![genpact logo]

The missing link in transforming customer experience

The right business process management suite can elevate CX to brand new heights

Businesses are fast realizing that customer experience (CX) is the key to their success. What is CX? More than anything it's a perception. It's the overall impression customers have of your business — the sum of all their contacts and touch points with it.

The vital customer service journey

CX starts from the first time people hear about your company and continues with their initial contact on the web, through a sales agent, during an event or via social media. It lasts through the sales stage, during onboarding and service delivery. It's part of how you deal with support tickets and complaints, and how you handle subsequent orders. Every one of these steps makes up the complex journey your customers take through your business landscape.

That journey is critical. Business analysts agree that the opinion your customers form throughout it — at each step and in total — directly affects their future loyalty to your firm. Just consider the following statistics:

- 62% of organizations say contact centers are a competitive differentiator when it comes to customer service (Deloitte)

- 94% of customers who say they've had a low-effort service experience also say they will become repeat customers (CEB)

- Loyal customers are worth up to 10 times as much as their first purchase (White House Office of Consumer Affairs)

- 68% of companies plan to increase their customer management spend, making it a strategic focus area for businesses (Call Center Executive Priorities Report)

- 78% of companies plan on dedicating significantly more or somewhat more effort to improving their online customer experience (Temkin Group)

Customer experience management: Just one part of the puzzle

Since CX is such a key element of success, organizations are eager to set up ways to handle it to the best of their ability — an approach known as customer experience management (CEM). According to Gartner's definition, CEM is the "practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy[1]."

In this white paper, we'll look at reasons why CEM initiatives do and do not deliver on those objectives. From there, we'll turn to the role that business process management (BPM) plays in determining the success or failure of CEM initiatives. Ultimately, BPM is a core element in CEM strategy because it has the greatest potential for transforming your customers' experiences.

What's missing from traditional CEM?

CEM has grown so important that many companies now have customer experience managers whose prime objective is to improve CX. That's a step in the right direction, but it's only half of the story. The other half lies in the makeup of your organization's infrastructure — that is, its people and processes.

Many companies have front-line staff who deal directly with customers. They likely do this through a portal where they can log support tickets, handle requests, and address complaints. This system typically draws from large, complex, data-burdened structures deep in the company's core. What could go wrong, right? Plenty.

1. http://www.gartner.com/it-glossary/customer-experience-management-cem

A company with a two-layered customer-handling infrastructure that relies on front-end staff as well as a database and ERP will never achieve a competitive level of customer service. This is especially true the larger an enterprise becomes. The reason? As teams grow, new departments and branches emerge. If there's no intelligent system coordinating all that effort, chaos reigns as each person and department handles customers in a different way.

Two-tiered systems such as these result in six major issues:

- Processes aren't standardized

- Data visibility is poor

- Service-level agreements and compliance are difficult to manage

- It's hard for management to monitor work and make improvements

- Resource management is inefficient

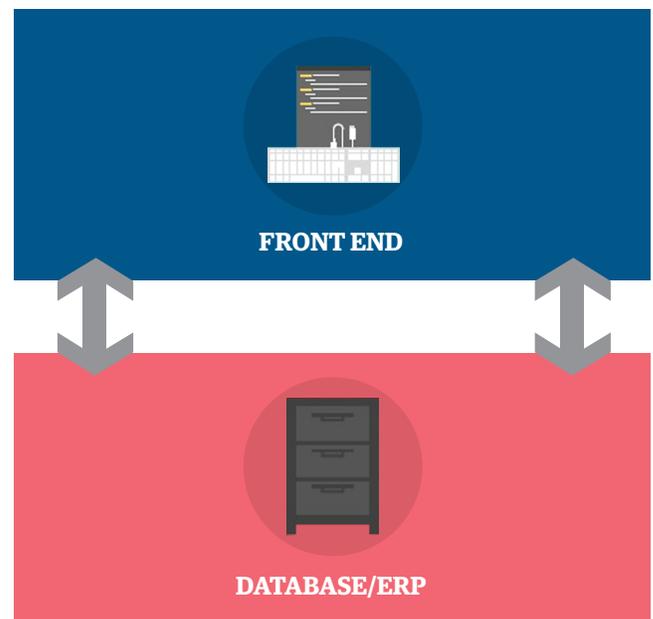- Firms can't capitalize on significant business moments or adapt to change

FRONT END

DATABASE/ERP

Figure 1: Two-tiered systems

All this results in slow service that's inconsistent at best — and discouraging to customers at worst. But there's a solution to this dilemma: BPM, a third layer that can make the whole CEM system hum.

FRONT END

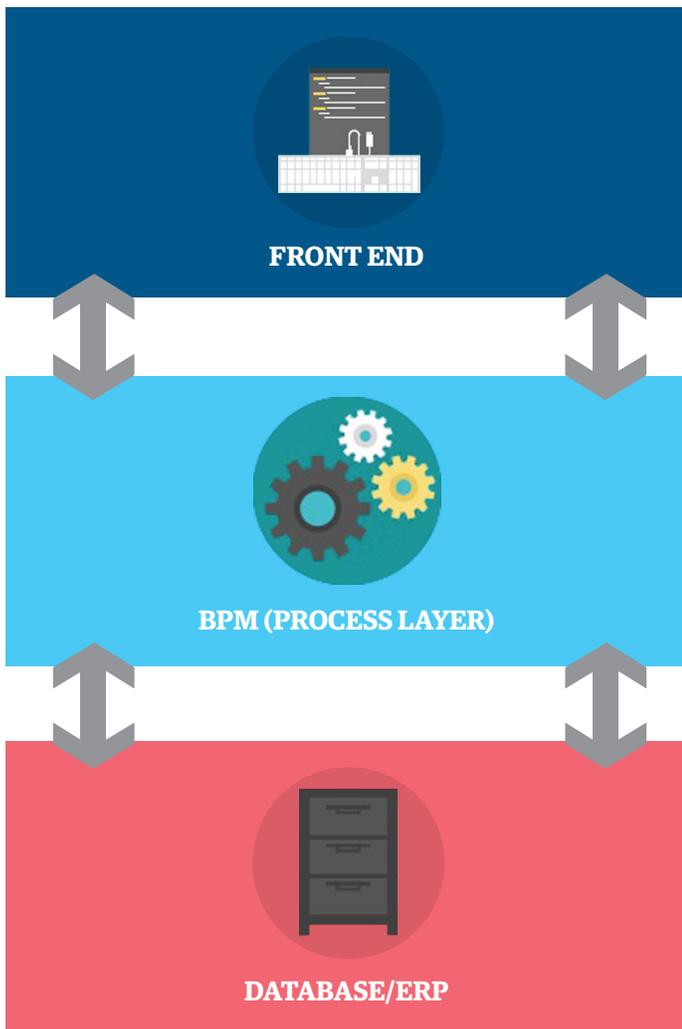**BPM (PROCESS LAYER)**

DATABASE/ERP

Figure 2: Infusion of BPM in CEM systems

The role of BPM

BPM is now recognized as the ideal standard for handling business processes and daily workflows. Indeed, as Gartner recently wrote, "BPM platforms help solution architects and business outcome owners accelerate application development, transform business processes, and digitalize business processes to exploit business moments."

But BPM is more than just a set of workflows that some people in your organization may use. As a central, middle layer, BPM can also be the glue between people and systems — as the following two-minute video makes clear.

An intelligent BPM suite allows a company to take a good hard look at its critical business processes, and to decide and model how to best carry them out. Then, it helps staff execute these new models. Such suites are at the leading edge of the BPM market today (see Gartner's Magic Quadrant for iBPMS).

Enterprises can operate BPM processes in a standalone BPM portal or quickly integrate them into an existing one. In many cases, they can even replace the existing top layer. While that's convenient, the biggest benefit is that a BPM suite lets companies optimally manage all their business processes across the entire organization. That creates consistency and means constantly improving performance, because firms can keep tweaking these processes for the better over time.

Standardization, consistency, and continual improvement — all factors missing from the two-tiered CX model. And as you'll see in the following sections, BPM can transform CX on nearly every level.

How BPM can transform CX

Imagine the fictional company GreenWay, which provides eco-friendly rental cars to clients across the U.S. Let's say GreenWay has chosen to bring in a BPM suite to overhaul its CX and fix many of the issues that a two-tiered system creates. GreenWay begins by meeting with its BPM provider, which helps it identify key customer processes:

- Opportunity-to-sale

- Customer onboarding

- Car provisioning and payment

- Accident and repair

- Insurance claims

- Complaints

- Car return and checks

GreenWay quickly learns that different branches aren't handling these processes consistently or very well. It discovers that its reputation is suffering because customers like the idea of a greener car rental company — but not

Figure 3: Cora SeQuence dashboard

enough to put up with poor service. Customers with reservations get the wrong size and model car. Some branches don't have enough staff, while others have too many people on hand. Field agents can't fix problems. And those are just some of the issues.

So GreenWay sits down with its BPM experts to help it model the best way to handle these processes and to start designing them.

Designing better processes with intelligent BPM

An intelligent BPM suite makes it easy for department heads, executives, and field agents to all collaborate on creating processes that deliver superior service. The suite's business user features allow a small team of designers to create new processes quickly. Its architects then integrate it with GreenWay's front-end and database systems — a snap given the suite's out-of-the-box integration wizards. In less than 10 weeks, the new system is ready to go live.

Dramatic changes in work patterns

As the solution goes live, it dramatically changes the way GreenWay employees work. The system provides agents with a powerful dashboard that spells out their tasks. They can even kick off and track new customer-facing processes. What's more, the system guides agents through the optimal steps they need to take to complete functions according to company standards.

The new BPM suite also makes use of data from other processes and systems to help agents make intelligent decisions in real time — something that was impossible

The BPM suite helps GreenWay establish metrics for customer satisfaction at each milestone in the customer journey

previously. In this way, they can handle unexpected events, such as extreme weather, car system upgrades, and accidents, all in a smart and efficient manner. Now, customers get the sense that GreenWay is a step ahead of these events — and that boosts customer satisfaction.

Consistency and harmony

With new processes in place, all GreenWay offices are singing in harmony — and customers are noticing. What's more, GreenWay agents in every department and office are cooperating more effectively, since everyone is familiar with the new way of doing business and uses the same language for communication, roles, and procedures.

A deep dive into the full customer journey

Another giant improvement: Management can view each customer journey in its entirety — from sales to on-boarding, provisioning, and customer service. The BPM suite's easy-to-configure analytics dashboards mean leaders can quickly gauge how all these processes are performing throughout each office and department.

The new system is still in its infancy, so issues do surface, but GreenWay managers can drill down into each process to determine how bottlenecks happen. One of the issues they discover is that a certain type of connector fails to successfully charge cars. That's meant a 25% increase in service calls. Worse, three out of five GreenWay maintenance hubs are dysfunctional. Now that GreenWay knows about these problems, it can resolve them quickly, returning service calls to much more satisfactory levels.

The BPM suite is also helping GreenWay establish metrics for customer satisfaction at each milestone in the customer journey. These metrics are visible to agents and their team managers, so unhappy customers get immediate attention. As the weeks progress, customer satisfaction increases, and management keeps a close eye on the overall customer journey.

More connected than ever

A major problem for GreenWay was getting its field agents out on the road quickly to help customers with car problems. With the help of Process$^{TO\,GO}$, the BPM suite's mobile portal, field agents can now reach the customer service system from their cell phones and tablets. Process$^{TO\,GO}$ provides them with geolocation to find customers faster. It also preps agents with the equipment they need before they set out to fix issues. And when they encounter problems they can't handle at the site, it connects them with experts at headquarters who walk them through solutions.

Mobile BPM becomes a major factor in improving service to customers stuck on the road — and these customers finally feel they are able to get help quickly when they need it most. That does wonders for their overall perception of the company.

But mobile is just part of GreenWay's new connectivity. The BPM suite helps link nearly every user, device, and system in the company with a customer-related process. From office attendant to CEO, ERP to web chat, GreenWay's focus is now on making customers happier.

The right people for the right task at the right time

GreenWay has only so many people to handle complex tasks, such as insurance claims and accidents. The new system helps here, too, by allocating these tasks to people who are free and capable — so they can handle the work promptly. The powerful software even accesses employee calendars and vacation days for maximum efficiency.

All this means faster response time and much better service.

Compliance, service, and quality working together

Because BPM is more efficient and consistent, GreenWay can at last track and meet service-level agreements and the service that it promises in its contracts. But let's imagine

that some of GreenWay's eco-cars must now meet new, stiffer safety regulations, and the company stands to lose money on lawsuits and government penalties if it doesn't comply. What then?

Of course, the BPM suite helps with the new compliance process. GreenWay puts this process to work auditing several existing processes to make sure they satisfy safety regulations. When the firm doesn't meet a safety regulation, the system alerts the relevant agent and a safety officer so that they can make corrections and ensure compliance.

This is good news because GreenWay's cars are safer, and the company doesn't have costly legal troubles, which could also damage its reputation.

Handling business moments optimally

GreenWay hadn't even thought about looking for opportunities when dealing with business clients. Often, these clients would ask field agents about expanding the use of GreenWay to other parts of their business, but GreenWay didn't have a mechanism for acting on these hot sales leads.

With intelligent BPM in place, however, each process had a listener set up for business moments — those unexpected events that can boost revenue. Now, agents can alert a sales rep if a new sales opportunity arises. And they have. Within several months, GreenWay's sales increased by 20%, as the service and sales departments began to collaborate more closely through the BPM system.

Business moments also work in another way: handing problems. The suite helps GreenWay quickly identify potential issues that could affect a single customer, or a whole department. Agents can kick off a troubleshooting process and even an emergency intervention process to address a potential crisis and get the management team on board speedily before it gets out hand. This type of BPM reactivity ensured that in the first year the BPM system was in place, GreenWay had no major crises that hurt its reputation.

Involving customers in the process

Until now, customers couldn't see the status of their order or their rental when it was in progress. That has changed, too. Using a customer-facing BPM solution, GreenWay can open a customer portal to track where their order and rental stands at any time. With this easy-to-access and use portal, customers can:

- Chat with agents

- Enter a complain/request and track its status

- Make orders both via PC/mobile

- Give feedback and suggest improvements

- Join a GreenWay community action group

These improvements transformed the way customers interacted with GreenWay online and saved service agents' time. Customers who prefer online communication love the new channels. The GreenWay community action group — a grassroots alliance that supports eco-cars across the country — acts as GreenWay's advocate, increasing awareness of the company beyond its traditional market base and improving its public image.

Evolving in a changing environment

While GreenWay has transformed, it still has a long way to go. Now that a new eco-car rental agency has opened, for example, GreenWay suddenly must deal with fierce competition.

GreenWay needed to adapt its customer-facing processes extremely quickly to meet the challenges of a rapidly changing market — and the BPM suite was on top of that, too. With new competition nipping at its heels, the company had to adjust its price structure and car stock, and to update its technology — all without derailing the live system. Genpact's BPM suite, Cora SeQuence, made that possible because designers can make changes while

processes are running. Changes include, for example, allocating work teams optimally to achieve better business outcomes.

That gave GreenWay s a competitive edge in a dynamic market, because it can consistently offer customers plans and service that keep them loyal.

Case studies

Many leading global companies today use Genpact's Cora SeQuence to revolutionize customer experience. You can take an in-depth tour of the BPM system which is transforming CX through the following case studies and webinars.

Keeping customers active and happy with a better feedback system

Össur is a global leader in non-invasive orthopedics. From its headquarters in Iceland, the company maintains a presence in the Americas, Europe, Asia, and beyond. Some 2,200 employees embrace its mantra: "life without limitations." The company chose Genpact's intelligent BPM suite, Cora SeQuence for its customer feedback process.

Since putting Cora SeQuence to work, the company has experienced:

- Reduction in registration time for customer service from five minutes to less than one minute
- Doubling of feedback-capture from its new customer feedback process/system
- 70% reduction in resolution time when Össur receives a product for inspection
- Easier monitoring on the new customer feedback process with Cora SeQuence dashboard metrics

Read case study

Portugal Telecom's smart workflow solution is the right call for customer service

Portugal Telecom is a global telecommunications and multimedia operator. It is using the Cora SeQuence BPM suite to optimize 400 workflow applications at its cellular stores, reducing the time it takes to serve customers and improving service.

"[We chose the solution] because of its Microsoft-based architecture and its user-friendly interface for non-technical users," says Gonçalo Mendes, Portugal Telecom's head of retail development and optimization.

Read case study

Digital opens water company's floodgates to better customer service and satisfaction

South West Water, a leading UK water provider, introduced a new customer management system for better in-bound and out-bound multichannel customer contacts. It chose Cora SeQuence to intelligently allocate tasks to agents, integrating it with Microsoft Dynamics CRM.

"SeQuence is efficiently allocating the right work to the right people," says Peter Hart, project manager, information services. "We are absolutely confident and committed that it is the right customer service management solution for South West Water."

Read case study

Revitalizing the customer experience for Arkopharma

The natural products manufacturer Arkopharma knew its sales administration processes were mission-critical for customer relationship improvement. And because the company had little reporting on customer satisfaction, it wanted a way to track and trace how many customer calls it was managing every day. Previously, its sales administration team had to find information in different SAP systems — a tedious and time-consuming task. Worse, customers were experiencing long wait times to find out the status of their orders.

Arkopharma worked with Cora SeQuence to analyze, model, automate, and digitize its business processes, so it could collect and centralize customer contact data. SeQuence acts as a process orchestration layer between the company's SAP CRM and ERP systems. Arkopharma reported that they are now 40% faster responding to customer enquiries. This solution has already saved the company €100,000.

Read case study

BPM can transform CX

We've seen that BPM can transform CX and provide the following benefits for your business:

- Consistent experience
- Management visibility
- Tracking and improvement
- Faster, higher quality service
- Compliance with regulations and reduced risk
- Better collaboration between business units

- Ability to react to key business moments and change

In sum, customer experience is the key to your business success. You can't afford to ignore it. An intelligent BPM suite lets you optimize your customer processes, makes them visible to all stakeholders, and improves them constantly — so you're ready to meet the challenges of a changing environment. With a BPM strategy, you can transform your CX and all the people, systems, and devices it touches. Adopting a BPM suite needs to be the top priority of any customer experience management initiative.

About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We obsess over operations and focus on the details – all 78,000+ of us. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies' ways of working. We know that rethinking each step from start to finish will create better business outcomes. Whatever it is, we'll be there with you – putting data and digital to work to create bold, lasting results – because transformation happens here, at Genpact.com.

For additional information contact, Cora@genpact.com and visit

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