

# Digital Transformation Can Improve Customer Journeys—But How Do You Decide Which Ones?



Customers today prefer to handle easy, low-complexity issues on their own without having to engage with live assistance, which they view as an unnecessary waste of time.

You know that digital transformation promises to improve your customer experience in many ways, but how do you determine which journeys to focus on, and how will you enhance them?

In just a few steps, we will show you what to consider and how to plan for digital transformation initiatives that run smoothly and have the desired effect on the right customer journeys.

## Step 1: Identify Your Customer Journeys

Start with defining each customer journey. You'll need to collect and collate data within each journey and identify where the customer experience is breaking down. There are tools that can help you do this.

If data is missing, you can introduce technology that helps you automate parts of your journeys, as well as collect data you can use to understand exactly what's happening. For instance, the chat system on your website can be used to capture and learn about the issues for particular journeys.

Here are just some examples of the breakdowns you should be on the lookout for:

- Points in a journey where customers have to restart.
- Points where customers have to repeat information they gave in a previous channel.
- Journeys where it can be easy for customers to make an error, become confused, or find themselves "lost" on the support path. Interactive Voice Response (IVR) is often the culprit here.
- Moments where customers must enter information that could be automatically entered for them if they are logged in.
- Journeys where the mobile experience is inconsistent with the desktop experience.

## Step 2: Analyze the Journey

Once you have defined your customer journeys and have data about them, let the data help you determine which ones to automate first.

A great initial approach is to analyze the frequency and complexity of each journey, and identify the high-frequency / low-complexity journeys. This category of journeys will contain some of your best candidates for automation.

### Common Examples of High-Frequency / Low-Complexity Journeys

- Statement request
- Password reset
- Hardware troubleshooting
- Service availability
- Network support
- Bill payment
- Service activation
- Product questions

Why are high-frequency / low-complexity journeys often ideal for automation?

Firstly, when you automate these journeys you remove the cost and burden of having live chat and phone agents involved. This frees your agents to handle moments along the journeys that are more involved, such as complex customer care issues, or that have a higher business value, such as sales support calls.

Secondly, customers today prefer to handle easy, low-complexity issues on their own without having to engage with live assistance, which they view as an unnecessary waste of time.

## Step 3: Select a Channel Strategy

When you've identified the journeys you're going to automate, the next step is to choose the best way to craft the journey's customer experience.

Some questions you'll want to ask are:

- Is this journey a candidate for self-service?
- At what points along the journey would the customer switch channels?
- Would live assistance need to play a role?



### Hint: Get to Know Chat

Get to know all about chat when considering your channel strategies because it is likely that chat- and chatbots, will feature prominently across your customer journeys. Chat is widely popular among customers today, and the ability for chat to integrate and share customer context with other channels makes it a versatile choice for customer experience.

You should create a simple storyboard for your channel strategy that maps the stages of the channel to the corresponding impact that each point of the journey has on customer mood along the way. Here is an example of how your simple storyboard might look:

### New Journey Progression



The customer wants to upgrade their phone plan.



Customer goes to their provider's app to see if there are upgrade options available. The app identifies their corporate plan and offers them the option to chat for more information.



The chat conversation begins with a chatbot and the customer is able to see all the options available to them and ask questions about each plan.



Customer selects plan and the chatbot seamlessly switches with a live agent, required for their specific corporate plan, right in the same conversation, to facilitate the purchase.

### Customer Mood



Pleased at the prospect of getting a great phone plan.



Happy. Their journey is moving along smoothly.



Excited. The customer is getting immediate answers to their questions.



Ecstatic. They have a new phone plan and it was an easy, fast experience.

Look for a technology platform that lets you deploy across multiple channels, optimizing the channels you already have, while you selectively add new channels at minimal cost as your business strategy evolves.

## Step 4: Assess Your Current Technology Environment

Based on your newly created channel strategy, determine the technologies you'll need to deliver the improved experience. Some questions to answer are:

- Which technologies are currently in place at your organization?
- Which capabilities are you missing, but will need, in order to automate the journey and achieve the desired experience?
- How will the new technology operate with your existing technology to seamlessly deliver the experience?

Keep in mind that the technology you choose is critical for enabling scalability and reuse without creating new silos.

Look for a technology platform that lets you deploy across multiple channels, optimizing the channels you already have, while you selectively add new channels at minimal cost as your business strategy evolves.

The ability to add new channels and enhance capabilities as you go will help you take on manageable improvement initiatives, which makes it easier to demonstrate results early, and gain support for further improvement of customer journeys.

### Bonus Tips:

To further reduce risk and get valuable feedback early, test the capabilities you designed in a sandbox or proof of concept to help improve your implementation before making it available to the broader customer base.

Once you deploy the capabilities, continue to collect data to measure success, and tweak the design as necessary to improve the experience. This data will also provide insight into ways to automate additional journeys.





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