CMT TECHNOLOGY CONSULTING

Shaping the Customer Experience Technology Architecture for the Digital Era

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Survival of the Fittest

Nowadays, technology is evolving faster than ever and in a continuously changing market environment, it has become increasingly difficult for CSPs to adapt adequately and at speed to customers’ expectations. The way CSPs define, implement and evolve their customer experience has now become one of the most—if not the most—important competitive advantage to survive and thrive in the new digital era. In that perspective, the success or failure to adapt the delivered customer experience to the new conditions is tightly bound to the underlying technology architecture and its fitness. However, taking into consideration all the necessary technology architecture dimensions for defining, evaluating and eventually opting for the best architecture to support the desired customer experience is usually a demanding and challenging endeavor. So, how should CSPs shape and transform their technology architecture to fully enable their business to perform and deliver the best possible customer experience?

The Definition of and the Way to Architecture Fitness

Shaping the best technology architecture to support the customer experience has always been a challenge.

There is now more than ever a plethora of technology architecture dimensions to take into account and, for each one of them, a multitude of options to evaluate and choose from. Since considered a significant competitive advantage, there is often limited visibility onto what other CSPs are doing in that area, leaving even more uncertainty in the decisions to be made. Furthermore, depending on the CSP’s current technology architecture and inherited legacy landscape, defining the transformation path towards the future architecture easily becomes a conundrum of significant complexity.

The whole approach for shaping the future technology architecture and transitioning to it can rapidly lead to problems, if not structured properly and followed through with the end in mind. These problems include unclear and confused future technology vision for the organization, unrealized returns on investments due to wasted time and money in erroneous directions and repeated project failures.

It also generates tensions, which tend to worsen, between business and technology stakeholders because of misalignments and missed expectations. Ultimately, it can even result in unsatisfactory or degraded customer experience increasing the risk for the CSP to become a victim of digital Darwinism.

As such, defining the CSP’s future technology architecture to best fit the business imperatives for optimal customer experience and to act as an enabler for the organization, is always to be dealt with the highest possible care.

A structured, comprehensive and proven approach, leveraging past experience and extensive awareness of the market environment, as well as where do other CSPs stand, can be a key differentiator in the CSPs evolutionary arms race.
Shaping the CX Technology Architecture of the Future

Accenture can offer CSPs a robust, structured and cost effective way to facilitate shaping their optimal CX technology architecture and elaborate the path towards that architecture. Shaping an architecture along the Accenture CX Technology Architecture Dimensions Framework typically consist of the following stages:

1. Prepare
The first stage is the definition of the assessment scope and validation of the evaluation framework. The key business and technology stakeholders are identified and preliminary information on the current technology architecture is collected. Furthermore dedicated interviews are conducted with selected stakeholders to understand the business and technology challenges, objectives and success factors.

2. Assess the Present Architecture
Afterwards, the business processes, applications, and environments related to the customer experience technology architecture are identified. Non-functional requirements and constraints are gathered and a comprehensive assessment is conducted against the CX technology architecture framework dimensions, leveraging the discovery and assessment toolkit, as well as reference benchmarks. Summarized findings of the assessment are documented and reviewed with the key stakeholders.

3. Shape the Future Architecture
Following the assessment and along the CX technology architecture framework dimensions, the future state desired technology architecture capabilities are defined and gaps against the current baseline capabilities are identified. Different options for the target technology architecture are developed and evaluated against the future business and technology requirements to finally select the most appropriate one. The future state technology architecture blueprints are documented, reviewed and agreed with the key stakeholders.

4. Plan the Transformation
In the final stage, high level technology cost and effort estimates can be elaborated to derive a roadmap based on the future state technology architecture blueprints and using client inputs, industry benchmarks, and previous Accenture experience.

Client Benefits

The Accenture CX Technology Architecture Framework provides an extensive set of evaluation tools and references to help shaping the target technology architecture for a digital customer experience. It brings the following benefits:

**VISIBILITY**
Enhance visibility on the client's current CX technology architecture, with its strengths and weaknesses, highlighting the gaps against expected maturity levels.

**EFFICIENCY**
Increase efficiency in the process of shaping a target CX technology architecture, by structuring in a comprehensive way the dimensions to consider and by providing reference criteria for these dimensions based on the latest industry trends.

**ROBUSTNESS**
Provides a robust decision framework for elaborating and selecting the best architecture option, supported by experience and documented rationales.

**QUALITY**
Improves the outcome quality of shaping the future CX technology architecture to better fit business needs and expectations.
About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world’s largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

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