

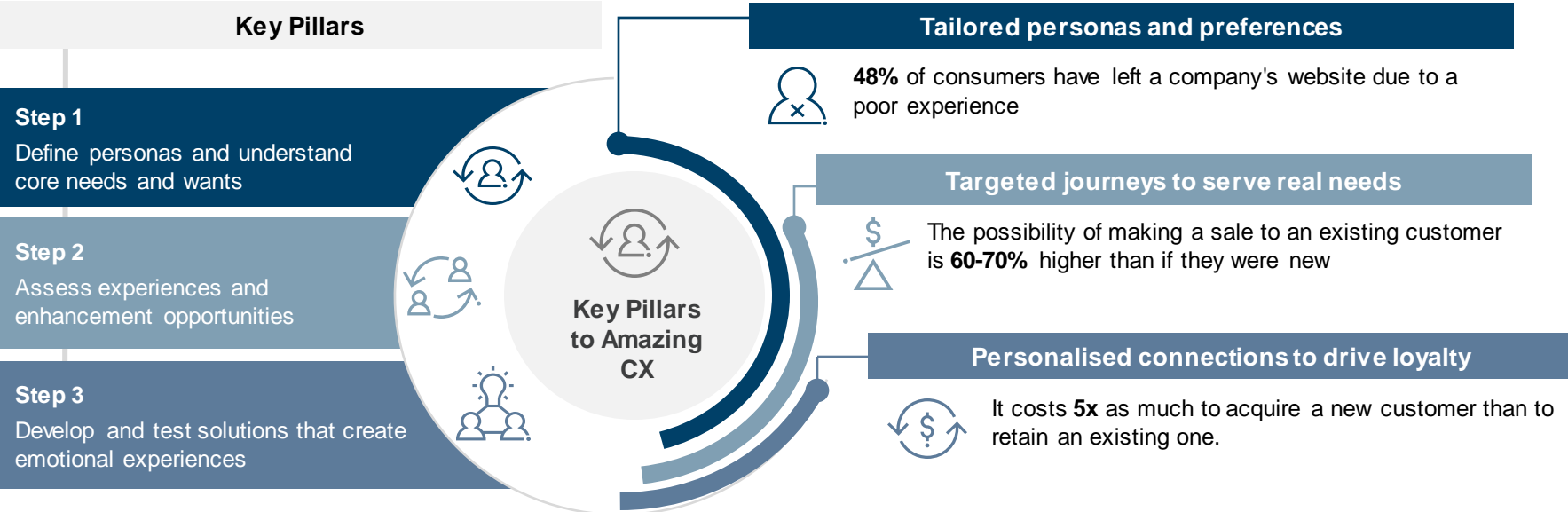
TRANSFORMING CUSTOMER EXPERIENCES

May 7th, 2024

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Global Business Consulting

Transforming customer experiences

Applying continuous innovation to customer journeys and interactions is key to improving loyalty and attracting new customers, recruiting and retaining top talent, driving cost efficiency across business operations, and ensuring compliance with customer-focused regulation

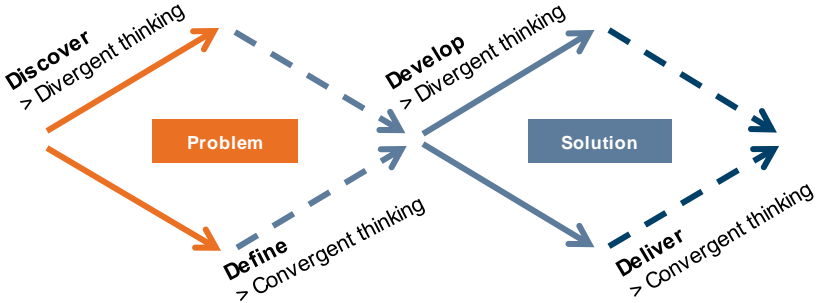


Value-add

- **Meaningful**, human-centred and **frictionless connections**
- **Ability to adapt** customer engagement to rapidly changing business dynamics
- **Consensus** around experience pain points and solutions
- **Rapid demonstration** and testing of **value** through tangible prototype solutions
- Opportunity to drive **additional benefits** as part of regulatory compliance activity

Value-add

- **Human-centered design** workshops
- Current **experience assessment**
- **To-be experience design** and digital interactions
- **Solution prototyping** to visualise value



Credentials

- **Financial services firm:** Built **customer lifecycle platform** to digitise interactions and streamline customer and employee experiences
- **Global hotel group:** Developed **prototype digital payments solution** to deliver frictionless interactions and drive customer loyalty.
- **Multinational bank:** Applied human-centered design to develop a virtual **employee onboarding** experience
- **Telecoms provider:** Designed solution roadmap to address supply-chain and quality challenges and **improve customer outcomes**

Experience transformation approach

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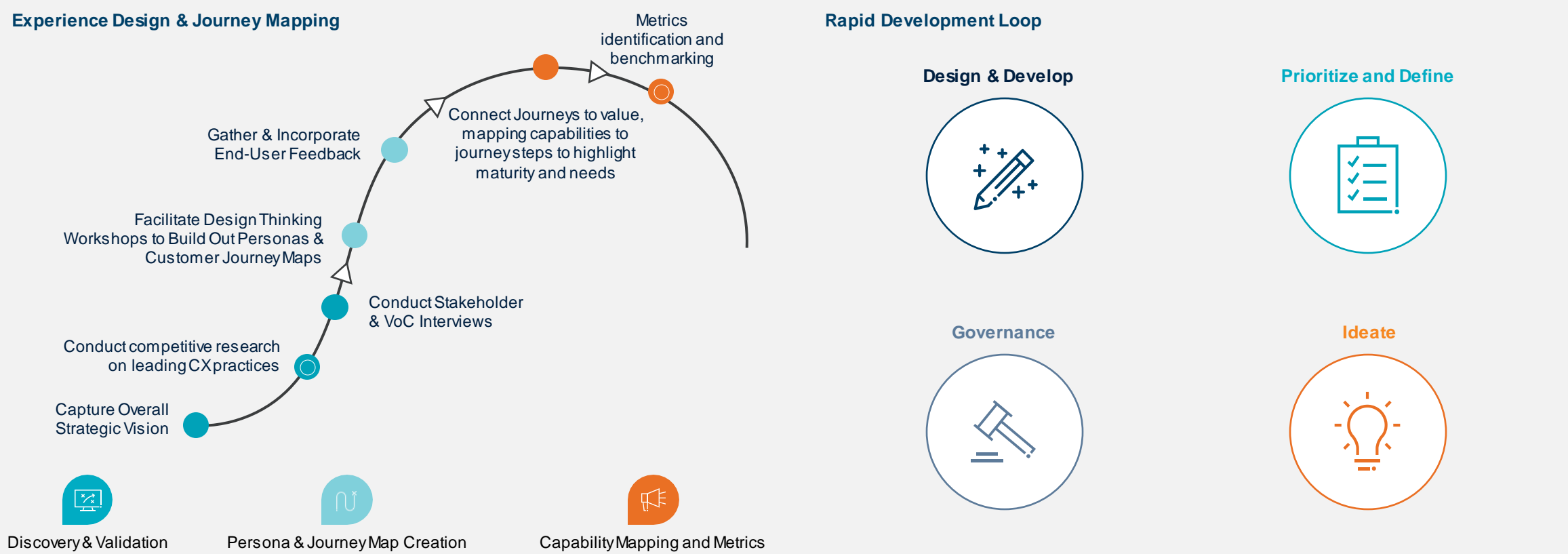


Experience design to accelerate transformation

Customer experience journey mapping is an important, foundational first step to enable a successful transformation. Outputs help drive future innovation agenda that teams can grow and scale at an accelerated pace, from ideation to prototypes to scaled production, always iterating to stay ahead of the curve.

Current proposal scope

Future phase consideration



Connecting to value through journey mapping

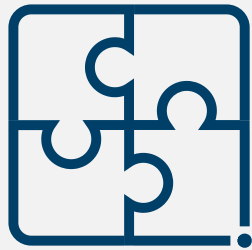
Journey Maps are powerful visual representations, from a customer point of view, of the E2E experience across an organization's brands, products, services, channels, and people.

Journey Maps are **powerful visual representations**, from a customer point of view, **of the E2E experience across an organization's brands, products, services, channels, and people.**

Understanding the holistic customer journey allows an organization to identify the **most important customer touchpoints** and **allows a link to the highest impact initiatives** to support the organization strategy and growth objectives.

Journey Mapping Delivery Accelerators

- **Orient Around the Consumer** to break down organization silos and map E2E experiences from the consumer lens. It's experience led, not product pushed.
- **Identify Engagement Across Channels**, to build a holistic picture of experiences across all channels the consumer uses.
- **Capture Moments that Matter**, whether a net new capability or gap in existing servicing, which help visualize key interactions in the journey that create differentiated experiences.
- **Serve as Guideposts** to facilitate digital transformation and represent the organization's future state vision.
- **Enables Framework to Prioritize Capabilities.** Creates an easy mechanism to identify capabilities and prioritize the delivery based on the outcomes/value being generated.



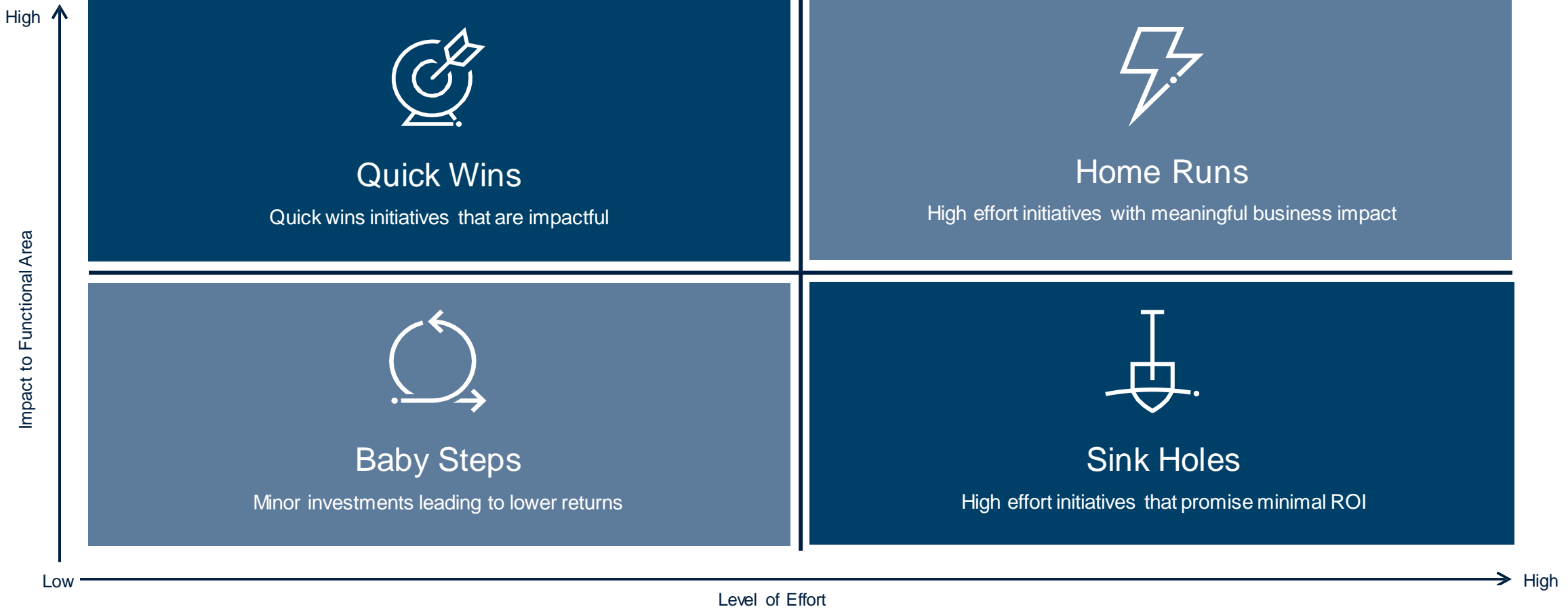
Illustrative examples*

- Visual representation of a customer segment
- Captures thoughts, attitudes, emotions, actions, needs, etc.
- Journey objectives & expectations
- Major steps, sub-steps, and actions
- Flow of interaction across channels and personas
- Pain points and moments that matter
- Capabilities that enable the moments that matter
- Prioritization of improvement opportunities

*See Appendix for additional illustrative examples

Capturing experience initiatives for future consideration

We will leverage the personas and customer journey insights to identify a catalogue of experience capabilities and work collaboratively with Banking and Capital Markets Company X to determine how to integrate into the existing Governance frameworks for future consideration.



Our digital offerings

Customer Experience 1

Customer research, experience strategy, and journey mapping to define digital & digital/physical experiences, strategies to connect experiences to business value and manage voice of customer feedback/programs across enterprises.

Creative & Design 2

Services to support clients with UX / UI, visual design, creative, and copywriting. Services span strategic concepting through tactical delivery and support digital marketing, digital product design and channel experiences. Includes innovation services, labs and design thinking workshops.

Engagement & Ops 3

Advisory and managed services capabilities in the areas of intelligent automation, robotic process automation (RPA), digital marketing, web operations, ecommerce operations, and loyalty programs.

Strategy 4

Strategy & Digital transformation capabilities advising our clients on digital business growth strategies, customer strategies, digital products & services, business models, loyalty programs, and digital operating models.

Experience Platforms 5

Services that support Experience & Martech Platforms to orchestrate customer experiences such as Adobe Experience Cloud, Salesforce Marketing Cloud, real-time channel orchestration, recommendation engines / next-best-action and CDPs.

Insights & Performance 6

Services to aid clients with customer and channel performance, customer behavioral economics, web analytics, customer profiling data collection, and third-party cookies.

How we enable successful customer experience design



Collaboration and
Ideation

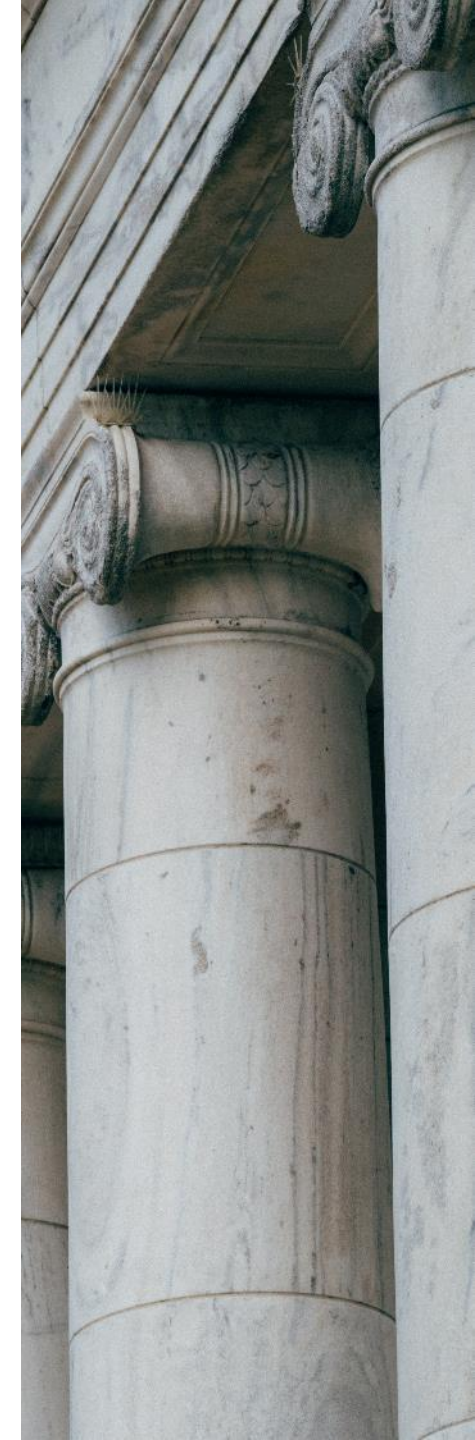


Continuous
Improvement



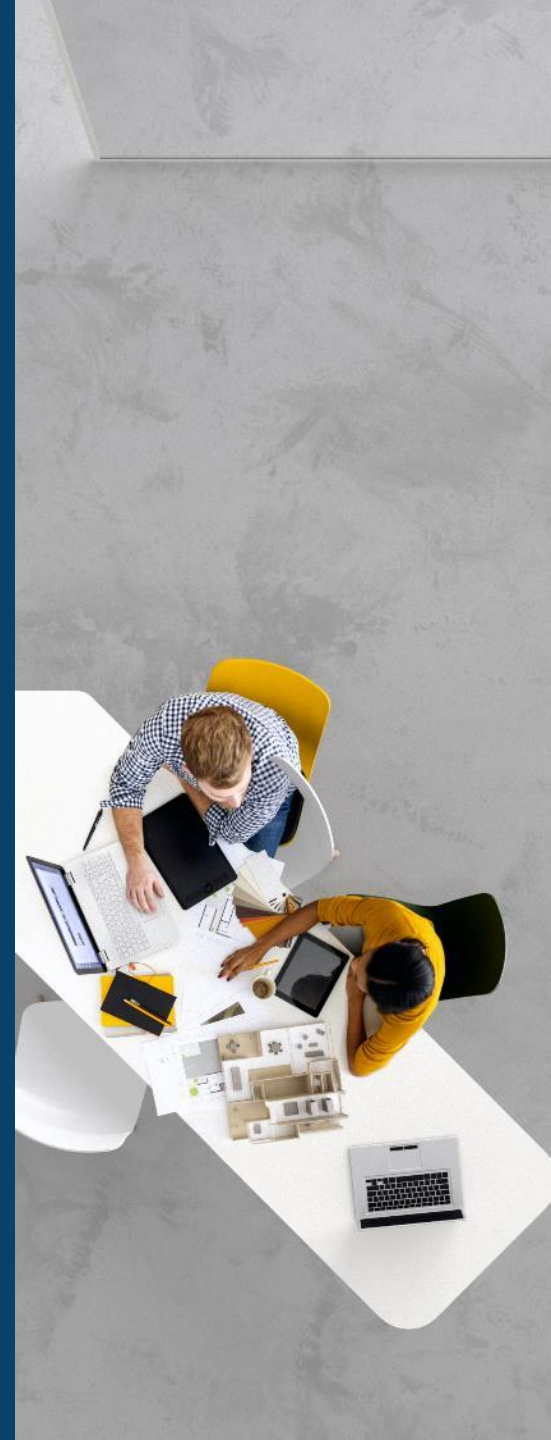
Measurable
Results

- ✓ Articulate a shared purpose – what is the goal of the program
- ✓ Get the right stakeholders involved up front, including those closest to the problem
- ✓ Set up the right cadences – daily, weekly, monthly, quarterly
- ✓ Location matters – physical and digital
- ✓ The data tells the story....be willing to listen
- ✓ Experience is key
- ✓ Encourage debate – create a marketplace of ideas
- ✓ Define clear decision rights up front
- ✓ Relentless prioritization – Focus on outcomes and value
- ✓ Think big, start small, act now



Credentials

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Client credentials: customer feedback assessment



Key Objectives

- The Client was in the retail industry and received an overwhelming amount of customer feedback on a daily basis.
- The Client did not have the resources to analyze their available data and therefore had not updated business processes in place.



Approach

- Reviewed direct customer feedback to identify issues and root causes to improve processes and customer experience.
- Reviewed over 70,000 feedback cases and labeled 5% of data for machine learning
 - Protiviti's Artificial Intelligence ("AI") algorithm classified text into the defined categories
 - Natural Language Processing ("NLP") derived text analytics to understand structure, sentiment, and intent



Value Delivered

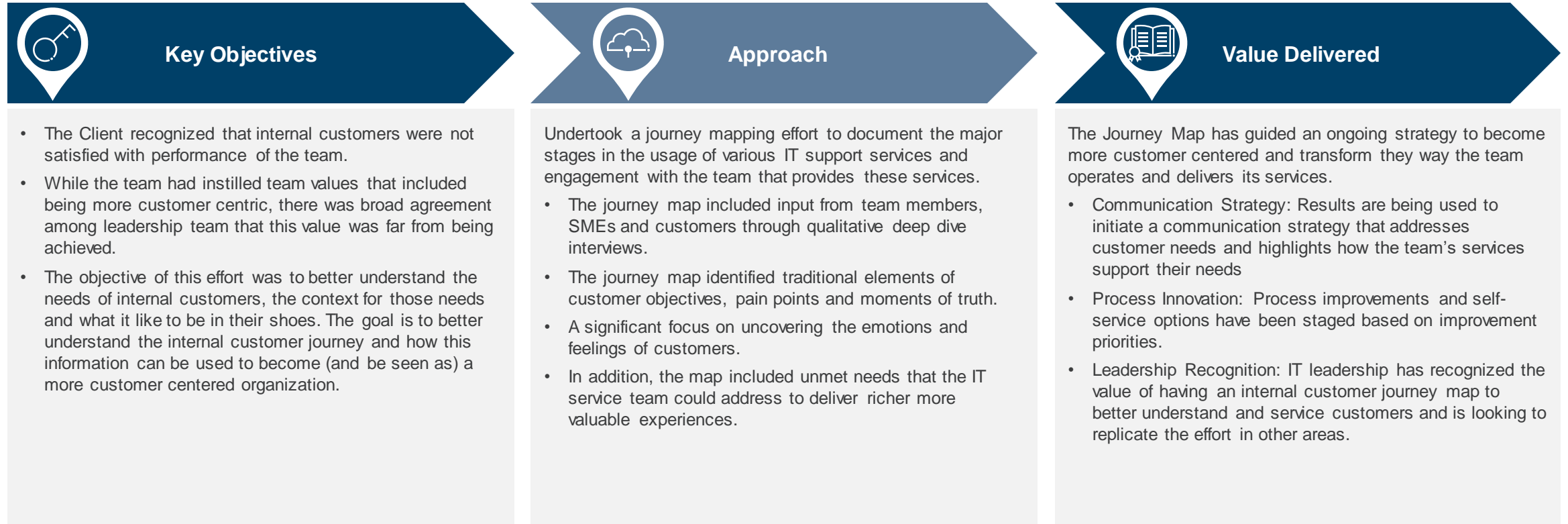
- Conducted quantitative and qualitative analysis to determine root cause and frequency.
 - Obtained a 68% model performance accuracy with machine learning code
 - Identified 32 issue categories and trends during holiday and regular seasons
 - Performed a key word analysis on key categories to showcase specific examples of underlying root causes
- **Identified Additional Analysis:**
 - Explore indirect social media channels
 - Quantify attrition and spend w/ sales data
 - Sentiment analysis to improve customer service representative responses



Client credentials: customer strategy enhancement



Client credentials: customer journey mapping



Client credentials: journey analytics driving automation and digital transformation

Key Objectives

- A train operating company was seeking to redefine the customer resolution center process and identify process improvement opportunities.
- The client hoped to use data mining and analytics tools to analyze its significant amount of customer transactional data to provide insight into the end to end customer resolution process.
- In addition to the backlog issues created during unexpected peaks of customer complaints, the client constantly leverages a high number of temporary staff to perform business as usual activities. Part of its objectives was to transform processes to reduce peaks and reduce the need for temporary staff.

Approach

- Undertook a journey analytics effort to better understand pain points and determine evaluation criteria to understand potential impact of improvements.
- Facilitated business process owner sessions to validate data inputs, introduce data analytics tools and develop analyses.
 - Analyzed process variations in areas such as cycle time, productivity and process automation.
 - Provided hands-on experience using the software and educate users for ongoing usage of tools.
 - Provided 3 key areas of recommendations around process automation, productivity and customer experience.

Value Delivered

- The Journey Analytics effort have provided an infrastructure and approach that is enabling the client to achieve continuous improvement.
- Real-time Understanding: Enabled organization to obtain an end to end view of their customer process including process deviations, cycle times between activities and identify potential areas for process and experience improvement.
 - Developed RPA Capabilities: Introduced Robotics Process Automation (“RPA”) and other automation approaches to improve process effectiveness and efficiency. Helped client develop internal skillsets.
 - Improved Productivity: ‘Intelligent Assistant’ approach to complaints cases found productivity improvements of 20% - 40% over time through automation of ‘data gathering’ and ‘next action’ tasks with an associated significant cost saving.



Client credentials: CX driven process optimization and automation

Key Objectives

- This global vacation travel provider was interested in driving greater consistency of business processes leveraging automation and other digital transformation initiatives..
- Following a sustained period of growth, it became clear that customer support processes needed to be more be more scalable.
- The pre-travel services function was identified as particularly high effort processes, with a high potential for standardization and improvement in order to reduce costs and deliver greater a better customer experience.

Approach

- Undertook an in-depth assessment of processes related to pre-travel customer service incidents to identify those with high customer effort in need for improvement..
- Identified ad assessed the top 10 highest complexity and volume processes to evaluate improvement opportunities according to the businesses' key strategic drivers.
 - Detailed documentation, including process maps and reports, for eight of the ten processes in the pre-travel services area., Prioritized initiatives based on difficulty, impact, synergies and dependencies
 - Developed Robotic Process Automation (RPA) proof of concept based on a selected process.

Value Delivered

- Process improvement efforts guided an ongoing initiative to reduce costs and improve customer experience by using automation to reduce costs and excess customer effort..
- Improvement Roadmap: In-depth overview of synergies and dependencies of the processes enabled client prioritize future improvements and scope the required effort.
 - Proven Value: Proved business case for adopting deeper RPA in the reclaims process demonstrating an expected savings of ~900 hours and expected increase in reclaim revenue based on data entry accuracy
 - Process Standardization: Process documentation established for 7 key processes to drive consistency and accuracy;



Product/service centric to experience centric

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Moving from product/service push to experience led

Customer experience expectations have risen dramatically, further accelerated by the pandemic. In today's world, the standard for digital experience has never been higher. Companies must compete against the entire field of digital platforms as each new experience is judged by the last, best experience the consumer had. For those that execute on customer experience properly, there's tremendous business value to be had.

Product / service centric

- Orienting around product/services only, delivering products/services based on potential profitability, regardless of customer needs & expectations.
- Little coordination between lines of business, potentially targeting the same customers and going to market with inconsistent messages. If there is LoB coordination, it's often through ad-hoc engagements and not standardized across the business.
- Vertical integration along product lines with sub-optimal channel coordination, typically supported by owned capabilities (IT, Sales, Etc.) in silos.
- Creating more one-dimensional customer relationships.



Product 1
Marketing, Sales, Servicing
IT Support
Data



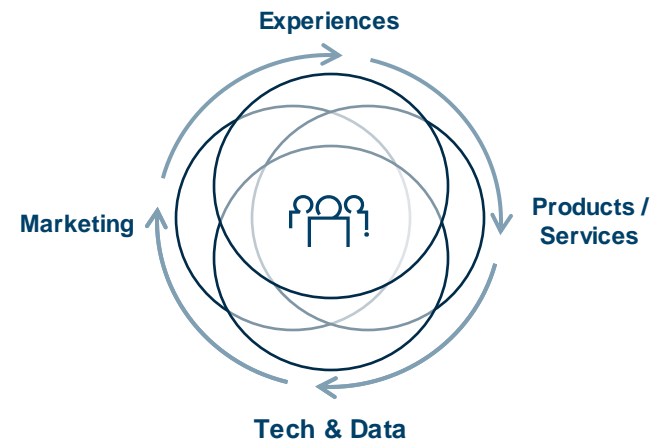
Product 2
Marketing, Sales, Servicing
IT Support
Data



Product 3
Marketing, Sales, Servicing
IT Support
Data






Experience centric

- Understanding who the customers are, where they are in the lifecycle, and what experiences they are looking for.
- Designing specific end-to-end experiences, seamlessly across channels, to meet customers on their terms – where, how, and when they want to engage.
- Putting customers at the center and working towards a consolidated view of the customer.
- Enabling deeper customer relationships by engaging as a “One Company” operating model.
- Centralized experience design & delivery functions to ensure consistent and consolidated engagement and experience across all products.



Redefining the experience of the future

There are five critical components to building a customer centric future, grounded by a world class understanding of connection to partners and customers.

Brand Awareness 	Addressable Market 	Customer Experience 	Embedding Innovation & Technology 	Marketing & Sales Enablement 
<p>What makes your brand stand out? What impression does your identity leave? How do you turn buyers into brand loyalists?</p>	<p>Have you maximized growth through your total addressable market? Are you focused on quality interactions with highest value customers?</p>	<p>Has customer experience been optimized to reduce friction and allow for customer velocity in expected outcomes? Is your target operating model customer centric and value add?</p>	<p>Are you driving innovation through partnerships, tools, and technology? What automation strategies can enhance your engagement?</p>	<p>Has your marketing strategy evolved to drive engagement and qualified lead generation that results in more than the opening of accounts?</p>

Where are you on your journey?



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