# EFFECTIVE CX BEGINS WITH OPTIMIZATION OF OPERATIONS
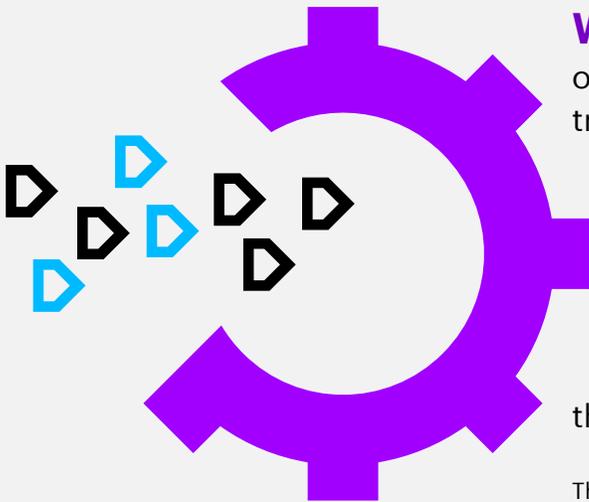
**3 ESSENTIALS** TO GO FROM WHITEBOARD TO DASHBOARD RESULTS

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# AN ENORMOUS 93% OF HIGH-PERFORMING ORGANIZATIONS AND 67% OF ALL OTHER[1] ORGANIZATIONS SAY OPTIMIZING OPERATIONS FOR DYNAMIC EXECUTION ACROSS CHANNELS IS CRITICAL. WHAT MAKES OPTIMIZING OPERATIONS CRITICAL, AND WHY IS IT SO IMPORTANT TO HIGH-PERFORMING ORGANIZATIONS?

**While working toward digital excellence,** organizations typically identify areas that will require transformation and automation in order to achieve their goals. These operations must match the organization's customer experience (CX) vision and deliver that experience at the pace customers demand and competitive pressure requires. Operations and the customer experience vision must be in sync and work together in order for this to happen.

There is a stark difference between customer experience organizations with operational rigor in place to achieve their vision and those without. They're both playing the same game, but it's akin to an NBA team in the finals versus a pickup basketball game at the playground. The former is much more effective and productive. Likewise, operations functioning without a well-defined customer experience vision have no defined path to follow, and risk winding up in the wrong place altogether.

For many leading brands, the operational transformation journey is more challenging, costly, and resource-demanding than expected. In order to succeed, organizations must unify their people, processes, and technology around the common goal of digital excellence. This is true whether your organization is made up of multiple entities or functions as a universe of channels reaching out to customers in new and expanding markets. Regardless of your business' size, industry, or market, you must address the three essential areas of people, technology, and processes to operationalize your customer experience.
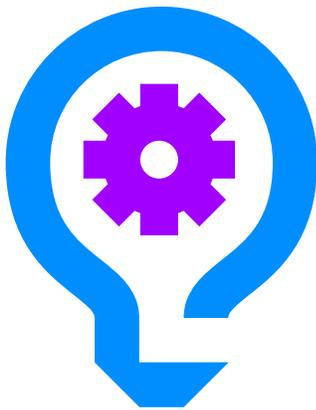
# STARTING WITH PEOPLE: EMPOWER EMPLOYEES WITH KNOWLEDGE

**"As you pull together views that are more centralized, that's when you'll actually have the power to start making informed decisions. In looking at operational work and centralizing it, within minutes of actually gathering the data, you'll already be able to see things, both good and bad. You'll have transparency across the actual work that is happening so you can quickly develop baselines and identify immediate actionable next steps."**

Customer experience is the growth engine of the future, and its fuel is made up of collaboration and knowledge-sharing across the artificial borders organizational silos create. These silos prevent your people from fully understanding your customers and their needs. Your people can't create superior, personalized experiences for your customers without a real-time, comprehensive view of who those customers are and what they care about. It's no surprise then that **52% of business decision-makers cite horizontal silos between departments and lines of business as one of the biggest impediments to operational coordination.[2]**

The ability to make real-time decisions is also critical to delivering a superior customer experience at the speed of digital. Your people must have an accurate, real-time view of the customer and the desired experience across all lines of business. This information empowers your people to make the right decisions and inform every customer touchpoint in order to drive operational excellence. With the ability to share and access relevant customer insights, results, and current conditions, your individual teams can make real-time changes to replicate successes and avoid disasters.

Sid Anand, Senior Manager of Digital Delivery at Accenture, explains the power of centralization: "As you pull together views that are more centralized, that's when you'll actually have the power to start making informed decisions. In looking at operational work and centralizing it, within minutes of actually gathering the data, you'll already be able to see things, both good and bad. You'll have transparency across the actual work that is happening so you can quickly develop baselines and identify immediate actionable next steps."

In today's post-digital era, every decision a company makes will affect its customer experience.[3] And while every department, from marketing to finance, touches customer experience in some way, these departments often fail to share insights about these experiences across silos. Individual tried-and-true practices for each department are no longer enough. To build exceptional customer experiences, knowledge must be shared across borders and a culture of collaboration must be established.

But what does it take to make this happen? And who should lead the way? High-performing organizations have designated leaders who own customer experience and drive excellence. These leaders work to pull in and share the most relevant knowledge across departments and build a culture that will sustain this practice.

> "**90% OF ORGANIZATIONS VIEW THE CMO AS THE CONNECTIVE TISSUE BETWEEN DIFFERENT LINES OF BUSINESS.**"[4]

One of the leader's priorities will be integrating all operational work that touches customers into a centralized system. After all, they need to understand how work is being done, how engaged their employees are, and what makes their organizations tick. The system should provide visibility into customer experience objectives, delivery, and real-time collaboration in a way that can be accessed easily across teams, touchpoints, and operational processes in real-time. This initiative is critical not only for visibility into processes but also for fostering an empathetic customer relationship culture built on authenticity and action.
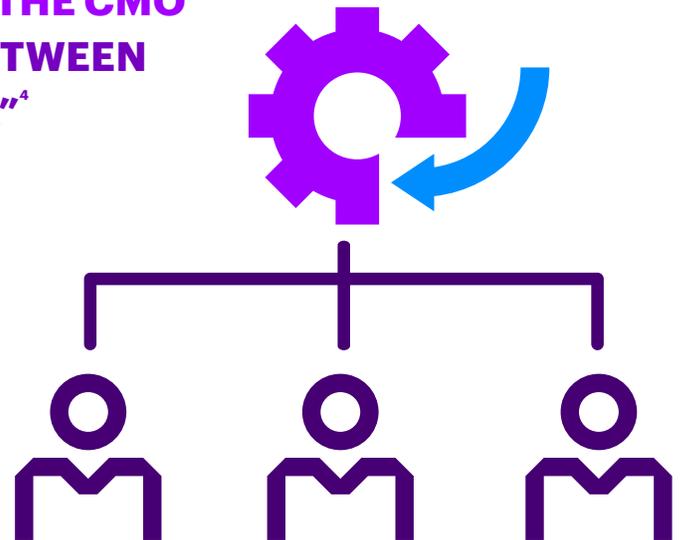
This greater level of clarity will reveal what organizations want to accomplish for their customers and why. In turn, employees of all levels will be empowered to make better, more innovative decisions about how to achieve this vision in their work.

When empowering their organizations to achieve these results, high-performing customer experience leaders:

- Are transparent about the guiding principles your company is following to improve customer experience.
- Share failures and lessons learned as your company iterates to drive collaboration.
- Prioritize what matters to achieve the customer experience vision without getting bogged down by daily fires (and empower other employees to do the same).
- Encourage teams to take action on the biggest customer pain points first as indicated by collected data.

Governance is often seen as an obstacle for leaders working to drive digital excellence. However, Anand explains, a governance model drives informed decision-making, **"People often feel intimidated by the word, 'governance', because it seems like it is layers upon layers that tend to slow things down. What we see at Accenture is that it's not necessarily about implementing thick, heavy governance models. Instead, it's about implementing a governance model that actually will enable you to make decisions quickly, right. Companies that are actually disrupting, introducing change, and testing hypotheses quickly today have evaluation and decision making structures in place to be agile moving forward"**

**"75% OF CMOS ADMIT PAST FORMULAS ARE NO MATCH AGAINST THE NEW DISRUPTORS, ABLE TO DELIVER MORE RELEVANT CUSTOMER EXPERIENCES."[5]**

# ENABLING BUSINESS RELEVANCY WITH PROCESS AUTOMATION

Businesses today must constantly adapt their products, services, and strategy to effectively compete and remain relevant to customers. Standardizing and automating the work processes that create, adapt, and deliver customer experiences is the key to unlocking sustainable growth from a consistent and loyal customer base.

The benefit of automating these processes is three-fold: First, automated processes free up resources by removing repetitive, manual cross-department process tasks from your employees' to-do list. Next, your people can instead shift their focus to continually improving and innovating these adaptations. Finally, automation drives the rapid execution of these high-quality customer experiences, putting you ahead of competitors and in-sync with customer expectations.

When organizations constantly evolve to meet customer needs, they become hyper-relevant and ultimately transform into Living Businesses. Living Businesses are loyal to their customers and prioritize relevancy to their customers' needs above all else. They also realize that irrelevancy is costly and determinantal to their success in the short- and long-term. Case in point: Accenture's Relevance: the Beating Heart of a Living Business report[1] revealed that 1 in 4 customers say they would simply stop doing business with a company that isn't relevant. In the United States alone, an estimated $1TN in potential revenue was lost to competitors by companies not being relevant enough in 2017.

### What does it take to become a Living Business?

- Define and understand what is relevant to your customers
- Integrate this knowledge into each step of the customer journey and your overall customer experience
- Simplify end-to-end processes to breed agility and rapid decision-making
- Leverage smart, connected data into process automation so your people can proactively respond to customer behavior as it changes
- Increase operational efficiency with process templates and automation

Process templates and automation allow you to respond quickly to changing customer preferences and the market itself at scale. They also help ensure a consistent brand message, feel, and delivery across each customer experience point. This cohesiveness and relevancy foster customer loyalty and word-of-mouth marketing with companies perceived as relevant by customers, resulting in a 68% likelihood of being recommended to family and friends.

# HIGH-PERFORMING ORGANIZATION SPOTLIGHT: INSIGHTS FROM BOSE
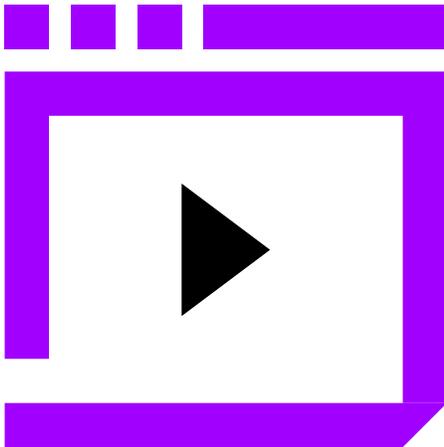
**"1/3 OF WORKERS GLOBALLY SAY A LACK OF STANDARD PROCESSES FOR WORKFLOW GETS IN THE WAY OF GETTING WORK DONE."[6]**

**"To support our customer-centric mindset, we recognized the need to better coordinate marketing planning activities both with our business units and within our own work groups, according to Amy Anselmo, Director of Product & Communication Design at Bose. We began a transformational initiative to increase employee engagement, become more efficient in our day-to-day work, and enhance our supporting technology. These changes have allowed us to shift our ways of working from a traditional waterfall approach to an agile approach that allows us to be more responsive to our business and our customers."**

# CONNECTING PEOPLE, PROCESSES, AND DATA THROUGH TECHNOLOGY

**WHEN YOU CONNECT MULTIPLE TECHNOLOGY SYSTEMS AND CENTRALIZE OPERATIONAL WORK, YOU IN TURN CONNECT THE PROCESSES WITH-IN THAT TECHNOLOGY TO THE RIGHT PEOPLE. THE RESULT? YOUR PEOPLE ARE FOCUSED ON THE RIGHT DATA AND THE RIGHT WORK.**

**Process automation drives connectivity across the organization:**

- **Marketing:** Creative teams can collaborate seamlessly and streamline processes in real time with Workfront's modern work management solution for Adobe Creative Cloud.

- **IT:** Through the integration of core systems and the automation of data to eliminate operational friction, your people will be empowered to prioritize the right projects and services.

- **Product Development:** By centralizing product operations, you can increase visibility and insight across the development lifecycle, resulting in improved work alignment and delivery on customer vision.

One of the biggest challenges for experience and digital leaders is designing a superior customer experience that is in sync with current conditions. Market expectations evolve and accelerate at a break-neck pace while customer data comes in never-ending waves. Disruptive start-ups are shaping new patterns for user experiences while titans such as Facebook, Netflix, Amazon, and Google redefine market expectations through innovation and experimentation powered by their tremendous capital and market leverage.

One of the most prominent challenges (and opportunities for success) is data fragmentation and disconnected systems. Oftentimes, critical customer data points on campaign response, content activity, and feedback (whether it's for product, sales, or services) are locked up in multiple, separate systems. These silos impede informed decision-making since your people are forced to make decisions without all of the data they need.

Furthermore, this data only serves a quantitative purpose when siloed. Data from multiple touchpoints must be integrated so you can uncover key correlations to inform a multi-dimensional, holistic story of your customers.

How do you unlock this data and transform it into insights to drive your customer experience, innovation, and delivery? Agile integration and work management technology create connections between your customer data and experience work points, allowing you to uncover and harness unique insights. This technology encourages your organization to shift toward solving previously uncovered customer issues and delivering real value to your customers.
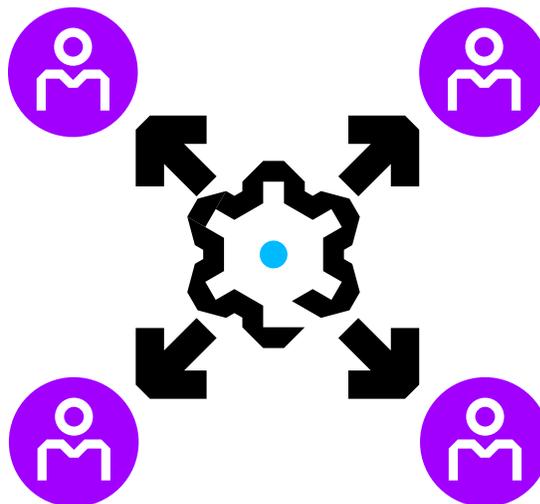
**OUR NEW GLOBAL RESEARCH SUGGESTS THAT THE STRONGEST, MOST DIFFERENTIATED B2B RELATIONSHIPS ARE DRIVEN BY EXPERIENCES THAT CONNECT HUMAN AND DIGITAL MEANS TO PROVIDE A DEEPER MORE PERSONALIZED LEVEL OF SERVICE.[7]**

**These best practices will help you connect data and work in your organization:**

- Gather data points from your customer experience at every stage of the journey.
- Allow your people to use the tools they need and rely on your work management platform to stitch them together and accelerate processes.
- Prioritize solutions that provide codeless connections to your enterprise platforms so you can build flexible integrations.
- Analyze data on employee practices and internal inefficiencies to improve your output for customer experience.
- Select a work management platform that allows employees to access the necessary data with ease to enable engagement, productivity, and efficiency.

As you work through connecting data and the work of your organization, focus on your customer experience vision and the data and tactics that will help you achieve it. Mike Kilbane, Modern Work Management Leader at Workfront, elaborates on the distinction between high-quantity and high-quality data:

**"It all ties back to knowing what your mission is and knowing what is the most important data for what you're trying to drive to that customer. If you're trying to drive adoption, there's certain data you'll need. If you're trying to drive satisfaction, there's other data you'll need. Prioritize visibility on the most relevant data. Don't just provide a data dump. Help your team interpret and make the right decisions on data. Your data should be prescriptive and help lead to a conclusion, or at least to a recommendation that can be delivered to the customer."**
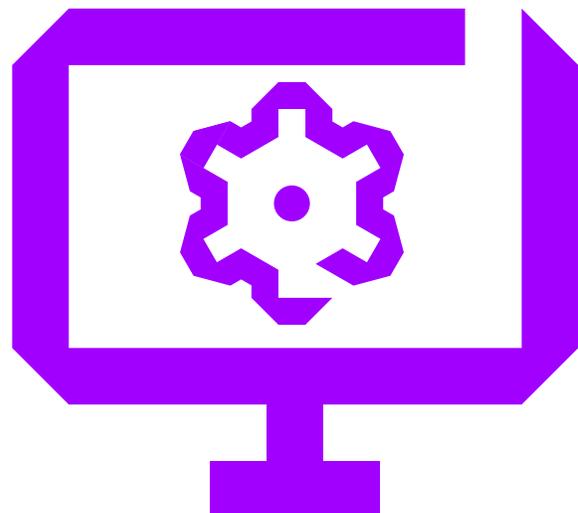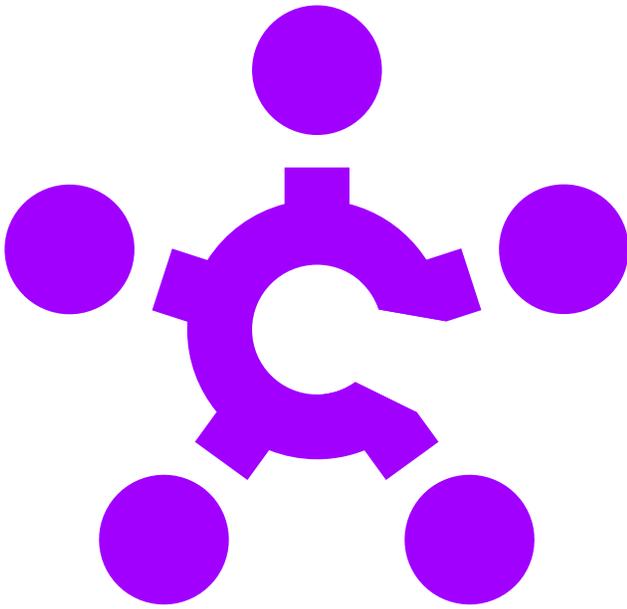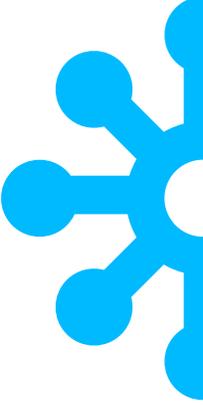
A customer's experience with your organization will stay with them beyond even the product or service purchased. Customer expectations have never been higher or more rapidly changing than they are today. Organizations that are willing to commit to transformation, innovation, and relationship-based strategies have a unique opportunity for deep customer loyalty and engagement. Achieving this feat requires a steadfast focus on people, technology, and processes. These three areas must be in step to successfully operationalize your customer experience. Getting your people, technology, and processes in sync begins with a real-time, holistic view of your company's operations, touchpoints with customers, and opportunities for improvement.

Managing work has taken priority over actual work with today's workers indicating that only 43% of their time is spent on the job they were hired to do.[6] Empower your organization to do better, create exceptional customer experiences, and become a Living Business by bringing your people, processes, and technology together. The right work management solution will enable your entire organization to work toward the common goal of delivering superior customer experiences.

**The Workfront platform for enterprise work management is centered on collaboration, visibility, productivity, and communication. Workfront helps teams stay connected and accountable, across locations and geographies, to ensure work continues and smart decisions are made even in disruptive times. Accenture Interactive can help you design the best customer experiences and leverage the value of the work management solution for greater control, visibility, and transformation across your end-to-end ecosystem.**

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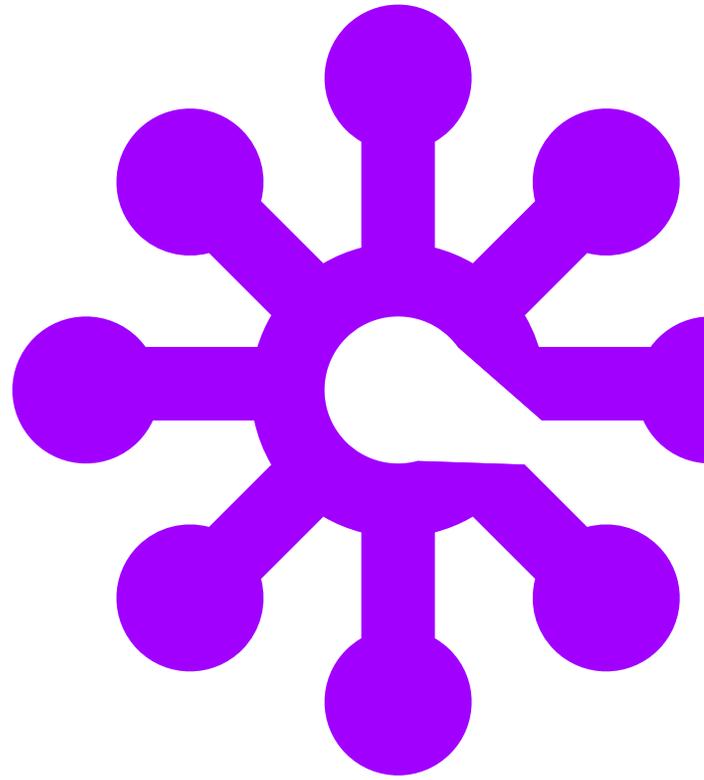
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