

# Racing Ahead with Your Customer Experience

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**Business  
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# What you will learn in this InfoBrief

## Prelude: The customer experience imperative

- Customer experience is becoming the primary goal of digital transformation (DX).
- DX is also empowering and driving customer experience.

### PART 1

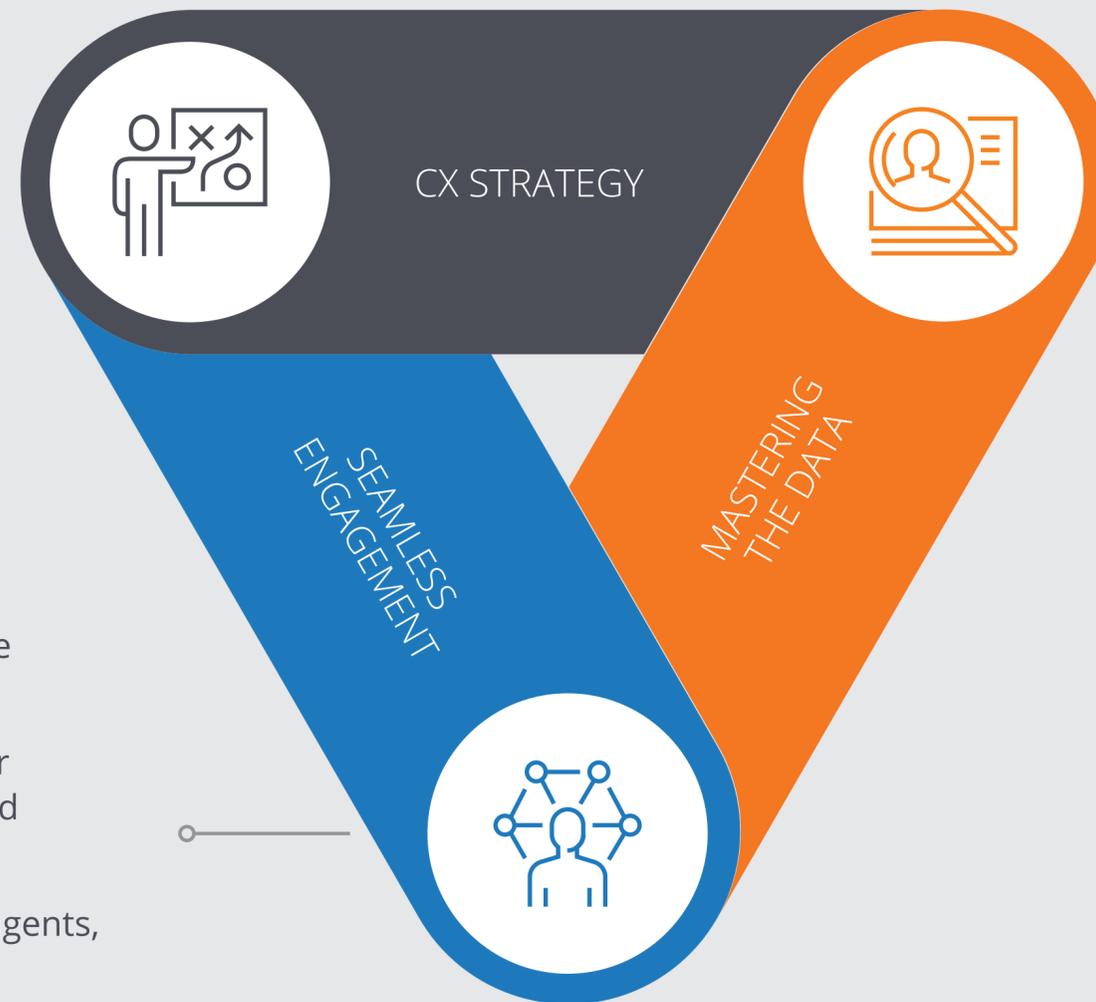
#### CX strategy

- Rapid pivots with customer experience are central to business resilience.
- Enterprise and technology challenges must be faced head on to make CX effective.

### PART 2

#### Seamless engagement

- Customer touchpoints must be unified with the entire digital ecosystem into a seamless, end-to-end whole.
- Vital technologies include AI for automation, cloud for flexibility, data platforms for creating opportunity, and security for privacy assurance.
- Exceptional contact centers depend on empowered agents, pay-per-use models, trust, and tool integration.



### PART 3

#### Mastering the data

- Customer analytics on touchpoint engagements and larger journeys provide competitive advantage and create opportunities.
- Tracking and training customer-facing staff is critical to lowering churn, improving service, and boosting long-term revenue.

# Enterprises globally are embracing customer experience as a central goal of DX

**42%** of European enterprises expect the greatest benefit of DX to be improved customer experience.



**50%** of enterprises globally are prioritizing customer experience in 2020 and 2021.



**54%** of Asia/Pacific enterprises cite customer excellence in product development as a top priority of DX.

**#1**

Listed responses all ranked #1 in their respective survey questions — driving home the importance of CX.

You must get your customer experience frameworks and programs into condition to enter and stay competitive in the race to delight and keep customers.

Source: IDC Worldwide COVID Survey, May 18, 2020 (n = 1,195); IDC European Tech and Industry Pulse Survey 2019–2020; IDC WW DX Executive Sentiment Survey, 2019 (APEJ n = 1,014)

# DX should also drive your customer experience

Digital technology has enabled vast quality and access improvements across industries as diverse as consumer goods, grocery shopping, retail banking, white goods, car production, and gas and electricity. **When “everything is good,” customer experience becomes central to differentiation.** In Europe, for example, CEOs are pushing digital to satisfy customers and to take on competitors.

## What is the primary reason for your organization providing digital products, services, and/or experiences?

— “  
**The customer service is why we stay.**

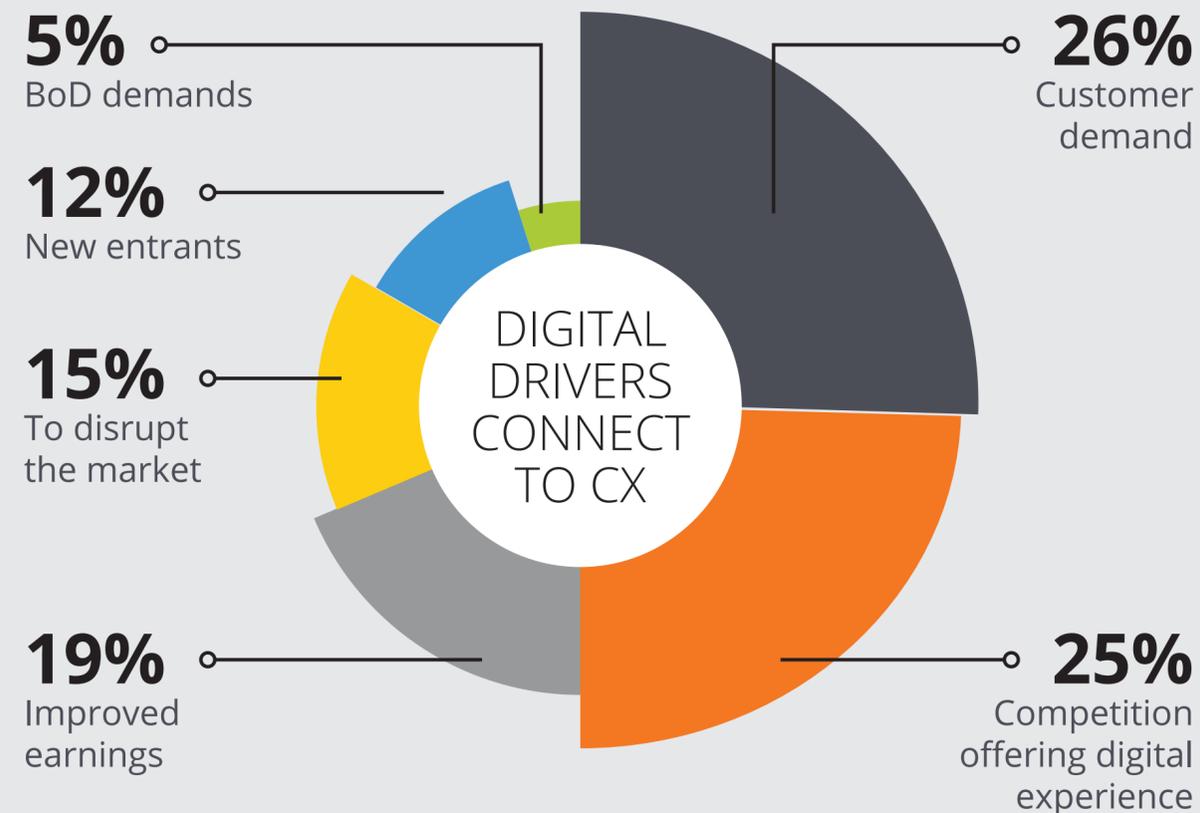
” —

New entrants and innovations in service almost always include high levels of CX.

Lower customer churn improves life-time customer value and boosts earnings.

— “  
**I could’ve bought it anywhere — they know me here.**

” —



— “  
**I felt listened to and catered to.**

” —

The digitalization of business and “appification” of daily life means people take digital engagement as a given.

With so many services now commodities, customers expect to be treated like gold — and they expect their experiences to be exceptional and compelling.

— “  
**After that experience, I’ll be coming back.**

” —

Source: IDC European CEO Priorities Survey, February 2020; numbers do not add up to 100% due to rounding

# Business resiliency is top of mind — and customer experience is central to resiliency

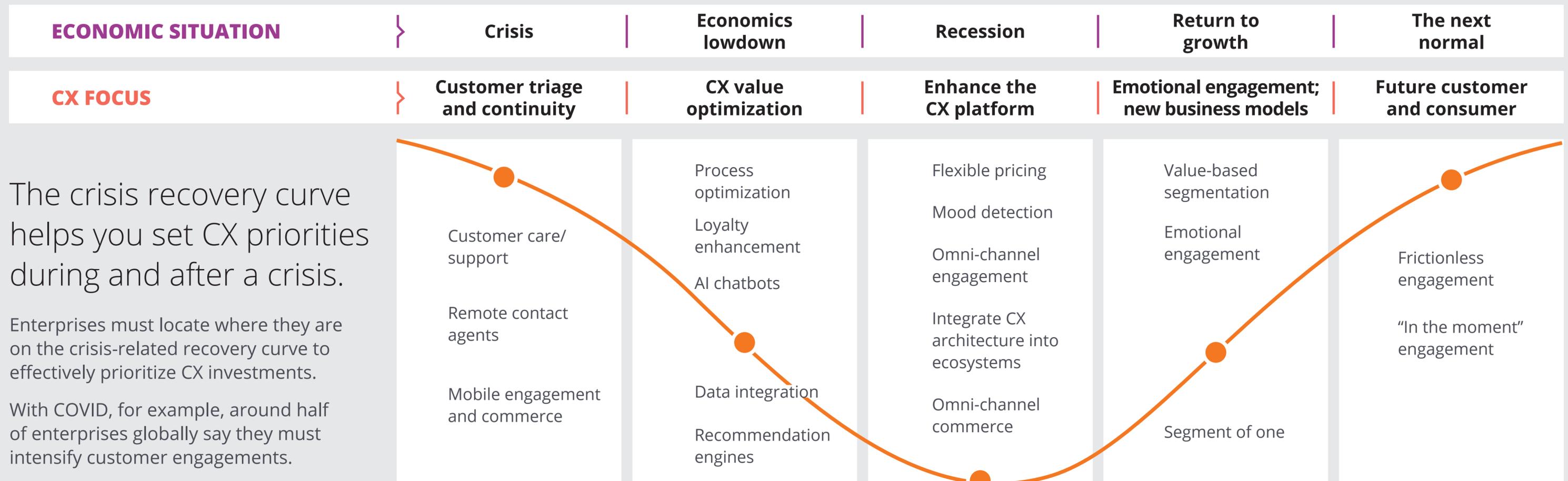
Financial crises, extreme weather events, pandemics, natural disasters — they all drive home the reality that **you must be ready for rapid pivots and precision customer engagement.**



**Customer experience is a top priority:** For instance, CX is the number 2 C-suite priority globally post-COVID (number 1 is resilient operations, which is closely linked to CX).



**Customer focus is critical to resiliency:** 57% of decision makers say customer centricity contributes strongly to business resiliency in Europe.



The crisis recovery curve helps you set CX priorities during and after a crisis.

Enterprises must locate where they are on the crisis-related recovery curve to effectively prioritize CX investments.

With COVID, for example, around half of enterprises globally say they must intensify customer engagements.

Source: COVID-19 Impact on IT Spending, May 2020, n = 908 global tech decision makers; IDC EMEA, COVID-19 Impact Survey Europe, Internal, Wave 8: July 6–15, 2020

# CX strategies power long-term resiliency and competitive advantage — but challenges remain

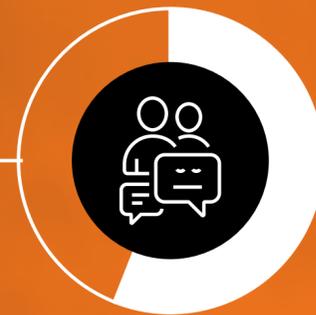
Although a great majority of enterprises say CX is fundamental, only 1 in 8 globally has made CX central to its culture and strategy. **To jump ahead, you will need to overcome the three main hurdles to implementing CX enterprisewide.**

Top 3 challenges to being an “empathetic enterprise”



**69%** Struggle with creating consistent experiences

Most organizations are good at creating an experience at one or two touchpoints — being consistent across touchpoints is what most still have to master.



**56%** Have trouble making customers central

Product and “global positioning” still come first at too many enterprises. Company outreach and support operations place internal functions, such as marketing, finance, and operations, above user value, which should instead incorporate relevant personalized customer messaging.



**44%** Say connecting CX to revenue remains a challenge

Customer experience is a long game. Exceptional contact centers and apps can boost sales, but it can take quarters or years to demonstrate the revenue benefits of loyalty.

Source: The CxO View of the Future Enterprise in the Digital Economy, 2020

# To execute CX strategies, you need to get the technology mix right

More than a third of enterprises struggle with multiple tech-related challenges. As with DX, **adopting a use-case approach can go a long way to mitigating these challenges and enable rapid tactical pivots**. In Europe, for example, enterprises increasingly name their end game first, then work backward to implement the technology

## Top 4 challenges to creating a CX IT strategy

Identifying the right tools to improve customer loyalty and retention



Gathering customer consent and managing consent life cycles



Gathering and selecting useful and new data from existing and new data sources



Identifying AI and advanced analytics for CX enablement



**Flexibility for customer engagement:** Identifying the right tools to encourage loyalty also means experimenting — and pivoting fast based on the results. **It's crucial to work with suppliers that provide the flexibility to mix and match applications to achieve key use cases** and to change course as needs evolve.



**Ensure trust:** Privacy and data security regulations should be viewed not as obstacles but as essential to CX. **Work with partners that can turn consent life-cycle management into a competitive advantage.**



**Master the data: An essential part of your CX strategy is creating context for customers** both over time and in real time. Buying habits, shopping histories, lifestyles, stated and assessed preferences, and favored touchpoints should be analyzed in relation to life events, current events, time of year, local weather, and anything else that might be relevant.

## Top CX use cases worldwide by spending

- 360-degree customer/client management
- Omni-channel commerce platforms
- Personalized and contextualized interactions
- Omni-channel order orchestration and fulfillment
- Omni-experience coordination
- In-store contextualized marketing
- Omni-channel marketing/advertising
- Customer onboarding
- Optimized promotion
- Data-enhanced identity management
- Content sentiment analysis
- Data-driven target advertising
- CX and behavior analytics

Source: IDC European Tech and Industry Pulse Survey, 2019-2020; IDC Semiannual Digital Transformation Spending Guide, 2020

# You must merge customer-facing communications with your entire digital ecosystem — creating an integrated, end-to-end whole



Enterprises will invest **\$89 billion** in digital omni-channel engagement worldwide in 2021.

**#1** A modern, modular, integrable architecture is the primary reason for moving customer engagement applications to the cloud.



## Unify communications

**You probably already have the tools you need to engage customers. You just need to use them more effectively.** Social media and automated bots must seamlessly shift customers to self-service tools, stores, and contact centers. Voice analytics and caller location must be cross-referenced with prior engagements to ensure the right channel and level of service.

### Careem reduces contact center launch times from 3 months to a day

The Dubai-based ride-hailing firm (now owned by Uber) was growing 25%–30% every month. Calls through the app were crucial to winning customers. Careem used OBS to centralize agent toolsets and automate agent-customer matching by language. Careem went from a couple of agents to more than 400 taking 10,000 calls every day from multiple countries. OBS helped it reduce contact center launches from 3 months to a day or two. In effect, OBS provided a back end that moved as fast as the start-up.



## Digitally integrate end-to-end

Getting customers to the right agent depends on knocking down silos. **It depends on end-to-end integration** of automated self-service, call routing, ticketing, scheduling, and process automation. You must link your customer data and management systems to purchase histories and payment and financial systems to power process automation.



### FMCG integrates its CRM and contact centers to launch a new product

After piloting a new product in Europe, a fast-moving-consumer-goods player needed to rapidly integrate and scale its customer management data and systems and contact centers to support a global launch. OBS coordinated a multivendor ecosystem that enabled customized service in 35 markets and 25 languages from a single platform. In addition to providing a consistent brand experience, the integrated system led to a 50% saving on voice-related communications.

Source: IDC Semiannual Digital Transformation Spending Guide, 2020; IDC Semiannual Software Tracker, 2020; IDC Contact Center User Survey, 2020 (n = 352)

**Enterprises will invest nearly \$46 billion in contact center software worldwide from 2020 through 2024.**

# Use vital technologies to lift experience environments to elite levels

You can deploy each of the technology areas below to give CX a boost by enhancing apps, portals, IMs, stores, and contact centers. **In combination, they are greater than the sum of their parts.** For instance, you can use real-time call transcription for real-time analytics cross-referenced against cloud-held customer data to make upsell recommendations.

Annual average spending growth forecast worldwide

Artificial intelligence  
**20%**



## Enables automation and excellence

Enterprises use AI and ML for chatbots and service agents, automation of customer tasks, and recommendations in real time across experiences. In fact, customer engagement is a top driver of AI use.

## Security

**6%**  
(on identity and trust software)



## Fosters trust and lasting relationships

Trust underscores every journey and emotional engagement. Consent and consent life-cycle management, secure commerce across touchpoints, web and network security — all must make customers feel safe.

Customer data platforms  
**22%**



## Customer data platforms boost CX and sales opportunities

The explosive growth in CDPs stems from their strategic and tactical benefits. They aggregate customer data from disparate sources, enable hygiene checks, automate governance protocols, and resolve identities across channels. They also manage data from third-party sources for upsell recommendations.

## Cloud

**13%**  
(on customer-centric apps)\*



## Cloud enhances service flexibility

In a 2019 IDC survey in Europe on the benefits of PaaS deployments, the top 3 benefits achieved to a “high degree” were improved customer satisfaction, security and governance, and data integration — all three crucial to exceptional customer experience.

Source: IDC Semiannual AI Spending Guide, 2020; IDC Semiannual Software Tracker, 2020; Worldwide Customer Data Platform Forecast, 2020–2024; IDC EMEA IT Services Survey, 2020 (n = 665)

# Predictive analytics for customer insight can provide a major competitive advantage

By assessing customer journeys, you can anticipate customer needs and buying locations, often before the customers know it themselves. **You can use this to create tremendous opportunity** through optimization of decision points, development of digital channels, and the boosting of CX and overall sales.

**\$45B**

From 2020 to 2024, spending on data integration and intelligence applications is expected to reach \$36 billion. A significant chunk of that will be directed toward analyzing customer buying behavior, preferred channels, and the triggers that spark a purchase across different touchpoints.

**+9%**

- Video site (e.g., YouTube)
- Main website
- Mobile app
- Store (B2C), office (B2B)
- Messaging and email bots
- Retail/partner site (e.g., Amazon)
- Contact center
- Payment systems

**Enterprises will spend more than \$45 billion** (+20% growth year on year) on omni-channel commerce solutions globally in 2021. This makes it easy for customers to buy from anywhere and provides data to further refine sales machines.



**Spending on customer relationship applications is growing 9%** annually worldwide — testament to the urgency of using insight on customers to engage communications across an omni-channel environment.



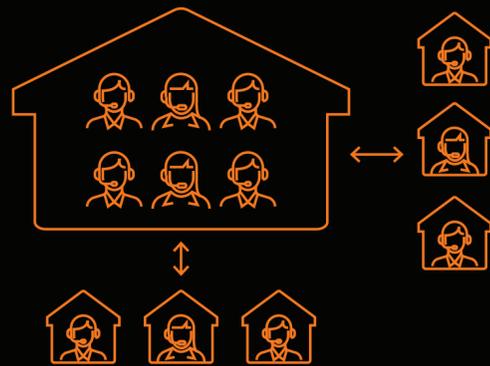
## Orange Poland tracked customers and automated service to improve customer experience and cut costs

Orange Poland took a holistic approach to staunch the soaring and unsustainable volume of customer requests that was driving away agents. The high turnover led to inconsistent responses and response times, reducing customer satisfaction. With OBS, Orange Poland deployed a service-desk platform with FAQs, self-service options, and automated support processes for common issues in a variety of digital channels. This has saved thousands of hours of customer and agent time, reduced service realization costs by 45%, and greatly improved issue resolution times — resulting in greater customer experience.

Source: IDC Semiannual Big Data and Analytics Software Tracker, 2020; IDC Semiannual Software Tracker, 2020; Worldwide Digital Transformation Spending Guide, 2020

# Contact center resilience is critical to adapt to extreme events

Apply the four essentials of a resilient contact center



## Agents fully equipped to work from home

Even before COVID, in February 2020, forward-looking enterprises were developing remote capabilities to give their remote agents the full range of contact center tools and customer information.

**32% of firms already used home/remote agents. 38% had already planned to increase use.**

## Trust extended beyond traditional enterprise walls

“Trust yet verify” applies to contact centers. Monitoring apps can identify when someone accesses unneeded information, logs in at odd times, plugs in a thumb drive, or copies data they shouldn’t. They can also reinforce protocols to prevent roommates and family from seeing too much.

**CEOs ranked trust as the most important digital item over the next five years.**

**By 2023, 50% of the G2000 will have a chief trust officer.**



## Application and tools integration to improve agent efficiency

The picture is all too familiar: The customer database comes from one supplier, the recommendation engine from another, and the CRM from a third. The primary agent interface is built in-house with key functions sourced from niche players. Contact center and CX providers integrate the mosaic into an easy-to-use agent tool chest.

**40% of call center agents toggle between 6 or more applications on a typical day.**



## Pay-per-use models to keep costs in check

The as-a-service model (rather than a license-based model) widely used for software, platforms, and infrastructure is already being applied to the provision of contact center resources by providers such as OBS. It can increase flexibility while mitigating risks.

**\$937 is the average annual cost per seat for the primary agent interface software.**



## Elevator manufacturer puts contact center at the heart of its CX modernization

With lift and escalator installations around the globe, a European manufacturer needed a centralized contact center solution that could manage critical incidents and track technical and service data from anywhere. It called on OBS to integrate customer-facing applications, back-office applications, and multiple communications channels — including emergency channels in lifts — from different software suppliers into a core platform. This was used to establish five hubs that serve 35 sites and nearly 60 countries worldwide. By moving to a centralized yet flexible model, it has been able to simplify operations, expand service, and improve customer satisfaction.

Source: IDC Contact Center User Survey, 2020 (n = 352); IDC FutureScape: Worldwide IT Industry 2020 Predictions, 2019; Future of Trust: Creating Trust Outcomes, 2020

# Tracking and training contact center staff is essential to reduce churn and boost sales

Digitalization of customer journeys will radically change your contact center dynamics. **Work will be more meaningful as routine tasks are automated away and simple questions answered by bots. Work will be more challenging as agents tackle complex queries and sales paths.** And there will be more work. Two-thirds of enterprises expect agents to handle more calls per hour over the next two years than they do today.

To inspire and keep agents, you must invest in:

**\$4.5B**



## Performance management

\$4.5 billion was spent on performance management applications in 2019. Enterprises must track contact center workers to provide support, reward success, and suggest improvements.

**45%**



## Automation and efficiency

45% of European enterprises already automate or will soon automate tasks and processes. For contact center agents, this will save time and free agents for complex inquiries and service.

**25%–  
30%**



## Agent empowerment

Empowered agents are more satisfied and make more sales. But only 25%–30% of agents globally are empowered to sell — resulting in a lot of lost opportunity.

**42%**



## Hard- and soft-skill training

In Europe, 42% of enterprises assess training success by its impact on business outcomes. Agents will need additional training to handle the rise in call volume and complex queries.



## Belfius simplified access to info to improve service

OBS helped the insurance provider to launch a centralized information hub, dashboard, and chatbot that provided fast access to relevant information to agents, reducing call time. Its feedback loops enabled rapid scaling to hundreds of questions for both agent and customer-facing chatbots, resulting in even shorter — and fewer — calls.

Source: IDC Semiannual Software Tracker, 2020; Worldwide Contact Center Metrics Survey, 2020; EMEA Future of Work Survey, 2020

— “

The number of questions the chatbots address is rising by 25% per week ... and even new support agents can easily access information. A convenient bonus is getting intelligent insight regarding the real issues at hand, which enables us to identify knowledge gaps at our offices and with our knowledge workers.

**Pascal Buyle, head of non-life policies retail at Belfius Insurance**

” —

# For superior customer experience, you must:



## Develop and execute a customer-centric strategy

- ✔ Center leadership, organization structure, and culture around CX
- ✔ Deploy flexible, modular platforms that center on the main CX technical challenges
- ✔ Treat customer touchpoints/journeys holistically and unify messaging across them



## Create seamless digital engagements

- ✔ Deploy cutting-edge technology — such as AI, machine learning, next-generation security, cloud, and customer data platforms — to enhance competitive advantage
- ✔ Integrate all elements of the contact center with CRM applications and CDPs to increase client and staff satisfaction and create upsell and cross-sell opportunities



## Master data and analytics

- ✔ Track customer activity across omni-channels to assess the effectiveness of the touchpoint environment and optimize customer flows to sale moments
- ✔ Track staff and internal system activity to accelerate training, increase efficiency, and boost agent satisfaction

# The Orange Group's specialist Customer Experience division

<p><b>20+</b> Customer Journey and CX Business Consultants</p>	<p><b>Salesforce Core</b></p> <p>salesforce sales cloud</p> <p>salesforce service cloud</p> <p>salesforce marketing cloud</p> <p>salesforce community cloud</p>	<p><b>350+</b> Certified Project Managers</p> <p><b>600+</b> Consultants</p>	<p><b>International Consulting and Systems Integration Group</b></p>	<p><b>2,400+</b> Data and Analytics Experts</p>	<p><b>300+</b> Specialists</p> <p>NICE® G IBM</p> <p>Smartly.ai™ NUANCE Dialogflow</p> <p>AVAYA SAP ERP CISCO GENESYS™</p>	
<p><b>Mobility</b></p> <p>Unmatched voice coverage</p>		<p><b>300+</b> Experts</p> <p><b>30</b> UX Designers</p> <p>iOS android Windows</p> <p>FollowAnalytics</p> <p>HEROKU</p>	<p><b>400+</b> Service Managers (ITII/CSM)</p>	<p><b>700+</b> Software and Integration Consultants</p>	<p><b>200+</b> RPA and Automation Consultants</p>	
<p><b>550+</b> Certified Contact Center Experts</p>	<p><b>World's largest network, secured by design</b></p>	<p><b>3400+</b> Service Desk experts</p>	<p><b>Partnerships</b></p> <p>Technological partnerships with many R&amp;D labs worldwide</p> <p>20+ years of partnerships with key players</p>	<p>A Data Lab Innovation team dedicated to the identification and realization of innovative topics</p>	<p><b>500+</b> Service Providers Managed</p>	

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