

How to Modernize Your Service Delivery Model Without Losing the Human Connection

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About **Tadd McNally**

VP of Customer Xperience Acceleration (CXA), VXI Global Solutions

Tadd joined VXI in 2023 to lead the growing VXI CX Acceleration (CXA) practice, after spearheading CX Service Transformation services at TCS and co-founding a consulting and professional services organization dedicated to accelerating digital transformation and workforce optimization on a global scale.

Tadd has earned a reputation as a trusted subject matter expert in omnichannel customer experience, digital transformation, contact center technology, data-driven decision-making, call center performance improvement, and CX transformation.



AI Overload:

Signs You Are Suffering From AI Fatigue



You have chronic tech tiredness
(like running on low battery mode for days..)



Appetite loss due to excessive data ingestion



A general sense of angst leading to
impaired decision-making



CAPTCHA puzzles give you a headache



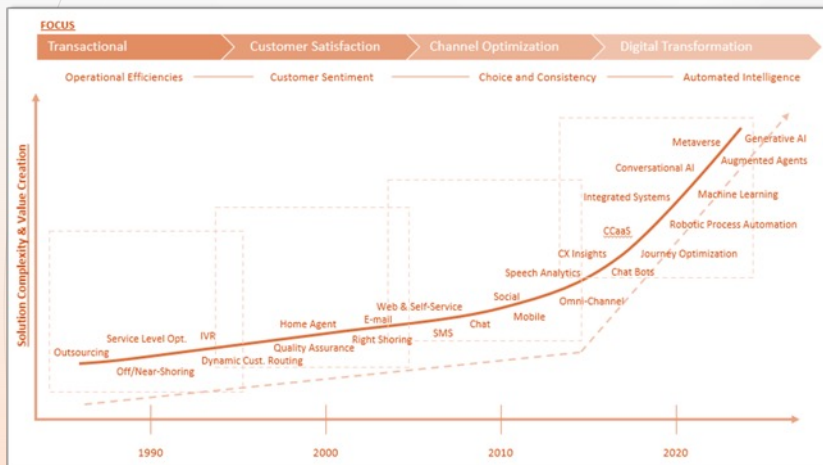
You attended our session today

Customer Experience Management: Reaching an Inflection Point

ACCELERATION



UNCERTAINTY



Challenges Businesses Have Navigating These Changes

- Identifying the right technologies
- Understanding what capabilities and channels to invest in
- Cross-channel CX consistencies
- Knowing how to “operationalize” new capabilities
- Keeping pace with new capabilities
- Measuring the return on investment
- Balancing and reconfiguring the delivery model
- Aligning model with organizational objectives

Customer Expectations

Value Creation

Complexity

Focus on CX

Operating Costs

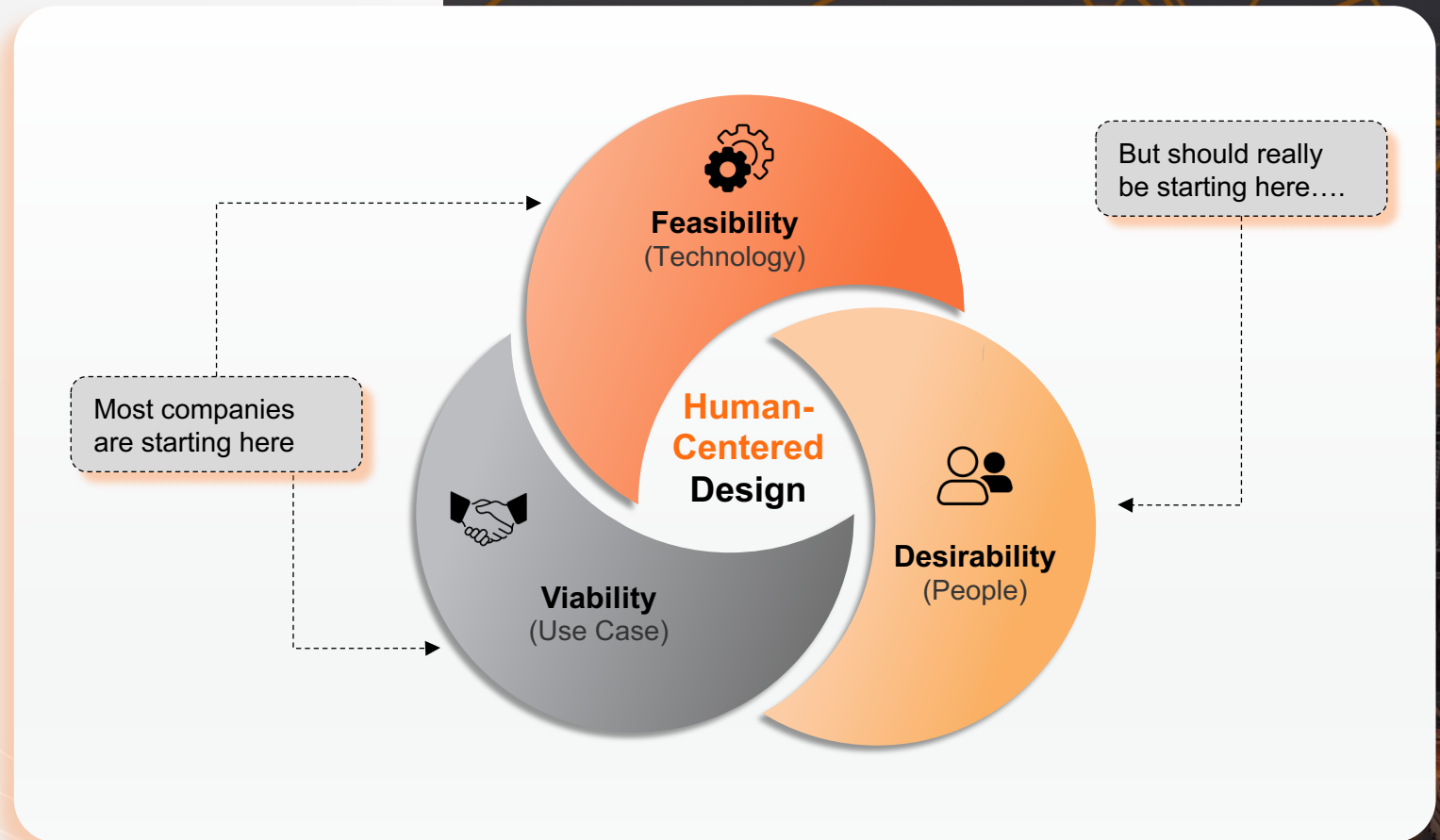
Value Creation

Complexity

Focus on CX

Navigating Uncertainty with Human-Centered Design

- Efficiency prioritizes optimizing the costs of your operation
- Experience prioritizes how you make people feel
- Most technology today is purchased for efficiency gains
- Human-centered design brings bridges the two, bringing together:
 - The needs of people
 - The possibilities of technology
 - The requirements for success



Poll Question

How well does your organization understand the principles of human-centered design?

a. Fully

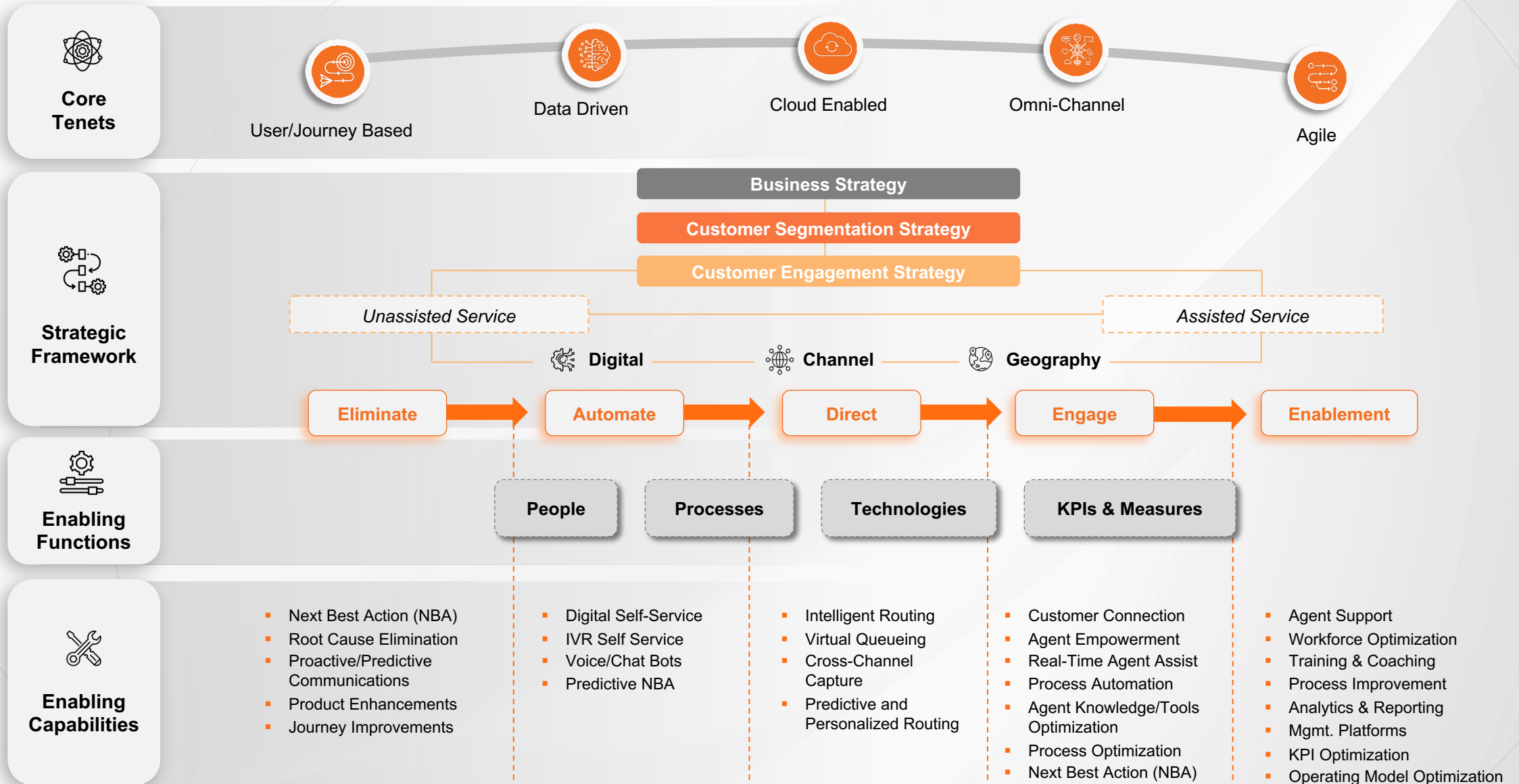
b. Adequately

c. Limited understanding

d. No working knowledge

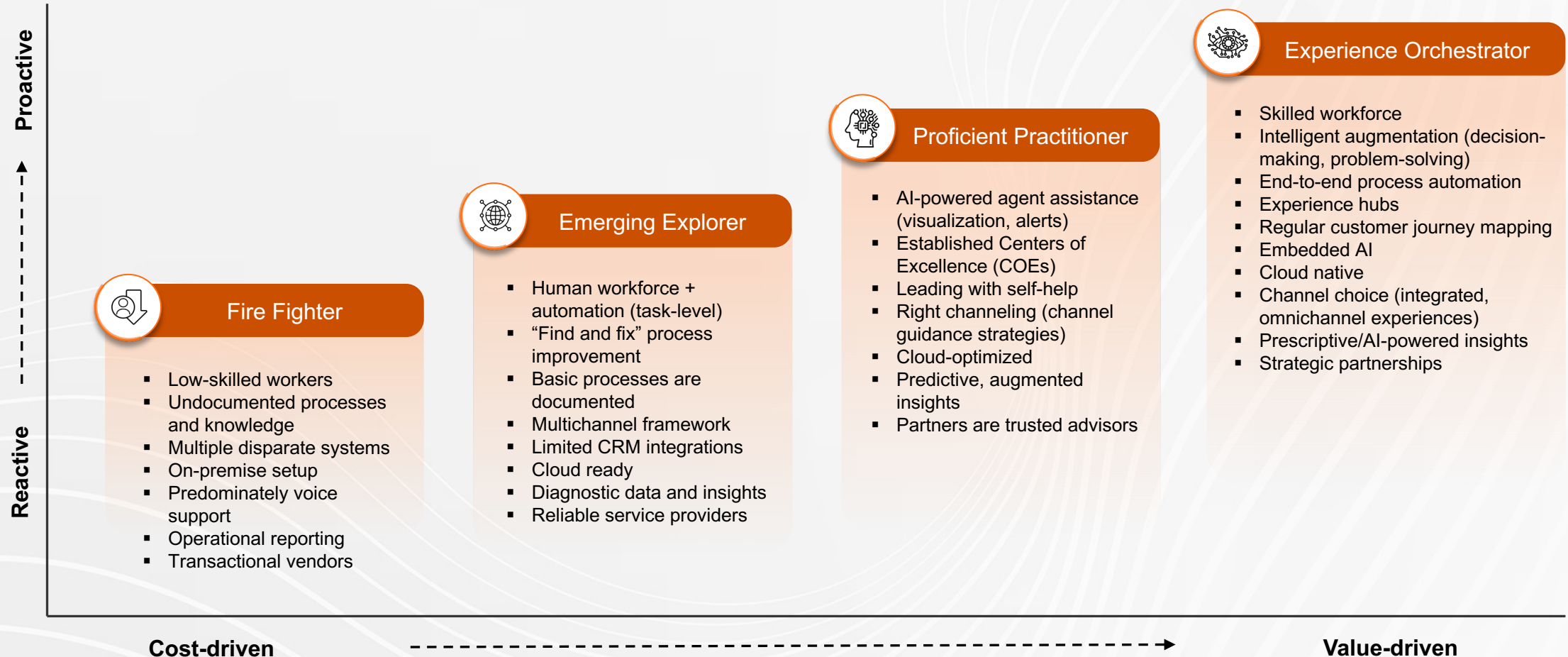
e. Unsure (outside of my role/department)

Modernized Service Delivery Model



How to assess your service delivery model and its maturity level

Where are you today? Where are you ready to go?



Poll Question

Which stage of the maturity model do you feel like your organization most identifies with?

a. Firefighter

b. Emerging Explorer

c. Proficient Practitioner

d. Experienced Orchestrator.

Case Study

A world-renowned producer of virtual reality hardware needed a cost-effective solution for managing a ramp of 500 to 1500 FTE each holiday season while maintaining CX/EX.

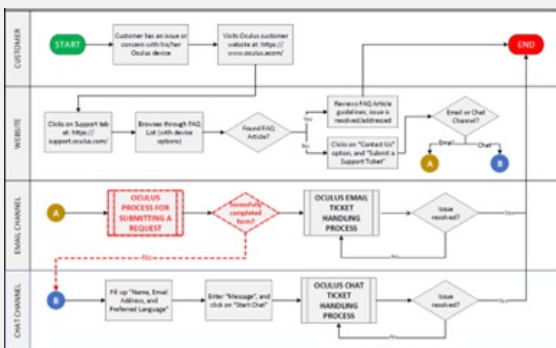
VXI proposed an asynchronous messaging pilot to elevate the troubleshooting experience and increase productivity.



Desirability

(Empathize, Define)

- Analyzed the current state and mapped the customer's happy vs. unhappy path
- Determined async messaging aligns with both CX and EX workflow preferences and needs



Feasibility

(Ideate, Prototype)

- Conducted “as is” mapping of client’s technology architecture
- Completed UX design of client’s website (strategic positioning of Async Messaging channel to maximize customer intake)
- Facilitated a feasibility and BPO maturity assessment

ASSESSMENT CRITERIA		USE CASE 1	USE CASE 2
CUSTOMER POINT OF VIEW	Value of speed, ease and convenience of use	2	3
	Can be easily personalized and designed to address customer intent	3	3
	Promotes faster time to resolution	3	3
	Relatively engaging, does not create perception of “privacy invasion”	3	3
	Flexibility for targeted conversational design	3	2
BUSINESS POINT OF VIEW	Ease of implementation and/or integration (if applicable)	2	2
	Cost effective and optimal	2	3
	Promotes vendor productivity and efficiency	2	3
	Facilitates for improvements in Customer Effort levels	3	3
	Promotes (and does not disrupt) better workforce management processes	3	3

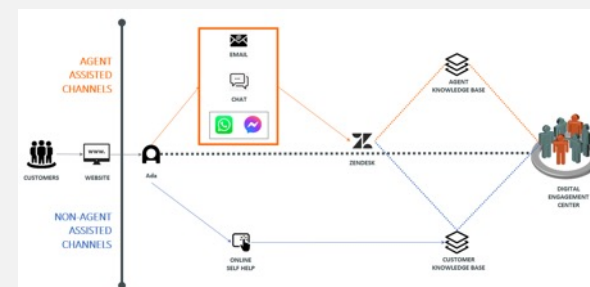
*** PROBABILITY RATING SCALE: 1 = Low, 2 = Medium, 3 = High



Viability

(Test & Implement)

- Tested two use cases. The first use case offered channel choice (email, chat, or async messaging) from the client’s store and device help center.
- Launched a 6-month pilot program to test, learn, and iterate. Captured VoE and VoC data monthly.



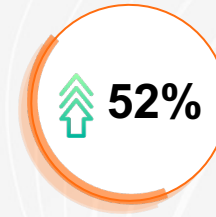
Taking an Iterative, “Test and Learn” Approach to Boost Productivity & NPS



Lessons learned through Testing and iteration:

- How to approach capacity planning
- The ideal first reply time to prevent channel switching
- Reskilling agents to break ingrained chat behaviors
- Tickets were being closed too quickly and WhatsApp had technical limitations that were impacting CSAT/NPS
- Importance of extending the response window from 24 to 48 hours
- The need for channel throttling to manage volumes during the testing phase without impacting the CX

Project Results



Increased agents’ tickets (handled) per billable hour by 52%



NPS 64 (vs. target of 35)
CES 9.2 (vs. target of 8.5)
RSAT 92% (vs. target of 85%)



Reduction in required FTE ramp-up and ramp-down (YoY)

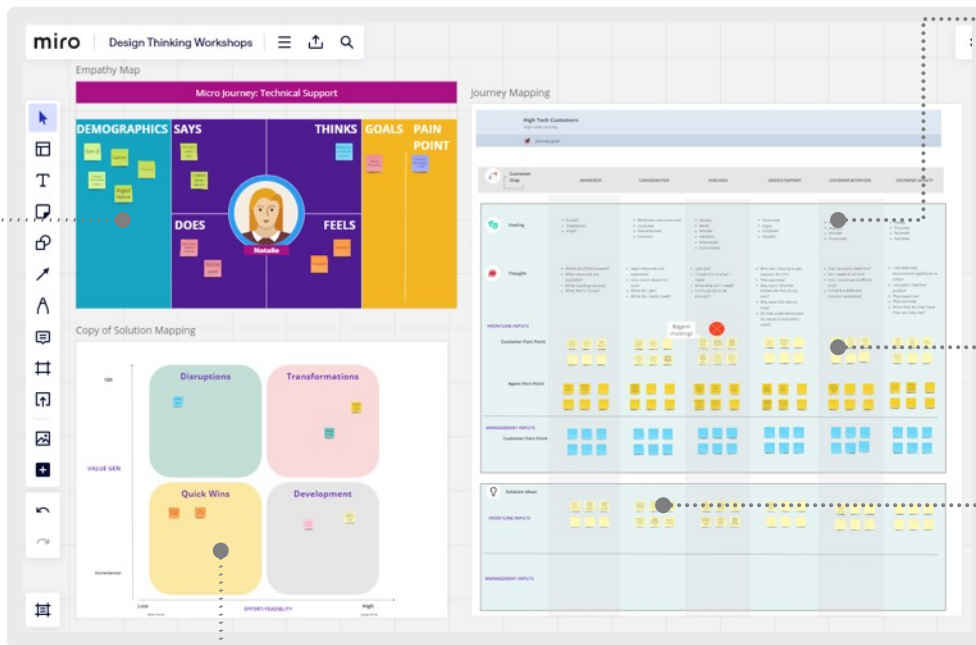



Over 4,000 additional customers were served during peak volume season



Accelerate Your Service Transformation Journey & Drive Collaboration

Virtual Workshops and Micro Journey Focus



- 1 Identify with your customer segments through empathy mapping
- 2 Focus on what your customers are thinking, feeling and expecting as they engage with your brand
- 3 Gather insights from across your organization –
 1. What are the challenges for the customer
 2. What are the challenges for your agents
- 4 Ideate around solutions and capabilities that map back to the biggest issues to resolve
- 5 Evaluate and prioritize solution solutions that align with business outcomes, goals and objectives
- 6 
 - ✓ Design – MVP
 - ✓ Prototype
 - ✓ Test
 - ✓ Iterative Improvement

Poll Question

Are you leveraging human-centered design thinking principles in your transformation approach today?

a. Yes

a. No

a. Not Sure

Poll Question

How effective do you find human-centered design principles in solving problems and implementing new solutions?

a. Extremely Effective

b. Very Effective

c. Moderately Effective

d. Slightly Effective

e. Not Effective at All

e. Unsure/No Opinion

What is CX Acceleration?

VXI's Customer Acceleration (CXA) team is a group of design thinkers, CX operators, and "hands-on" practice leaders with experience helping contact centers transform and innovate.

Our mission is to create and deliver **differentiated experiences** for both customers and agents while remaining focused on **value creation for our clients**.



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Thank You!



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