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Digital Maturity: The Roadmap to Better ROI

Panel Discussion

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Today's Panelists

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Digital & CX Program Maturity Curve

Phases, Objectives, & Major Characteristics

BEGINNING	INTEGRATING	INNOVATING	DIFFERENTIATING
Score & Optimize	**Engage & Prevent**	**Personalize & Be Proactive**	**Anticipate & Create**
Launching a fully or partially new program	Expanding to cover more journeys & key customer segments	Adding innovative online & some offline scenarios with profiling	Full coverage of online & offline with dynamic profile & segmentation
Focusing on most important journeys only	Some real-time action with focus on online support (e.g. chat)	Adding real-time action with focus on sales/marketing	Journey Orchestration & Real Time Interaction Management live
Creating a central management & action structure	Sharing insights beyond Digital team	Working with other organizations to enable personalized live follow-up	Human & automated delivery of experiences as the norm for 1:1

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EMEA-based Telco Resolves Critical Conversion Issue

Issue: Saw a 91% drop-off rate on key conversion journey based on web analytics, but did not know why

1. Situation with Digital Feedback

1 week post implementation

- Launched abandonment survey & always-on survey

- Analyzed verbatim feedback with advanced Text Analytics

- Discovered critical issue of of *forms* not working, but needed deeper insights

2. Launched DXA to Pinpoint Issue

1 month post implementation

- DXA session replays analyzed customer behaviors around forms

- Form analytics uncovered technical issues

- Learned *address* form field was not working

3. Prioritize resources

2 months post implementation

- Shared findings with web development and product teams

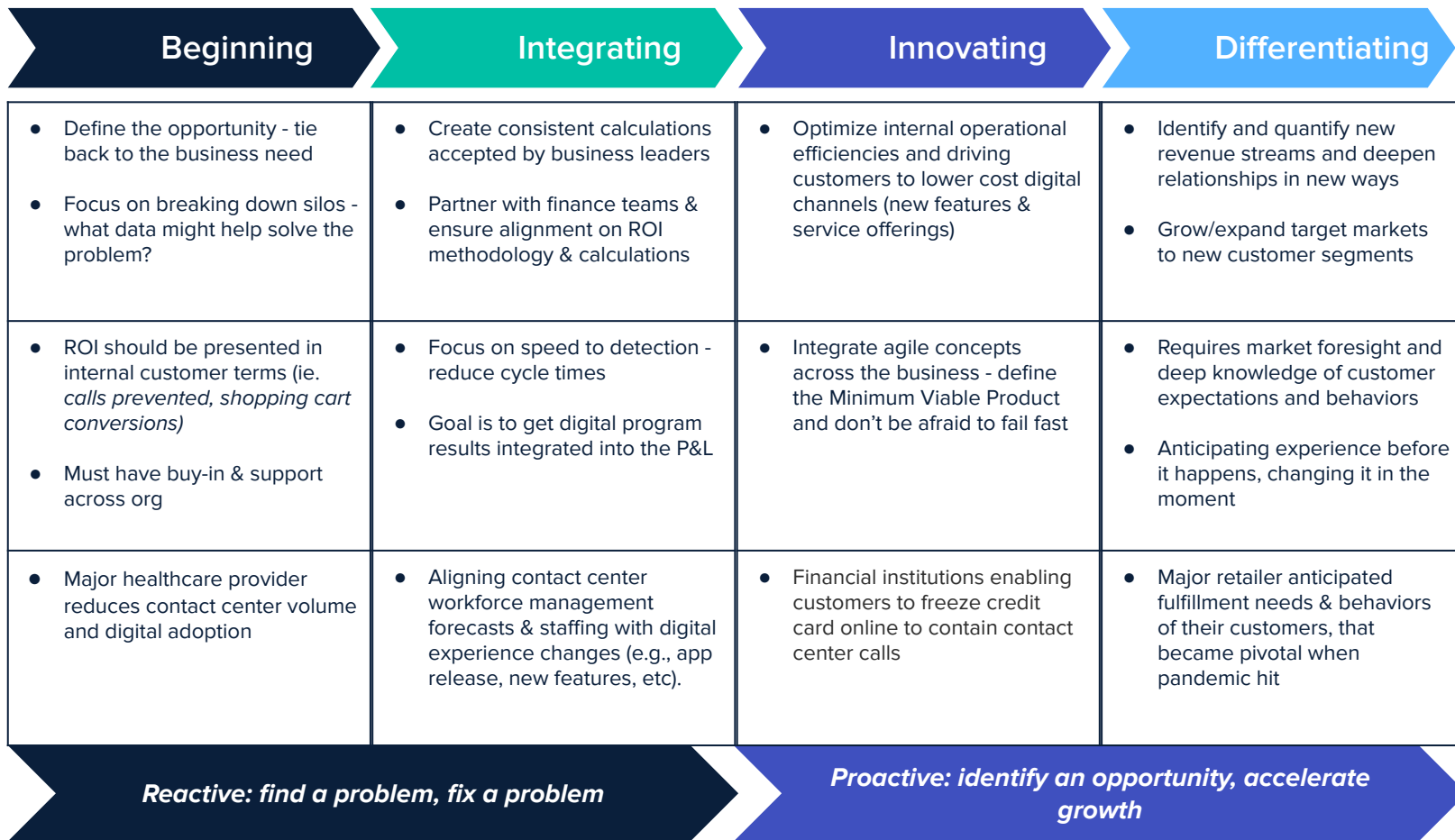- Prioritize resources to increase conversions

Increase in completions from 7.84 to 10.6%

RESULTS AFTER 2 MONTHS

26% decrease in customer frustration score

Path to Realizing Digital CX Value

	Beginning	Integrating	Innovating	Differentiating
Key Steps & Inputs Needed	• Define the opportunity - tie back to the business need • Focus on breaking down silos - what data might help solve the problem?	• Create consistent calculations accepted by business leaders • Partner with finance teams & ensure alignment on ROI methodology & calculations	• Optimize internal operational efficiencies and driving customers to lower cost digital channels (new features & service offerings)	• Identify and quantify new revenue streams and deepen relationships in new ways • Grow/expand target markets to new customer segments
Tips & Best Practices	• ROI should be presented in internal customer terms (ie. *calls prevented, shopping cart conversions*) • Must have buy-in & support across org	• Focus on speed to detection - reduce cycle times • Goal is to get digital program results integrated into the P&L	• Integrate agile concepts across the business - define the Minimum Viable Product and don't be afraid to fail fast	• Requires market foresight and deep knowledge of customer expectations and behaviors • Anticipating experience before it happens, changing it in the moment
Customer Example	• Major healthcare provider reduces contact center volume and digital adoption	• Aligning contact center workforce management forecasts & staffing with digital experience changes (e.g., app release, new features, etc).	• Financial institutions enabling customers to freeze credit card online to contain contact center calls	• Major retailer anticipated fulfillment needs & behaviors of their customers, that became pivotal when pandemic hit

Reactive: find a problem, fix a problem

Proactive: identify an opportunity, accelerate growth

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What actions can you take **today** to increase ROI?

1 Define Success

- What's the #1 opportunity your organization has for improvement?

- What's the lowest-hanging fruit that will increase revenue or decrease costs?

- How can your team reduce the cost to serve your customers?

2 Know Your Program

- How can your CX program be designed to tackle these issues?

- Is your program designed in a way to capture pain-points needed to change?

- Is your program designed to capture metrics around how pain-points are impacting the bottom line?

3 Take Action

- Is your team equipped to tell the story of how pain-points are impacting the bottom line?

- Should you be working with other departments for resolution (Contact Center)?

- What actions will you take to design a better tomorrow for your customers, and reduce the cost to serve them?

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