

A woman with curly hair is smiling and looking at her smartphone. She is wearing a blue floral dress and a brown cardigan. She has a brown bag slung over her shoulder. In the background, there are other people, including a man in a red shirt and a woman with blonde hair. The scene is brightly lit, suggesting an outdoor or well-lit indoor setting.

# The free movement of customers

Rethinking journeys  
in an omni-channel world

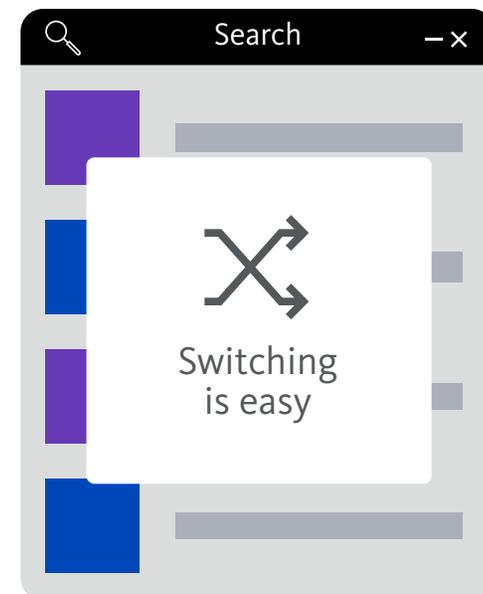
# The free movement of customers

Never before have customers enjoyed so much choice – and offered so little loyalty. They're more demanding and less forgiving, their expectations are rising and their satisfaction levels are falling.

After all, it's hard for anyone to remain happy when they know there's always a better deal available somewhere else. Among telecommunication consumers, high levels of satisfaction dropped from 39% in 2013 to 36% in 2015. In the same period, dissatisfaction rates went from 20% to 29%.<sup>1</sup>

We've all had the experience of being won over by a new supplier with a simple, clear, engaging approach. If our current provider can't match up, we change – often without a moment's hesitation.

Whichever brand they choose, customers want a consistent and delightful user experience. This is the case whether they engage with you online, in-store, by phone, mobile app, chat or social media.



But all too often this isn't happening. Customers are commonly forced to hunt for information, re-start processes when they switch to different channels, repeat themselves to service agents when calls are escalated or transferred, and endure annoyingly inappropriate offers.

The result? They change brand. It only takes a few clicks.

Customers see a single company. And they want a single experience.

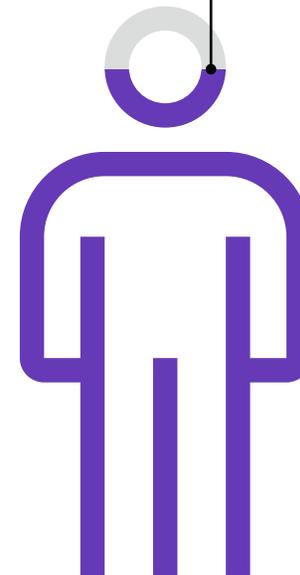
In the new era of commerce, customers will increasingly be in control. Companies that resist this trend face the risk of an increasingly fickle and eroding customer base.

But those that embrace it will unlock loyalty at an emotional level, opening up exponential opportunities.

This eBook will help you rethink how to avoid the risks and grasp the opportunities. Applying these tips will give your customers the freedom to interact with your company on their terms.

89%

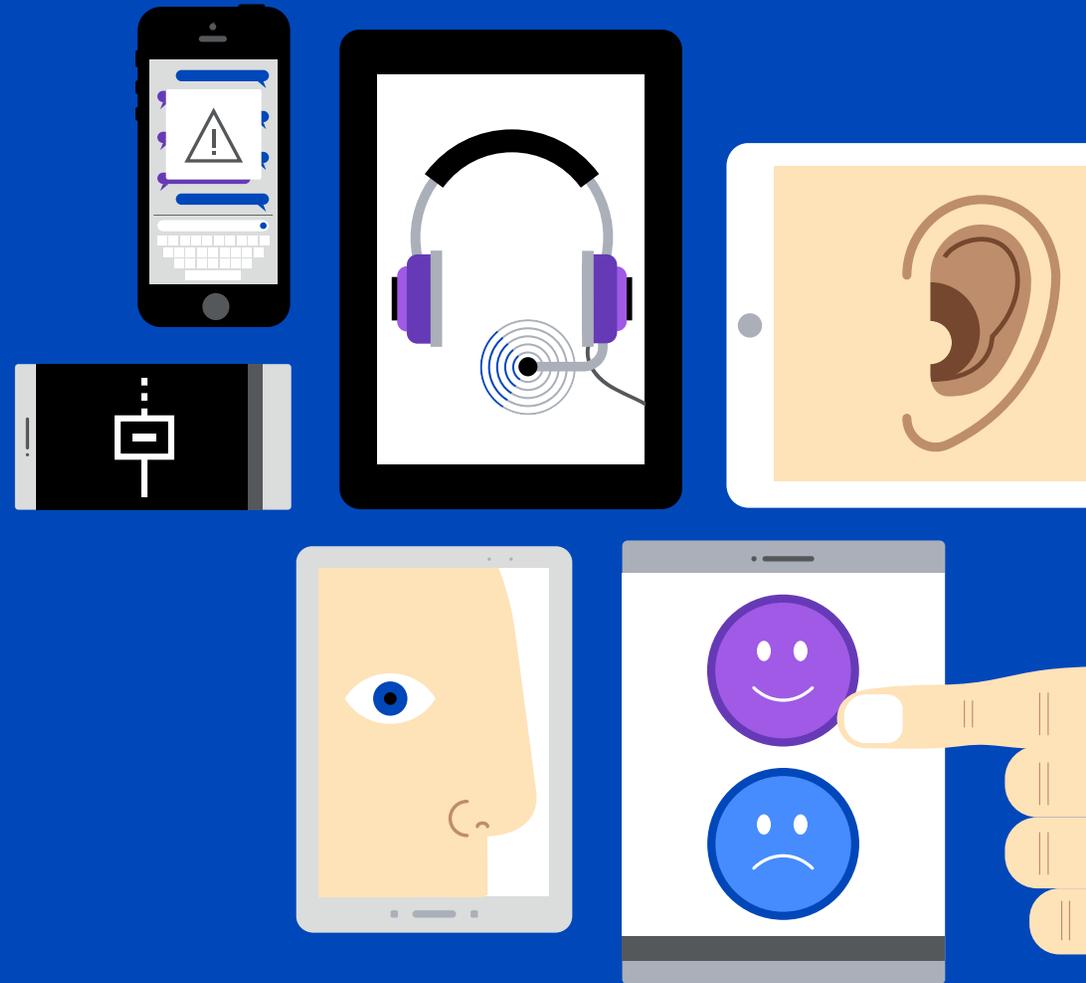
of consumers who started doing business with another brand did so after a poor customer experience with their original brand of choice.<sup>2</sup>



# Customer Journey 2.0

This six-point plan will help you fundamentally rethink the customer experience you're offering:

1. Listen to the data
2. Collect intelligence from the frontline
3. Demolish the walls
4. Give customers choice and consistency
5. Take control of conversations
6. Find the best measure for you



# 1. Listen to the data

Let data determine how and when you should be interacting with your customers.

The more data you gather and analyze, the more personalized you can get. This will help you interact with customers more intimately, serve up targeted information faster, make more contextual offers, and generally boost customer experiences. This all leads to higher levels of retention and conversion.

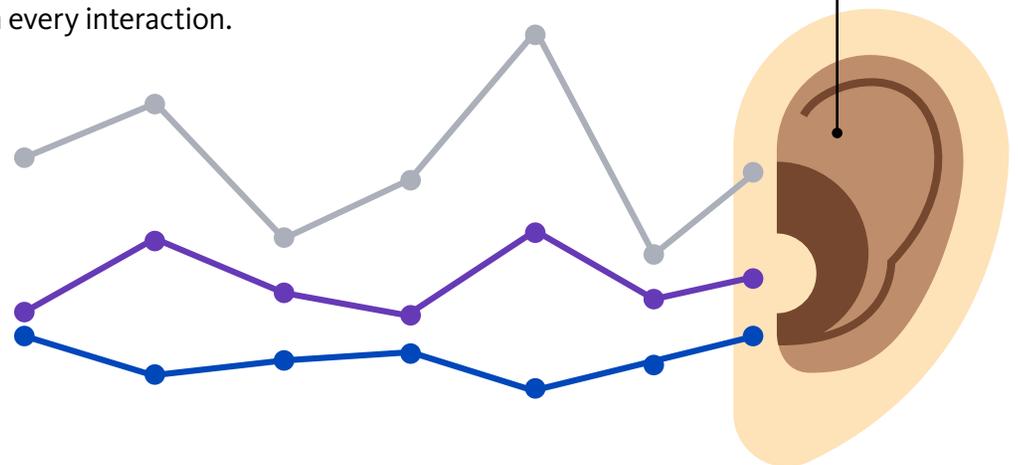
Remember, even anonymous online users leave a revealing trail, allowing you to follow them and provide contextually relevant information.

The analytics you apply is a critical part of the data story. It can help you identify emerging trends to harness, issues to resolve and sales opportunities to exploit.

And as we move forward, analytics and data will even allow virtual agents to customize their approach and language to ensure higher empathy levels with every interaction.

72%

of companies see an opportunity to improve through reporting and analytics.<sup>3</sup>



## 2. Collect intelligence from the frontline

The contact center is the frontline of Customer Care. If you're not collecting root-cause intelligence from there, you're missing out.

By harnessing the wealth of information that can be gathered – such as reasons why people call – customer journeys can be informed and optimized throughout all other touch points. This will help to eliminate problems upstream, tailor marketing, and create sales opportunities.

Frontline intelligence can also be used to optimize products and services.

Audio from contact-center calls can also be converted to text and run through analytics to identify and address issues. Problem-causing call spikes can quickly be detected and addressed.



30%

of calls to cellular operator contact centers are about billing.<sup>4</sup> The answer? Design a more intuitive bill to reduce call volumes.

# 3. Demolish the walls

Customer journeys are often inconsistent because of a siloed approach across departments (for example sales, marketing, billing, web, e-commerce). It's a big challenge.

The solution is to align inter-departmental workflows and knowledge-management platforms, ensuring information flows throughout the organization. This also means that customer service offerings are aligned with the way that the customer wants to work with you.

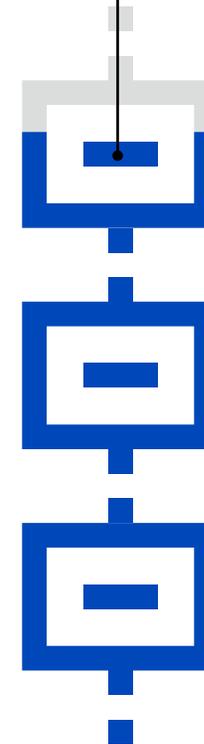
Offering customers an omni-channel experience requires the implementation of new technologies and processes as well as significant underlying change management.

This involves a cultural change too. For example, digital teams often don't see themselves as a customer service. So it's important to create an interdisciplinary environment – and to train all teams to deliver the very best customer experience, regardless of their functional area.

Breaking down siloes also opens up new opportunities. Customer service agents can be trained to recognize buying signals and seize the moment. Or sales agents can improve customer experience by quickly resolving an issue that might previously have required transferring a customer to the care team.

83%

of executives say their organizations have silos, and 97% think they have a negative effect.<sup>5</sup>



## 4. Give customers choice and consistency

Customers want the freedom to contact you in their channel of choice – but they also expect a consistent experience wherever they go.

91% of people want to be able to pick up conversations with companies where they left off.<sup>6</sup> Letting customers switch channels seamlessly depends on having detailed customer data, and intelligent, joined-up systems.

So retail employees should use the same knowledge base as customer service agents. Virtual agents should learn from their human counterparts, constantly improving and refining their approach.

Digital self-serve tools should reflect real-world issues and solutions. Currently, 40% of common customer issues are not represented in self-care channels.<sup>7</sup>

Advanced analytics should inform conversations and personalize chat and self-help tools.



48%

of consumers are unable to contact technology brands via their preferred channel.<sup>8</sup>

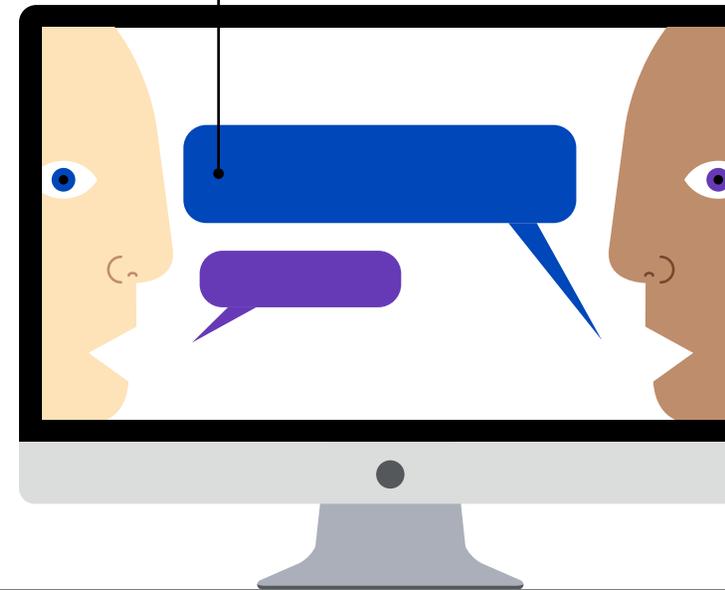
## 5. Take control of conversations

You need to stay on top of conversations – intervening in them and gathering valuable insight. This involves harnessing the formidable power of next-generation real-time monitoring to identify problems, analyze customer sentiment and exploit opportunities.

This goes beyond Twitter and Facebook, extending to blogs, forums, customer surveys, emails and newsfeeds. And it goes beyond simple keyword analysis, extending to artificial intelligence, machine learning, natural-language processing and customer sentiment analytics, bringing with an extraordinary level of accuracy.

59%

of 25-34 year olds share poor customer experiences online.<sup>9</sup>

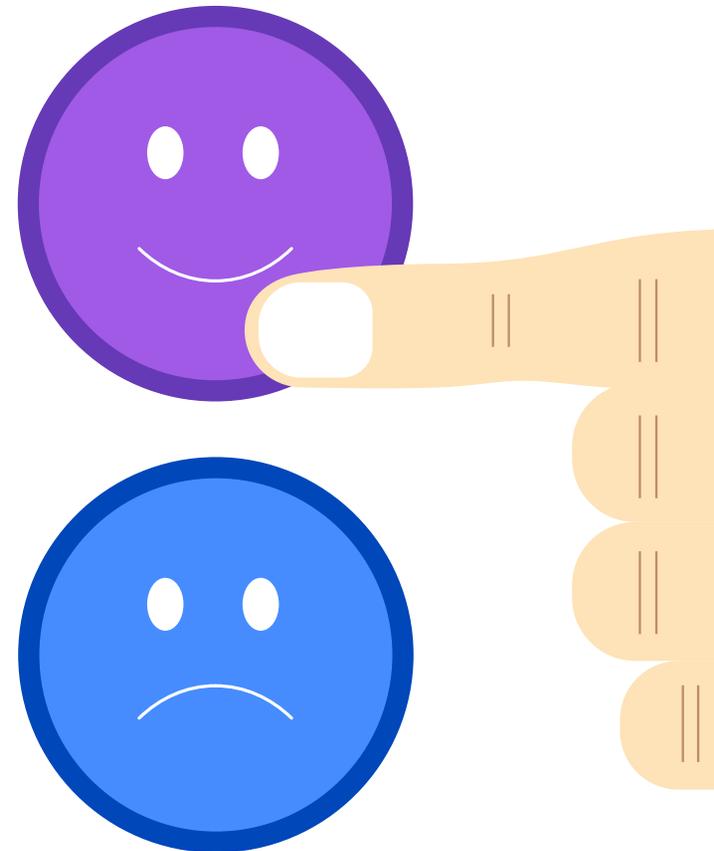


## 6. Find the best measure for you

Measure the customer experience by putting metrics in place – whether it’s Customer Satisfaction Score (CSAT), Net Promoter Score® (NPS)\* or even Customer Effort Score (how easy it is for customers to get an accurate resolution first time, every time, in their channel of choice).

By analyzing the quality of customer interactions, you’ll be able to improve the customer experience at every stage.

But remember there is no one standard customer journey: it may begin at any time, in any channel. Individuals may jump straight in, or circle for months before buying.



\*Net Promoter, NPS, and the NPS-related emoticons are registered service marks, and Net Promoter Score and Net Promoter System are service marks, of Bain & Company, Inc., Satmetrix Systems, Inc. and Fred Reichheld.

# Are you ready for the future?

The customer journey has changed radically in just a few short years. It's gone from linear to multi-dimensional, from single channel to omni-channel, from simple to complex.

Organizations of all sizes are facing formidable challenges. Many require a radical rethink of the way they structure their business and interact with customers.

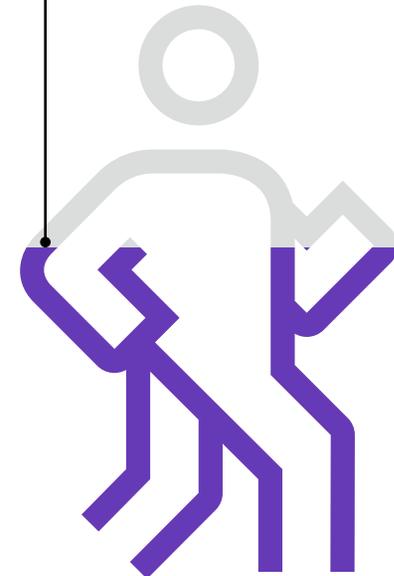
Alignment of people, processes and technology is crucial to improving the customer journey.

This is no easy journey: it's a long haul that requires vision, drive and staying power. But it's a question of survival, because businesses that don't act now may not last the course. Those that do act will be able to stay closer to the customer, react in real time and provide a single, seamless, responsive experience. They'll see higher CSAT, lower costs, improved sales, increased retention, greater efficiency and a competitive advantage.

Customer Journey 2.0 starts right here.  
[Talk to us about how we can help get you started.](#)

58%

of customers say they'll never use a company again after a negative experience<sup>10</sup> and in the U.S. \$41B is lost each year by companies due to poor customer service.<sup>11</sup>



# Further reading

It looks like the call center's days are numbered, but what comes next is even more exciting. View our [Death of the call center](#) slideshare to learn more.



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# Contributors



Elena works closely with sales and delivery teams to optimize offerings for commercial clients and to develop industry-centric solutions where there is a clear need and opportunity. Elena brings more than 20 years of outsourcing expertise to Conduent, having served as either an advisor or vendor partner for major clients in industries such as financial services, communications and media, retail, high-tech and manufacturing.

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An author and opinion maker, Doug designs and builds tools, methodologies, analytical models and practices for optimization of contact center, web and retail channels. Specialities include customer service transformation, customer experience management, product management and marketing, with a 20 year heritage in the telecommunications sector.

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Chris develops outbound and inbound communication strategies – embracing advertising, customer experience design, CRM, customer analytics and insight, Customer Care, digital, SEM and data-driven multi-channel programs. His experience includes transforming customer experience in automotive, FMCG, financial services, airlines, IT, media, telcos and retail.

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# Sources

<sup>1</sup>Conduent – State of Customer Service survey

<sup>2</sup>McKinsey

<sup>3</sup>Deloitte

<sup>4</sup>Conduent call centre data, 2015 ●

<sup>5</sup>American Management Association

<sup>6</sup>Aspect

<sup>7</sup>WDS ●

<sup>8</sup>Conduent – State of Customer Service survey ●

<sup>9</sup>New Voice Media

<sup>10</sup>New Voice Media

<sup>11</sup>New Voice Media

## About Conduent

Conduent is the world's largest provider of diversified business process services with leading capabilities in transaction processing, automation, analytics and constituent experience. We work with both government and commercial customers in assisting them to deliver quality services to the people they serve.

We manage interactions with patients and the insured for a significant portion of the U.S. healthcare industry. We're the customer interface for large segments of the technology industry. And, we're the operational and processing partner of choice for public transportation systems around the world.

Whether it's digital payments, claims processing, benefit administration, automated tolling, customer care or distributed learning – Conduent manages and modernizes these interactions to create value for both our clients and their constituents. Learn more at [www.conduent.com](http://www.conduent.com).