants to bring his dog on the trip. Customer **calls 1.800 line**.
- ✓ **Smart IVR is able to identify** the customer via his cell number provided the previous day, and offers trip-specific options for further information.
- ✓ Due to customer's unique request, a **human agent** is required. Via a **cloud contact center** platform with **omni-channel** capabilities, the IVR transfers the call to an agent with **full customer contact history** available on the agent's desktop.
- ✓ Empathetic agent is able to accommodate the dog and, using **next best analytics**, identifies other potentially useful add-ons.
- ✓ That night, trip reminder and dock slip location are shared with the customer via a **proactive automated outbound call** and **Mobile App notifications**.

Opportunities in the New Economy—Digital Journeys with a Human Touch



Day 3

Trip!

■ customer journey
■ digital enablers / channel

- ✓ **Mobile App** welcomes customer upon arrival. Customer is very impressed with personalized experience (based on **real-time analytics** and **UX & UI design best practices**).
- ✓ **Mobile App** includes **social media integration** to assist customer with sharing the trip experience online—meanwhile tracking relevant **mobile analytics**.

Day 4

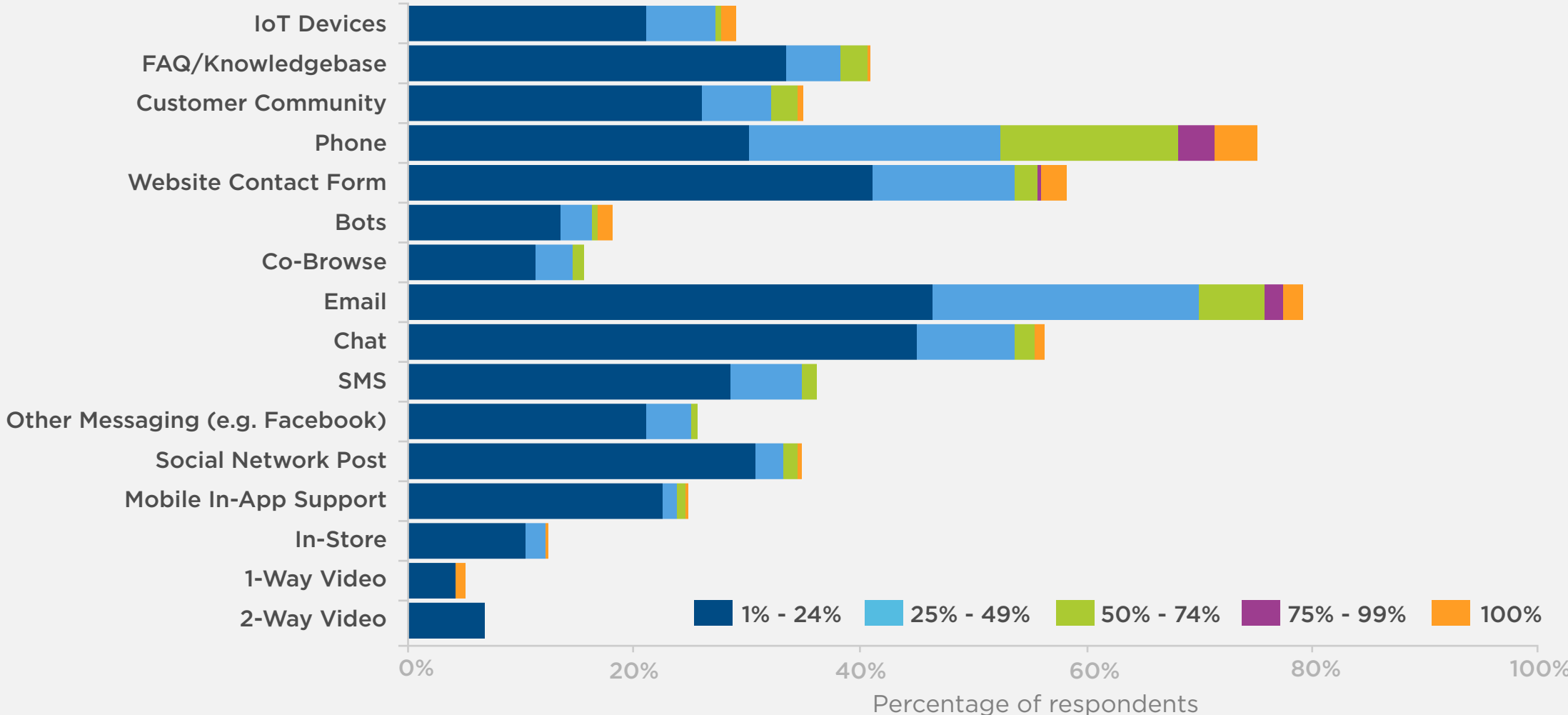
Post-trip

- ✓ **Mobile App** uses relevant **analytics** to customize a post-trip thank you message and recommend future offers to build loyalty.
- ✓ Customer is emailed a customer satisfaction survey with **omni-channel option** to complete via **email, Mobile App, or phone via smart IVR**.
- ✓ Via word of mouth and **social media** sharing, customer continues to share his trip experience with others—fully impressed by both the **digital and human experience**.

Channel Showdown Continues

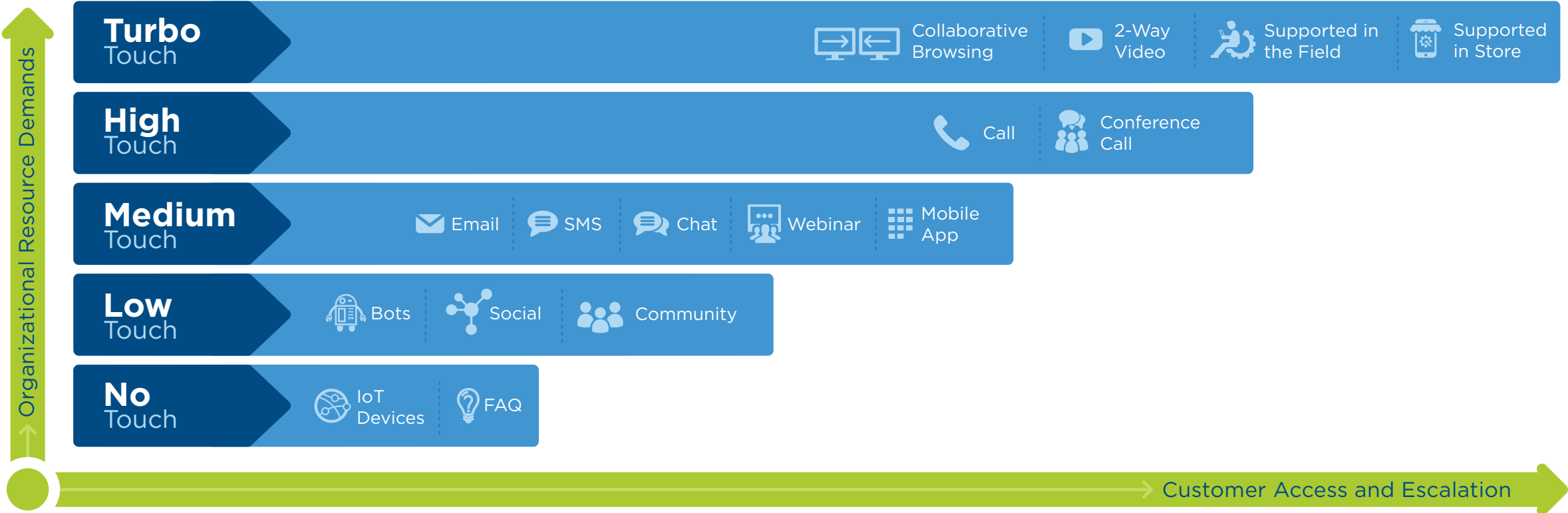
The requirement to meet customers when and where they wish to engage will continue to challenge organizations to build cross channel/multi-channel environments. Customers' usage of these channels is dictated by comfort, convenience, availability, and complexity of the interaction. While telephone and email continue to dominate in usage, digital channels are on the rise and in some cases will represent the most critical channels for organizations within specific industries.

Of your inbound contact center calls, what mix of cases addressed by contact center agents come from each source (% of channel)?



Optimized Organizational Resources & Goals lead to Empowered, Engaged Customers

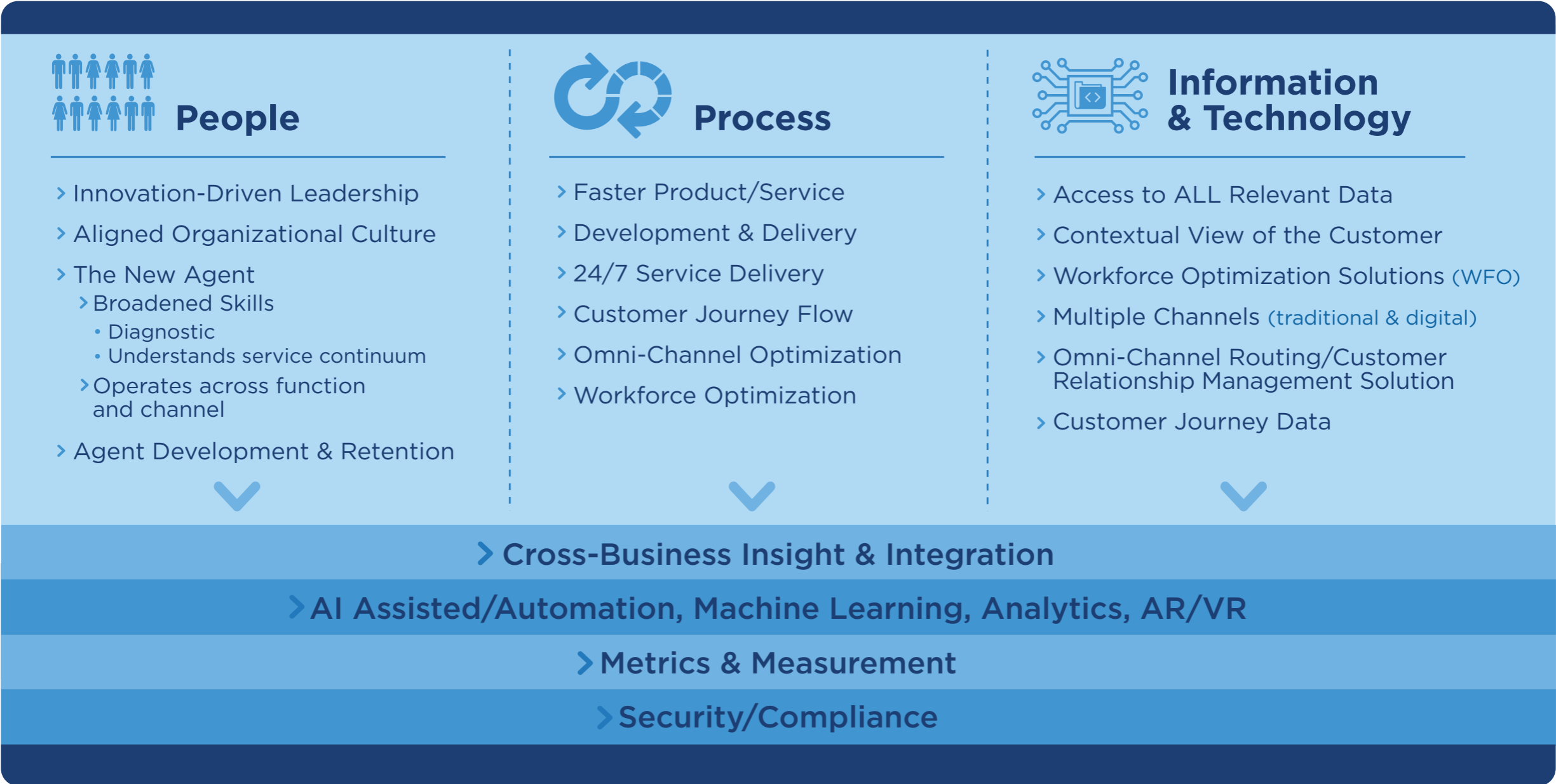
The Age of Customer Engagement requires a **blend of digital technology and human contact**



Customers choose channels based on **convenience, need, complexity and urgency** – interaction needs to carry context across channels through to resolution.

Organizations provide multiple avenues to engage using low cost to high cost resources to meet requirements and service level agreements (SLAs).

Attributes of a Digitally Enhanced CX Contact Center



Characteristics Driving CX Forward Enterprises



Digital Transformation Strategy

- > Companies must recognize that digital transformation has no clear finish line, but must be continually refined in order to keep pace with new technologies entering the market.
- > Future competitiveness will be determined by those that make digital evolution a part of their core DNA to adapt ahead of their competitors.
- > Continuous innovation becomes an inherent component of the ongoing business plan.



Leadership

- > **Executives must prioritize the future with a vision** inclusive of a ‘transformed’ company within the context of “What business are we really in?”
- > Digital leaders are responsible for fostering a culture that encourages change and innovation at all levels of the organization, while they maintain their eye on the contextual implications and business profitability.
- > CEOs and their management teams become the governing bodies bridging digital innovation and the new business models they enable.



In today’s era of volatility, there is no other way but to re-invent. The only sustainable advantage you can have over others is agility, that’s it. Because nothing else is sustainable, everything else you create, somebody else will replicate.

– Jeff Bezos, Amazon founder

Characteristics Driving CX Forward Enterprises



Corporate Culture

- > Organizations and their leadership must nurture a mindset where all employees feel empowered to identify and act on opportunities to use technology to enhance the customer experience, the profitability of the business, and its relationships with suppliers and partners.
- > **A culture that embraces change**, has a growth mindset and is agile with employees that are inspired, is critical for success. For digital transformation to work, the culture needs to be collaborative and open to calculated risk.
- > Technology is the supporting cast to the overall corporate evolution, where the emphasis on strategy, operations and culture are the stars.



Talent

- > Organizations must re-evaluate their talent strategy and new hires must now be targeted and vetted based on their ability to understand next-gen technologies and how to effectively leverage them, their propensity to embrace change and their aptitude for processing disparate data.
- > Companies that meaningfully prioritize the employee experience by marrying digital transformation with a human connection will most often have **engaged, inspired and motivated teams** that are more adaptable to the workplace changes brought about by the new digital era.
- > Talent is sourced and hired through a forward-looking recruitment process that targets requisite new skill sets for today and for the future, with simultaneous investments in strategic learning and developmental roadmaps to upskill employees.

Characteristics Driving CX Forward Enterprises



Partnerships

- > Leaders must undertake an evaluation of their business strengths and abilities to engage in the digital economy in order to identify gaps and opportunities for business partner engagement.
- > Operational and core strengths within industry and domain are what build success – not necessarily the mastery of digital capabilities. Sourcing the technology prowess of a customer experience partner, allows core competencies to remain the focus.
- > A balanced mix of internal resources with strategically selected business partners delivers increased speed and go-to-market capabilities.

What to Look for in a Business Partner

- ✓ Understands my business and industry
- ✓ Fosters the appropriate application of technology innovation
- ✓ Eagerness to transfer knowledge
- ✓ No “one-size-fits-all” methodology
 - > Offers a flexible approach
 - > Provides cost and logical alternatives and options
- ✓ Realizes limitations
 - > Willingness to utilize network of partners that can fill necessary gaps to maximize outcomes
- ✓ Quality technical and strategic bench strength
 - > Expertise and experience
- ✓ Reliable reputation
 - > Respects my time
 - > Establishes realistic timeframes
 - > Competitive value pricing
- ✓ High consistent quality
 - > Delivery and support
 - > Proven methodologies
- ✓ Establishes clear expectations
 - > Seeks mutual agreement
 - > Honest, doesn’t oversell, looks out for our best interests
 - > Proactively discusses gaps if capabilities/tech are unavailable
- ✓ Tactical execution

Next Steps for Digital CX Success

1 Evaluate your current business status — overall customer experience mapped to digital proficiency

2 Determine gaps and areas for innovation focus — what is the required central business model shift

3 Prioritize requirements for innovation with expected impacts/ROI

4 Evaluate internal capabilities and identify potential business partners

5 Build in opportunities for continuous review and improvement

Message from the sponsor

TELUS International focuses on the value of human connection to design, build and deliver high-tech, high-touch customer experiences (CX) powered by next-gen digital solutions. With CX and IT delivery centers across North and Central America, Europe and Asia, TELUS International empowers customer experience innovation through digital enablement, spirited teamwork, agile and lean thinking, and a caring culture that puts customers first.

The company's solutions cover digital customer experience, IT lifecycle, advisory services, digital consulting, risk management and back-office support. Fueling any stage of company growth, TELUS International partners with some of the world's most disruptive brands from fast-growing tech, financial services and fintech, gaming, travel and hospitality, and healthcare industries. The company serves clients in over 40 languages.

Learn how to optimize your CX
in the age of digital transformation.

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