Everest Group®

Transforming Customer Experience (CX) Operations

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Introduction

Customer behavior is evolving rapidly, with the rise of internet-based consumerism accelerated by the global pandemic, digital-first business models, and social media. Customers are increasingly expecting a consistent, personalized, and omnichannel experience that facilitates self-serve options. Hence, organizations would do well to transform their Customer Experience (CX) practices to access data-driven customer-centric insights, improve customer satisfaction, and achieve service optimization benefits. While leading organizations have started on their CX transformation journeys, they are often unclear about what CX transformation constitutes and the success factors that enable it.
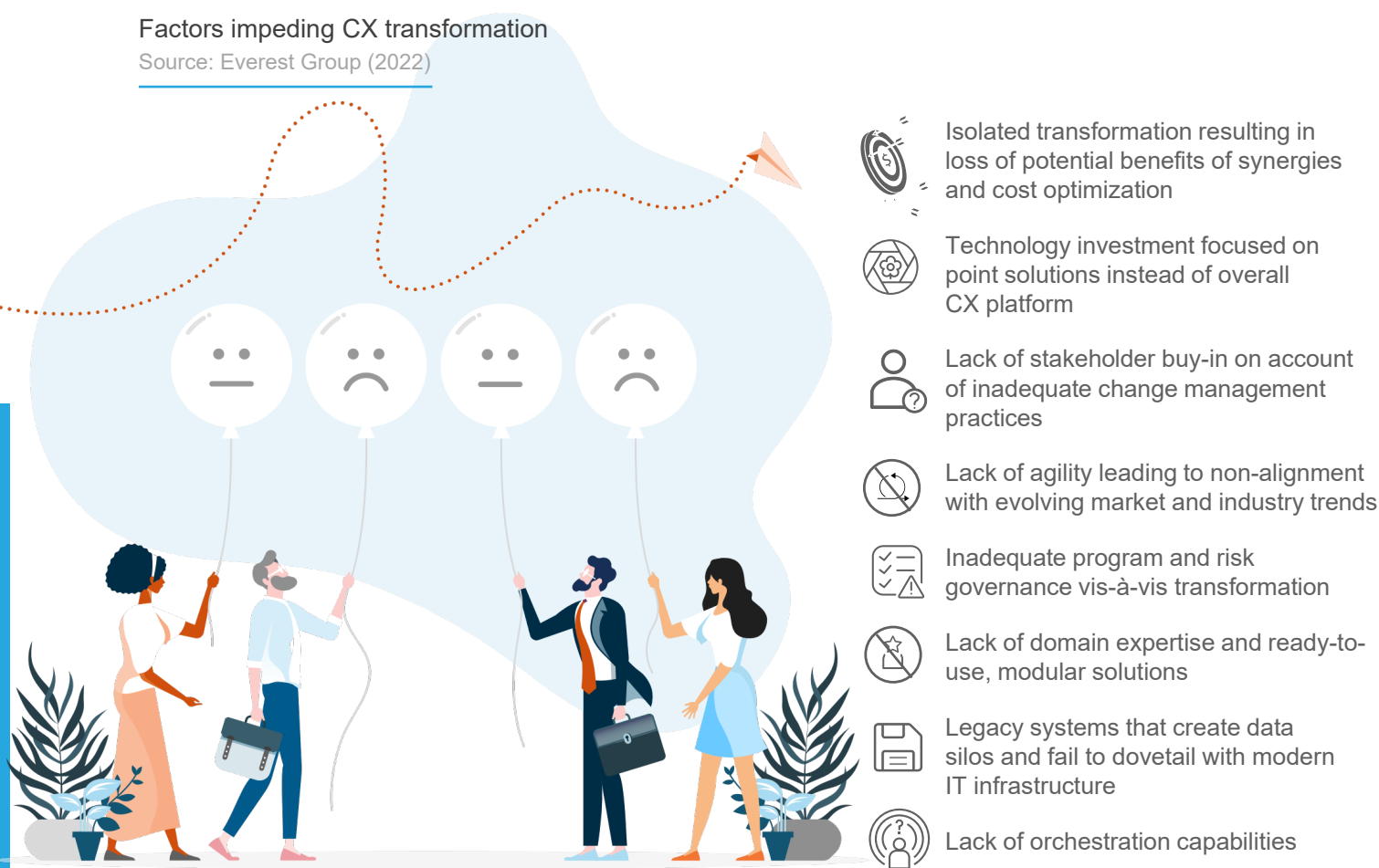
CX transformation involves overhauling an organization's structure, technology, processes, and even culture to enhance its CX capabilities by creating an environment that can deliver high-quality CX at scale. Many organizations, however, struggle to achieve successful CX transformation due to a siloed operating structure resulting in disconnected processes. Often, organizations have multiple independent transformation initiatives underway to improve performance, usually housed in separate departments. While this approach can make it easier to achieve incremental gains within individual units, the overall impact is often subdued and hard to sustain. Tangible benefits to customers in the form of faster turnaround or better service often get lost due to hand-offs between units due to limited or no application of CX consulting tools such as customer journey mapping and design/re-design. As a result, it is common to see functions reporting notable operational improvements but no change in key customer success metrics, such as customer satisfaction scores and overall customer servicing costs.

While organizational silos remain one of the key challenges for organizations undergoing transformation, other key impediments across governance, technology, and people are depicted in the Exhibit 1.

EXHIBIT 1

Factors impeding CX transformation

Source: Everest Group (2022)

Isolated transformation resulting in loss of potential benefits of synergies and cost optimization

Technology investment focused on point solutions instead of overall CX platform

Lack of stakeholder buy-in on account of inadequate change management practices

Lack of agility leading to non-alignment with evolving market and industry trends

Inadequate program and risk governance vis-à-vis transformation

Lack of domain expertise and ready-to-use, modular solutions

Legacy systems that create data silos and fail to dovetail with modern IT infrastructure

Lack of orchestration capabilities

For successful CX transformation, multiple factors need to come together, from redesigning the end-to-end journey and embedding analytics into processes to migrating work systems onto the cloud. This fit requires a combination of multiple capabilities, including AI-enabled automation, agile operations, data lakes, cloud-based infrastructure, and digital-savvy talent. What an incumbent organization often misses out on, however, is a comprehensive view of establishing the right goal, architecting the relevant elements for the transformation, and systematically undertaking the change journey.

A CX operations maturity framework and benefits of an integrated transformation approach

Three fundamental levers are associated with an organization's existence, value proposition, and operating model – people, processes, and technology. These elements intrinsic to the way an organization functions, and any transformation effort that fails to address them will ultimately fizzle out because the organization will inevitably revert to its legacy practices. Evaluating, redesigning, and realigning operations across people, infrastructure, core systems, and process layers helps

optimize and generate greater value from digital transformation initiatives. An integrated operations transformation approach is a force multiplier that enables better business outcomes.

Below are some of the key benefits of an integrated transformation approach:

EXHIBIT 2

Key benefits of an integrated transformation approach

Source: Everest Group (2022)

Optimizes costs through lower execution costs

Enhances revenue due to greater cross-selling/upselling capability

Enables modifications to IT infrastructure in the least disruptive ways

DevOps-integrated approach enables IT teams to deploy applications quicker

Improves governance oversight and leadership buy-in
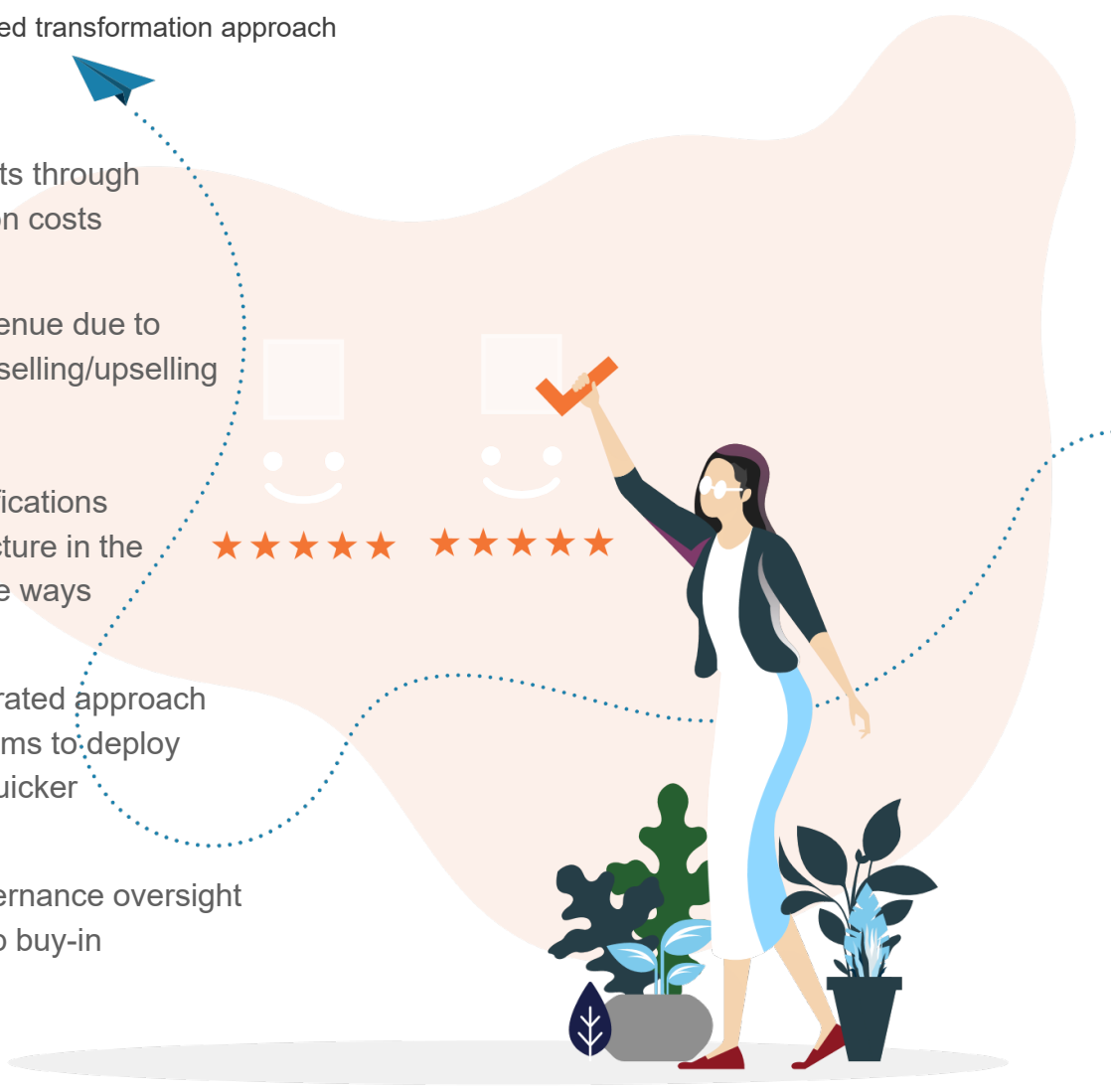
Once an organization determines that transformation is the way forward, one of the first steps in the journey is to undertake a current state assessment and determine a target operating model. This exercise helps the organization gain a clear understanding of current maturity levels across the three levers of people, processes, and technology within the organization and then develop a contextualized and executable roadmap to progress to a higher maturity level. The table below depicts an illustrative CX maturity framework with four distinct maturity levels based on levels of automation, process and data integration, talent management practices, and extent of technology leverage in CX operations.

EXHIBIT 3

Understanding CX maturity

Source: Everest Group (2022)

Increasing level of maturity and personalization — Low ▸ High

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Process maturity	• Siloed and uncoordinated CX processes • Limited or no monitoring to ensure process control • No service quality benchmarks have been established	• Some degree of process standardization across the customer channels is established • Basic internal benchmarking in place to track a limited set of KPIs • Agent performance is tracked by workflow monitoring	• Process mining tools are used to preemptively visualize bottlenecks • Best practices in CX are established through comprehensive industry benchmarks • Advanced level of workflow monitoring is in place at both the agent and customer side	• Real time monitoring platforms on the agent and customer side now enable complete control over CX processes • Advanced process mining capabilities to proactively rectify process bottlenecks • Best-in-class SLA adherence and KPI tracking ensure superlative customer experience
Technology maturity	• Minimal automation • Customer data is not collected across the various touchpoints • Traditional contact center infrastructure which is entirely on premises • Digital channels are yet to be developed	• Selected processes have been automated • CRM integration has been enabled, customer data is collected and used for descriptive analytics • Digital channels such as mobile apps, web chat, and IVR are used to deflect common/simple queries	• Most automation eligible processes have been automated • Data integration capabilities are more robust, coupled with advanced analytics now offering a real time unified view of the customer • Conversational chatbots which support all digital channels are being put into production • Contact center infrastructure is replaced with cloud-based contact center platforms	• Conversational AI, and automation forms the backbone of the technology stack • Cloud based service delivery allowing for rapid scalability • Digital channels field the bulk of queries and advanced analytics capabilities allow for constant up-selling /cross-selling and a hyper-personalized end customer experience
People maturity	• Minimal involvement of IT • Limited leverage of digital channels, bulk of customer support is carried out through traditional voice operations • Agents not equipped to work with web-based tools	• CX department has its own set of IT resources including tech architects • Agents trained to work on analytics tools and comply with monitoring platforms • Agent learning is managed through online tools	• The CX department comprises of knowledge specialists dealing with complex issues which require strong domain knowledge • Stronger play with IT to continue modernizing technology elements and building omnichannel ecosystem	• CX department is tech savvy enough to be working with the analytics tools on their own • They can design conversational chatbots using low-code platforms • Agents leverage AI-enabled learning management systems to upskill themselves

It is vital for organizations to link their transformation journeys to their desired business outcomes. This connection helps them set well-defined milestones throughout the transformation journey and quantify the progress of the transformation efforts. An outcome-oriented approach also provides a better understanding of the RoI timeframe that is needed to justify the complex organizational redesign that end-to-end CX transformation entails. Organizations that transition to higher maturity levels stand to enjoy multiple business outcomes such as improved employee productivity, process efficiencies, resilience, and agility. These benefits, in addition to cost optimization, enhance the overall end-user experience through higher personalization, contributing to superior customer lifetime value. The pandemic might have been a black swan event, but business resiliency will always be a differentiating ability that will help organizations weather ever-involving customer preferences. An integrated transformation approach enables business resilience as well as agility by incorporating modular systems and adaptive processes.

Digital levers like cloud infrastructure can also enable environmental sustainability in the face of expanding business footprints. For example, moving from an on-premises data center to a hyperscaler cloud service provider can trigger a 60-80% reduction in annual carbon footprint emissions due to more efficient server utilization and lower electricity consumption. Due to siloed transformation initiatives and one-off point solutions that it might have undertaken in the past, every organization will be at its own maturity level or could even be in different maturity levels in different transformation levers. Therefore, it is imperative for them to conduct a holistic assessment of their current state of people, processes, and technology to systematically prepare for their evolution to the aspired maturity level. We shall be deep diving on each of these levers in the next section.

Key levers of CX transformation

To enable CX transformation beyond piecemeal initiatives, organizations must strive to build an operational ecosystem that allows real-time identification of customers' pain points and the design and delivery of experiences that alleviate these pain points across all customer touchpoints.
To build such an ecosystem and to overcome the hindrances of legacy business processes/ applications, organizations need to transform their internal operations across business operations and the IT infrastructure.

As mentioned earlier, such an effort would require investment along all the three levers – people, processes, and technology. The exhibit below and the subsequent sub-sections depict the application of these levers in an organization's transformation journey.

Moving from an on-premises data center to a hyperscaler cloud service provider can trigger a **60-80% reduction in annual carbon footprint** emissions due to more efficient server utilization and lower electricity consumption.

EXHIBIT 4

Application of transformation levers

Source: Everest Group (2022)
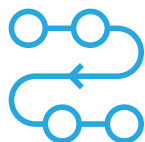
Process

Processes need to be assessed using a combination of maturity assessments and industry benchmarks to determine their current levels, forming the basis for a transformation. In addition, process mining tools and monitoring platforms play a crucial part in ensuring continued service excellence through real-time tracking.

Technology

Technologies such as RPA, Automation, AI/ML, predictive analytics, web analytics, conversational chatbots, mobile apps, and cloud-based CX applications are paramount to deliver the personalized and distinctive customer experience that modern customers demand. Choosing the right set of solutions based on the state of the existing technology stack and knowing when to implement what is the key to optimizing technology investments.

People

Techno-functional resources who have the technical and analytical knowledge to architect process redesigning using customer data, analytical tools, the knowledge of IT systems that would complement/enhance the existing technology stack required to deliver desired levels of CX, along with, business skills to make profitable investment decisions.

Process levers

Maturity assessment and industry benchmarking

Given the multidisciplinary nature of CX strategy implementation, which requires systematic and deliberate development, alignment, and integration of capabilities throughout the organization, it is imperative to have a framework that identifies key areas of development in the CX process. A comprehensive maturity assessment can help assess the current state of an organization's CX performance levels and benchmark it against industry leaders. Industry benchmarks also ensure that the organization grades its customer service department's health objectively, relative to other companies that are setting the standard, instead of just comparing it with its own past performance. This exercise can help provide a roadmap to achieve the over-arching enterprise vision and strategy for the CXM program, including tools and technologies, operational processes, and the people equipped to deliver this experience.

Conducting a maturity assessment involves acquiring both qualitative and quantitative process-level data from different sources, including customer surveys, interviews, CX design sessions, industry scans, and research, to derive an as-is-state score. This assessment should be followed by design thinking workshops, ranking of pain points, and identification of ideas/prototypes to resolve the pain points. These prototypes need to be prioritized based on their impact on the customer journey and simulated in order to arrive at a to-be-state score for an enterprise's CX processes.

Process mining

Increased prevalence of automation and digital levers across CX processes and customer touchpoints has enabled CX leaders to drive precise optimization initiatives leveraging process

mining tools. These tools enable accurate visualization of business processes by combining and customizing analytics and Machine Learning (ML) capabilities through powerful data visualization tools.

While Key Performance Indicators (KPIs) act as a lagging indicator of key issues, process mining actually helps the organization get to the bottom of an issue to pre-empt bottlenecks from creating a negative customer sentiment. Process mining is based on accurate and real-time data, including variations and deviations, thereby presenting an unfiltered version of processes. It requires engineers to establish a real-time link to key data sources (through pre-built connectors and APIs), extract raw data, and turn each interaction into an event log. These event logs are then analyzed at scale and the root causes of process variations are discovered using process analytics and Artificial Intelligence (AI).

Monitoring platforms

The emergence of the Work At Home Agent (WAHA) service delivery model has driven the need for innovation in security and monitoring practices. A typical work-at-home setup needs to be equipped with a host of security and monitoring solutions such as facial recognition, multifactor/biometric authentication, and call monitoring for effective tracking of agents in a remote environment. Given the prevalence of digital touchpoints for most businesses today, it is also vital to focus on the customer when building monitoring solutions. Advances in ML have enhanced business monitoring to the extent that platforms can now effectively monitor thousands of users in real time and automatically provide alerts when any metric starts to deviate from the norm. AI algorithms can rate interactions based on various agent behavior metrics, such as friendliness, active listening, and problem solving, while also monitoring business metrics such as daily/monthly active users, churn rates, logins, retention rates, and conversion rates in real time. Advances in Machine Learning have enhanced business monitoring to the extent that platforms can now effectively monitor thousands of users concurrently and automatically provide alerts when any metric starts deviating from the norm. Monitoring platforms are therefore becoming table stakes.

Technology levers

AI-/ML-enabled automation

Today, customers expect a hyper-personalized experience at all touchpoints with a brand. It is therefore becoming table stakes to infuse CX processes with AI to make the entire customer journey more personalized and relevant. We expect a majority of all customer interactions to be carried out through AI-supported channels by 2025. This shift will be possible as vast amounts of real-time customer interaction data from social media, mobile devices, and e-commerce will be captured and used as a feeder for ML algorithms to derive valuable customer insights. AI can also be used to create operational efficiencies for an organization's contact center workforce. For example, organizations that leverage AI to provide real-time assistance to agents to answer queries via a relevant knowledge base see a considerable improvement in both agent and customer experience and are able to free up time for agents to focus on higher value tasks, driving agent retention.

Investment in automation is one of the most effective ways to reduce resolution time and streamline process bottlenecks. AI-driven automation can facilitate intelligent ticket routing to agents most well-equipped to resolve the tickets based on customer data and past interactions.

These efficiencies not only help drive up CSAT/NPS scores, but also reduce the time-to-resolution and the cost-to-serve. Organizations should also be mindful that successful CX automation requires cross-functionality and cannot be achieved by standalone automation solutions. For instance, in a product-based company, sales, marketing, inventory, and logistics need to be integrated and interact with each other to deliver the end user a personalized service that leverages all the individual data pieces that reside in an organization's different departments.

Analytics

With a plethora of digital as well as existing traditional channels, it is imperative to have a unified view of the customer's voice. CX analytics holds the key to dig deeper into customer engagement across all channels and derive deep customer insights that can be used to proactively improve CX processes. CX analytics ties customer behavior with real-time tracking of the most vital performance metrics to help make data-driven business decisions on further improving customer experience. To maximize the benefits from CX analytics, organizations must improve the data integration capabilities of their call centers to have a single source of customer truth. CX analytics can also provide valuable inputs to teams outside CX, such as product operations and marketing, and bring them to work closer with the CX department. Best-in-class CX organizations also use predictive analytics and ML to accurately predict customer satisfaction and future spend of each of its customers based on their past experiences with the organization.

Chatbots / virtual assistants

With advances in AI/ML, advanced analytics, and automation, bots can deflect a majority of queries from human agents across chat and voice-based channels. Customers of the future will not be able to tell the difference between an agent and a bot as next-generation technologies such as Natural Language Processing (NLP), speech-to-text, text-to-speech, and improved language models equip bots with conversational capabilities akin to a human in multiple languages, while eliminating the inevitable human error. Most advanced bots of today are capable of not only fielding common queries without the need of a human agent's intervention but can also detect real-time sentiment change in a customer, remember context across channels, understand multiple intents in a sentence, and even perform speech/text analytics. The future of IT application development will be marked by democratization, and the case is no different when it comes to chatbots. With the emergence of low-code/no-code chatbot development platforms, organizations can increasingly build chatbots on their own for both internal and external stakeholders at drastically reduced development time and cost and minimal coding requirements.

Cloud

For most organizations, it has become evident that their customer experience strategies need to be flexible and adaptable to respond to sudden shocks and changing customer needs. Legacy platforms and applications, however, act as a barrier to an agile customer experience as they lack the flexibility, capability, and scale of cloud-based platforms. As there are no infrastructural constraints, cloud-based contact center solutions offer faster deployment of omnichannel customer engagement. They also help break down organizational silos by removing the limitations of legacy applications and make remote CX service delivery more robust, while putting less CapEx strain on transformation budgets. Moreover, technologies such as AI and analytics work best on the cloud, which enables organizations to predict customers' future needs and address them.

People lever

People levers enable the technology and process levers and consist of CX specialists who are entrusted with the task of effectively using these tools, technologies, and process optimization initiatives. Talent priorities should be based on a clear understanding of the digital skills needed at all levels of the business. It is vital to form a focused team of specialists who take ownership of the different phases of the customer journey to collaborate on the development or optimization of customer experiences.

Design thinking practitioners would be needed at the outset to define the various customer personas, discover their pain points, and establish the roadmap to build solutions to address those pain points. Data scientists can focus on journey-based research and analysis to fuel decision-making at all levels, while employees need to be trained on ways to utilize this data to improve customer experience. Technology architects will help design and build the omnichannel ecosystem. To build industry-specific CX solutions that can be deployed at scale, techno-functional expertise, that is, domain knowledge along with technical knowledge, is also required. It is also important to upskill contact center agents with the knowledge to work with analytics tools, advanced performance dashboards, Contact-Center-as-a-Service (CCaaS) platforms, and agent-assist solutions. As bots / self-serve options handle an increasing number of simpler queries, the contact center agent will increasingly field more judgment-intensive calls requiring deeper domain knowledge. Therefore, any CX transformation would also require investment in agent upskilling.
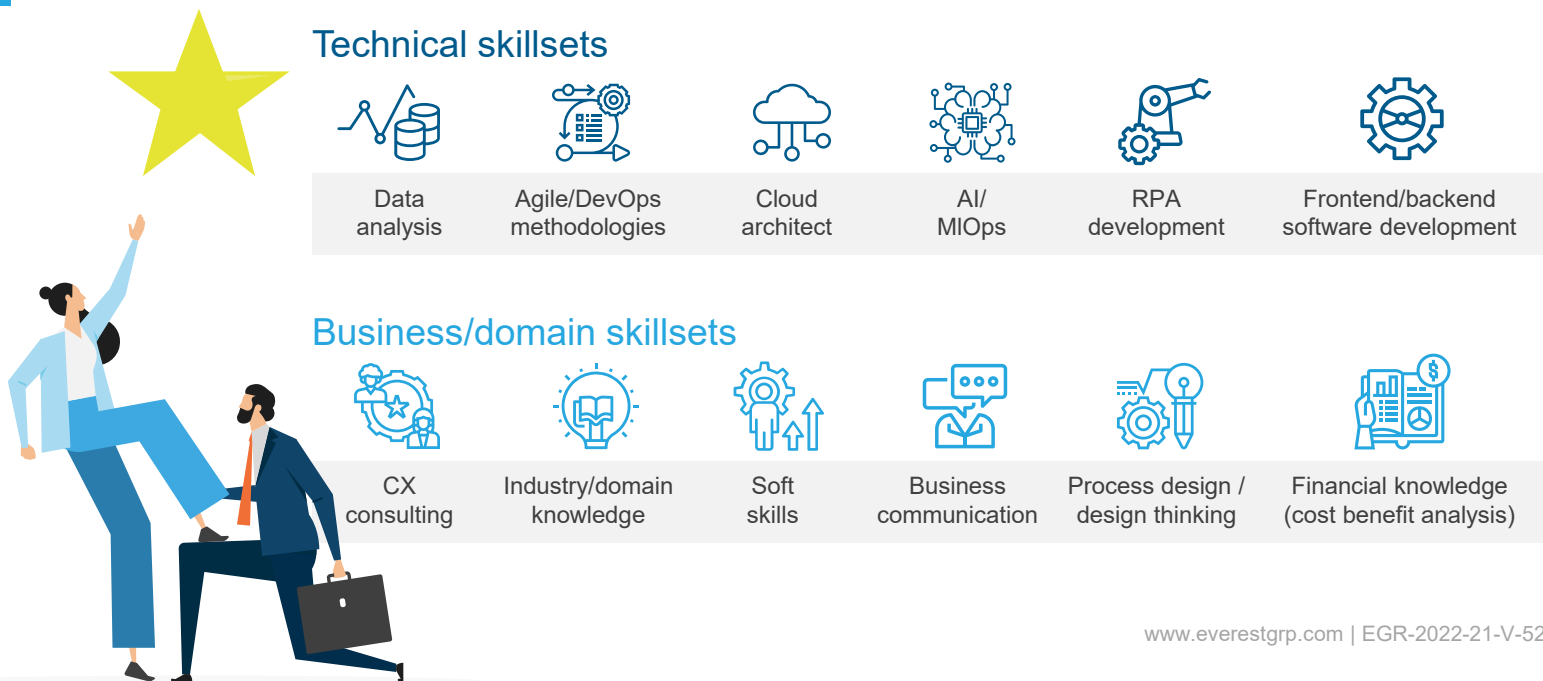
It is imperative for organizations to get their people strategy right to fructify their investments in the process and technology levers. A clear understanding of the required skill sets can help make decisions about developing these competencies internally or through third-party providers.

The exhibit below depicts the range of techno-functional skill sets necessary to support holistic CX transformation.

EXHIBIT 5

Digital talent capabilities to support CX transformation

Source: Everest Group (2022)

Technical skillsets

Data analysis	Agile/DevOps methodologies	Cloud architect	AI/ MlOps	RPA development	Frontend/backend software development

Business/domain skillsets

CX consulting	Industry/domain knowledge	Soft skills	Business communication	Process design / design thinking	Financial knowledge (cost benefit analysis)

Bringing the different levers together

It is not easy to get the people, process, and technology levers to work together to achieve the desired CX outcomes. Many a time, organizations make the costly mistake of accurately identifying deficiencies in their CX organizations but failing to piece together the right transformative solution and executing the transformation at the most appropriate pace and manner. This can push back transformation initiatives by diluting the returns on investment and even thwart future initiatives. For CX transformation efforts to pay dividends, it is vital for organizations to look beyond point solutions and follow an integrated, agile, and contextualized approach. Such an approach requires harnessing the following differentiated capabilities:

Orchestration

Picking the latest contact center technologies and tools to modernize customer experience is one thing, but it is an entirely different thing to create a seamless experience that effectively integrates traditional and digital channels to balance customer expectations and drive business outcomes. Successful channel orchestration requires businesses to thoroughly understand customer preferences through extensive customer journey-mapping exercises. From an IT operations standpoint, orchestration becomes important to combine multiple automated tasks and their configurations across groups of systems or machines. IT orchestration also helps streamline and optimize frequently occurring processes and workflows through DevOps, which eventually helps IT teams deploy applications more quickly.

Plug-and-play/configurable enterprise solutions

The pandemic compelled many organizations to completely overhaul their business models in a matter of days. Retail businesses were forced to shift from an offline- to an online-centric business model, significantly disrupting the delivery of CX services. To successfully achieve CX transformation, organizations must develop a high degree of configurability in the face of changing business models and operating dynamics by leveraging plug-and-play and ready-to-use solutions. Such solutions enable agile business models by incorporating modular changes and help continue business as usual to address varying enterprise needs.

Integrated operations

One of the key focus areas of modern-day IT operations is the leverage of synergies across business processes, the IT infrastructure, and the applications layer to unlock the immense value that lies at the intersection of these layers. An integrated approach not only helps understand how

a business objective, at the application level, is translated into infrastructure data, but also clearly identifies the component's impact on the application and the business process that it supports. This approach ensures that IT operations can identify and correct end-user problems better, faster, and more cost-effectively, as well as enables any alterations to the infrastructure layer in the least disruptive ways.

Contextualization

While many solutions are available in the market, they will only be effective if they are contextualized to a particular enterprise's needs, including the enterprise's industry, its customer demographic, current CX maturity, and so on. Contextual knowledge is often acquired only with experience, as solutions that work perfectly well in one context might not work in another. In-house transformation teams might be lacking such contextual experience and end up implementing solutions that might not be best suited for them.

What is clear then is that organizations need much more than a mere assortment of disparate point solutions to successfully transform their CX operations. They need an entire transformation suite, which offers a library of prebuilt digital solutions to take enterprise operations to a future-ready state. These digital solutions must encompass all possible solutions catering to different requirements across the CX value chain, leveraging technologies such as automation, AI, ML, chatbots, analytics, and cloud-based platforms. They would be even more powerful if they are easy-to-deploy, plug-and-play, modular solutions that are contextualized based on an enterprise's CX maturity.

> One of the key focus areas of modern-day IT operations is the leverage of synergies across business processes, the IT infrastructure, and the applications layer to unlock the immense value that lies at the intersection of these layers.

The role of third-party providers

Successful transformation requires multiple factors to come together, but some factors go a long way in determining transformation outcomes, such as:

- **Comprehensive due diligence:** Any transformation roadmap should start with a thorough assessment of the processes in place, KPI performance, technology stack, and talent quality. This assessment, when looked through the lens of an organization's CX vision, helps define the roadmap of the target operating model

- **Agile implementation:** Organizations need to establish agile decision-making processes and give decision-making rights to leaders on the team. New processes and decision-making rights may require internal negotiations but are a must to navigate past the transformation checkpoints at the desired pace

- **Continuous monitoring:** CX transformation is often accompanied by the unprecedented challenge of securing and optimizing cloud-based IT infrastructure and environments that seem to grow in complexity every year. Apart from securing IT infrastructure, continuous monitoring also ensures that the organization stays on top of how the implemented levers are working together in real time to drive the desired business outcomes
- **Contextualized transformation design:** The best-fit approach to transformation depends on factors that are contextual and often unique to an organization, such as industry type, customer demographic, products/services, geographical footprint, and operational & digital maturity

One of the key decision points for any company undertaking a transformation effort is whether to embark on the journey relying on in-house capabilities or by leveraging third-party providers / technology vendors or adopting a hybrid approach. Each operating model has its pros and cons. While setting up a Global Capability Center (GCC) enables greater data privacy, control, and better talent availability, outsourcing to third-party providers enables access to the latest technologies, scalability, and best practices and methodologies for process improvement and technology implementation. Often, organizations prefer to partner with a third-party provider with deep domain-consulting expertise and access to specialized skill sets and tools. Even then, organizations should take the reins of executive oversight and program governance to ensure contextualized design and alignment with the company's overall CX vision and strategy. The following exhibit highlights some of the key benefits of engaging with a third-party service provider:

EXHIBIT 6

Key benefits of engaging with third party service providers
Source: Everest Group (2022)

Availability of techno-ops talent and multifunctional skill sets
It is often challenging to find resources with a suitable mix of technical and analytical skills, as well as business and communication skills, to drive and sustain transformation initiatives. Third-party providers can offer their talent pools to support end-to-end transformation.

Access to industry benchmarks and contextual knowledge
Third-party providers with CX and digital consulting expertise provide access to industry-leading CX maturity frameworks and benchmarking insights. They provide a validated industry reference for the latest industry benchmarks and best practices vis-à-vis existing processes and performance levels.

Access to the latest tools and accelerators
Through internal capabilities acquired by executing large transformation deals and partnerships with other technology vendors, third-party providers act as a one-stop shop to rebuild the technology backbone required for CX transformation.

Pre-built enterprise ready solutions
Leading service providers often bring an ecosystem of pre-built solutions leveraging their domain and industry expertise. Since these solutions are already contextualized to specific industry, they require little time in enterprise-specific customizations and are faster to deploy.

Opportunity to co-create solutions
Oftentimes, designing a solution requires an enterprise-provider partnership, with both the entities lending their individual expertise to accelerate the development of solutions.

However, the incumbent organization needs to factor in certain key considerations when working with third-party providers for transformation and execution support:

- **Limited control over operations and implementation governance:** If the CX organization fails to provide effective and experienced governance oversight, it may result in an expectation mismatch and divergence from the overall vision and strategy

- **Limited visibility into cultural alignment:** At times, it is challenging to establish a cultural fit with the third-party provider. As a result, CX organizations are taking adequate precautions to ensure cultural fit before the engagement

- **Potential impact on brand identity:** If parts of the customer journey and experience are outsourced to third parties that do not share the organization's values and customer service standards, it can create a negative experience for customers that can hit the brand identity and customer loyalty

- **Threat of customer data leakage:** Given the sensitive nature of the data that resides in contact centers, outsourcing CX processes could make the organization vulnerable to data breaches through the provider's networks

Keeping these considerations in mind, organizations must plan their transformation journeys well in advance. Organizations must also invest in robust governance and program management to oversee their transformation journeys. They should outline the business outcomes expected from the engagement, continuously monitor those outcomes, and even formalize them in the commercials to incentivize providers. It is also crucial to ensure that the third-party provider follows the most up-to-date data and system security protocols to minimize any data security risks. Following these best practices can help organizations circumvent the challenges they may face when engaging with a provider.

If organizations choose to leverage third-party partners, they should involve them early in the journey to align them with enterprise end objectives, internalize business needs, and play a more instrumental role during the later phases of development and implementation.

Indian Hotels Company Limited (IHCL)

How IHCL transformed its end-to-end CXM operations

Context
One of India's largest hotel chains, IHCL, wanted to digitally transform its customer experience operations by providing hyper-personalized services.

Challenges
- Lack of unified view of the customer due to silos existing between interaction channels
- Lack of visibility on customer value leakage leading to revenue erosion
- A heavy reliance on traditional voice channels and a reactive manner of interacting with customers leading to prolonged customer interaction calls and substandard experience

Key objectives
The company wanted to revamp its CX operations to enhance revenue, reduce the cost to serve by increasing self-serve options, and improve overall CX.

Approach
IHCL leveraged TCS' AI-driven human-machine collaboration suite Cognix™ that brought in digital levers such as NLP-based Interactive Voice Response (IVR) with text-to-speech capabilities that helped it redesign its inbound/outbound sales process.

Components deployed
- Customer journey mapping to identify customer pain points and value leakage in the sales cycle to initiate process redesign
- NLP-based IVR solution along with proactive outbound customer outreach with text-to-speech capabilities
- Modernization and integration of core contact center apps

Outcomes achieved
- **Improved revenues**
  - Achieved more than US$270,000 booked revenue with a potential incremental revenue of US$1.44 million
  - Posted 3% revenue growth by cross-selling and upselling, as well as 12% YoY revenue growth
  - Achieved up to 40% call conversions on commercial calls
- **Enhanced customer experience**
  - Reduced AHT in outbound calls by 20-25%
  - NLP-based IVR approach delivered a superior customer experience and significantly reduced call abandonment rates

Conclusion

In the pandemic's aftermath, CX is no longer a nice-to-have but a vital necessity across industries. To realize the full value from their modernization efforts, organizations need to understand their current states and undertake organization-wide transformation encompassing people, technology, and processes. These three areas must move in tandem to successfully transform and operationalize customer experience. Getting people, processes, and technology in sync requires an integrated transformation framework that is closely linked with an organization's business objectives. Business outcomes help clearly articulate transformation benefits at the outset and ensure that organizations have the right funding and leadership buy-in.

At the same time, it is important for organizations to decide which parts of the transformation they can carry out on their own and which they should outsource to third-party providers to orchestrate their CX transformation journeys and accelerate value realization. Organizations that will be able to take charge of their CX strategy through this integrated transformation approach will invariably thrive in the experience economy.

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With you on the journey

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