

GlobalLogic®

A Hitachi Group Company

# CX Value Chain Assessment

Engage, enlighten, and inspire your  
customers on their terms



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# Succeeding in an Experience Economy

In this everchanging world, the only constant is the 'omni customer'.

The prolific nature of the omni-customer has been exasperated over the past 12 months. Barriers to entry are lower than ever before, and customers are spoilt for choice with bargaining power at their fingertips. To remain relevant and compete effectively, organisations need to rethink and reinvent their customer experience execution strategies.

Developing an effective and cohesive strategy is a key step to creating an emotionally engaging and memorable customer experience. However, customer experience leaders still struggle in taking that strategy and making it a reality. Most of the challenges they face emanate from their organisational setup and conventional business models which are still geared towards producing commodities, products, or services – rather than experiences.

In an experience economy where the rules of the game are largely dictated by customers and not competition, businesses need to seriously obsess, empathise and get closer to their customers. As Jeff Bezos, Chairman of Amazon, famously said “if we can keep our competitors focused on us while we stay focused on the customer, ultimately we'll turn out alright.”

Where do you start?

You have to redefine and reinvent the rules of your business – whether that's breaking organisational boundaries, challenging strongly held beliefs or churning new business models and products.

Thanks to the maturity of cloud-based digital technologies where you only pay for what you use, you can engage, enlighten, and inspire your customers on their terms – whatever they want, whenever they want, wherever they want.

ECS can help you reach this CX nirvana.

# Introducing the CX Value Chain Assessment

The behaviours and expectations of an omni-customer impacts businesses of all sizes and industry. They are quick to flag fault, unforgiving in their feedback and fickle when it comes to loyalty. In the same breath, their behaviour notoriously leaves behind breadcrumbs. This means that every action they take online, every click, every engagement with your brand is creating a trail of crumbs that you can follow, extract and use to drive unforgettable brand experiences.

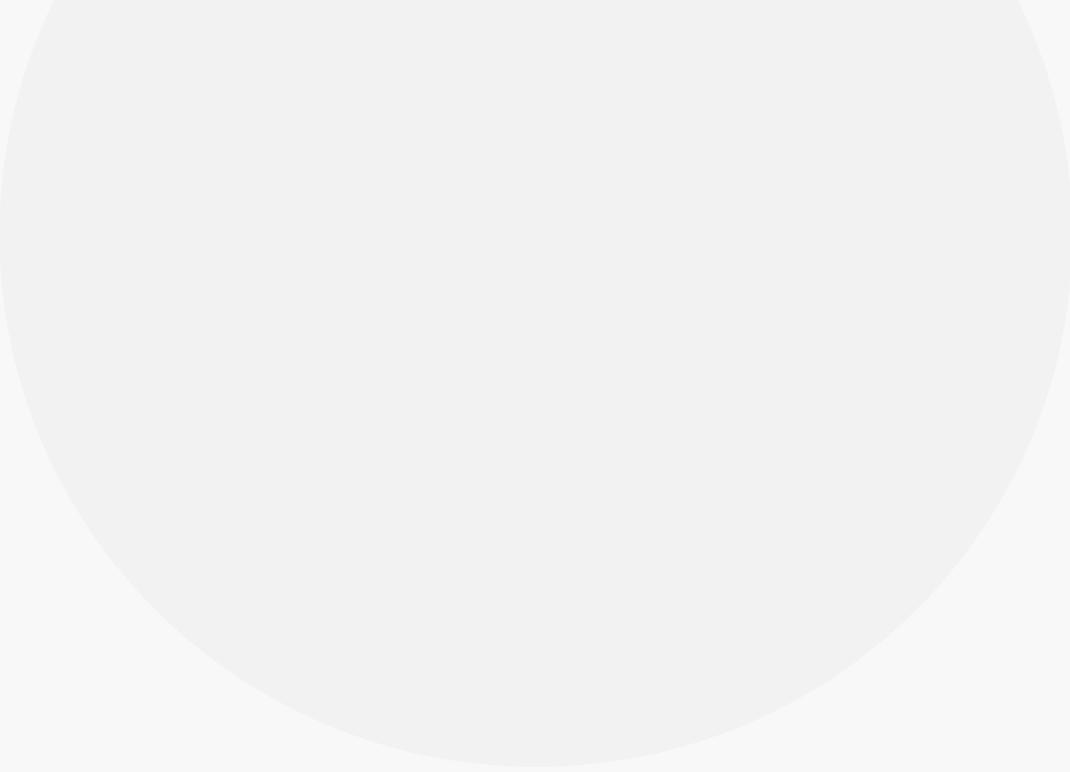
ECS offers a customer journey-based assessment service designed to help you deliver the desired experience to your target customers regardless of the channel they choose to use.

The CX Value Chain Assessment is designed to:

- Uncover and understand the key customer and business-impacting issues that are adversely affecting the company's CX value chain and make a set of practical recommendations to resolve them,
- Highlight and help seize opportunities to innovate, improve, and differentiate customer experience and enhance operational and commercial performance.

Continue reading to discover more about the assessment.





“

**You've got to start with the customer experience  
and work backwards to the technology.**

**- Steve Jobs**

”

# Approach

“Start with the customer..”

The CX Value Chain Assessment starts by focusing on your strategy, brand objectives, and target customers. ECS follows the target customer’s journey and captures value across boundaries and silos of an organisation. This enables you to recognise organisational boundaries, channels, policies, or constraints. Ultimately, ECS creates a multiplier effect by optimising the sum of the parts, not just the individual pieces.

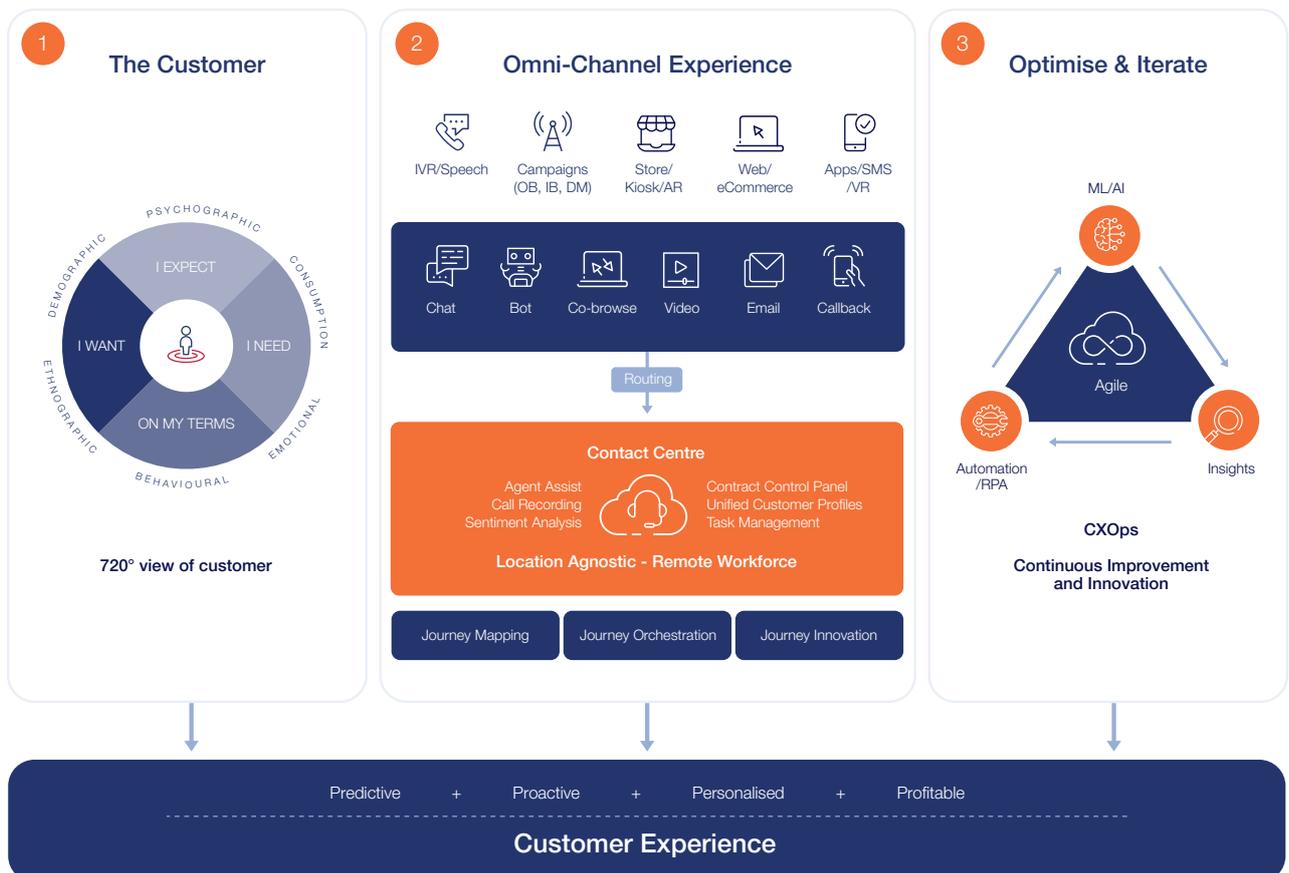
ECS leverages its cross-discipline expertise to baseline your ‘as is’ position from a business, CX, and technical perspective, then produces a pragmatic step-by-step digital transformation roadmap, agile operating model practices, tactical and strategic recommendations that enables you to effectively service your omni-customers.

Recommendations leverage best practices in design thinking, AWS, and Amazon Connect capabilities, enabling you to reach an end-state where effective use of AI lets:

- Humans do what they do best i.e., appreciate customer emotions, empathise, and resolve complex problems; and
- Machines do what they do best – demystify data, crunch numbers, and automate processes.

In order to achieve this, ECS collaborates with your internal and external customers and stakeholders to co-create and co-innovate capabilities and expertise across three key competency areas:

## The Key Omni CX Competencies



Broken down, each stage enables you to affect positive change across the whole value chain:

## 1 The Customer

The key question: How well do you know your customers?

“More than half report they will unsubscribe from a company’s communications and 38 percent will stop doing business with a company if they find personalization efforts to be “creepy.”  
Gartner

Getting to know your customers’ whos, whys, and hows can help brands create products and services that customers feel emotionally connected to, love and tell others about. When you know your customers better than themselves you are destined to beat the competition and cultivate a loyal customer base. This is why ‘the customer’ is the starting point for all of ECS consultations.

## 2 Omnichannel Experience

The key question: How well do you deliver an omnichannel experience?

“Companies that provide a consistent service quality across multiple channels retain 89% of their customers, whereas companies that do not provide a consistent quality are only able to retain 33%.” Aberdeen Group.

The omni-customer is a reality and brands – regardless of their size and vertical – are pressed to develop their customer engagement capabilities to fit their customers’ context. This is not an easy feat as omni-customers are far more sophisticated than they have ever been – they expect service to be delivered to them at their channel & touchpoints of preference when and how they want. This is the second priority area and is an opportunity for ECS to step into the shoes of your business and your customers.

## 3 Optimise and Iterate

The key question: How well do you continue to improve, innovate, and deliver CX?

“71% of CX leaders expect greater agility to translate into improved customer experiences.” West Monroe Partners.

This competency is about setting you up for repeat success, it’s about setting up practices and operations that enable and empower you to design, develop, launch, and continue to innovate products and services that are adored by your customers. From a technology perspective, it’s about adapting and embedding agile practices and leveraging the power of data & analytics, ML, AI, and automation.

# Four Ps and the Power of Data

Data is the lifeblood of organisations. Companies today have access to more data about their customers and products than ever before. Yet, according to a global survey of 1300+ business leaders commissioned by Splunk, more than half of the data collected by companies remain unused to become 'dark data'.

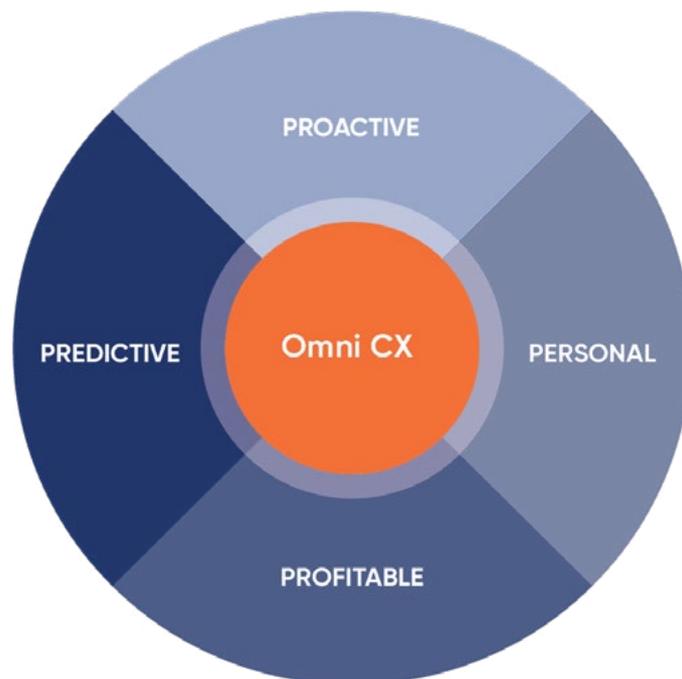
Companies that strategically leverage customer data reap considerable rewards in customer loyalty, cost optimisation, and market share. In fact, industry giants Amazon, Netflix, Airbnb, Spotify, Volvo, Tesla, Amex and Sprint have all built successful businesses and customer experience practices by strategically leveraging customer data.

“35 percent of what consumers purchase on Amazon and 75 percent of what they watch on Netflix come from product recommendations based on predictive algorithms.” McKinsey.

Our ambition is to support you in delivering an epitome of great customer experience where you are able to successfully:

- Predict your target customer's needs and wants,
- Proactively engage with them in an omnichannel context,
- Deliver a personalised and profitable experience that is seamless, memorable, cost-effective to run,
- Experience results in repeat purchase and recommendations from your customers.

We get you here by leveraging the four Ps:



These four Ps represent the following:

- 1 Predictive in identifying needs from behaviour
- 2 Proactive in outbound engagement
- 3 Personalised self-service and agent-led experience
- 4 Profitable due to low cost to serve, low churn, and increased revenue

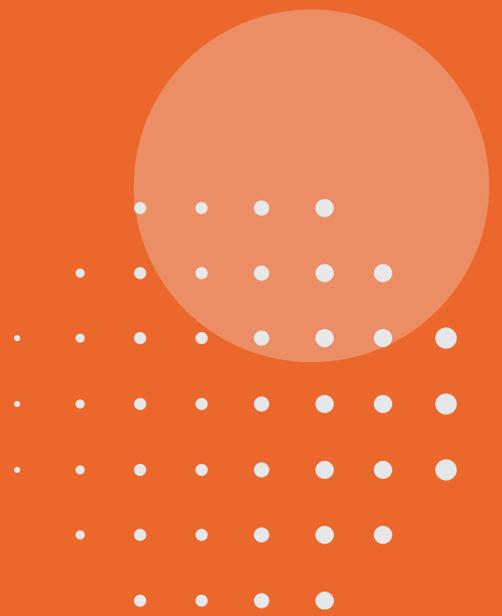
When brands design and deliver great experiences, their customers become loyal, spend more, and recommend their goods and services to others. According to a BCG estimate, an effectively run customer experience program can provide improvements of 20 to 40 points in customer advocacy scores, cost reductions of 15% to 25%, and revenue increases of 10% to 20%.



## What is Data Dark?

“The information assets organisations collect, process and store during regular business activities, but generally fail to use for other purposes (for example, analytics, business relationships and direct monetising)” – Gartner.

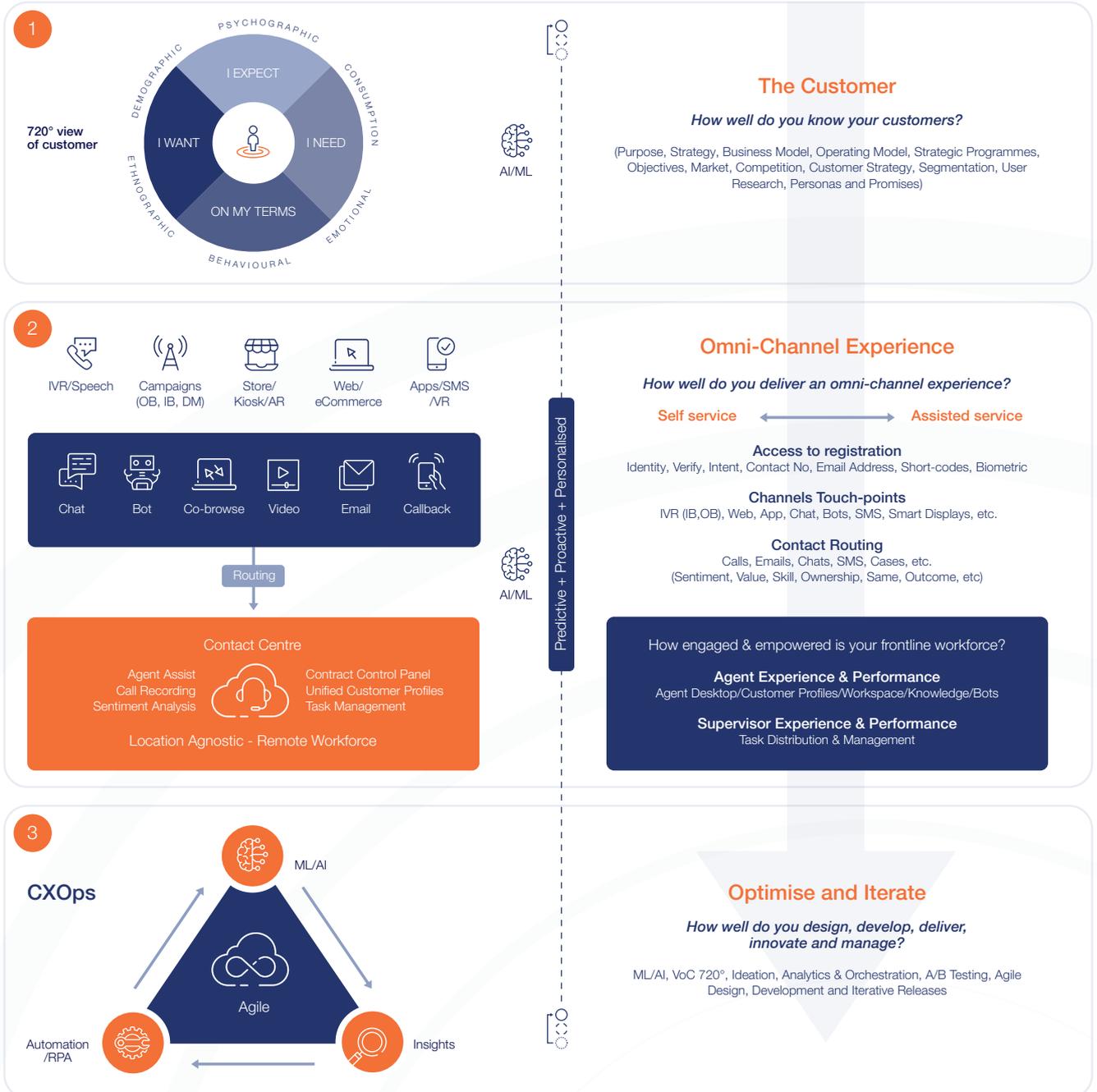




# The Assessment Framework

The below figure illustrates the CX value-chain which is divided into three fundamental competency areas that ECS considers critical for any business aspiring to profitably deliver a great omnichannel experience for their customers on a sustained basis.

Data Informed Customer Journey-Based Business Assessment



# Key Assessment Areas

The below table goes into more detail about the key areas of investigations that ECS undertakes. These fall under the three fundamental competencies referenced on the page before – competencies that every aspiring business should aim to master.

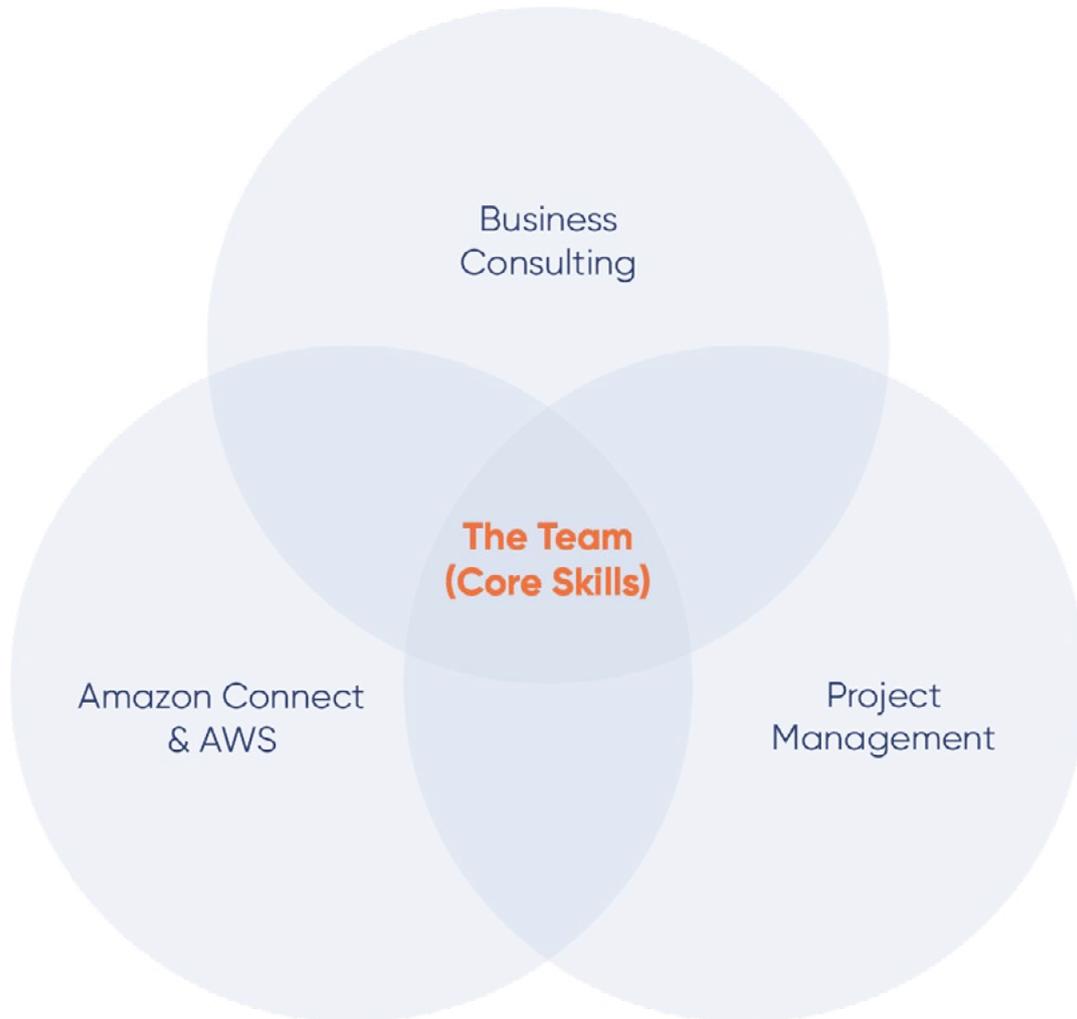
Assesment Area	Content Description of Issues	Mode	Stakeholders Interviewed	Business Impact
1 The Customer	<p>This section is about capturing the strategic context.</p> <p>It's about understanding your brand purpose and strategy, the market and your customers, your business objectives and key programmes, how well you understand your customers, how you segment and target your customers, what promises you make to your customers, and your desired experiential (predictive, proactive, personalised) and commercial (loyalty, retention, growth) outcomes.</p>	Virtual or onsite/ Meeting or a Workshop.	VP/Director/Head of Customer Service, Customer Experience, Marketing, Brand, Online, Operations.	Intelligent CX measured in CES, FCR, NPS, net revenue growth per customer.
2 Omnichannel Experience	This section consists of a series of sessions focusing on the key elements of the customer's omnichannel journey experience (self-service or assisted).	Mainly virtual during COVID-19.	Various stakeholders interviewed as indicated per section below.	Operational Efficiency, Customer Experience, Cost Reduction, Revenue Generation.
2.1 Access and Registration	<p>This session focuses on your access and registration policies and capabilities.</p> <p>What are the key security policies and legal regulations that you must comply with? What customer data you are able to leverage and the gaps hindering your ability to deliver an effortless experience? How do you identify and verify your customers? How do you establish or predict customer intent? The contact numbers, emails, shortcodes used, etc. What technologies you use e.g., CLI based lookups, DTMF, Voice Biometrics, Facial Recognition, etc.</p>	Virtual or onsite/ Meeting or a Workshop.	Data, Strategy, Compliance, Channel, Self- Service, IT Managers, Customer Experience Managers.	Operational Efficiency, Customer Experience, Cost Reduction.
2.2 Channels and Touchpoints	<p>Depending on the scope of the project, we may hold multiple sessions to cover an omnichannel context (IVR (Inbound and Outbound), Web, App, Chat, Bots, SMS, Smart Displays, etc.) for all client engagements.</p> <p>These sessions focus on how well you understand (predict) and serve (proactively) customer demand across different channels and touchpoints. It's about understanding and assessing business capabilities (human, AI-assisted, self-service) and performance. It's about understanding how you manage failure-demand/cost of failure. It's about reviewing conversational designs across channels and identifying issues and opportunities. As part of these sessions, we map the top 3 customer journeys that cause the most pain or reflect the majority of the target customer demand.</p>	Virtual or onsite/ Meeting or a Workshop.	VP/Director/Head of Customer Service, Customer Experience, Marketing, Brand, Online, Operations.	Intelligent CX measured in CES, FCR, NPS, net revenue growth per customer.

Assesment Area	Content Description of Issues	Mode	Stakeholders Interviewed	Business Impact
2.3 Contact Routing	<p>This session focuses on your ability to connect the right customers with the right agents on an omnichannel scale.</p> <p>Based on our experience*, sales organisations can see an uplift of up to 25% in sales conversion by connecting the right customer who is ripe for making a purchase to an agent who has the best sales closure score. Similarly, an AHT reduction of up to 30 seconds per call could be achieved by connecting the right customers with the right agent.</p> <p>In addition, you are likely to see benefits in reduced repeat calls and improved FCR (up ~25%).</p> <p>We focus on Customer Contacts which would cover Calls, Emails, Chats, SMS, Cases, etc., and the potential parameters for intelligent routing e.g., Sentiment, Value, Skill, Ownership, Same, Outcome, etc.</p>	Virtual or onsite/ Meeting or a Workshop.	Channel, Customer Experience, Self Service, IT, Contact Routing Managers.	Operational Efficiency, Customer Experience, Revenue Generation.
2.4 Frontline Experience (Agent)	<p>This session focuses on the frontline agent experience, their context, and how well they perform i.e., how well they are trained and supported – what tools, applications, and systems they use. How efficient they are in handling customer issues. What is (could be) the role (if any) of AI, CRM, ERP, and knowledge systems in making the lives of agents easier, empowered, and effective. It's about providing a 720° view of the customer and their context to the frontline agents. In addition, it is about observing common behaviours i.e., the use of multiple screens and applications, copy/paste, call handling, manual notetaking and scheduling of tasks, call handovers/ transfers, etc.</p>	Virtual or onsite/ Meeting or a Workshop.	Customer Experience Team, Contact Centre Manager, Team Leaders, Frontline Agents.	Operational Efficiency, Employee Engagement, Customer Experience.
2.5 Frontline Experience (Supervisor)	<p>This session focuses on the frontline supervisor experience, their context, and how well they perform. What tools, applications, systems they use to effectively manage their staff, quality, and workload. In this session, we cover tools, processes, and working practices that may make the lives of supervisors easier, empowered, and effective.</p>	Virtual or onsite/ Meeting or a Workshop.	Contact Centre/ Operations Managers, Frontline and Backoffice Supervisors/ Managers/Team Leaders.	Operational Efficiency, Employee Engagement, Customer Experience.
3 Optimise and Iterate	<p>This session builds on everything that we have learned throughout the engagement and focuses on understanding and assessing your overall data &amp; analytics, agile, innovation, and iterative service delivery capabilities. It's about how well you observe, listen to, understand, and respond to your customers on a regular basis. It's about building and enabling an operating model and practices that enable you to take the 720° view of your customers, predict their needs from their behaviours, proactively engage with them on an omnichannel scale, and orchestrate a personalized experience. Essentially, this session covers your company's ability to continue to optimise, ideate, and co-create experiences with your customers.</p>	Virtual or onsite/ Meeting or a Workshop.	Contact Centre/ Operations Managers, Frontline and Backoffice Supervisors/ Managers/Team Leaders.	Operational Efficiency, Employee Engagement, Customer Experience.

\*various ECS customer engagements

# The Team

Although ECS adapts and customises its consulting assessments per client, the business consulting team will usually consist of an experienced business consultant who has 20+ years of experience in customer service, contact centre & CX industry, a seasoned project manager and a well-respected & certified AWS Connect expert. The combination of resources enables ECS to deliver recommendations to you that are not only desirable but feasible and viable.



Since no two projects are the same, ECS may leverage other specialist skills to deliver the best possible outcomes for our clients. The team makeup and deliverables per skill will be discussed and agreed ahead of any consulting engagement.

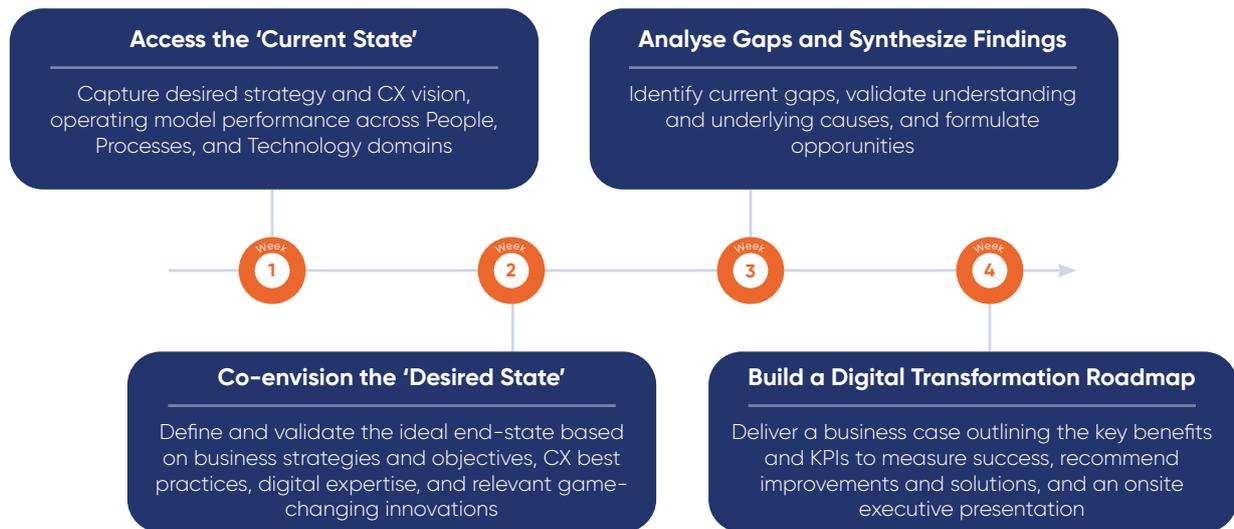


# The Timeline

The below figures illustrate the high-level as well as the detailed view of how ECS structures its business assessments.

The timescale and scope could vary per client as different clients may have different contexts and objectives to achieve. Essentially, it is about understanding the current state of your business, collaboratively working with you and your customers to co-envision the desired state, analysing and synthesizing the findings, and then building a digital transformation roadmap that encompasses a set of tactical and strategic recommendations and business case benefits.

## High Level Business Assessment Process and Timeline



We believe that failing to plan is planning to fail. Effective and proactive planning combined with your commitment, openness to share data and information, cooperation, and collaboration form the critical pillars of effective business assessment.

## Business Assessment Process and Timeline - Detailed View



# Outputs and Deliverables

The standard ECS business assessment would result in the following deliverables:

- |  |  |                                |
|--|--|--------------------------------|
| <b>1</b> CX Value Chain Assessment & Recommendations | A set of tactical and strategic recommendations to improve organisational performance across the CX value chain e.g., how to develop a channel-agnostic experience capability, use cases for leveraging intelligent context routing, optimisation opportunities for chatbots, etc. | Microsoft PowerPoint           |
| <b>2</b> 3 x Customer Journey Maps                   | Production of a customer lifecycle and mapping of the top 3 or key customer journeys that cause major pain or reflect the majority demand of target customers. The journey maps may also encompass relevant use cases and tactical recommendations to improve customer experience. | Microsoft PowerPoint           |
| <b>3</b> Business Case                               | Highlighting relevant and appropriate benefits per assessment area along with the estimated cost of implementation. Painting a clear cost and benefits picture of yearly run cost (TCO) for the recommended solution compared to the client's existing setup.                      | Microsoft PowerPoint and Excel |
| <b>4</b> Roadmap                                     | A strategic roadmap that would encompass the major tactical and strategic recommendations to guide the organisation on its digital transformation journey.   | Microsoft PowerPoint           |

Before the assessment begins, ECS will prepare and deliver a master presentation with the agreed deliverables. An additional high-level or summary presentation deck may also be produced for executive-level presentations.



# Book an Assessment

This brochure merely scratches the surface of what's possible with a CX Value Chain Assessment.

To see how your business could benefit from delivering an epitome of great customer experience, get in touch with a member of the GlobalLogic team on your preferred channel:

**Email:** [info@globallogic.com](mailto:info@globallogic.com)

**Website form:** [globallogic.com/contact/](https://globallogic.com/contact/)

## Sources

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## Glossary of terms

<b>720° customer</b>	An end-to-end customer insight including everything that the brand and its stakeholders including third parties know
<b>FCR</b>	First Call Resolution
<b>CES</b>	Customer Effort Score
<b>NPS</b>	Net Promoter Score
<b>KMS</b>	Knowledge Management System
<b>CSM</b>	Customer Service Management
<b>ERP</b>	Enterprise Resource Planning
<b>DTMF</b>	Dual Tone Multi Frequency
<b>IVR</b>	Interactive Voice Response
<b>TCO</b>	Total Cost of Ownership



To be truly digital is to thrive.

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