

03.

The four levels of orchestration

Customer

The alignment of marketing, sales, and service around the customer strives to ensure a personalized, consistent, friction free experience across channels. There should be a clear way of working and technological connection across the front office functions of Marketing, Sales, and Service. This guides the cross-channel journey and intent-driven orchestration based on customers' goals, and supports the role of technologies such as AI, conversational chat bots, and agent assist bots.

Enterprise

Connecting the whole organization around the customer links front, middle and back-office business processes and workflows in support of the end-to-end CX. Enterprise orchestration enables organizational visibility into everything required to achieve a result. Digital orchestration connects front, middle and back-office systems, providing a single, connected client journey through all internal approval, service, and management processes. Robotics platforms are used to apply automation to frequent tasks such as real-time workflow; new pricing and billing approaches; configure, price and quote (CPQ); skills-based routing; workforce scheduling; utilization analysis; and capacity planning all synchronized to create error-free, efficient, and effective processes.

Operations

The alignment of the front and middle office helps increase service delivery velocity for traditional and digital services. Aim to seamlessly integrate order management, assurance, inventory, and network orchestration to eliminate provisioning errors and order fallouts. Synergize capabilities and technologies across processes such as end-to-end "quote to cash," "cart to cash," and omni channel quotations. It requires technologies such as contract lifecycle management, digital e-commerce and recommendation engines alongside fulfillment, returns management, and supply demand linkages.

Ecosystem

Ecosystem partnerships can bring complementary skill sets and more diverse data. Together, they foster continuous evolution instead of one-time, project-focused improvements, and offer access to advanced technologies such as AI and blockchain. As companies move closer to platform based operating models, the range of partners and third parties involved in end customer engagement or supply chain provisioning requires the ability to orchestrate capabilities within and between third parties.

Capturing, curating, and analyzing data to generate insight and drive online and offline decision making is now a critical dimension of CX. By using modern tools and technologies to analyze data and mine insight, CX metrics can be optimized and drive increased business value.





Orchestration is powered by customer insight

CX is becoming more data driven. Insightful and real-time customer data is critical to enriching the personalization and relevance of customer experiences and predicting and anticipating customer behaviors.

We are becoming saturated with data; it is estimated that a single electronic vehicle will generate terabytes of data every week. Internet of things, wearables, and social media metrics compound the problem. Firms are being exposed to millions, or even billions, of data points.

With this data explosion, organizations must be smart about what data they collect and how they organize it.

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A new breed of CX metrics is emerging that enables brands to emphasize action over mere

reporting. Firms are moving from simply measuring NPS or customer satisfaction to complex multilevel measurement frameworks that span end-to-end journeys and drive decision making.

Firms are increasingly harnessing artificial intelligence and machine learning to solve problems.

AI enabled analytics help effectively predict when and what kind of problems may occur. Combining technology and human expertise empowers teams to proactively address issues and turn potential negative experiences into positives and define new, more productive, value creating, customer journeys.

Tracking the customer journey becomes increasingly difficult as channels multiply. Organizations now have customers using multiple platforms to engage with brands. They also move from one digital touchpoint to the other before they finally make a purchase.

This propensity to switch platforms increases the possibility of not completing or abandoning transactions. Maintaining customer loyalty as

they move between channels and platforms requires firms to understand the customer journey and the actual experience across different touchpoints fully. It requires the collection of data through numerous platforms and touchpoints. This helps to increase understanding of the customer's decision-making process. Customer journey and orchestration analytics use customer data gathered across all channels to create a holistic picture of customer behavior to help improve marketing performance, improve user experience, and optimize business processes. The idea behind journey analytics is to aggregate data from fractured sources to extract useful insight about consumer behavior and find the opportunities to drive stronger engagement and sales, and sustain the relationship.

Orchestration requires flexible technology

Evolving experiences, new technologies, and pattern changes in customer behavior mean firms should be constantly reviewing the experience they are delivering and the technology that supports it. CX is always a work in progress, but technology is no longer the constraining factor. APIs, off the shelf orchestration software, and ready access to advanced technology such as AI and machine learning mean it is a problem of "what" and "how." It requires answering the question "In delivering our target customer outcome, how do we create better, more valuable, personalized experiences through digitally enabled services?"

The use of AI-powered agents is helping companies dig into historical data and predict future customer needs. It is freeing up service teams from mundane, repetitive work through the use of conversational chatbots and agent help functions. Workflow, data integration and rules engines can further enhance the performance of a customer service representative or digital assistant in service of delivering a better CX.

For customers, AI-driven tools like predictive analytics can deliver a personalized and proactive experience that resolves issues before customers are even aware that they exist. Technology can also assist in developing a high-performing workforce by identifying optimal work processes and practices using analytics. Automated coaching can potentially be deployed to every individual, supporting efforts to attract, develop,

and retain scarce talent.

Orchestration demands trade offs

For companies, being able to respond to rapid and repeated change has become a near-term necessity. Executives are initiating more projects, trying to innovate faster.

Unfortunately, the supply of money — OpEx and CapEx — and resources is finite, the bandwidth for change a narrow one, and firms are having to make trade off decisions.

With significant market turbulence ahead the link between customer and market insight, trade-off based decision making, and orchestration should be an explicit one.



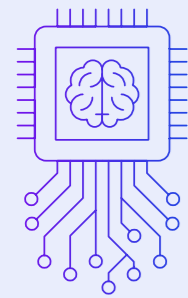


Insight

How well do you understand your customers and markets? What are your hypotheses as to what the customer of the future will look like?

This requires a detailed understanding of:

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|----------------|--|
| Circumstances | Future intent |
| Behavior | Perceptions of value |
| Preferences | Willingness to share data versus privacy |
| Economic value | |

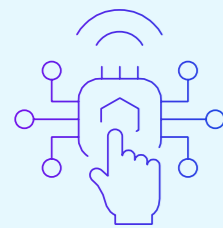


Trade off decisions

With limited resources and not enough money to cover everything, where and what do we trade off? How do you leverage the big technology bets you made during Covid-19?

Implications of these decisions:

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|------------------------|---------------------------------------|
| Price inflation | Taking advantage of latest technology |
| Share of wallet | People versus technology or robotics |
| ESG and sustainability | |
| Supply chain issues | |



Orchestration

How should you orchestrate resources and capabilities across employees, customers, and suppliers? How do you create inherent flexibility?

Digital capabilities across front, middle and back office:

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|----------------------|------------------------|
| Digital engagement | End-to-end integration |
| Capability alignment | Partnerships |