



## Integrated Customer Experience (CX) transformation

Why is it so important  
for organizations?



Digital transformation is a priority for a growing number of organizations across the board. Integrated Customer Experience (CX) as one of the levers of digital transformation is a fusion of multi channels, such as retail outlets, customer service desk, self-service kiosks, online chat, chatbots, personalized physical robots or virtual assistants, and the list on modes of customer engagement seems infinite.

When it comes to CX transformation, there can be no single lever that can address thorough customer engagement across age groups, and before using specific transformation levers, mapping the customer journey thus becomes of paramount importance.

### CX transformation - The most sought after area?

Integrated CX is of paramount importance today as studies reveal that as many as 86% of consumers are willing to pay more for a great CX. A study by Temkin Group believes that a moderate improvement in CX would impact revenues of a typical \$1 billion company an average of \$775 million over three years, i.e. a ~78% impact and loyal customers are seven times as likely to test an offering, five times as likely to repurchase and four times as likely to refer. If we look at the CXO suite today, 44% of CMOs said that CX transformation is the most important program they are looking to for driving innovation and differentiation.

Across industries, organizations are leveraging CX transformation initiatives to stay ahead in the game:

- An Australian telecommunication services provider was one of the world's first movers to test remote assist solution, which was shared with customers via chat or mobile app to take control of the system and complete the troubleshooting steps, instead of guiding them through the steps manually. While the whole session would get recorded for security purpose, the customer also had an option to take the control back at any point in time. This led to increase in customer satisfaction and a much lower time spend on the troubleshooting activities.
- A large European telecom equipment manufacturer overhauled its entire order management system and processes by offering its customers and suppliers not just one but three modes of order submission – supplier portal, limited ERP access and email form submission. Considering the complexities involved, the suppliers are slowly migrating to the portal mode of submission to increase Straight through Processing (STP) to support larger number of orders.

### Opportunities lost due to inefficient CX management

Cost to serve customers using self-serve to digital care can be 1/100th of what organizations typically would incur using just a single channel of a technical support, and can be reduced to 1/20th using just an email response, indicating that use of a single channel or a one size fits all approach is not sustainable (Figure 1).

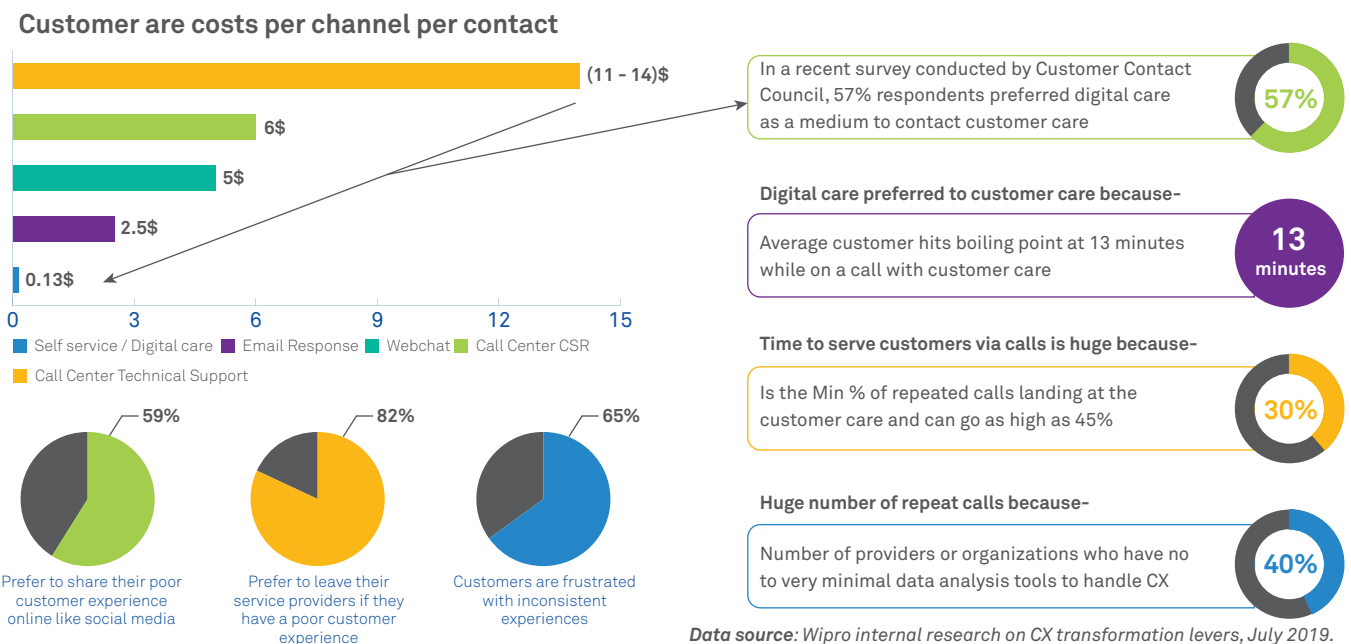


Figure 1: Importance of engaging via cross-functional mediums

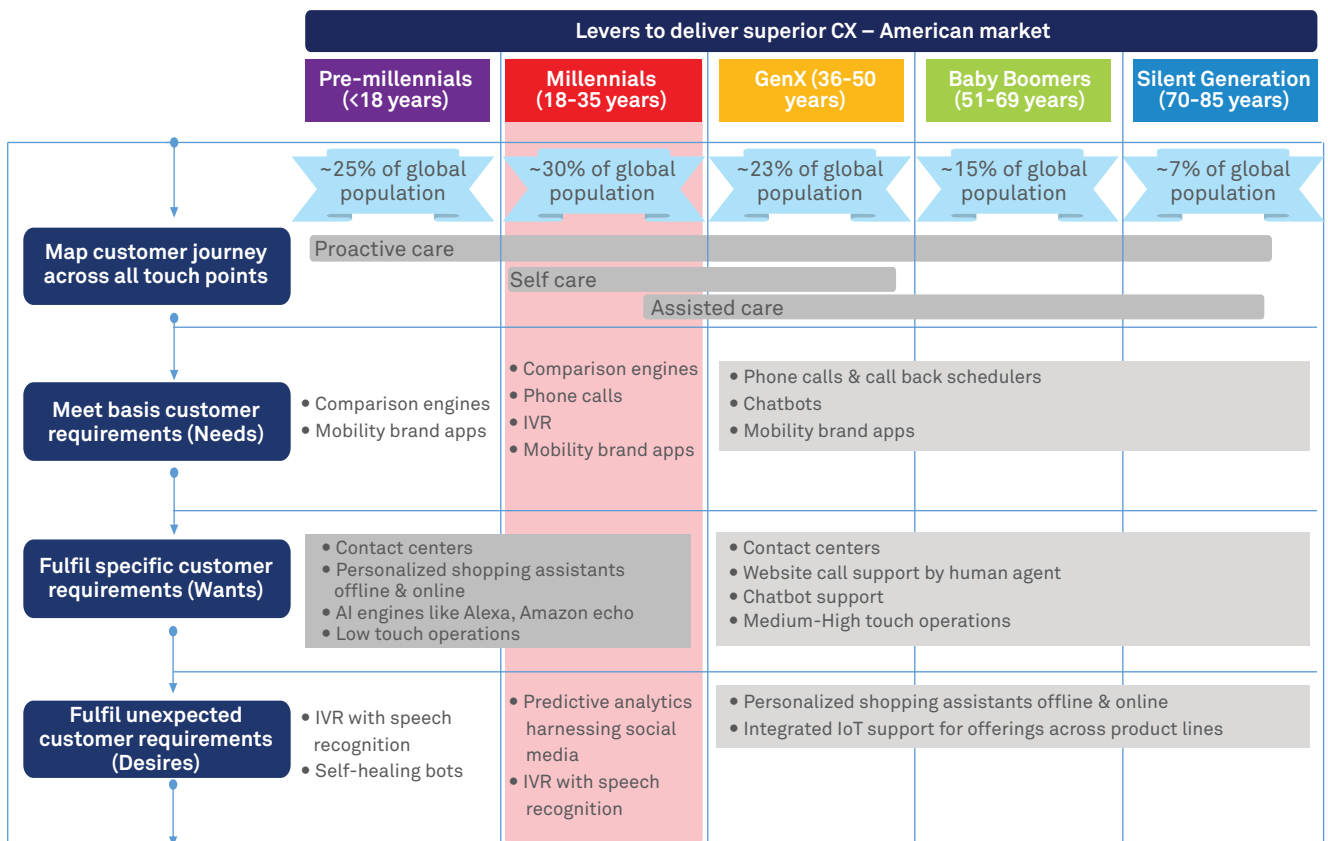
## How do we transform CX by integrating digital care & automation?

“It all starts with the end in mind”, needless to say that mapping the customer journey across various touch points online and offline should be the point of initiation, followed by catering to customers via an understanding of their needs, wants and desires across consumer age groups. In fact CX transformation can be based on four pillars that can either operate in a linear or a nonlinear manner. One such idea path could start with simplification and standardization of the processes in place, followed by automation, topped up by the usage of data driven analytics for business insights and rounding them with transformation levers for the end customer.

Customers across the globe are not similar, they tend to build their own narratives and demography, education, physical and nature plays a large role in defining the tastes of customers.

Look at the American market (Figure 2), where most focus is on proactive care and least on assisted care, which is in sharp contrast to the Japanese market, because this market has a significant proportion of elder generation that is highly sophisticated and educated and compare this with an Indian market, which is still maturing in terms of education and self-sustenance. The differences in these markets become clearer when one single organization operating in all these three markets find different mechanisms to deliver on CX and a single channel approach doesn't fit all.

E.g. U.S. customers are more comfortable with self-service options right from IVR to chatbot to mobile apps when compared to the voice calls for support. Indian customers, however, are still heavily reliant on the voice mode of customer service and companies have had to introduce deterrents like charged service voice calls to maintain a balance between costs and CX.



Data source: Wipro internal research basis engagement with CXO level client suite, i.e. 100+ CX transformation engagements from Jan'17-Sep'19

Figure 2: Means of engagement for US consumers

Geography wise preference for customer service channels today and in future, attempts to examine geos, such as USA, UK, Australia &

India, and looks like no two mediums of customer engagement hold the same sequential spot if we examine the present & future (Figure 3).

**The omni-channel customer – Today 6 mediums of engagement (2019)**

	USA	UK	Australia	India
Phone call to a business contact center	42%	42%	80%	74%
Email to an organization helpdesk for support	39%	40%	75%	72%
In store face-to-face engagement	30%	33%	65%	45%
Online business website	35%	31%	62%	62%
Text/SMS message	31%	38%	30%	57%
Troubleshoot by looking at business website	28%	21%	41%	35%

**The omni-channel future– The 6 mediums of engagement envisaged in future (2022)**

	USA	UK	Australia	India
Secured Web chat conversation	37%	54%	60%	62%
Mobile application of the business	18%	29%	47%	70%
Phone call to a business contact centre	14%	16%	20%	30%
Online business website	17%	14%	22%	37%
Social networking sites	12%	11%	14%	34%
Chat with a bot on the business website	18%	27%	64%	33%

Data source: Wipro internal research basis engagement with CXO level client suite, i.e. 100+ CX transformation engagements from Jan'17-Sep'19

Figure 3: Change in mediums of engagement across geos

A Wipro internal research states that calls from customer constitute 80% of the overall communication volumes today, followed by 10% of web based engagement & 10% from other mediums for the baby boomers & the silent

generation and this share of calls drastically comes down as we move to younger age groups to an extent that calls will be less than 10% of the overall channel mix yielding to emergence of self-service modes via mobile, web & chatbots (Figure 4).

Data source: Wipro internal research basis engagement with CXO level client suite, i.e. 100+ CX transformation engagements from Jan'17-Sep'19

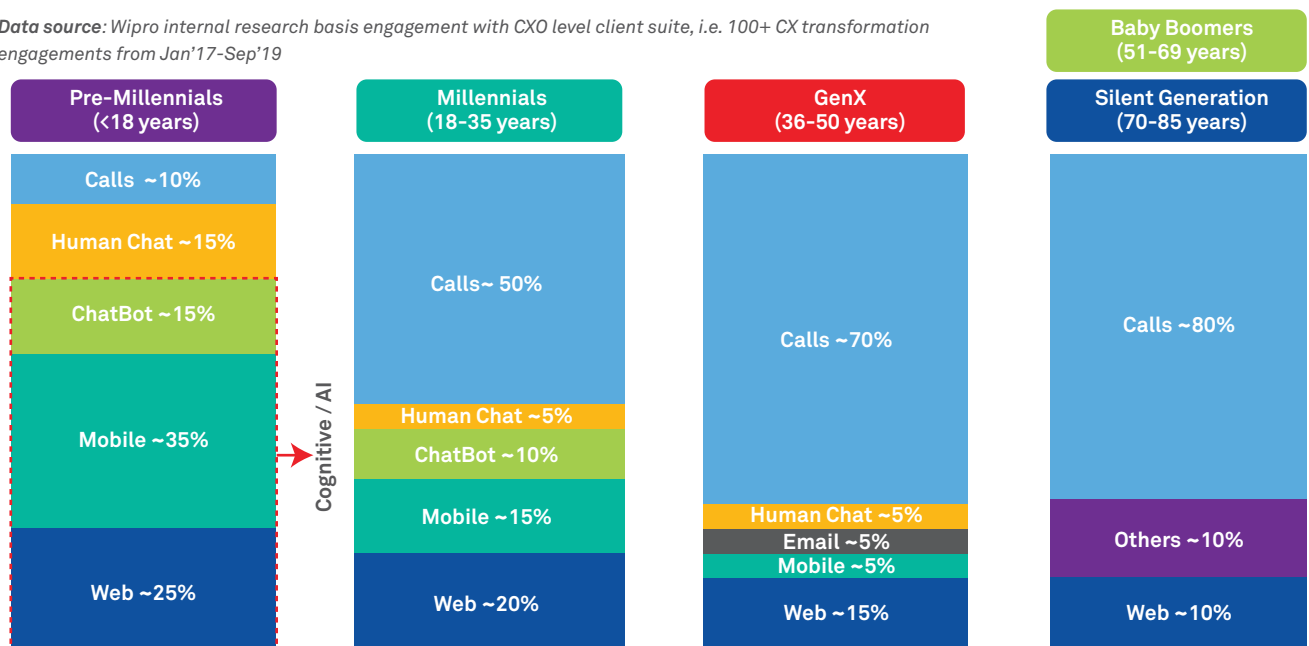


Figure 4: Viewpoint on levers to engage for high CX

## Leveraging omni-channel for success

Omni-channel is multichannel done right and the differentiator is to be able to connect the dots. Businesses are adding new customer touch points, such as chat, chatbots, SMS, social, mobile etc. where they operate in siloes and fail to provide a uniform view of the customer. Done right, Omni-channel customer service mandates right context to drive the right result and this can include:

- Awareness of previous channel conversations and engagements
- Customer preferences, social profiles, location, demographics and status
- Information about the CX agent such as availability and skills
- Information on the current situation, such as time of day or even the device being used

A multitude of channels leads to colossal data generation, and while there's no "One Size fits all" approach, the trick lies in making sure that the most important and used channels of support are integrated mapping the customer journeys across age groups.

## Accelerators to drive integrated CX

Lever (beyond customized contact points) for CX transformation from "Hi-touch" to "Low-touch" to "Zero-touch" include:

- Framework for deflecting calls so as to traverse the journey from assisted care to self-care to proactive care to preventive care.

- Artificial Intelligence & Predictive Analytics NextGen predictive & interactive platform solutions enables agents to gather all intelligence beforehand on customer calls, and the agents can suggest next best actions to customer based on this intelligence and can cross sell and up sell as well.
- Proactive mobile enabled decision making dashboards to see lags in the achieving optimum CX
- Workflow management solutions to orchestrate the execution of customer query management & customer query fulfilment processes
- Cloud & mobile platform solutions that work in conjunction with the workflow management solutions to ensure processes are agile, are mapped with the best in class with industry standards and provide harmonization of inter dependent processes.
- Multi-level chatbots (email, voice, text, NLP, multi lingual bots etc.) all to understand the customer & cater to their needs, wants and desires better.

A multitude of transformation levers, such as mobility, NextGen CX frameworks, Artificial Intelligence (AI), Virtual Reality (VR), Beacon technology, Augmented Reality (AR) and Chatbots are today being deployed in parallel to deliver a seamless CX, and a positive or negative Word of Mouth (WoM) on CX can make or break businesses and their brands. Integrated CX transformation can hence pave the way to greater customer loyalty, retention and mindshare and is thus amongst the foremost elements for businesses to consider today in their digital transformation journey.

## References

<sup>1</sup><https://www.invespcro.com/blog/customer-experience-management/>

<sup>2</sup><https://www.genesys.com/blog/post/10-customer-experience-statistics-to-help-you-plan-2019>

<sup>3</sup><https://www.airship.com/blog/customer-experience-bottom-line-stats/>

## About the author

### Sanyog Chaudhry

Digital Operations & Platforms, Enterprise Operations Transformation, Wipro

Sanyog is a seasoned digital and transformation experience leader with 12 years of rich exposure and is responsible for creating operational transformation solutions for CXO level clients across multiple industries. Sanyog leads consulting assignments for scoping & delivery of transformational programs along with engaging with the sales & consulting teams on the transformation offerings suite.

### Mehul Damani

Digital Operations & Platforms, Enterprise Operations Transformation, Wipro

Mehul is a seasoned digital and automation thought leader with 12 years of rich exposure dealing with CXO level clients across business domains such as digital transformation, automation, customer experience enhancement, business strategy, B2B/B2C consulting, marketing, and sales enablement operations across industry verticals such as Retail, CPG, Manufacturing, Hi-Tech & Telecom.



## **Wipro Limited**

Doddakannelli, Sarjapur Road,  
Bangalore-560 035,  
India

Tel: +91 (80) 2844 0011

Fax: +91 (80) 2844 0256

**wipro.com**

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For more information,  
please write to us at  
**info@wipro.com**

