Customer Experience
Management Solutions

CONDUENT

The Customer Experience of the Future:

Four Big Ideas that will Change Everything



A new normal is emerging

More than ever, customers will remain loyal to brands that provide a seamless, omnichannel experience that is both memorable and effective, across all interactions.

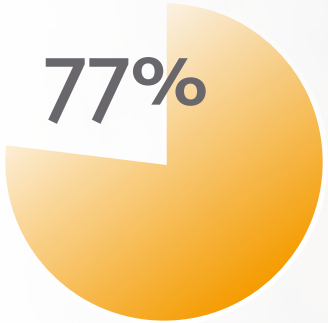
When analysts, business leaders, and the media talk about today's customer contact centers, the conversation inevitably turns toward digital transformation. While technology innovations are a catalyst for exciting changes in the world of customer experience management, there are other big ideas and solutions that will have an equally transformative impact.

Here's a look at four big ideas that will transform the customer contact center across industry sectors and business functions alike.



Big Idea #1

Customer experiences will be human-centric, connected, and seamless across channels



of U.S. CEOs say they could further improve their understanding of their customers in order to personalize the customer experience.[1]

The contact center of the future must be designed around the human experience. In today's digital world, customers expect proactive, connected, omnichannel experiences that focus on them, individually. It's about taking a person-based, and not persona-based, approach to each interaction and being able to say "yes" to the most important questions that influence customer experience:

- Do you know me?
- Do you recognize me?
- Can you anticipate my needs?
- Do you empathize with me?
- Can you take care of me?

A "person-based" approach is enabled not only through empathy and high-quality service, but also by technologies — such as artificial intelligence, predictive analytics, and integrated data platforms that provide a 360-degree view of the customer.

1 Growing Pains, CEO Outlook, KPMG 2018

Building the next generation in customer experience solutions



of U.S. consumers say customer experience at most companies needs improvement.[2]

Organizations must find ways to orchestrate their customer, product, shipping, and warranty data across information silos, to create the personalized view of the customer that makes the desired service experience possible.

Human-centered design starts from the bottom up, at the data layer, which houses everything we know about the experiences, preferences, and characteristics of each customer. The analytics engine then leverages AI and machine learning to recommend "next best actions" to agents, thus enabling highly personalized customer interactions.

In most organizations, however, the customer and product data remain fragmented across channels and organizational silos. Without adequate investments in an integrated data platform, it is impossible to deliver a seamless, personalized, omnichannel experience.

More and more organizations have realized the importance of implementing integrated data platforms to create better customer experiences, drive revenue growth, and increase operating efficiencies — and are making the necessary investments to address the new realities of a post COVID-19 world.

Conduent has launched an industry-leading data orchestration platform that leverages AI, ML, and predictive analytics to help clients build the next generation in customer experience solutions.

2 PwC, Experience is Everything: How to Get it Right: 2018

Big Idea #2

The best contact centers will be both high-tech and high-touch



The contact center of the future will find the right balance between technology and human engagement. Customers expect memorable, personalized, omnichannel experiences with each interaction, with an ever-increasing focus on proactive resolution and self-service. Brands that deliver on that expectation are most likely to win.

Revenue growth and operating margins have become a function of an organization's ability to deliver exceptional customer experiences. However, in order to ensure that delivering such experiences across channels is not cost prohibitive, companies need to invest more aggressively in proactive issue resolution and self-service.



High-tech

The modern contact center is an operation that can predict and proactively resolve issues before the customer ever has to make a phone call. AI, ML, RPA, and predictive analytics tools allow organizations to detect and anticipate potential business disruptions before they impact the customer. A world-class contact center operation will either proactively resolve an issue, or send an early warning signal to alert the customer of potential disruptions, thereby enhancing the overall customer experience.

If an issue cannot be proactively managed, self-service tools should come to the rescue. Companies need to step up their investments in self-service tools — treating self-service like a product by itself, not an IT project.

Proactive resolution and self-service should make up 70-80% of the customer interactions with the brand, if not more. Doing so not only enhances customer experiences, but also dramatically reduces operating costs.

For most organizations today, proactive resolution and self-service make up far less of the customer service experience — and this is a key shift that companies need to make.



High-touch

When self-service is unable to provide the resolution, studies show that customers prefer to reach out to a live agent, not a chat bot. The idea is online video chats enabling face-to-face, one-on-one interactions with expert agents who speak the relevant language, understand the cultural nuances and take care of the customer's problem. These highly-personalized, "moment-of-truth" transactions can have a huge impact on customer loyalty and the overall lifetime value of the customer.

Operating virtually, the modern service desk will be less about thousands of agents answering phones 24/7, and more about expertly trained people working side by side with customers to resolve issues that can't be solved through automated channels.

Supported by an integrated data platform, as well as AI, ML, and predictive analytics, that provides relevant knowledge about customer priorities, preferences, and "next best actions," agents will be empowered to interact with customers in more high-touch and personalized ways.

In keeping with the trends, an increasing number of organizations are investing in this live agent operating model: a modern contact center, focused on proactive resolution, self-service, and personalized human interactions.

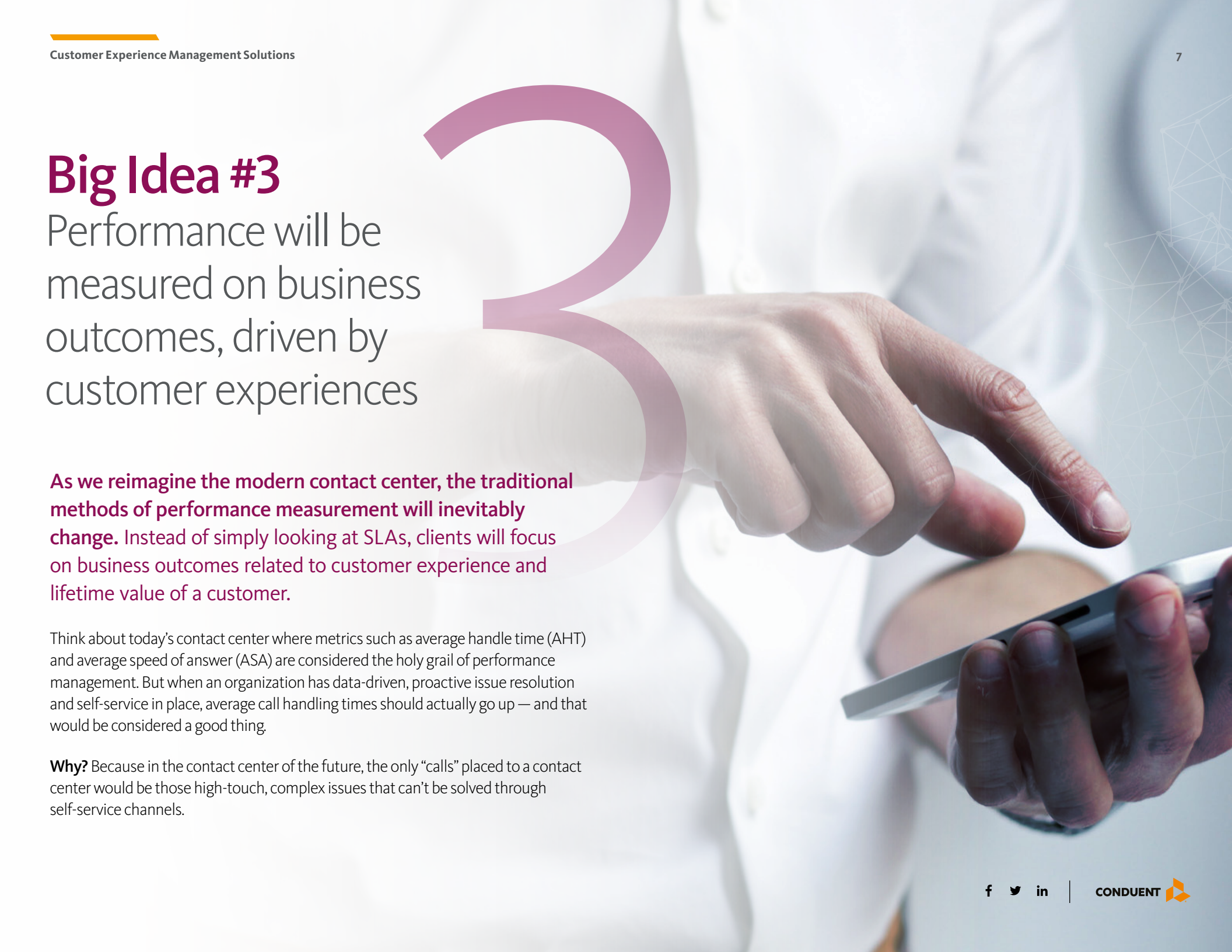
Big Idea #3

Performance will be measured on business outcomes, driven by customer experiences

As we reimagine the modern contact center, the traditional methods of performance measurement will inevitably change. Instead of simply looking at SLAs, clients will focus on business outcomes related to customer experience and lifetime value of a customer.

Think about today's contact center where metrics such as average handle time (AHT) and average speed of answer (ASA) are considered the holy grail of performance management. But when an organization has data-driven, proactive issue resolution and self-service in place, average call handling times should actually go up — and that would be considered a good thing.

Why? Because in the contact center of the future, the only "calls" placed to a contact center would be those high-touch, complex issues that can't be solved through self-service channels.



Maximize customer lifetime value and organizational growth

Conduent provides an integrated Learning and Performance Management platform and a service offering that advises clients on holistic approaches to change management and execution.

To align with the strategic objectives, performance KPIs for service agents will also need to change, with a focus on first contact resolution and customer experience, rather than tactical measures such as average handle time.

For example: a balanced measurement framework, with greater weight on customer net promoter scores; first contact resolution; and mean-time-to-resolve (rather than tactical measures such as average handle time) shifts the organizational focus to enhancing customer lifetime value and encourages resolution over talk time.

Within this framework, those more focused, 1-1 interactions with customers will translate to more effective, personalized customer experiences, which lead to more satisfied and brand-loyal customers. Brand-loyal customers buy more services, make referrals, talk about their experiences on social media, and drive greater business value overall.

Most organizations focus on digital transformation without fundamentally changing operational procedures and KPIs. Misaligned incentives and performance measures only exacerbate the original problem: a choppy customer experience and consequent dissatisfaction. That's why it's crucial for organizations to also adopt new approaches to learning and performance management — helping to transform the modern contact center from a "cost center" to a strategic investment: one that maximizes customer lifetime value and organizational growth.

Big Idea #4

Work-at-home constructs and operational flexibility will be the norm

The modern contact center is fully prepared to flex in response to client needs, leveraging people, process, and technology. It is a contact center that is both resilient and redundant, through core capabilities enabled by modern technology.

As a direct consequence of the COVID-19 pandemic, business continuity and operational flexibility has dominated C-Suite and Board level conversations. Work-at-home is now the default, and not the exception. As a new normal emerges, more work will continue to be migrated to a work-at-home construct — preserving business continuity while enhancing operational flexibility.



The flexible contact center of the future

Times have indeed changed. The need to stay connected digitally with your employees, customers, and partners has become universal. It is therefore incumbent upon governments, both at national and local levels, to invest in the underlying physical and digital infrastructure (internet access, 5G). Companies must also prioritize their investments in remote work infrastructure (device-as-a-service, cloud apps, online collaboration, online training, cybersecurity) to manage operations effectively.

Work-at-home is in Conduent's DNA.

We've offered safe, productive, and secure work-at-home solutions for over 25 years. Today, not much has changed — other than a new sense of urgency to migrate to work-at-home solutions sparked by the global health crisis.



Scalable:

Being able to scale quickly in response to volume fluctuations is mission critical to managing operations in tough times. Times of crisis inevitably bring higher contact volumes, and the best contact centers have the flexibility to ebb and flow on demand. Finding the right talent with the relevant cultural and language capabilities at an affordable price is key.



Secure:

As we transition to work-at-home constructs, both physical and information security procedures need to be adapted to ensure peace of mind for customers and employees.



Geo-versatile:

The ability for employees who are working inside contact centers to quickly pivot to work-at-home roles is critical in times of crisis. But to make that possible, the right technology must be in place for a seamless shift.



Operationally flexible:

Having a broad geographic reach is crucial to providing human-centric, language-specific support. Location of associates is also important for satisfying certain regulatory requirements, depending on the country of operation.

How can you turn these big ideas into reality?

The future of customer contact centers is here. But work needs to be done to leverage the right combination of people, processes, and technology to enable the ultimate end-user experiences and better business outcomes.

Conduent can assist you in creating a transformation roadmap for any of your customer experience initiatives — helping you accelerate top line growth and reduce operating costs.

To learn more, visit our **website** or call us at 1-844-ONE-CNDT.



About Conduent

Conduent delivers mission-critical services and solutions on behalf of businesses and governments – creating exceptional outcomes for its clients and the millions of people who count on them. Through people, process and technology, Conduent solutions and services automate workflows, improve efficiencies, reduce costs and enable revenue growth. It's why most Fortune 100 companies and over 500 government entities depend on Conduent every day to manage their essential interactions and move their operations forward.

Conduent's differentiated services and solutions improve experiences for millions of people every day, including two-thirds of all insured patients in the U.S., 11 million employees who use its HR Services, and nearly nine million people who travel through toll systems daily. Conduent's solutions deliver exceptional outcomes for its clients including $17 billion in savings from medical bill review for workers compensation claims, up to 40% efficiency increase in HR operations, and up to 40% improvement in processing costs, while driving higher end-user satisfaction.

Learn more at **www.conduent.com**.

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