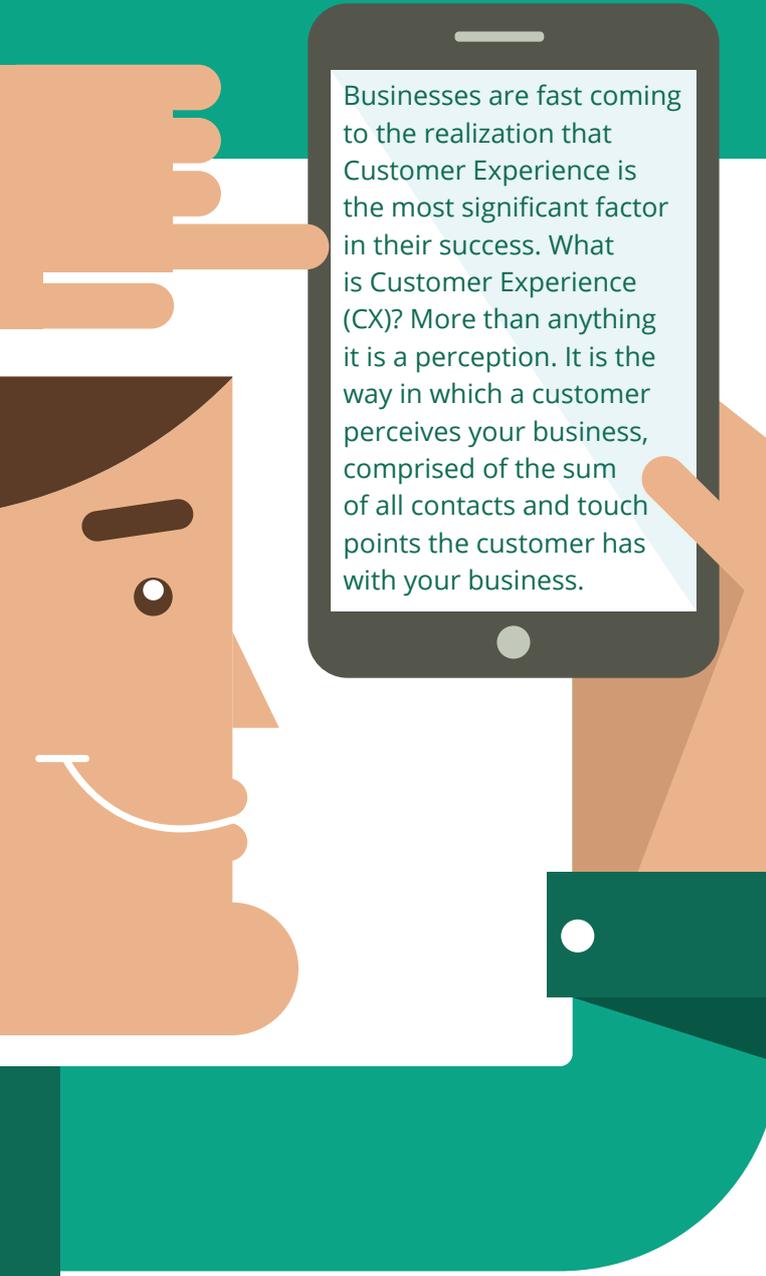




# Introduction The Essentials of CX



Businesses are fast coming to the realization that Customer Experience is the most significant factor in their success. What is Customer Experience (CX)? More than anything it is a perception. It is the way in which a customer perceives your business, comprised of the sum of all contacts and touch points the customer has with your business.

of you throughout this journey, as a whole and from each of its parts, directly affects the chances your customer will remain loyal to you into the future.

Here are a handful of statistics which emphasize the importance of CX:

- 62% of organizations view customer experience provided through contact centers as a competitive differentiator (*Deloitte*)
- 94% of customers who have a low-effort service experience will buy from that same company again (*CEB*)
- Loyal customers are worth up to 10 times as much as their first purchase (*White House Office of Consumer Affairs*).
- The customer experience reigns as the primary investment target as 68% of businesses plan to increase their customer management spend. (*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

Since CX is such a key element of a business's success, organizations have established methodologies to handle CX optimally. This is called Customer Experience Management (CEM). Gartner defines CEM as, "the practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy."<sup>1</sup>

In this white paper, we will demonstrate why many CEM initiatives fail to achieve their objectives, and why BPM, as the core element in a CEM strategy, has the greatest potential for transforming your customers' experience.

Customer Experience starts from the first time a customer hears about your company, through the initial contact with your company via web, sales agent, event or social media, through to the opportunity and sales stage, to on-boarding, services provision, support tickets and complaints, and onward to consequent orders.

These are all steps in a journey that your customer takes through your business landscape. Business Analysts agree that the opinion your customer forms

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

## What is Missing from Traditional CEM?

CEM has grown in importance, to the extent that many companies now employ a Customer Experience Manager, someone whose prime objective is to improve the company's CX. This is 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 – both human and system.

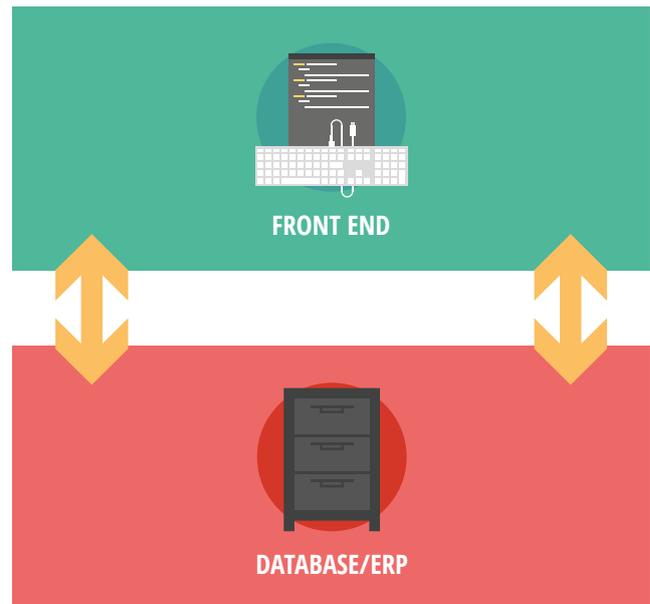
Many companies have front line staff who are in direct contact with their customers. This staff will likely be using a customer service system or portal which enables them to log support tickets, handle requests and address complaints. This system must draw its data from somewhere. This somewhere is typically the company's Database or ERP systems – large, complex, data-burdened systems which lie deep in the company's core. No problem, right?

Wrong.

A company with a two-layered customer handling infrastructure (front end + database/ERP) cannot hope to achieve a competitive level of customer service. This is especially true the larger a company becomes. As teams grow, new departments emerge, and new branches are established, there is no intelligent system to enforce standardization and consistency. Chaos reigns, as each person and department chooses to handle customers in a different way.

There are six major elements lacking in such a two-tiered system:

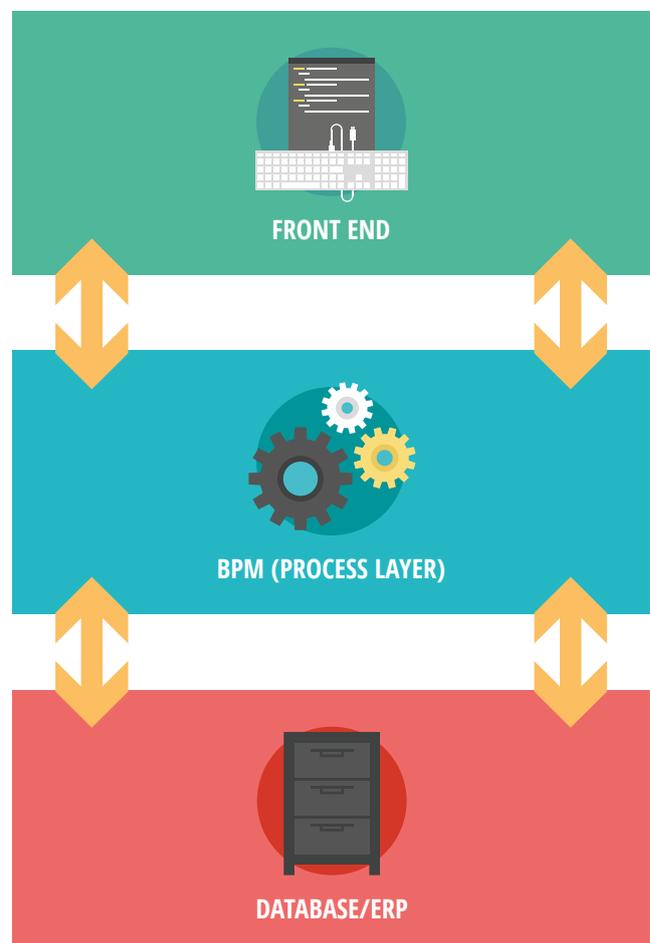
- Lack of standardized processes
- Lack of data visibility
- Impaired ability to enforce SLAs and compliance
- Lack of management monitoring and improvement capability
- Inability to achieve efficient resource management
- Inability to capitalize on Business Moments and adapt to change



In such a system, service is often slow and poor, and the customer experience is inconsistent at best, and typically unsatisfactory.

What is required to remedy this situation is a third layer – a middle layer.

This is the layer of BPM.

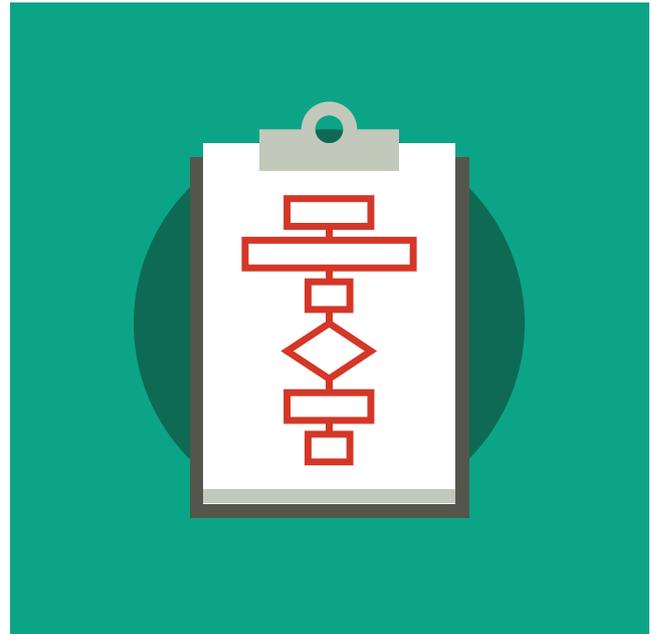


## Where Does BPM Come In?

BPM (Business Process Management) has become the recognized standard for the optimal management of a business's processes and daily workflows. Gartner advises that:

**“BPM platforms help solution architects and business outcome owners accelerate application development, transform business processes, and digitalize business processes to exploit business moments.”<sup>2</sup>**

But BPM goes beyond just being a set of workflows that some people in your organization may use. BPM is quickly becoming the central layer, the middle layer, which acts as a glue between people and systems.



## What Does BPM Do?

BPM enables a company to take a good hard look at its critical business processes, and then decide how these processes should be carried out optimally. Once the company has modelled these processes, the BPM software suite enables these models to be implemented and executed by the organization's members as operation business processes. Intelligent BPM suites are at the leading edge of BPM market today (see Gartner's *Magic Quadrant for iBPMS*).

BPM processes can be operated in a standalone BPM portal, or be quickly integrated into a company's existing portal. They can even replace the existing top layer in many cases. But the interface is less important. What is of prime importance is that now, the organization can manage all of its business processes in an optimal manner. These processes can be deployed across the entire organization, and thus, consistency and better performance can be achieved. Processes can then continually be improved upon, over time.

Standardization, consistency, and continual improvement – this is exactly what is missing from the two-tiered CX model. In the following sections, we will describe how BPM can transform CX on nearly every level.

<sup>2</sup> <https://www.gartner.com/doc/3063823/market-guide-business-process-management>



## How BPM Can Transform CX

Let’s take a look at how BPM can improve Customer Experience through the lens of a practical scenario. The company in question is GreenWay (a fictional organization), which provides eco-friendly rental cars to its clients across the US. GreenWay chose to implement a BPM suite in order to overhaul its CX, which suffered from many of the deficiencies mentioned above.

## Discovering Customer Processes

GreenWay began by meeting with its BPM provider, which helped GreenWay identify its key customer processes:

- Opportunity-to-Sale
- Customer On-Boarding
- Car Provisioning and Payment
- Accident and Repair
- Insurance Claims
- Complaints
- Car Return and Checks

GreenWay discovered that the above processes were executed differently and non-optimally in its various branches, and that while customers liked the “idea” of a greener car rental service, the company did much damage to its reputation by the way it handled customers. Issues ranged from cars reserved not being provisioned according to size and model requested, understaffing of high-traffic offices, field agents not being equipped to fix problems, and more.

GreenWay sat down with its BPM experts and modeled these processes in the manner in which it desired them to be executed. Now it was ready to design the processes.

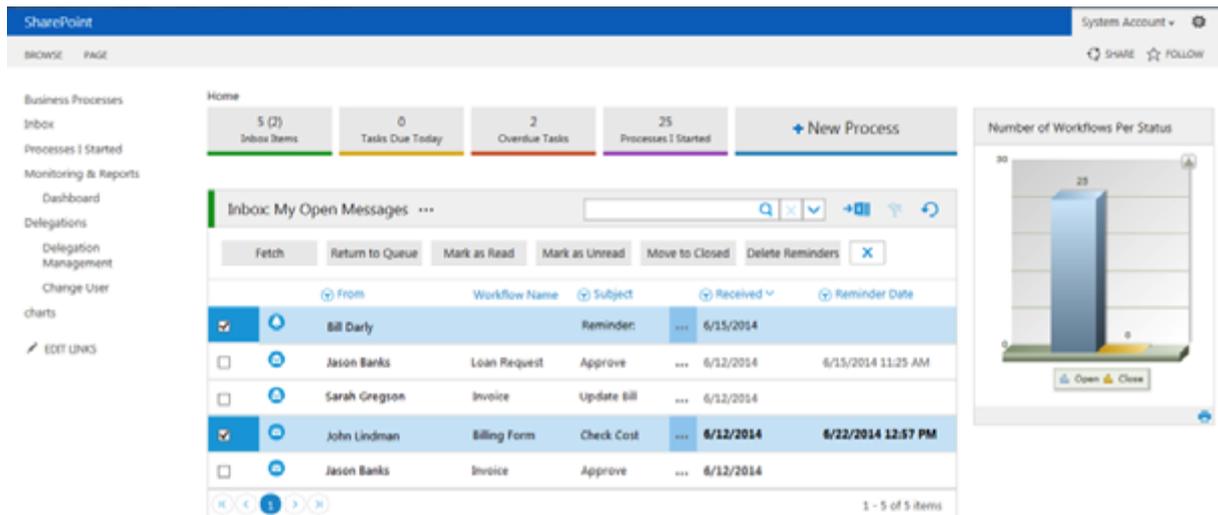
## Designing Better Processes

An intelligent BPM suite enabled GreenWay to design its customer-facing processes in an intuitive graphical interface.

Department heads, executives and field agents alike collaborated on creating these processes in a way which reflected how service should be delivered. The BPM suite’s business user features enabled a small



Visual Workflow Canvas



## Process Operation

team of designers to create the processes quickly, and then its architects oversaw their integration with GreenWay's front end and database systems. This integration was made easy with the BPM suite's out-of-the-box integration wizards. In less than 10 weeks, the new system was ready to go live.

### Process Operation – Live Guidance

When the solution went live it changed the way GreenWay employees worked. The system provided agents with a powerful dashboard which included their queue of tasks, and the ability to kick off and track new customer-facing processes. The system guided agents through the optimal series of steps needed to complete each task according to the company standard.

Very often, the system leveraged data from other processes and systems to help agents make intelligent decisions in real time, something that was unheard of previously. This real-time intelligent decision-making enabled agents to handle unexpected events, such as extreme weather, car system upgrades, and accidents, in a smart and efficient manner, increasing customer satisfaction and giving customers the impression that GreenWay was one step ahead of events.

### Consistency and Unification

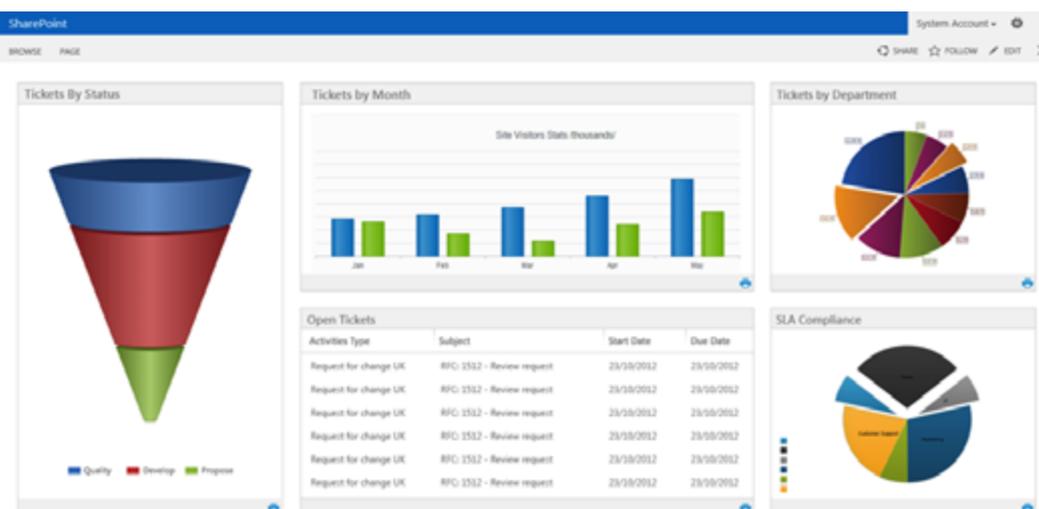
Now all GreenWay offices were operating according to a unified procedure across all locations. This made an impact on customers who had previously experienced inconsistency even within the same office, and between particular agents. It also meant better cooperation among GreenWay agents in

different departments and offices, since everyone was now familiar with the new operating procedures and had a unified language for communication, roles and procedures.

### Visibility Across the Full Customer Journey

One improvement that made a giant difference for GreenWay was that now, its management could view the entire customer journey, from sales, to on-boarding, to provision, to customer service. The BPM suite's easy-to-configure analytics dashboards enabled management to quickly gauge how each of these processes were performing across each office and department.

Problems surfaced right away (since the new system was still in its infancy), but GreenWay managers could now drilldown into each process and determine what was causing the bottleneck. One of the issues discovered was that a certain type of connector was causing cars to be poorly charged, resulting in an increase of 25% in service calls. There was also a dysfunctional maintenance process in three out of five GreenWay maintenance hubs. Now that GreenWay had isolated these problems, it was able to resolve them quickly, and return service calls to satisfactory levels.



### Dashboard Analytics

The system also enabled GreenWay to establish metrics for customer satisfaction at each milestone in the customer journey. These metrics were visible to agents and their team managers, and customers who appear dissatisfied could be quickly escalated to more focused attention.

**Result:** As the weeks progressed, overall customer satisfaction increased, and management continued to keep a close eye on the overall customer journey.

### Unifying Systems, Users, and Devices around CX

One of the major problems GreenWay had, was ensuring that its field agent quickly reached and assisted customers who got stuck on the road. With the help of Process<sup>TO GO</sup>, the BPM suite's mobile portal, field agents now had access to the customer service system from their mobile and tablet devices. Process<sup>TO GO</sup> provided them with geo-location functionality, enabling them to locate customers faster. It also prepped agents with the proper equipment they would need in order to fix issues before they set out on the road. Finally, when they encountered problems at the site, it helped connect them with subject experts back at headquarters who could walk them through solving the issue quickly.

**Result:** Mobile BPM was a major factor in improving service to customers stuck on the road, and this had an enormous impact on how customers viewed GreenWay. Now, customers felt that GreenWay was quick to respond when they needed help most, and getting their car back up and running fast did wonders for their overall perception of the company.

In addition to mobile, the BPM suite helped connect 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 was now on making customers happier with their service.

### Optimized Work Allocation

GreenWay had limited human resources, especially when it came to more complex tasks, such as handling insurance claims and accidents. The new system enabled smart allocation of tasks according to its agents' availability and skills sets. This meant that tasks reached the right person, and that this person could complete the task within an acceptable timeframe. The software's powerful task allocation engine took into account employee calendars and vacation days, enabling delegation and advanced task queue functionality.

**Result:** These capabilities translated into faster response time, and a higher quality of service.

### Ensuring SLAs, Compliance and Quality

Since BPM was making operations more efficient and consistent, GreenWay was finally able to track and meet SLAs and service levels that it promised in its contracts. In addition, new, stiffer regulation had been imposed on safety measures for eco-cars, and GreenWay stood to lose money on law suits and government penalties if it could not comply with this regulation, not to mention the potential risks that it meant for its customers.



### Process<sup>TO</sup> GO

That's where a new compliance process came to fore. GreenWay was now able to implement this process, which audited several of the existing processes according to safety regulations. Now, when a safety regulation was not met, an alert was sent to both the relevant agent and the safety officer, ensuring compliance within a short time.

**Result:** This process made GreenWay's cars safer, and saved GreenWay from legal trouble, which could have been both costly and damaging to its public image, and hence, customer perception.

### Handling Business Moments Optimally

GreenWay had never bothered to consider the opportunities present 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 did not have mechanism for acting on these potentially "hot" sales leads.

With intelligent BPM in place, each process had a "listener" set up for Business Moments – those unexpected events, which, if handled well, could lead to increased business for GreenWay. Now, agents had an option of alerting a sales rep if a new sales opportunity arose. And they did. Within several months, GreenWay sales increased by 20%, as the service and sales departments began to collaborate more closely through the BPM system.

Business Moments also work the other way – handing problems. The solution helped GreenWay quickly identify potential problems which could adversely affect either a single customer, or a whole department. Agents now had an option to kick off a "Troubleshooting" process and even an "Emergency Intervention" process to meet the needs of a sudden problem or potential crisis and get the management team on board quickly to address the issue and handle it before it got out hand. This type of BPM reactivity to Business Moments ensured that in the year after it deployed BPM, GreenWay did not have any major damage-causing crises that hurt its company reputation or the way its customer perceived it.

### Involving Customers in the Process

Until now, customers had no visibility on the status of their order or their rental when it was in progress. Using a customer-facing BPM solution, GreenWay could now open a customer portal which gave the customer the ability to see where its order and rental stood at any point of time.

This customer portal was easy to access and use, and it also enabled customers to:

- 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, saving time for its customer service agents, and opening up channels for customers who preferred online communication. The GreenWay community action group was a grassroots group of people who identified with ecologically-compatible cars across the country, and this group acted as an advocate for GreenWay, increasing awareness of the company beyond its traditional market base, and improving its public image.

### Evolving in a Changing Environment

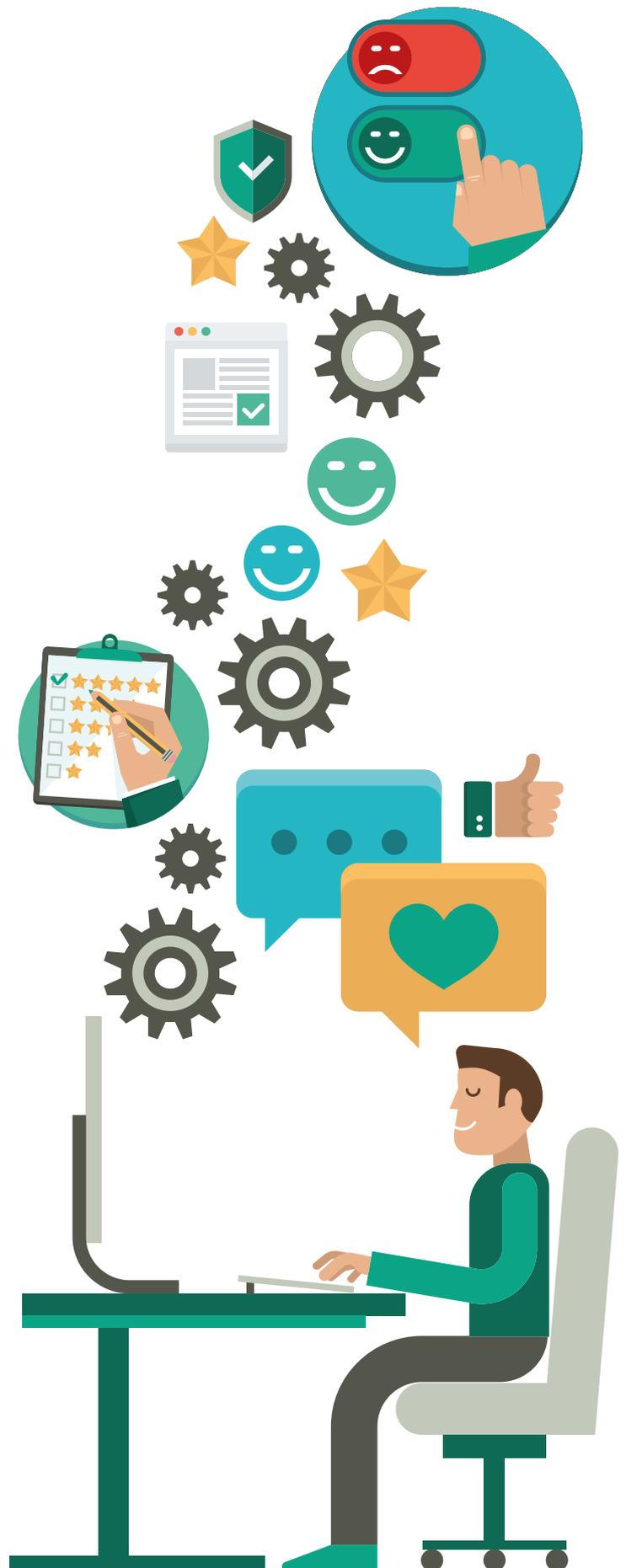
While GreenWay had already achieved a transformation, there was still a long way to go. When a new eco-car rental agency opened, GreenWay suddenly had to deal with fierce competition for clients.



A core BPM requirement is the ability to handle Change. This would enable GreenWay to adjust its customer-facing processes extremely quickly, to meet the challenges of

this rapidly changing market. GreenWay needed to adjust its price structure and car type availability to compete better, and update its technology according to new developments in the eco-automotive field – all this without derailing the live system. This was made possible with PNMsoft’s unique *HotChange*® technology, which enables process designers to make changes as processes continue to run. Frequent adjustments to what we call “HotProcesses” (dynamic processes that have a high impact on the business) can even be made by end users and managers. *HotProcess*™ changes include, for example, the ability to allocate work to teams in a more optimal manner, in order to achieve better business outcomes.

**Result:** *HotChange*® enabled GreenWay to better compete in a dynamic market, and helped it consistently offer customers the plans and service that would keep them loyal to GreenWay.



## Case Studies

PNMsoft Sequence is being used today by many leading global companies to revolutionize Customer Experience. The following Case Studies and Webinars are available, where you can find an in depth tour of the BPM system which is transforming CX:

### Össur

#### Improving Customer Service in the Manufacture & Service of Non-invasive Orthopaedics

Össur is a global leader in non-invasive orthopaedics. From its headquarters in Iceland, the company maintains a presence in the Americas, Europe, Asia and beyond where its mantra, "Life Without Limitations", is embraced by some 2200 employees.

PNMsoft Sequence iBPMS was chosen to implement Össur's customer feedback process.

The benefits included:

- Reduction in registration time for Customer Service from 5 minutes to under 1 minute.
- Doubling of feedback capture based on the new Customer Feedback process/system.
- 70% reduction in resolution time when Össur receives the product for inspection.
- Easier monitoring on the new CF process with PNMsoft Sequence dashboard metrics.

[Read Case Study](#)

### Portugal Telecom

#### Portugal Telecom implements PNMsoft intelligent BPM solution for Customer Service Optimization

Portugal Telecom is a global telecommunications and multimedia operator based in Portugal. Portugal Telecom is using PNMsoft Sequence BPM suite to optimize 400 workflow applications used in its MEO cellular stores, reducing the time it takes to serve customers and improving service.

Gonçalo Mendes, Portugal Telecom's Head of Retail Development & Optimization said:

**"PNMsoft was chosen because of its Microsoft-based architecture and its user-friendly interface for non-technical users"**

[Read Case Study](#)

### South West Water

#### Extending MS Dynamics CRM with Efficient Work Allocation for Improved Customer Service

South West Water, a leading UK water provider, has implemented a new Customer Management system to more effectively and efficiently manage in-bound and out-bound multi-channel customer contacts. South West Water chose PNMsoft Sequence CRM Edition (SCE) to intelligently allocate tasks to agents within its Microsoft Dynamics CRM, as an integral part of this solution. Peter Hart, Project Manager, Information Services, South West Water said:

**"Sequence is efficiently allocating the right work to the right people. We are absolutely confident and committed this solution is the right customer service management solution for South West Water."**

[Read Case Study](#)

## Arkopharma

Measuring Customer Satisfaction is a key aspect to obtaining and maintaining ISO certification. As part of its Customer Relationship Improvement policy, Arkopharma identified that its sales administration processes were mission-critical to customer relationship management. There was a lack of reports on customer satisfaction so the company wanted a solution to help track and trace how many customer calls they are managing on a daily basis. Previously its Sales Administration team had to look for information in different SAP systems and this was very time-consuming. Its customers were experiencing long waiting times to find out the status of their orders.

Arkopharma worked with PNMsoft to analyze, model, automate and digitalize its business processes, enabling it to collect and centralize customer contact data. Sequence is used as process orchestration layer between the company's SAP CRM and ERP systems.

Arkopharma reported that they are now 40% faster responding to customer enquiries, and saved already €100,000.

[Read Case Study](#)

### Additional Case Studies and Webinars:

*Harris CapRock: Supply Chain Management for Satellite Communications*

*Aon Hewitt: Global and Domestic Benefits Management*

*eSPap: Streamlining Public Sector Processes*



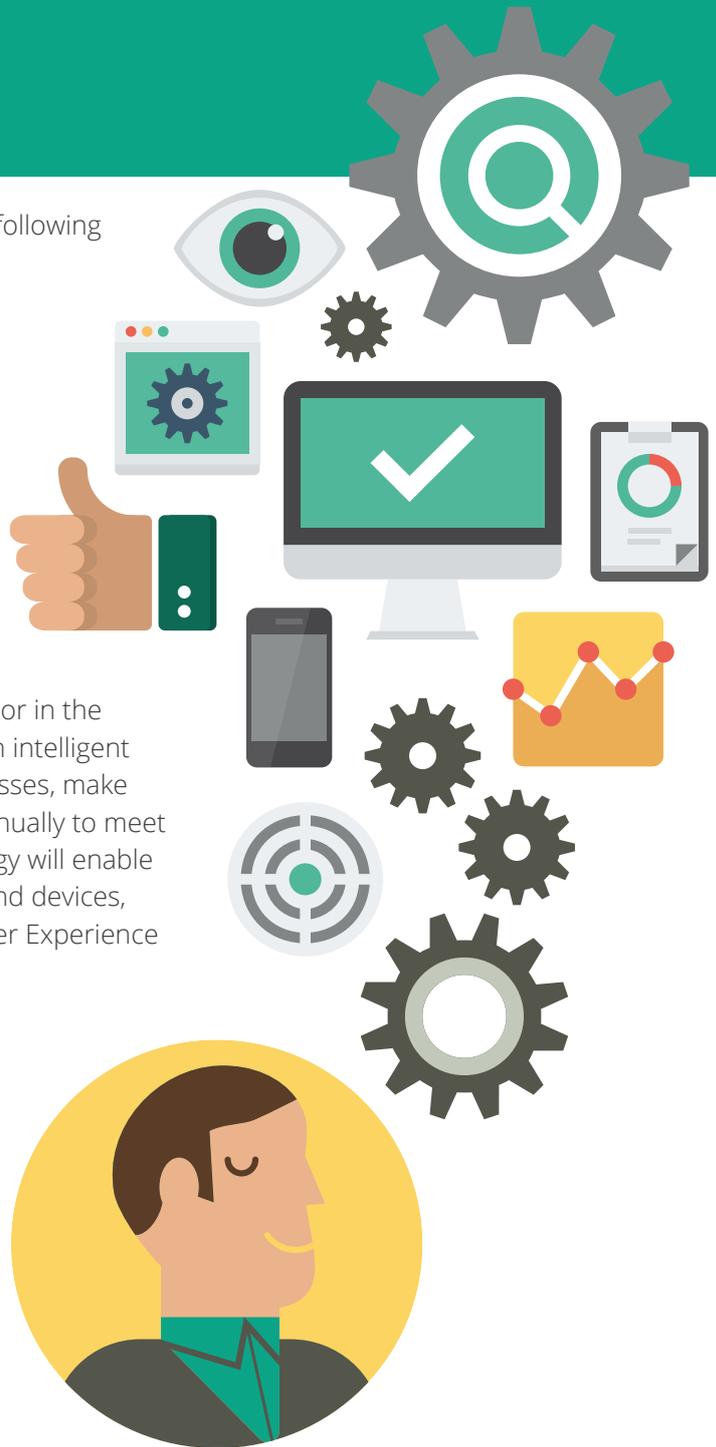
# Benefits for your business

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

- Optimized customer processes
- 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 Business Moments and Change

To sum up, Customer Experience is likely the central factor in the success of your business. You can't afford to ignore it. An intelligent BPM suite enables you to optimize your customer processes, make them visible to all stakeholders, and improve them continually to meet the challenges of a changing environment. A BPM strategy will enable you to transform your CX across your people, systems and devices, and as such, it should be at the forefront of any Customer Experience Management initiative.

Reach out to us on how to improve your Customer Experience with Intelligent BPM, contact us using the details below.



## PNMSOFT

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