White paper

Customer experience
Your next essential business driver

orange™ Business Services

CX: powering competitive advantage

Customer experience (CX) is the next competitive battleground. Gartner has predicted that CX will be the next competitive differentiator, and 81% of marketers told Gartner that by the end of 2020 they expected to be competing mostly or completely on the basis of CX. This is no mere marketing slogan: companies that prioritized and effectively managed customer experience were three times more likely[1] than rivals to have significantly exceeded their top business goals in 2019. Customer experience is your next essential business driver.

Companies in all business sectors are today addressing a new kind of customer. Consumer expectations have evolved; they have different demands based on different attitudes and approaches. In its *State of the Connected Customer* report[2], Salesforce found that 76% of consumers now expect companies to understand their needs and expectations. The report also found that 84% of customers say being treated like a person, not a number, is very important to winning their business. They're also more than twice as likely to consider personalized offers as important rather than unimportant. And, significantly in terms of customer churn, 76% say it's easier than ever to take their business elsewhere and will switch brands to find an experience that matches their expectations.

Furthermore, business is facing up to a genuine world-altering event in the shape of the COVID-19 pandemic. The future of commerce has been disrupted by the virus, and companies will need to develop and adapt to new consumption models in its aftermath.

Orange believes that CX challenges fall into three pillars that you must overcome to keep existing customers satisfied, win new customers, and see your business thrive. We will address them in this white paper.

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"Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves."

Steve Jobs

What is CX and why is it so important?

CX is about engaging your customers on their terms and serving them how they want to be served.

Customers have always been liable to churn if they are dissatisfied with a supplier's performance, but today the numbers are higher than ever. 84% of customers say[3] the experience a company provides is important as its products and services, one in three customers say[4] they will leave a brand they love after just one bad experience, while 92% would completely abandon[5] a company after two or three negative interactions.

CX is also important in an age when consumers are offered the same products by many suppliers and providers. When customers can choose from numerous suppliers, giving them a great **CX can be the differentiator** in them choosing – and staying – with you.

CX drives over two-thirds of customer loyalty, outperforming brand and price combined.

Technology transforming tradition

Today, data and digital have advanced to the point that they are the definers of the entire consumer experience and impact every touchpoint. The customer has evolved, so companies must adapt.

Digital communications channels have empowered consumers and can empower companies too – if deployed and used correctly. Companies need to combine online and contact center journeys to create a **360-degree view of the customer**. Omnichannel communications is about engaging customers via whatever communication mechanism they choose: social media, instant messenger, mobile app, website, email, or traditional high street outlet. Today's customer will consent to give you their data, but in return they want you to use it effectively. They want you to know them, to understand them and these interactions are the bedrock of a memorable, personalized experience.

Today's consumer: convenience counts

- Millennials, Generation Y and Generation Z consumers expect you to engage with them via any and every communication mechanism
- Consumers lose interest if their message to you is not acknowledged within 60 minutes – potentially damaging for your brand
- Online interaction has become the go-to mechanism for consumers: according to Microsoft,[6] 47% of consumers use social media to register complaints about a brand's services

Case Study

Keeping customers thanks to artificial intelligence (AI)

This Orange customer, an electronic security company, needed to identify customers at risk of leaving them and pre-emptively enhance customer experience to drive loyalty.

Orange helped the customer Identify and calculate churn rates, highlighting major reasons for churn, then predict potential churn cases and apply preventive commercial actions.

The results

- 88% of churning customers identified before leaving to potentially join a competitor
- Predictive model ready to integrate directly into CRM to drive reduced churn rate

Enabling yourself: CX helps you stay ahead of the competition

CX is a competitive differentiator that must now be central in your business strategy – but to succeed you need to make world class CX your goal and work backwards to the technology from there. You also need a roadmap that incorporates the customer journey and has a set of strategic actions for every touchpoint along that road.

Engaging your customers at every touchpoint on their journey gives you multiple opportunities to **build customer satisfaction**. It helps to consider the experience from the customer's own perspective: start with the end goal in mind, and work backwards from it towards the technologies that will enable it.

CX is a competitive differentiator because consumers want something memorable in a time when many products and services are very similar or exactly the same. To make your company stand out in a marketplace full of similarity, CX is essential. Customer-centric companies are 60% more profitable[7] than companies that don't focus on customers.

Customers like it when you seem to know what they want at exactly the same time they realize they want something. It enhances the experience. 89% of successful businesses say[8] anticipating customer needs and providing assistive experiences along the customer journey are critical to growth.

Furthermore, **user adoption is crucial**. Enhancing your CX does mean choosing and deploying the right technologies, but it also means ensuring your teams understand and use them. Training and adoption schemes can help you stay ahead of the competition too.

Enabling yourself: CX helps you stay ahead of the competition

First, understand your current CX

Before embarking on any new activities, you should work with specialist CX consultants to understand your existing CX operations. What channels are you currently using to communicate with customers, and are there gaps in your processes? Are customers falling through the cracks, having one engagement with an agent and then getting lost because your CX processes are not suitably interconnected? By evaluating where your CX is now, you may find quick wins, such as joining up simple processes to make sure customer emails don't go missing. Evaluating where your CX is at the present time means assessing customer satisfaction, using techniques like CX benchmarking and then subsequently reengineering your CX. Only by understanding your existing CX strategy at the start can you improve it and **begin to build a better one**.

Map out your route

Understanding your market and your digital assets – essentially all the ways a company collects data – helps you maximize the investments you make and enable you to formulate an effective **CX roadmap**. Establishing the things you can do with the data you have gathered from customers helps inform your decisions about potential new products and new markets, and where to put your investments. Creative thinking workshops can help you formulate new ideas, strategic thinking can help you ensure you maximize your return on investment (ROI).

Contact center: a CX essential

Your contact center, empowered by digital and artificial intelligence (AI)-driven tools like robotic process automation (RPA) and chatbots, is central to your overall omnichannel communications strategy and **giving customers the personalized experience they want**. Omnichannel means interacting with your customers over social media, the web, via your contact center, mobile apps or even in person in a physical store – these are your touchpoints on your customer's journey. And remember that you will very often be dealing with the same customer across multiple communication channels: you must ensure they have a consistent experience whatever channel they are interacting on.

In its 2020 report[9], PwC found that organizations investing in omnichannel customer experience grew from 20% to more than 80% in the previous year, highlighting the importance of omnichannel to a seamless CX. But beware deploying omnichannel that isn't interconnected: rolling out a disjointed omnichannel communications network that has holes in it risks poor CX, disgruntled customers and potential churn.

Enabling yourself: CX helps you stay ahead of the competition

The importance of automation

Your customer contact center is your front line, typically the first point of contact your customers have with your company, and is complemented by automated tools. Powered by AI, virtual agents are able to take repetitive, routine tasks out of the hands of your human agents and free them up to handle more complex customer interactions. While conversational callbots and chatbots empower customers to self-serve and handle contact qualification, RPA executes admin-driven processes to **optimize agent activities and efficiency**. 45% of data and analytics decision makers[10] whose firm is adopting automation already use RPA.

Cloud gives control, flexibility and agility

CX requires a lot of data, so where can you capture it all? Cloud gives your company the power to deliver what your customers want from CX and gives you the control to do it efficiently and cost-effectively. Cloud also lets your organisation invest in CX solutions without prohibitive up front CAPEX, and gives the scope to innovate thanks to enhanced operational flexibility and scalability. With cloud your company can scale up resources when customer demand increases, and scale down should it drop. Cloud helps improve the scalability of your business and application costs, and also avoid spending
money on an on-premises solution that may quickly become out of date. Furthermore, cloud enables Software as a Service (SaaS) that **makes deployments quicker and easier**, including remote working solutions. Scaling your contact center operations up or down as necessary is simple with cloud, and something that will become more important in the aftermath of a disruptive event like COVID-19. The new workplace will be less “Bring your own device” (BYOD) than “work wherever you are.” Cloud enables this.

Workforce engagement enables consistency

Further to the flexibility and predictability enabled by cloud, a workforce engagement solution helps you better manage and engage your workforce to optimize your contact center performance. Workforce management helps create the optimum fit between forecasted workload and agents scheduled to manage that work. This means your company can minimize paid labor hours with no negative impact on revenue opportunities or customer satisfaction.

By adding in quality monitoring, you can build personalized training plans which focus on individual employees and their performance indicators. This can motivate your contact center agents to **constantly reach higher** and make it easier for them to excel. Workforce engagement helps you reduce operational costs, lower churn and improve both employee and customer experience.

CX: key points

- Design a roadmap and use it as your strategic plan to drive CX
- Ensure you give customers a consistent experience across all channels
- Use automation tools to improve CX, free up human workers for person-to-person tasks, and to keep costs down
- Cloud gives you flexibility, the ability to deploy new features quickly and easily and control of resources to manage costs better
- Optimize your contact center agents with workforce engagement tools

Enabling yourself: CX helps you stay ahead of the competition

CX during a crisis such as COVID-19: more important than ever

Emergencies like COVID-19 present challenges: customers may be more likely to churn due to global uncertainty, servicing them can be more complicated with your contact center agents working from home. But it can also present an opportunity: digital becomes more critical than ever, providing solutions to new problems. **Omnichannel takes on new importance** to keep in touch with customers. And putting more automation into your operations can help you keep serving customers with a high level of CX. Disruptive events can present opportunities to for customer change management too, by moving them from one channel to a different, typically digital, channel to improve their experience. It might be a crisis but that does not mean it isn't a chance to accelerate change.

Case Study

Conversations with customers about new products

This Orange customer, a tobacco manufacturer, wanted to launch a new type of product underpinned with a different CX while also reducing costs. The company wanted to analyze and understand its data better, and use consulting to help translate its smart store concept into a roadmap to achieve CX goals.

The Orange solution specified Unified Engagement Suite based on Genesys Cloud, deployed and managed by Orange, across a pilot of 83 users in Portugal and Bulgaria.

The results

- Omnichannel contact center aligned with brand positioning
- Increased visibility on operations and outsourcers
- Better cost control
- Flexibility of BPO providers delivers long-term savings
- Integration with Orange Contact Center Access Services for global telephony = 50% savings on voice
- Integration with Salesforce for better customer service

Two-thirds of CEOs say they will shift focus from traditional, offline strategies to digital strategies to improve customer experience before the end of 2020[11]

Integration: implementing simple, fully integrated supporting systems

You cannot deliver a seamless omnichannel CX to your customers if your own systems and solutions do not operate seamlessly. This is why integration is crucial.

Digital transformation has helped businesses **take operations to the next level**, and it's the fuel that powers great CX. However, there is a potential downside to deploying digital tools throughout an organization: if you don't do it right, you can risk too many tools existing in siloes. Such a disconnect can often be apparent to customers. Put simply, you might have more and better tools with which you intend to deliver world class CX, but that doesn't necessarily mean your customers are getting one.

Disjointed CX typically indicates a time-honored business problem: your organization is too siloed. CX initiatives can be undertaken, but they won't deliver what you need if they are done in isolation. You do not want your customers to need to explain the same issue over and over again to different people in your organization, nor your agents to need to enter the same information repeatedly into different tools. Whether siloed by channel, product, service or business area, if your CX activities are not aligned and unified, you risk gaps in your customers' journeys, unsatisfactory interactions, and, ultimately, customer churn. And each dissatisfied customer will tell[12] between nine and fifteen people about a bad experience – 13% will tell more than 20 people.

Integration and managed services are vital to enabling CX

Making CX a competitive differentiator means removing siloes from your business, and connecting your sales, marketing and customer support operations in one seamless whole. It's your route to a **360-degree view of your customer**, to understanding what they want and expect, and to making better decisions. 41% of customer experience professionals say[13] that operational siloes are a significant barrier to providing a seamless customer experience. Integration is essential and a managed services approach can ensure you have expertise on hand to enhance your CX while you concentrate on your core business.

Integration: implementing simple, fully integrated supporting systems

Customer journey transformation

Customers expect a unified experience from their interactions with your company. They give their personal information to you willingly and expect everyone in your organization with whom they interact to have that information. You need integration to connect that data to your workflows, your products and services and your contact center agents. Integrating all your tools, from contact center to AI, automation to UC&C, sales and marketing software to customer relationship management (CRM) suites, is essential in **transforming your customers' journey and CX offering**.

Process optimization

Transforming CX means you need to integrate new systems and services while running existing ones. The same applies to new technologies: you need to choose the right partner who can integrate for you, offer a multi-delivery approach and let you focus on what really matters - your CX. **Enabling your employees** with tools that are easily-integrated into existing workflows, user-friendly, scalable and robust, will help them provide an enhanced service to your customers.

Augmenting your contact center

The right business applications make your contact center staff more productive and enhance CX: they provide contextualization, ease of use, and faster access to customer's information. It's important to understand that **one size doesn't fit all** – your CX may need customized 3rd-party applications or APIs, or solutions developed from scratch, to do what you need them to do.

Case Study

Aligning internal processes with technology for unified customer service

This Orange customer, a global technology leader wanted to transform its CX offering and transition away from organizational complexity, siloed business applications and customer knowledge, and an overall disjointed experience.

The Orange solution included Managed Contact Center based on Cisco HCS, deployed to 900 agents in 20 contact center sites in 30 countries. The project was supported by Orange's proven track record of custom development and integration and powered by automation tools.

The results

- Faster trouble ticket qualification
- Superior insights into customers
- Secure, reliable, scalable service enabling agent productivity
- Enhanced customer journey with real insight on behaviour patterns
- Proven international call center solution with strong cost and service management – reduced spend by almost 20%

Multisourcing Service Integration (MSI): why MSI is essential

A specialist MSI partner takes the load off you and lets you concentrate on your business using:

- Service desk and support
- Lifecycle and contract management
- Transition and transformation
- End-to-end performance
- Unified service catalogue
- Governance

Knowledge is power: end-to-end visibility of your CX activities

Turning unstructured data into insights is the route to value – you need to collect and analyze data along the customer journey and apply it to your business strategy. You can't understand your customers fully if you don't have full visibility of their journey, so you need to build up a picture of your customers.

Capture, analyze, and provision data

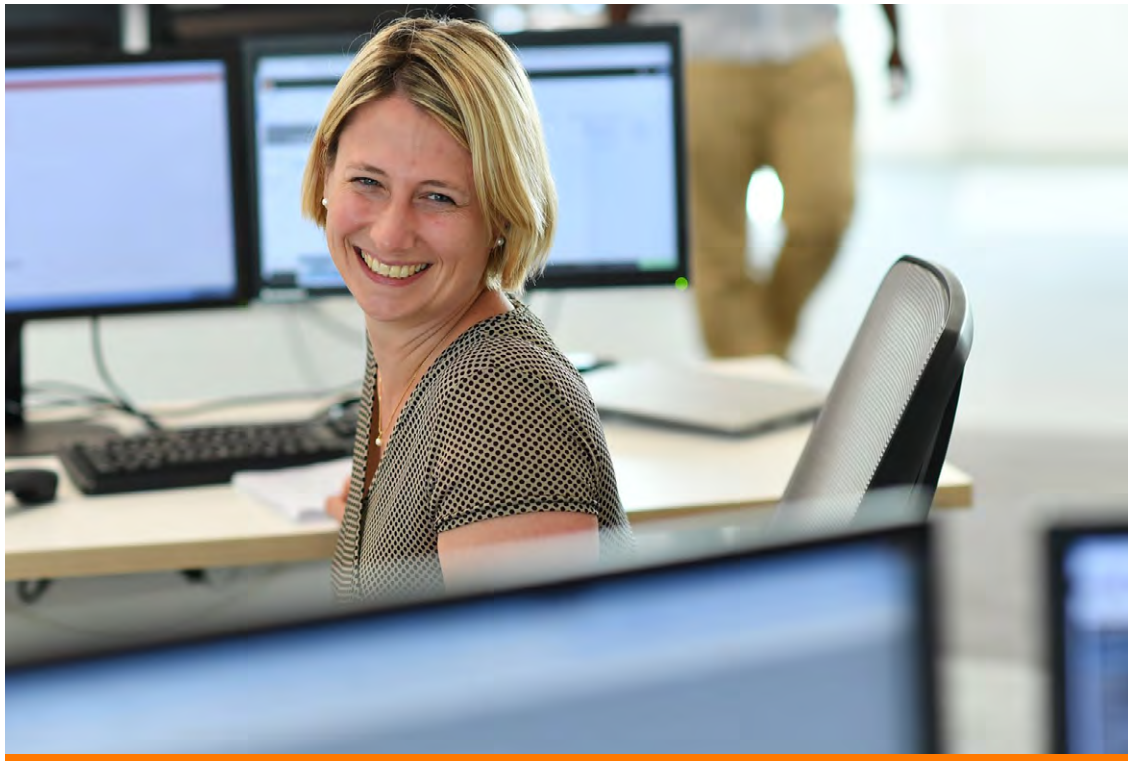
Interactions and engagements with your customers take place over a period of time and constitute a continuous process. You will generate customer data from online and in-store purchases, from conversations with them over social media and your contact center, from their visits to your website. All these interactions present opportunities – but only if that data is collected, analyzed and used properly.

Analyzing and provisioning data correctly is essential. Data analytics tools help you **gain awareness of opportunities** and enable you to make better informed decisions. For example, using crowd statistics to analyze population flows in a smart city can give you full visibility of customer journeys. Analyzing chatbot conversations can give you insights into what your customers are looking for, questions customers ask about your products or services in online marketplaces can give you insights too.

Enable full visibility and analysis capabilities

The right tools and technologies can help you ensure you have qualified data to enable insights. A customer data platform can enable you to collect and host data, enables you to identify customer segments, and acts as the backbone of your data-driven CX activities.

You need to focus on data quality management and governance and data science tools and techniques help you maximize the value of your data. Advanced CRM integration with your contact center is also key to ensuring visibility and helps you improve overall operational performance, optimize your internal processes and **create frictionless journeys for customers**.



"Dive into top performers' interactions to highlight sales and branding best practices, share them with the whole team."

Knowledge is power: end-to-end visibility of your CX activities

End-to-end visibility: things to remember

- Data capture and analytics – help you gather the data you need to enhance CX
- Full visibility and reporting – lets you create frictionless journeys and improve both employee and customer engagement
- Data provisioning – identify new opportunities, make better-informed decisions
- Advanced CRM integration – advances visibility and helps you optimize internal processes and create frictionless customer journeys
- Optimize services and processes – are you using the tools you've deployed to your maximum benefit?

Optimize services and processes

You can have all the right tools in place but they are only as effective as they are used: you need to ask, are our teams using the tools we have given them correctly? If you have captured data and reported on it, you must ask can we improve on it? Business application usage analysis can enable the same levels of simplicity and visibility you get from websites and mobile applications, making them easier to configure, and making user experience, user performance and user satisfaction data-driven too.

Quality monitoring and voice of the customer can help. If you automatically record 100% of customer interactions over every channel and every interaction, you can evaluate agents' performance and improve overall CX. And pay attention to what your customers tell you: hidden in their interaction with you can be trends and patterns that can **help you proactively address reasons they have contacted you** – and help you identify quality gaps in your products, processes or interactions.

Knowledge is power: end-to-end visibility of your CX activities

A new type of customer?

Establishing the kind of consumer you are addressing is important. Data science and analytics help you do this.

Data science and data analytics tools reveal what customers are doing and how they are doing it. In 2019, US consumers spent around 3 hours per day[18] on their smartphones, an increase on 2018. Smartphone-based retail sales increased by close to 40% in 2019 too[19], and after a crisis like COVID-19, that is unlikely to decrease. In fact, there is a strong likelihood that consumers will increasingly prefer to **keep using digital channels** after the COVID-19 crisis has eased, driven by safety and convenience. This has to be factored into CX planning has grown to 27%, an increase of 15% on 2019.

Case Study

Leading insurance company powers up contact center to support business strategy

This Orange customer, a leading, insurance company, wanted to unify and migrate sales centers to the cloud after a merger. It then wanted to enhance telemarketing, segmentation and targeting by better understanding its customers.

Orange specified and deployed Unified Engagement Suite based on Genesys Cloud and combined with Genesys Altocloud customer journey analytics platform to help the company increase revenues and modernize customer service via a more agile contact center.

The results

- Increased conversions through proactively engaging visitors and turning them from window shoppers into customers
- New revenues from better targeted outgoing sales calls
- Newly-modernized contact centers now operate more flexibly and cost-effectively.

40%

By 2020, more than 40% of all data analytics projects will relate to an aspect of customer experience[14]

Knowledge is power: end-to-end visibility of your CX activities

Predictive CX: anticipating customer expectations

Leveraging customer data and using predictive analytics to forecast events in a customer lifecycle helps **keep you ahead of the curve** – and helps you increase revenue at those times. For example, insurance companies utilize predictive models to estimate when young people will get their driving licenses or when people might want to move house. The ability to predict life events like these means companies can proactively approach customers with new products they may need at the exact time they need them most, enhancing their CX.

Customers now expect this level of anticipation: 76% of consumers expect companies[16] to understand their needs and expectations. Yet the number of organizations dissatisfied with their proactive CX capability has grown 17 to 27%, an increase of 15% on 2019.

73.6%

of organizations still operate without enterprise-wide CX analytics systems[15]

Case Study

Voice of the Customer empowers agents and boost sales

This Orange customer, a world-renowned coffee brand, needed to assess and enhance performance of its contact centers agents, identify which were best at selling limited edition products and evaluate which promotions have the biggest impact.

Orange deployed our Voice of the Customer analytics solution based on Nice, on top of a contact center powered by Avaya and integrated by Orange. The automatically analyzed 100% of calls, highlighted weak agents, analyzed top performing agent interactions with customers, and enabled targeted coaching to contact centers agents.

The results

- Agents empowered to engage customers in new and more efficient ways, based on analysis of historic interactions
- Increased average basket size

Why Orange?

Orange understands the challenges around CX, and as a network native company we have the full suite of solutions to support our customers with their customers' journeys:

- **Creating and supporting the right strategy and roadmap**
- **Market-leading contact center partners and tools plus value-added services**
- **A multi-delivery approach incorporating private, public and hybrid cloud, plus on-premises**
- **Data analytics tools**
- **Supported by the right infrastructure: connectivity, security, cloud and one of the world's largest global voice networks**

Our teams can accompany our customers, end-to-end, worldwide, from initial strategy design all the way to implementation, integration and orchestration. This empowers our customers to make better decisions faster, predict and shape their customers' journeys and automate their processes.

With our long standing expertise we take away complexity, enable visibility and empower our customers to provide best in class customer experience.

For more information visit: www.orange-business.com

Your partner for the whole CX journey

Customer experience and employee experience (CX/UX) consultants

Data experts and analytics experts

Contact center, workforce engagement, AI and automation

Application and ecosystem integration (SAP, ERP, Salesforce)

Underpinned by world class security and connectivity – not just an operator, much more than an integrator

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