

# Ventana Research

## Customer Experience Research in 2017

Setting the annual expertise and topic agenda

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VP Research



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# Services for Users and Providers

## Technology Users

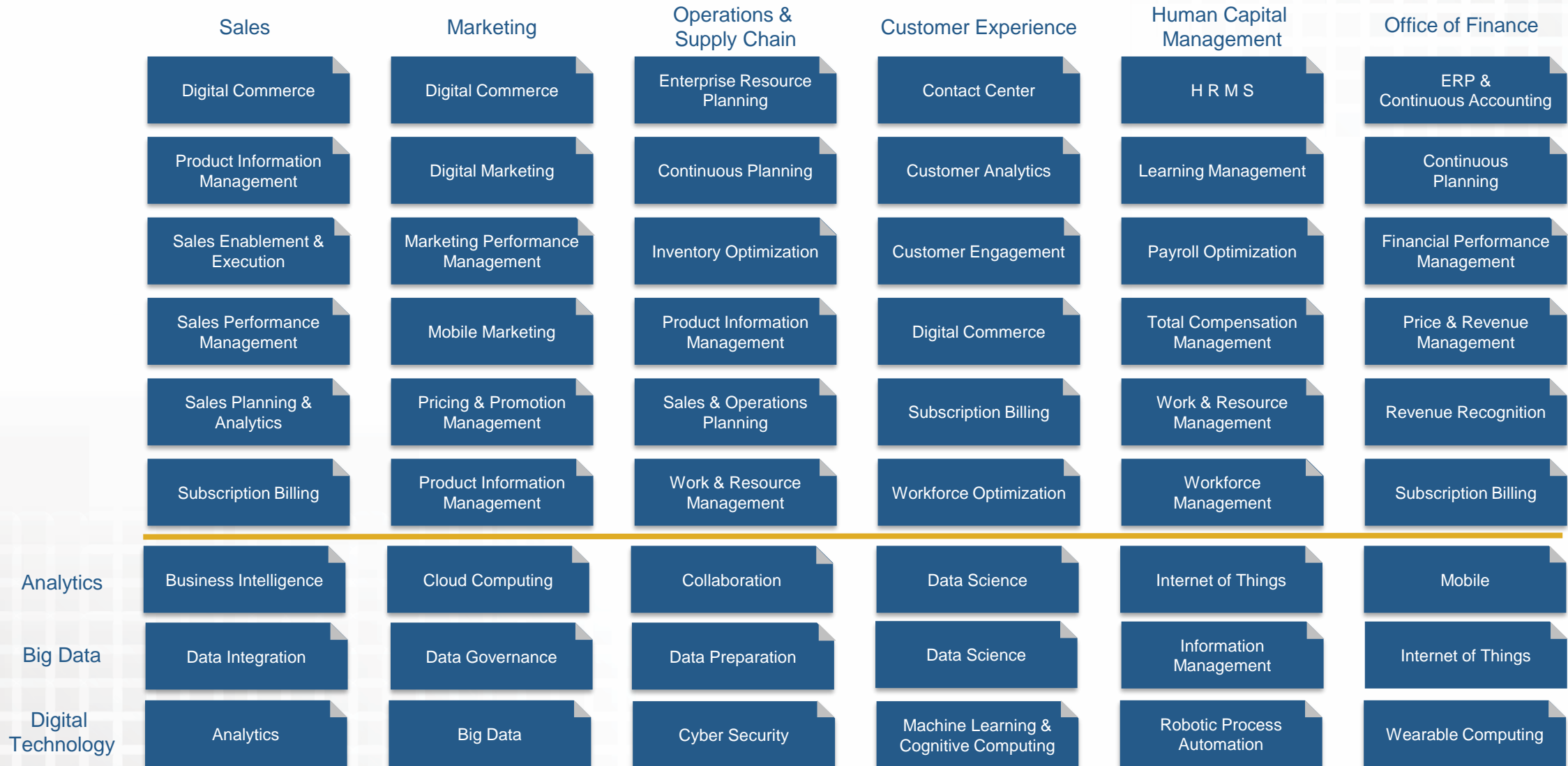
- Advice and Guidance
- Benchmark Assessment
- Educational Workshops
- Research Reports
- Speaking Services
- Technology Assessments
- Vendor Selection Guidance

## Technology Suppliers

- Advice and Guidance
- Benchmark Services
- Content Services
- Education on/to Market
- Speaking Services
- Strategic Consulting
- Technology Insight Services



# Ventana Research Expertise Framework



# Expertise is Cross Functional, Not Pigeon-Holed

## Background:

Ventana Research analysts work as a team across lines of business, processes, functions and technologies to provide perspectives that analyst firms with narrow, technology defined coverage areas are not able to match.

## Examples:

- Customer Analytics with Analytics and Big Data in Analytics.
- Customer Experience with Sales and Marketing in Digital Commerce.
- Customer Experience with Sales and Finance in Subscription Billing.



# Richard Snow

## VP & Research Director



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Richard leads the Ventana Research Customer Engagement research practice, which is dedicated to helping organizations improve the efficiency and effectiveness of managing customer engagement across all touch points, including the contact center, throughout the customer lifecycle. He conducts research exploring the people, process, information and technology issues connected with handling assisted and digital channels, optimizing employee and customer experience, and managing subscription services. Prior to joining Ventana Research Richard worked in management and consulting leadership positions with Price Waterhouse, Sema Group and Valoris. In his work, he has been involved with all aspects of delivering highly complex IT solutions to a variety of clients in the telecommunications, financial services and public sectors. Richard specialized in delivering multi-channel contact centers for organizations in both the public and private sectors, and subscription billing solutions for telecommunications operators.

# Customer Experience Overview

## Expertise Overview

- Customer Experience provides organizations with the processes, information and systems that allow them to engage with their customers through the channel of customer choice, at a time of their choice, and provide personalized, in-context and consistent experiences no matter the touch point - assisted or digital.

### Focus Areas

Contact  
Center

Customer  
Analytics

Customer  
Engagement

Digital  
Commerce

Subscription  
Billing

Workforce  
Optimization





# Research Agenda for Customer Experience

## Contact Center

- Contact Centers continue to handling multiple forms of customer engagement.
- Robotic Process Automation improves efficiency of interaction handling and customer service.
- Contact systems in the cloud allow organizations to support multiple channels of engagement.

## Customer Analytics

- Extreme analytics can process all sources and forms of customer data.
- Big data techniques support processing of high volumes of interaction data: calls, text, social.
- Outputs from customer analytics support information driven actions, decisions and responses.

## Customer Engagement

- Omnichannel engagement improves the customer experience, and overall business.
- Voice recognition, video, and bots transform customer engagement and experience.
- Deploy assisted plus digital channels of engagement to meet customer expectations.

# Research Agenda for Customer Experience

## Digital Commerce

- For Digital Commerce, customer experience is the top business differentiator.
- Analytics and AI allow personalized responses to all forms of engagement.
- Assess systems that support consistent responses across all business units and channels.

## Subscription Billing

- Businesses are transforming from product-based to subscription-based services.
- IoT allows for data captured from devices for subscription billing and customer engagement.
- Specialized systems support billing and revenue recognition for subscription-based services.

## Workforce Optimization

- Integrated workforce optimization systems optimize interaction handling processes.
- Gamification systems help improve employee engagement and performance.
- Investigate how integration supports connection of processes to improve workforce efficiency.



# Digital Technology for Customer Experience

## **Analytics**

- Extreme analytics allows full use of all customer data, including interactions.
- Analytics allows production of detailed customer and employee profiles, and journey maps.
- Assess how the outputs from analytics can drive information driven customer engagement.

## **Big Data**

- Big data allows the processing of large volumes of all forms of customer data.
- Big data techniques allows all users to share information based on the same data.
- Use to big data to process structured and unstructured data, and unify for single view .

## **Collaboration**

- Collaboration between users, and between users and customers improves experience.
- Social collaboration allows use to collaborate on the resolution of customer issues.
- Assess how collaboration can improve employee engagement and first call resolution.

# Digital Technology for Customer Experience

## Machine Learning and Artificial Intelligence

- Robotic process automation (RPA) use ML and AI allows automation of customer tasks.
- RPA can automate work, improving employee engagement, and data consistency.
- Assess which manual customer-related tasks can be automated using RPA.

## Mobile Technology

- Mobile access to systems allows employees to work away from their desk to engage.
- Mobile apps provide key digital customer service capabilities.
- Assess which customer service processes could be executed by a mobile app.

## Wearable Computing

- Wearables allow supervisors to be notified of real-time engagement issues.
- Wearables can monitor employee health during engagement and raise alerts.
- Assess how wearable can improve employee engagement.



# Contact Center Research

Contact Center

## Overview

- Contact centers have evolved from predominately handling customer calls to supporting multiple channels of engagement, including assistance if a customer cannot complete digital service.

## Agenda

- Contact Centers continue to handling multiple forms of customer engagement.
- Robotic Process Automation improves efficiency of interaction handling and customer service.
- Contact systems in the cloud allow organizations to support multiple channels of engagement.

## Insights - Examples

- Key Insight: “35% of organizations say customers are happy with how they handle interactions”
- Best Practices “Modern integrated contact center systems in the cloud are the only practical way to deliver omnichannel customer experience”

## Market Research

- Benchmark: Contact Center in the Cloud
- Value Index: Contact Center in the Cloud (Q1)



# Customer Analytics Research

Contact Analytics

## Overview

- Customer analytics allows organizations to produce a complete view of the customer, including interactions, assess customer sentiment, derive key metrics, and predict future behaviors.

## Agenda

- Extreme analytics can process all sources and forms of customer data.
- Big data techniques support processing of high volumes of interaction data: calls, text, social.
- Outputs from customer analytics support information driven actions, decisions and responses.

## Insights - Examples

- Key Insight: “63% find data for customer analytics is not readily available”
- Best Practices “55% of organization that deploy dedicated customer analytics see improvement in customer experience”

## Market Research

- Benchmark: Customer Analytics (Q1)
- Value Index: Customer Analytics (Q3)

# Customer Engagement Research

Customer Engagement

## Overview

- Customer engagement concerns the people, processes and systems organizations use to engage with customers, both assisted (interacting with an employee and digital).

## Agenda

- Omnichannel engagement improves the customer experience, and overall business.
- Voice recognition, video, and bots transform customer engagement and experience.
- Deploy assisted plus digital channels of engagement to meet customer expectations.

## Insights - Examples

- Key Insight: “33% of organizations say they provide excellent customer experiences”
- Best Practices “Integration of systems is key to achieving omnichannel experience”

## Market Research

- Benchmark: Customer Engagement
- Dynamic Insight: Customer Engagement (Q1) and Customer Feedback (Q2)

# Digital Commerce Research

Digital Commerce

## Overview

- Digital Commerce allows organizations to engage with customers across multiple digital channels – web, mobile app, text, voice activated “agents” and video, social

## Agenda

- For Digital Commerce, customer experience is the top business differentiator.
- Analytics and AI allow personalized responses to all forms of engagement.
- Assess systems that support consistent responses across all business units and channels.

## Insights - Examples

- Key Insight: “Digital self-service is the highest planned business differentiator”
- Best Practices “A single customer view, shared across the organization, is key”

## Market Research

- Benchmark: Digital Commerce (Q1)
- Dynamic Insights: Digital CX Technologies (Q3)
- Value Index: Digital Commerce (Q3)



# Subscription Billing Research

## Overview

- Organizations can provide services that are billed on a subscription basis that is easy to manage and engage customers in the best possible experience.

## Agenda

- Businesses are transforming from product-based to subscription-based services.
- IoT allows for data captured from devices for subscription billing and customer engagement.
- Specialized systems support billing and revenue recognition for subscription-based services.

## Insights - Examples

- Key Insight: “Success in subscription commerce requires proactive customer engagement.”
- Best Practices “Use analytics to understand recurring revenue business performance.”

## Market Research

- Benchmark: Subscription Billing (Q3)
- Value Index: Subscription Billing (Q4)

# Workforce Optimization Research

Workforce Optimization

## Overview

- Many organizations see growth in the voice channel, so it is an imperative to manage the total workforce handling assisted channels of engagement.

## Agenda

- Integrated workforce optimization systems optimize interaction handling processes.
- Gamification systems help improve employee engagement and performance.
- Investigate how integration supports connection of processes to improve workforce efficiency.

## Insights - Examples

- Key Insight: “Employee engagement had a direct impact on customer experience”
- Best Practices “Integrated WFO suites deliver the highest number of benefits”

## Market Research

- Benchmark: Workforce Optimization (Q1)
- Value Index: Workforce Optimization



# Technology Areas of Focus for Customer Experience

## Customer Engagement & Digital Commerce

- Assisted channels
- Digital channels
- Interaction Routing
- Knowledge Management
- Collaboration
- CRM
- Customer Feedback/VoC
- Smart desktop
- Workflow
- Robotic process automation

## Workforce Optimization

- Recording
- Quality Management
- Workforce Management
- eLearning
- Coaching
- Employee analytics

## Customer Analytics

- Speech
- Text
- Event
- Process
- Journey mapping
- Real-time/Predictive

# Technology Areas of Focus for Customer Experience

## Subscription commerce

- Subscription billing
- IoT
- Customer Engagement
- Subscription analytics



# Market Research for Customer Experience

## Benchmark Research

- Customer Analytics (2017)
- Digital Commerce (2017)
- Subscription Billing (2017)
- Workforce Optimization (2017)
- Contact Center in the Cloud
- Next Generation Customer Engagement

## Dynamic Insights Research

- Customer Engagement (2017)
- Customer Feedback (2017)
- Digital CX Technologies (2017)

## Value Index Research

- Contact Center in the Cloud (2017)
- Customer Analytics (2017)
- Subscription Billing (2017)
- Workforce Optimization



# Questions?



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