The Total Experience Playbook

A Guide to Winning in the Experience Economy, with Tips for Orchestrating Exceptional Experiences at Every Stage of the Journey

The Total Experience Playbook

In 2013, customer experience innovator, Matthew Dixon authored a new book that forever changed the game of customer service. Dixon's Effortless Experience transformed the business landscape and defined the gold standard for customer experience for the last 10 years – until now.

Though the emphasis on eliminating friction within specific interactions was a helpful focus for a season, it is no longer enough. A fundamental shift in expectation and capabilities has occurred in the customer experience arena: now companies need to think about the Total Experience. Many organizations have responded to changing consumer behaviors by implementing rapid, disparate, find-and-fix solutions. This has created a set of fragmented experiences for their customers that are far from the consistent, dependable, predictable, and brand-aligned characteristics representative of a true Total Experience.

While Dixon's vision was coalescing for businesses, the demands of today's Experience Economy make frictionless interactions table stakes. Today's consumer has a new set of expectations that include seamless, consistent, proactive, predictive, and dependable interactions not only within, but across every interaction channel, platform, and business function throughout the entire customer journey. In other words, they want a **Total Experience.** And they want that Total Experience from the moment they become aware of your brand, to the moment of purchase, and throughout their entire customer lifecycle.

Many companies are now left with customer experiences that have lost the cohesion that makes a truly great customer journey. At TTEC Digital, we've recognized the need to help our clients reweave their customer experiences into a true Total Experience.

What's Inside?

What is Total Experience (TX)?

Historically, many organizations have attempted to transform their operations by purchasing point solutions, or focusing on improving individual interactions and then stitching disparate solutions together. As a result, many brands now lack a unified customer experience (CX) solution and deliver fragmented or disjointed experiences to their customers. As we move toward a true Total Experience mindset, it's important to think beyond specific customer interactions and engagements, toward an experience that meets their needs and expectations holistically.

Total Experience (TX) bridges user, customer, and employee experience disciplines into one transformational experience that unifies every customer touchpoint, aligns the brand across every channel and platform, harmonizes business functions, and

"The goal of TX is to drive greater customer and employee confidence, satisfaction, loyalty and advocacy."

– Gartner, 2021[1]
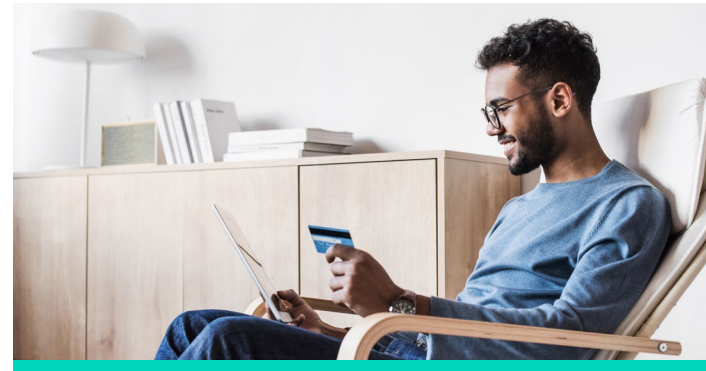
establishes complete trust within every possible journey. It links to a strong multi-experience that dictates how the Total Experience is delivered and enhanced across all functions, devices, modalities, and touchpoints. A true TX strategy is focused on the goal of creating stronger, more holistic experiences for anyone who engages with your brand – including employees, customers, partners, and other key brand stakeholders.

The Opportunities & Benefits of Total Experience

A Total Experience may seem at first glance like an intangible benefit, something more emotional than practical, but the business value of it becomes clear the moment you investigate the numbers.

20%

Improve Employee Experiences

McKinsey & Company[2] found that improvements in customer experience lead to an average increase in employee engagement by 20%.

73%
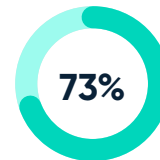
Drive Customer Loyalty

PWC[4] found that 73% of consumers are significantly influenced by a good experience when it comes to brand loyalty.

5.7x

Increase Revenue

Forrester[3] discovered that brands with exceptional customer experience earn 5.7 times the revenue of brands with less customer experience success.

77%
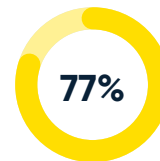
Improve Brand Perception

Microsoft's State of Global Customer Service[5] report found that 77% of consumers feel more positive about brands that seek and incorporate customer feedback.

The Risk of Doing Nothing

Designing and building a Total Experience operating model and orchestrating exceptional experiences takes time, resources, and investment, sure. But consider the costs associated with not prioritizing a Total Experience and you'll see that an investment in Total Experience transformation is worthwhile.

Fall Behind Competitors

Gartner[6] predicts that by 2024, organizations providing Total Experience will outperform competitors by 25% in satisfaction metrics for both Customer Experience and Employee Experience.

Experience Business Silos

Without Total Experience, departmental silos are almost guaranteed. Establishing a Total Experience culture means combining people, processes, and technology to break down silos between departments.

Miss Out on ROI

Lacking a Total Experience vision and strategy impacts the "return on assets" from platform and software investments. It is estimated[7] that the IT "over-spend" or poorly allocated spend is $14B from just idle or oversized resources.

Fail to Access Key Insights

You cannot unlock your data's full potential when it is stuck in siloed systems. Designing a Total Experience will help you access data.

RUNNING THE PLAY

Total Experience involves getting serious about orchestrating the entire customer journey into a continuous, consistent brand experience.

The strongest brand experiences have the following characteristics:

Customer and Employee Understanding

A deep understanding of your customers and employees including their needs, wants, and behaviors. This understanding is built through interaction data analysis, journey visualization, research, social listening, Voice of the Customer/Voice of the Employee (VOC/VOE) feedback loops, and observation. The understanding is not just as customers or employees, but as human beings.

Differentiated Experiences

A shift from a "find and fix" mentality to one that seeks out opportunities to differentiate within experiences. Total Experience delivers the right level of context within the journey and provides the right balance of service appropriate for each unique persona.

Thoughtful Experience Orchestration

A move away from reactionary and individual interaction strategies aimed at reducing friction, to orchestration that takes a **thoughtful experience strategy** and transforms it into an enterprise approach through a shared vision and planned collaboration across people, business units, functions, processes, data, and platforms.

Focus on Personalization

A zealous **devotion to personalization** that not only drives better experiences, but creates deep, long-lasting, emotional connections. Total Experience makes each person that interacts with your brand feel like they are really and truly, the *only one that matters.*

RUNNING THE PLAY

Designing a Total Experience requires understanding, design, and orchestration. In addition, it's critical to define how your Total Experience vision relates to your overall business strategy.

The pursuit of Total Experience may seem daunting. In some ways, it represents the greatest challenge the industry has faced since the introduction of e-commerce. But it's worth it.

Total Experience represents a huge opportunity for brands to permanently differentiate themselves from the competition. It's a chance for most enterprises and medium-sized businesses to bring consistency to the brand experience across business segments, functions, and technology interfaces. Plus, Total Experience enables organizations to capitalize on the expansive changes caused by the pandemic including evolving customer and employee preferences and behaviors – like remote work, mobile utilization, virtual everything, and distributed customers.

How Auto Manufacturers Can Design a Total Experience Vision and Strategy

Total Experience in the automobile industry means connected thinking, improved information sharing, and coordination between the Dealer and the Brand to prevent owners from falling in the cracks. To design a Total Experience vision and strategy, manufacturers can:

– Provide vehicle data to the Dealer before it arrives for service.

– Expedite anticipated parts delivery to reduce off-road delays.

– Send mobile technicians or specialists to support repairs.

– Organize loaners across dealers.

– Compensate owners for a poor experience - particularly as the Dealer may not know that the customer is highly loyal to the Manufacturer, possibly with a sister brand.

As your organization matures to more unified experiences, your CX/EX strategy will be refined to suit your evolving operations, brand identity, customers, employees, and partners. As with any transformational strategy, Total Experience requires looking at the whole, while at the same time, breaking down the effort into actionable components.

A Total Experience Framework

Every experience decision and action starts with a 360-degree view of the customer and the employee, with a devotion to building the best experiences possible. Total Experience is an investment that pays for itself by creating satisfied, loyal customers and engaged, happy employees who stay with your business for years. But it may be difficult to identify where your organization can start improving the Total Experience. Luckily, we've built a framework that can help you get started. Here are the five "E's" of our Total Experience framework:

"A Total Experience will outperform competitors across key satisfaction metrics over the next three years."

– Gartner, 2021[8]

Play #	Play Name	Description
1	Evaluate	Take time to really understand your customers and how they perceive your brand. Define your current state, audit your current capabilities, and deliver on your brand promise.
2	Envision	Develop ideas into fact-based experience designs that will simultaneously drive growth and reduce costs. Establish your blueprint, business case, and roadmap to transformation.
3	Execute	Make your CX plans a reality through strategic and careful orchestration. Build new sales and service delivery models and eliminate friction. Develop capabilities, implement design thinking, and launch your experiences.
4	Engage	Consistently and clearly engage your employees and customers and build satisfaction, loyalty, revenue, profitability, and brand equity.
5	Evolve	This step is really an ongoing step vs. a sequential one that comes after step 4. Along every step of transformation, you'll want to create feedback loops, measure and monitor your successes, and evolve your program.

EVALUATE

Avoid guessing – know how customers perceive your brand and understand your current capabilities to deliver on the promise.
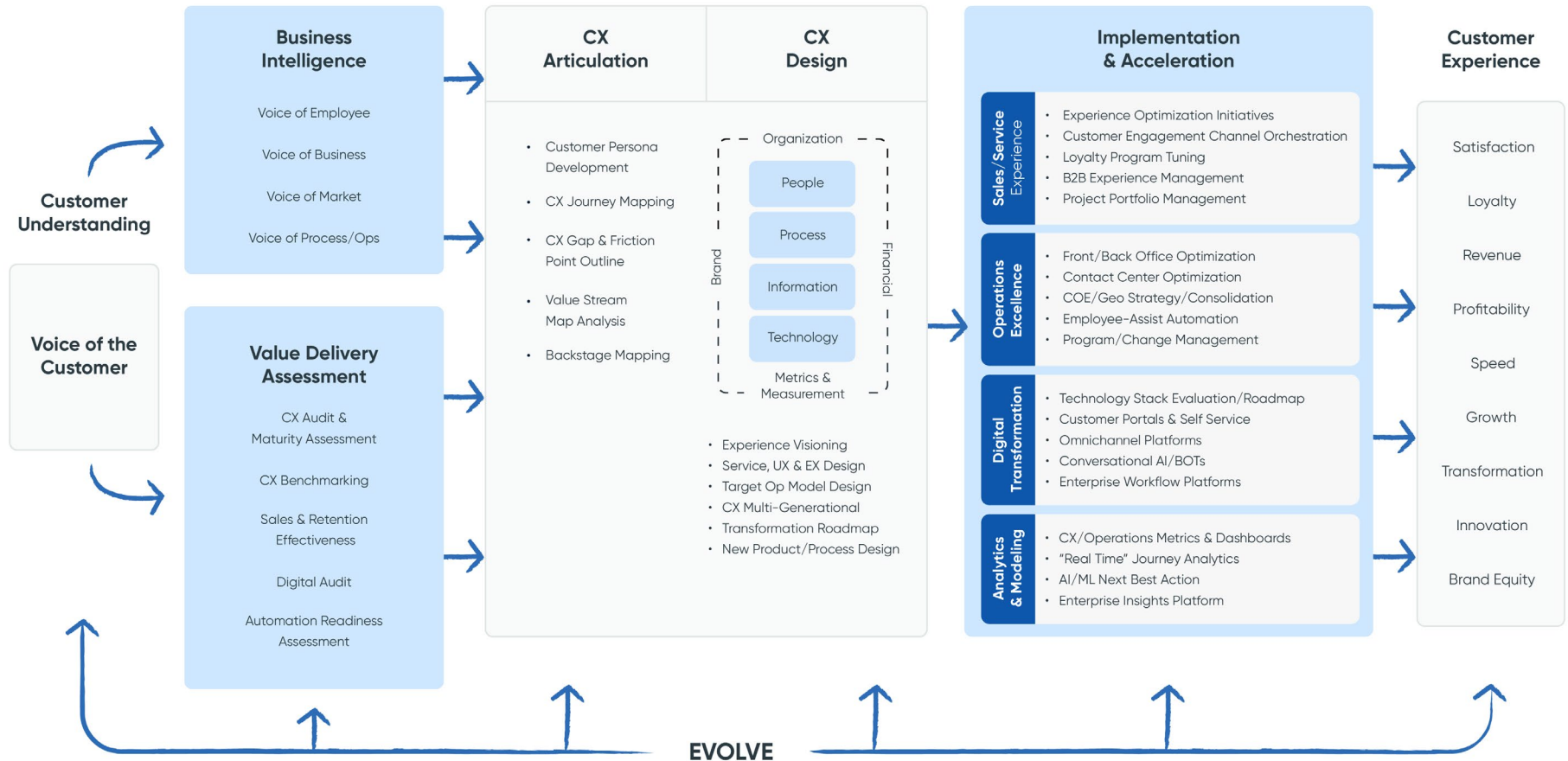
ENVISION

Develop ideas into fact-based experience designs that will simultaneously drive growth and reduce costs. Establish the blueprint, business case, and roadmap to transformation.

EXECUTE

Make plans a reality from "just-do-its" to building new sales and service delivery models as well as hot-spot friction elimination, capability development and gamechanger experience design, build, and launch.

ENGAGE

Customer Understanding

Voice of the Customer

Business Intelligence

Voice of Employee

Voice of Business

Voice of Market

Voice of Process/Ops

Value Delivery Assessment

CX Audit & Maturity Assessment

CX Benchmarking

Sales & Retention Effectiveness

Digital Audit

Automation Readiness Assessment

CX Articulation

- Customer Persona Development
- CX Journey Mapping
- CX Gap & Friction Point Outline
- Value Stream Map Analysis
- Backstage Mapping

CX Design

Organization

Brand	People	Financial
	Process	
	Information	
	Technology	

Metrics & Measurement

- Experience Visioning
- Service, UX & EX Design
- Target Op Model Design
- CX Multi-Generational
- Transformation Roadmap
- New Product/Process Design

Implementation & Acceleration

Sales/Service Experience
- Experience Optimization Initiatives
- Customer Engagement Channel Orchestration
- Loyalty Program Tuning
- B2B Experience Management
- Project Portfolio Management

Operations Excellence
- Front/Back Office Optimization
- Contact Center Optimization
- COE/Geo Strategy/Consolidation
- Employee-Assist Automation
- Program/Change Management

Digital Transformation
- Technology Stack Evaluation/Roadmap
- Customer Portals & Self Service
- Omnichannel Platforms
- Conversational AI/BOTs
- Enterprise Workflow Platforms

Analytics & Modeling
- CX/Operations Metrics & Dashboards
- "Real Time" Journey Analytics
- AI/ML Next Best Action
- Enterprise Insights Platform

Customer Experience

Satisfaction

Loyalty

Revenue

Profitability

Speed

Growth

Transformation

Innovation

Brand Equity

EVOLVE

Assessment of the Total State

While many companies will attempt to achieve Total Experience, it's unlikely that any will be successful without a deep understanding of the total state. That means understanding each aspect of the overarching experience as well as the enabling business, technology, and operational capabilities, including:

Business State	Technology State	Operational State
– Current CX vision by business unit – All the customer touchpoints, interactions, and experiences – Overall sales and service value streams – Major initiatives and how they align to advance the Total Experience vision	– Enabling technology capabilities by core functions – Customer data assets, insights, and predictive/proactive capabilities – Digital conversational maturity including automation, artificial intelligence, and overall conversational commerce experience – User experiences (both customer and employee) as it pertains to digital interactions – Standardize the disparate CX technological solutions – Unified CX platform to enable hyper-personalized experiences	– Employee experiences, particularly those who directly interact with customers – Leadership and associate level incentives – how they align to the customer, and how they advance an exceptional brand experience – Eliminating operational and system silos – Evaluating the operating model to drive efficiency

RUNNING THE PLAY

Remember, TX strategy is never driven by technology choices. Design the experience first and work backwards to align the technology. Don't let the technology investments drive the experience. Honestly ask yourself whether technology is in front of your design.

It also means understanding the true "bookends" of the experience – where it begins and ends. You must also uncover how each interaction is contributing to (or detracting from) engagement with not only your customers, but every person who meets your brand. It is critical to identify the inconsistencies within the experience. The worst interaction becomes the lowest common denominator in your customer's view of your brand.

This type of evaluation requires the courage to truly define where you are now, and the humility to identify where you need to go. Consider honestly answering the following questions:

– Is every touchpoint delivering a consistent, positive experience? If not, what percentage is getting the job done?

– How much friction is happening when people switch between interaction channels (in person, web, mobile, email, chat, automated bots, contact center)? How would you describe that friction?

– Does each interaction look and feel the same – particularly from awareness to purchase to support? Does it feel like the customer is dealing with a different organization except for the brand visuals?

– Is there a collective strategy across brands within the enterprise?

– Are problems being solved in a way that improves loyalty, whether it's a customer or employee? Is there the right level of autonomy in the organization to "do the right thing?"

– Are you checking in with customers outside of difficult situations, or only when there is something to "gain?" Is the brand trusted?

– How many customers and employees are leaving because of bad interactions with your company or brand?

– Do the business capabilities, structure, incentives, processes, data assets, and investments support advancement of the Total Experience vision?

Schwan's Home Delivery Assesses Current State to Create Actionable Plan for Total Experience Transformation

As a pioneer in frozen food delivery for almost 70 years, Schwan's Home Delivery is committed to delivering the highest level of quality frozen foods to its customers while aligning the organization around the common goals of excellence in routing and operations and building a Total Experience. TTEC Digital worked closely with the team at Schwan's Home Delivery to develop a working knowledge of the current state of their customer experience and to create an actionable plan for transformation. Our TX experts helped the Schwan's Home Delivery team conduct exercises to gather and review objective insight, including a current state assessment, journey mapping, persona development, and more.

TTEC Digital also led Schwan's Home Delivery through a Design Thinking Workshop and future state enablement planning to help them develop a detailed plan for achieving a Total Experience transformation.

"Technology is never the first answer, even when it might be the first question. You can only choose the right technology after you've defined the true transformative journey, one that offers people experiences unlike any they've ever encountered. That's the power of Total Experience."

– Kurt Schroeder, CX Thought Leader and Consultant

RUNNING THE PLAY

TX Alignment, Understanding, Design, Orchestration, and Measurement are crucial for a differentiated and impactful Total Experience that exceeds expectations and drives your business forward.

Building Your Total Experience Transformation Maturity Model

We've designed the Total Experience Maturity Model as a framework for discussion and alignment for your organization as you approach Total Experience transformation and focus on delivering a truly exceptional experience for your customers, employees, and partners. First, the Maturity Model builds a strong set of insights to measure your brand's current state of experience delivery. Next, it builds customized tools to strengthen the five TX maturity primary components including:

TX Maturity Areas:

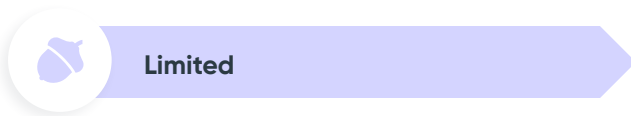| Alignment	Understanding	Design	Orchestration	Measurement
1	2	3	4	5

Our Total Experience Maturity Model has four levels: Limited, Ad-Hoc, Reliable, and Embedded.

Limited

At this level, your CX has minimal channel offerings and has limited access to customer and employee data. Typically, at this level, systems exhibit these characteristics:

– Siloed data

– Inconsistent customer (and employee) experiences

– A lack of defined journey maps

– Disparate KPIs

– No IVR or inquiry routing technology

"After more than one bad experience, around 80% of consumers say they would rather do business with a competitor."

- Zendesk, 2020[9]

Ad Hoc

While the result of some customer service research and more defined journey maps may have identified some preliminary pain points, the Ad-Hoc level is still relatively immature. Some issues at this level usually include:

– Your strategy is not integrated across all channels

– KPIs usually neglect the operations side of your business

– The contact center is not proactive

– Insights are limited and fail to inform experiences in a meaningful way

"Even the smallest improvement to a company's CX Index score would result in as much as $117.80 annual incremental revenue growth per customer."

– Forrester, 2020[10]

Reliable

A grade of Reliable means you are that much closer to delivering a Total Experience for everyone interacting with your brand, with more consistent customer and employee experiences that are integrated and predictive. Characteristics of this level include:

– Evidence of more dynamic journey maps

– Formalized research processes

– Robust data insights incorporated into design and the overall TX

– CX and EX is not yet differentiated

Embedded

At the top of the TX Maturity Model your customer and employee experiences are embedded across the organization. At this stage, your Total Experience includes a vision, strategy, and design that:

– Reflects the strengths of a true omnichannel environment

– Integrates systems, data, and processes across all channels, devices, and throughout the ecosystem

– Offers sophisticated analytics with most, if not all, the key insights required to inform the TX on a continuous, real-time, and accurate basis

– Delivers data that is simplified and streamlined onto a central dashboard with the most relevant, up-to-date information for everyone from agents to executives

Understanding the Three Kinds of Customer Need

As customer experiences become increasingly sophisticated (and employee experiences become more complex), it's become critical to understand needs at a much deeper level – and that level of understanding is key to delivering a Total Experience. It's easier to come to this type of understanding if you can categorize human needs. Basically, people have three types of needs when it comes to their individual journeys and experiences: Functional, Emotional, and Social.

1. **Functional needs** are usually the first that come to mind, and the most obvious. A functional need simply addresses what the customer is trying to accomplish. Whether that's making a purchase, getting service, or applying for a loan. It is the "what" of their interaction with you. Traditional customer cycles typically address functional needs as customers evaluate solutions or products based on whether they will help them achieve a task or function. This is where Amazon thrives, by presenting the best options based on a customer profile and shopping behavior.

2. **Emotional needs** refer to how someone wants to feel when interacting with a brand. Meeting emotional needs far exceeds meeting functional needs when driving value. Customers will perceive more value from a brand when their emotional needs are met along with their functional needs. While they can be harder to discern, emotional needs can contain some of the most revealing information about your customers and employees. For example, customers may want to experience a sense of safety or security with a brand. Employees may need to feel a **sense of purpose** when arriving to work.

RUNNING THE PLAY

What can you do for your customers? What do they want to accomplish? How does the Total Experience make them feel? Understanding how these needs permeate through the Total Experience can help inform your strategy at a much deeper level.

3. **Social needs** are becoming increasingly important and relate to how someone wants to be perceived based on their association (or disconnection) with a particular brand. Many people expect brands not just to have functional benefits, but a social purpose as well, as a recent Harvard Business Review article claims.[11] For younger generations in particular, social impact has become a major differentiator as customers and employees focus on metrics that go beyond mere profit.

Understanding your employees' and customers' needs is key to delivering a Total Experience. It's important to achieve an initial understanding of functional, emotional, and social needs to help you build segments and personas. But equally important is the ongoing understanding of your employees and customers through journey analytics that enrichen each individual profile.

Building Customer Segments and Personas

Defining customer segments and personas are both important steps in building strong profiles of your target audiences. The terms are often confused, however, when driving toward greater personalization as part of a desired Total Experience. Understanding the role of segments versus the power of personas is crucial to designing a seamless TX. It also helps you gather the right data management strategies to create a TX that is continuously improving.

Let's dive into how each of these important concepts helps deliver stronger insights:

Segmentation

First, it's important to note that creating segments is key to gaining a clear picture of the customers who are most valuable to your organization. You want to ensure that you are developing the best Total Experience for your customers that are core to your survival. But that doesn't mean you should try to be everything to everyone.

Segmentation has various levels of sophistication and usefulness. The lowest level of segmentation is simply defining segments by demographic information such as geographic location, age, income, and others.

The next level of sophistication when it comes to segmentation is using product data on top of your demographic data. This applies a level of behavior into the segmentation model that can help with pricing, promotions, and product development.

More mature segmentation adds behavioral information to the mix. This form of segmentation is associated with how customers interact with your brand on their journey. It considers brand interactions, price sensitivity, and customer loyalty. This kind of segmentation is useful for brand positioning, messaging, and relationship management.

The most astute level of segmentation is psychographic. This is subjective data that describes your customers' motivations, wants, needs, and desires. This level of segmentation, when combined with demographic, product, and behavioral data, provides the best foundation for designing segment-specific experiences.

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Think of customer segments as high-level categorical classifications of groups of people, while personas illuminate specific details that speak to a type of person - their experiences, goals, or motivations.

Segment Model	Data Required	What's It Good For?
Demographics	Data that describes the where and the who to the fullest possible extent	Resource allocation
Product	Transactional data representing products, regency, frequency, and revenue trends	Promotions, pricing, and product development
Behavioral	Subjective data that describes the customers interactions, price sensitivity, first look, loyalty	Branding, positioning, messaging, and relationship development
Psychographic	Subjective data that describes motivation, desires, wants, needs, and other data that drives behavior	Defining customer experiences

Defining segments can assist with identifying the categories of people interacting with your brand and can also help with data management. Segmentation helps you define who you want to design ideal experiences around.

Defining segments is a great first step, but the type of personalization required within a Total Experience requires much deeper knowledge of the people and the journeys they want to take with your brand. That means building personas focused on the behavioral and psychological aspects of your customers and employees.

Persona Development

Persona development illuminates specific customer journeys and can help your company better understand the various customers you are serving. Personas are focused on a person's desired journey through an experience. While they may include some standard demographic data, more importantly, they define a person's affiliations, brand associations, likes, dislikes, goals, feelings, needs, and expectations at each step in the experience.

As part of developing each persona, it's critical to examine in detail the journeys that matter most as part of the Total Experience. That means more than just the buyer's journey, and can include specific journeys within:

– Product research
– Customer support
– Employee onboarding
– Recognition and review

By examining one journey at a time, it is much easier to identify the unique characteristics of people who are taking that journey with your brand i.e. personas are distinct by major journeys (aka epics).

Here's a template that may come in handy when designing your own customer personas.

Jennifer D. Gephart

Finance Project Manager

"

"I am a hard working professional, who wants to make a real impact within my organization, while also keeping a healthy work-life balance."

Age: 32

Education: MBA

Location: Austin, TX

Status: Single

Interests

Cycling, kayaking in Lake Travis, comedy shows, fine dining with friends, volunteering at the local animal shelter.

Motivations

Recognition from board, supervisors, and peers

Personal reward from successful deals

Opportunity for raise or promotion

Satisfying clients and delivering optimal results

Technology and Social Media

She uses Apple devices

Browses on her phone but makes more action decisions on her desktop

Uses Instagram, Facebook, LinkedIn, and Twitter

Goals

Better communication across various departments

Clear, defined due dates, and accountability for tasks

Do more with less money

Challenges

Increase revenue fast

Increase Sales team productivity

Delays or slow communication

Content-Type Preferences

Wall Street Journal, Forbes, Fortune, Business Week, The Economist, Trade Publications, Bloomberg, and New York Times

Pain Points/Frustrations

Delays or slow communication

Disorganized work environment

Lack of accountability in tasks across team members

Needs & Expectations

Slack integration

All-in-one project management tool that has clear due dates for projects

Gantt charts

Notifications for easy and quick collaboration

Brands & Influences

Slack, Google, Apple, Amazon, Microsoft, and Facebook

Designing and Building a Total Experience Operating Model

Enabling the vision and strategy of Total Experience almost always requires a change in your operating model. In the simplest form, an operating model is how an organization is configured to deliver its strategy and how it leverages people, processes, information, and technology to deliver both customer and business value. Every organization has an operating model, by design or by default, with capabilities deployed that are intended to achieve the strategy.

By committing to a customer experience vision and strategy, the operating model must be assessed to define whether it supports the execution of that strategy. Consider whether the business capabilities, structure, incentives, processes, data assets, and investments support advancement of the Total Experience vision.

Transformation Framework

Customer Strategy

Business Strategy

Total Experience Vision

Operation Model

Business Model

Capabilities of Intellectual Property, People, Process, Information, and Technology

A UK Company Reinvents the Digital Customer Experience

A 200-year-old company in the U.K. realized that they needed to re-invent themselves for a client segment that was digital-savvy and would appreciate a consumer-like Total Experience. For this industry of materials and aggregates, the opportunity was truly to differentiate and get more than their fair share of the market through experience.

That brand started with the CX strategy and vision work needed to drive understanding and alignment: voice of market analysis, voice of account/customer interviews, persona development, and broad segmentation. Ultimately, they selected a client segment to build a specific interaction vision upon, that would be differentiated and better for the customer and the brand. With that vision in place, the design of the operating model was completed for three major customer segments. Note that the design followed the strategy and vision rather than defining it.

The practical work of standing up a new operating model included detailed design of processes, workflows, changes in roles, data access, and some new customer and employee-facing technology. Much of the technology work was in flight but it wasn't understood how that would come together to truly impact experience and loyalty. The Total Experience vision and the associated operating models to execute on that vision, brought the clarity and alignment to move forward with confidence.

To prove that the Total Experience hypotheses would achieve the desired impact, the people, process, and incentive changes were established for a proof-of-concept region. Impact was seen in weeks and months rather than waiting for all the technology to be ready. The proof-of-concept operating model also served as the innovation lab for Agile development of new employee and customer portals. In the end, the leadership and mindset to execute on Total Experience by design were very successful and advanced how the organization did transformation going forward.

Here are five tips for designing and building a Total Experience operating model:

1. Design the operating model around the customer

2. Evolve from purely functional performance measures to journey and epic-based metrics

3. Centralize capabilities where you can but ensure local agility and autonomy

4. Like most major change, Total Experience transformation requires executive leadership and commitment

5. Prioritize partners who provide products and services for you - as business models change, ensure you're extending your brand promise to those who support you and your customers

"Strong design is never 'one and done.' It is an ongoing and agile discipline that drives greater knowledge of experiences, builds deeper and more meaningful relationships, and keeps your brand permanently ahead of the pack."

– Larry Mead, VP, Experience Strategy

Orchestrating a Total Experience

Know me

Building a holistic understanding of your customers, employees, and partners through data collection, analysis, and real-time availability.

Help me

Leaning on that data to ensure you're providing everyone with the right information at the right time through the right channel ... even if they switch channels.

Value me

Leveraging technologies that streamline and simplify brand interactions for your customers, employees, and partners throughout the entire customer lifecycle.

Customer experience orchestration is the moment-by-moment delivery of experience that matches the brand's promise. It involves delivering a consistent experience no matter what interaction channel is being used. It provides the opportunity to deliver predictive, proactive, and personalized experiences reflecting that you "know me" and "value me." And it requires synchronization and harmony between automated touchpoints and human interactions.

There is so much technology that can enable orchestrated experiences but it starts with all the foundational elements: a clear strategy, vision, and design for the Total Experience supported by capabilities and the CX operating model to achieve it. Orchestration requires real-time intelligence with integrated enterprise systems and workflows to be successful. Two of the most evolving capabilities that have accelerated personalization are Journey Analytics and Conversational AI.

"A symphony conductor directs every member of the orchestra to create a harmonized, powerful performance. In much the same way, a seamless TX brings data, processes, and technology together to deliver a series of harmonious experiences for everyone that interacts with your brand."

– Larry Mead, VP, Experience Strategy

Journey Analytics

Defining segments and personas is an excellent first step to gaining an initial understanding of your customers – but it's only one piece of the puzzle. The next level of sophistication comes through Journey Analytics.

There are 7 billion people in this world and more than 30 billion devices. Every individual creates data when they use those devices. All companies have a massive amount of data at their fingertips, but for most of them, the data isn't actionable. Using data to gain a 360-degree view of your customer and their journeys provides the opportunity to build predictive models that identify triggers for when and how to proactively intervene for sales or service.

Conversational AI

Conversational AI combines natural language processing (NLP) with channel automation like chatbots, voice assistants, or an interactive voice recognition system to help customers through either a spoken or typed interface. Most organizations have multiple technology platforms and bots of varying maturity levels and effectiveness. The key experience challenge is to make the bots intuitively conversational with an experience that actually works for your customers, otherwise they just won't adopt the channel.

Here are three keys to success:

1. **Aim carefully, then expand**
   Start with a set of high-value use cases that can be fully automated. Prove the value and derive learnings, then build on that foundation.

2. **Remember that CX always matters**
   The bot experience must be designed to match the brand's persona. For example, colloquialisms are critical. Transitions from bot to bot or bot to human must be seamless and provide the orchestration and personalization expected. Natural points of access from web/mobile search must bring along rich context that supports the value of "know me."

3. **Feed the brain**
   Automation is an investment for the long term, it needs care and feeding. Plan to update language models and adjust intents on a regular basis based on real-world usage. Also plan for adding intelligence sources such as system integrations and knowledge bases.

Most brands have many more than one product or service, and customers expect continuity of experience no matter where they interact with you. Orchestration helps you get serious about creating a seamless, consistent brand experience instead of just reacting to specific requests and other interactions. Total Experience requires not only a consistent brand presence, but strong, on-demand communication that is informed by the latest customer information, no matter where or when it occurs.

Mastering Total Experience in Your Industry

While the overall concepts of Total Experience remain consistent, trends in specific industries may drive the customization of your TX strategies based on maturity assessments, technology innovation, individual personas, growth, and competitive states. Certain industries have unique needs around several key TX components such as:

– Frictionless, seamless movement between channels

– Hyper-personalization

– Sophisticated and adaptive hybrid environments

– Evolving customer needs and preferences

– Advanced technologies to support the new TX landscape.

At TTEC Digital, we understand the unique complexities of most major industries. After nearly 50 years, we possess deep knowledge of what's required to build Total Experiences that put your brand permanently in front of the competition, no matter which vertical you fall in, including but not limited to retail, healthcare, financial services, and public sector.

Chipotle Drives Customer Loyalty and Sales through Total Experience Transformation

Delivering a Total Experience that consistently drives customer loyalty and sales is a logistical challenge faced by even the most successful organizations. Chipotle, a trailblazer in the food industry and a pioneer in fast-casual restaurant experiences, is no exception. Chipotle seeks to deliver brand loyalty through developing and nurturing strong relationships with their customers. Chipotle turned to TTEC Digital to build a solution that would capture and analyze more comprehensive customer information and insights, to empower a more meaningful and personalized Total Experience with everybody engaging with their brand.

The work done by TTEC Digital has yielded significant benefits for Chipotle, which have been felt across the entire organization. As a result of this partnership, Chipotle has amplified their ability to deliver a richer, more meaningful Total Experience that has built stronger customer loyalty, retention, and brand advocacy in the long term.

Retail

Modern retail has become an increasingly complex web of digital and physical touchpoints. This explosion of channels has deepened expectations throughout the consumer experience - from new buying capabilities like curbside pickup and same-day delivery, to heightened expectations for customer support and service. With this confluence of expectations and behaviors, it is now more important than ever to maintain brand personality and deliver a differentiated experience across the total journey.

At the same time, the need for rich, meaningful employee **experiences** has increased, with engagement and retention becoming mission-critical metrics in the age of the **Great Resignation**. From real-time data at employees' fingertips, to frictionless channel changes, a Total Experience that adapts to meet the constantly evolving needs of customers and employees has never been more important to the success of retail businesses.

"10 years of eCommerce adoption was compressed into three months during 2020."

- McKinsey, 2021[12]

Healthcare

The pandemic has arguably changed healthcare more than any other industry. While it accelerated some already emerging trends, COVID-19 also dramatically changed healthcare preferences, increased costs, and created entirely new expectations. The advent of the **Digital Front Door** and other advanced strategies are aimed at building loyalty among healthcare consumers, motivating key preventative and wellness behaviors, and attracting new "customers." While virtual care is here to stay, understanding the human aspects of the experience is perhaps most important in this industry. The Healthcare TX must, above all else, support healthcare consumer journeys that seamlessly move between in-person and digital touchpoints without ever losing their humanity in the process.

"71% of patients say they want their experiences with healthcare providers to be as easy as their brand interactions in other industries."

- Omnichannel Healthcare Report
  by TTEC Digital, 2021[13]

Fin Serv

The **financial services industry** is huge, with more than 3.2 billion (combined) users of large applications like Alipay, WeChat, Apple Pay, Google Pay, and Amazon Pay, according to Gartner.[14]

At the same time, new competitors continue to disrupt the industry with technology advancements and digital acceleration, while giants like Amazon and Google drive new consumer expectations with even more sophisticated, seamless experiences. New innovations in mobile payments, digital currencies and even financial lending have put pressure on traditional financial institutions to meet these heightened expectations, creating the need for Total Experiences that evolve as the industry and its services transform.

"77% of FinServ leaders expect significant or substantial industry transformation over the next five years."

– Gartner, 2021[15]

Public Sector

New research[16] shows that purpose-driven organizations often perform better and experience higher numbers of public trust and loyalty. Government agencies must live their purpose daily and that means focusing on not only the support of their constituents, but on state and federal employee experiences that promote engagement, retain staff, and improve employee satisfaction. This includes designing Total Experiences that meet the needs and values of diverse segments in the pursuit of more equitable government services. A groundbreaking 2019 report from McKinsey[17] identified the case for building stronger experiences within government with a special focus on meeting citizen expectations when it came to equity, trust, mission, budget, and other factors.

"Satisfied customers are 9X more likely to trust the agency providing the service. "

- McKinsey, 2022[18]

Business to Business

The playbook to drive Total Experience for direct-to-consumer is completely applicable for business-to-business experience as well. However, there are some additional themes to consider with B2B experience transformation:

Lower Maturity
With most any CX maturity framework, 80% of B2B organizations will fall into the lower maturity quadrants. Given the expectations of consumer experience translating to B2B organizations, the opportunity to differentiate and establish loyalty is very significant.

More Complexity
B2B customer journeys are generally more complex than direct to consumer and require additional effort to fully understand and simplify. For example, B2B journeys often include many stakeholders and a complex set of relationships that is not likely present in a brand-to-consumer relationship.

Approval Workflows
Like consumers, B2B clients value speed and ease of interaction with your brand. However, the complexity of their organization and required approvals for decisions can find them introducing the complexity and delays they are looking to avoid.

Human to Human
As in any other industry, feelings and emotions still play a role in B2B. Your contact may be acting on behalf of their company, but they still look to be valued as an individual. They will want to know that you listen, care, and are interested in building a relationship.

Multiple Personas
Total Experience transformation in B2B is tightly coupled with account lifecycle management. The account experiences must be designed for multiple roles in both B2B organizations from sales through onboarding to service and renewal.

7 Best Tips for Designing and Orchestrating a Seamless Total Experience

Total Experience can be impacted by a multitude of variables. Departmental boundaries. Disparate IT investments. Employee turnover. Key performance metrics. These are some of the variables that can cause an unintentional breakdown of the Total Experience. Many companies will be tempted to throw technology at a problem, without the design or strategy to make that technology work successfully. But technology itself isn't the answer. Total Experience relies on total understanding, design, business operating model, and orchestration.

Before moving on to technology selection, you must first design a seamless Total Experience that considers all the interactions people have with your brand's channels, products, and business models. While technology architecture is important, designing a business architecture (and/or operating model) that defines and delivers your desired TX is paramount to success. Technology should help you orchestrate the design. Technology should not become the design itself.

"Companies that integrate design thinking into corporate strategy outpace industry peers by as much as 228%."

– Motiv Strategies, 2017[19]

Obviously, the task at hand is far from easy. Here are our 7 Best Tips for designing and orchestrating a seamless Total Experience:

1. **Meet people's emotional needs as well as their functional ones.** Anyone who interacts with your brand (at any level) wants to have tasks fulfilled efficiently and effectively. But today's employees and customers also desire an emotional connection with their brands. That's why understanding their emotional motivations and triggers, and balancing those with their functional needs, is key to creating a Total Experience.

2. **Ensure every experience is both predictive and proactive.** In other words, don't wait for the customer contact or interaction to occur and simply create the "best" reaction. You must deasign experiences that proactively move and motivate your customers to the next best step by orchestrating the entire journey not only within channels, but across them.

3. **Create a humanized experience.** Because so much of the Total Experience is digital, your brand's personality and character can get lost in a sea of cybernated interactions. Take care to design a TX where the digital experience feels more like a personal (if not face-to-face) set of meaningful moments within the journey. Sophisticated automation and AI can move the needle on this important aspect.

4. **Use hyper-personalization to boost the impact of every touchpoint.** While personalization is the first step toward creating more meaningful interactions, hyper-personalization recognizes people's unique needs and preferences within every micro-moment. Recognition is a basic human need, and one that's perhaps even more important when it comes to the employee experience.

5. **Evaluate your current business architecture/ operating model with brutal honesty.** Your North Star is the vision that guides you toward a well- designed Total Experience. While you may have deep investments – monetary and otherwise – in your current operating model, it's crucial to honestly evaluate whether it can achieve your new vision. That means reviewing all the resources in place today, to determine if the existing business architecture can support the TX you desire in the future.

6. **Perform due diligence on your current technology stack.** It's important that your technology provides the foundation for the sophisticated omnichannel interactions required for a Total Experience. The experts at TTEC Digital can help you optimize your TX technology ecosystem with a focus on cross- platform integration, collaboration, utilization, and custom technology creation. The result is the right technology that orchestrates a Total Experience versus meets a specific interaction.

7. **Lastly, foster organization alignment.** When your organization is aligned - from your team to your business units, to your IT department - everyone shares the same mindset and beliefs about the value of the desired Total Experience. If a new platform is required, alignment can power your team's motivation to undergo what can be a massive exercise in change management and help everyone adapt more readily to a new lexicon of terms, tools, and methods for the enterprise.

Why TTEC Digital for Total Experience?

For the past five decades, from the earliest phone systems to the latest digital innovation, TTEC Digital has lived and breathed the customer engagement space.

TTEC Digital is part of TTEC Digital, an organization that represents the coming together of three of the foremost customer experience brands in the world.

- We fuel truly exceptional experiences by guiding our clients toward not just the right technology decisions, but a transformation toward purpose-driven, meaningful, and sustainable initiatives.

- Our services span strategy, design, business architecture, ROI determination and value realization, optimization, and more.

What's our own TTEC Digital North Star? It's fueling exceptional experiences for our clients that result in a holistic, end-to-end approach - and a powerful Total Experience for each brand.

Experience 360 (E360) helps clients find their own North Star and achieve a seamless Total Experience. We know that truly transformative experiences happen at the intersection of design and orchestration. To find success, you must think beyond technology and dig deeply into the way your employees, your customers, and your partners want and need to interact with your brand, products, and business.

In short? We're your best partner to help you build a seamless Total Experience.

Here are just a few of the end-to-end experience strategy capabilities TTEC Digital can provide to your business, depending on your unique needs:

Business Need

CX Strategy and Design
Find, win, and retain customers through experience optimization and differentiation.

Features

– Voice of the Customer (VOC)

– Voice of the Employee (VOE)

– Experience Vision

– Persona/Segmentation

– Human-Centered Design

– Acquisition Strategy

– Loyalty Strategy

– Journey Mapping

Business Need

CX Business Model
Operationalize business processes, technologies, and information to achieve a North Star CX vision.

Features

– Sales and Service Operation Model

– Process Design

– Contact Center Design

– Catalog Order Entry (COE) & Geo Strategy

– Business Case

Business Need

Digital Transformation
Optimize current technologies and assess new solutions to support digital transformation.

Features

– DX Strategy & Roadmap

– Business Unit and IT Alignment

– Tech Stack Evaluation

– Conversational AI Design

– AI Chatbot Build

– Automation Governance

Business Need

Technology Partner
Provide a technology solution to bridge the CX capability gaps across the organization.

Features

– Microsoft

– Genesys

– An expanded list of partners through TTEC Digital including AWS, Pega, Cisco, Salesforce, and Google

Business Need

Intellectual Property
Optimize and enhance current technologies with custom applications, plug-ins, and add-ons.

Features

– Agent Desktops

– Workforce Management (WFM)

– Analytics

– Connectors

– SmartApps

Business Need

Optimization & Services
Streamline and elevate the use of existing data, operations, and technology assets.

Features

– Contact Center Optimization

– Technology Optimization

– Learning/Knowledge Services

– Journey Analytics

– COE Services

– Day 2 Managed Services

Experience 360

Our Unique Approach to Customer Experience and Transformation Experience

E360 is the cornerstone of achieving this overall vision and frankly, exceptional experiences depend on it. Our approach at TTEC Digital integrates strategic design, data, and technological orchestration together with the goal of achieving nothing short of total transformation. E360 requires a deep dive into understanding your business' unique vision, and a commitment to doing the research that uncovers the end-to-end landscape of your experience ecosystem.

CX Design

CX Orchestration

Experience Strategy

Digital Experience

Interaction Experience

Experience Innovation
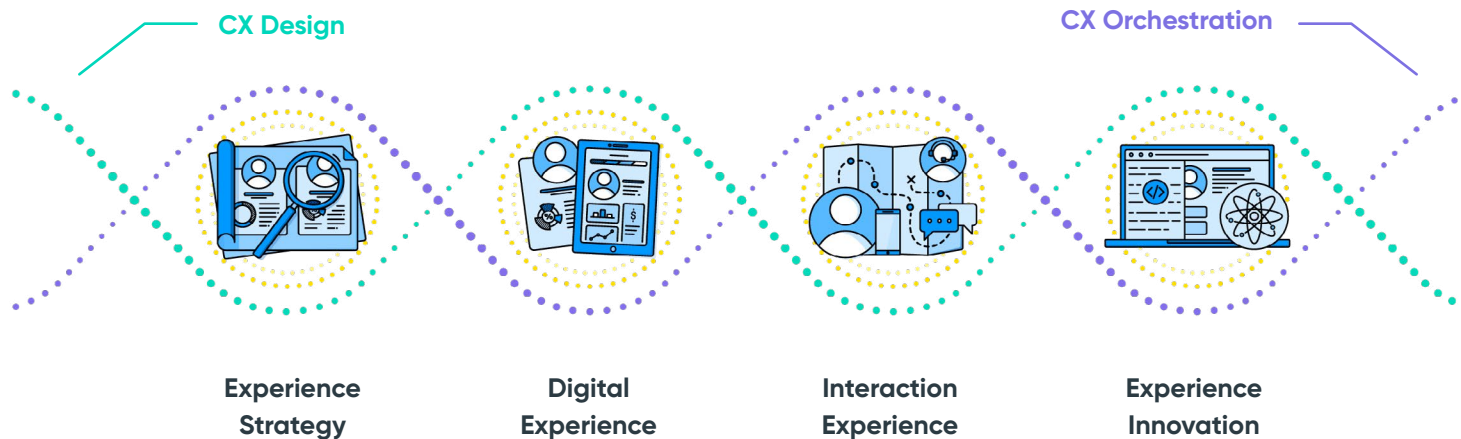
Experience Strategy – The *Vision & Research* defining your North Star and your desired Total Experience.

Digital Experience – The *Intelligence and Insights* driving smart design decisions and continuous improvement throughout the TX.

Interaction Experience – The definition of *Journeys & Engagement* helping to personalize, support, and accelerate movement throughout the TX in meaningful, purposeful ways.

Experience Innovation – The *Innovation & Development* that keeps your company ahead of the competition in a sustainable, healthy manner.
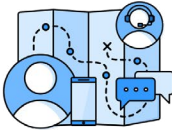
EXPERIENCE 360

Managing & optimizing experience outcomes across the entire customer journey

Employee Outcomes

Activate Digital/
Remote Workers

Optimize
Agent Productivity

Automate the Back
Office Operations

Holistic 360° view of
the customer

**Experience
Strategy**

**Interaction
Experience**

Employees
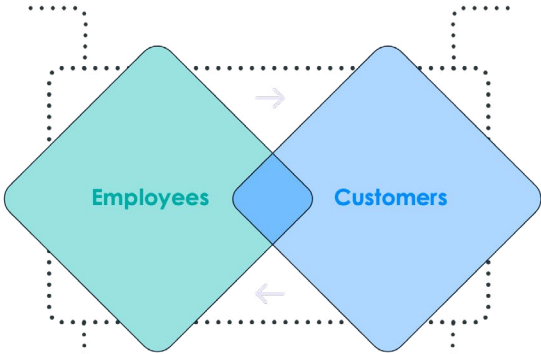
Customers
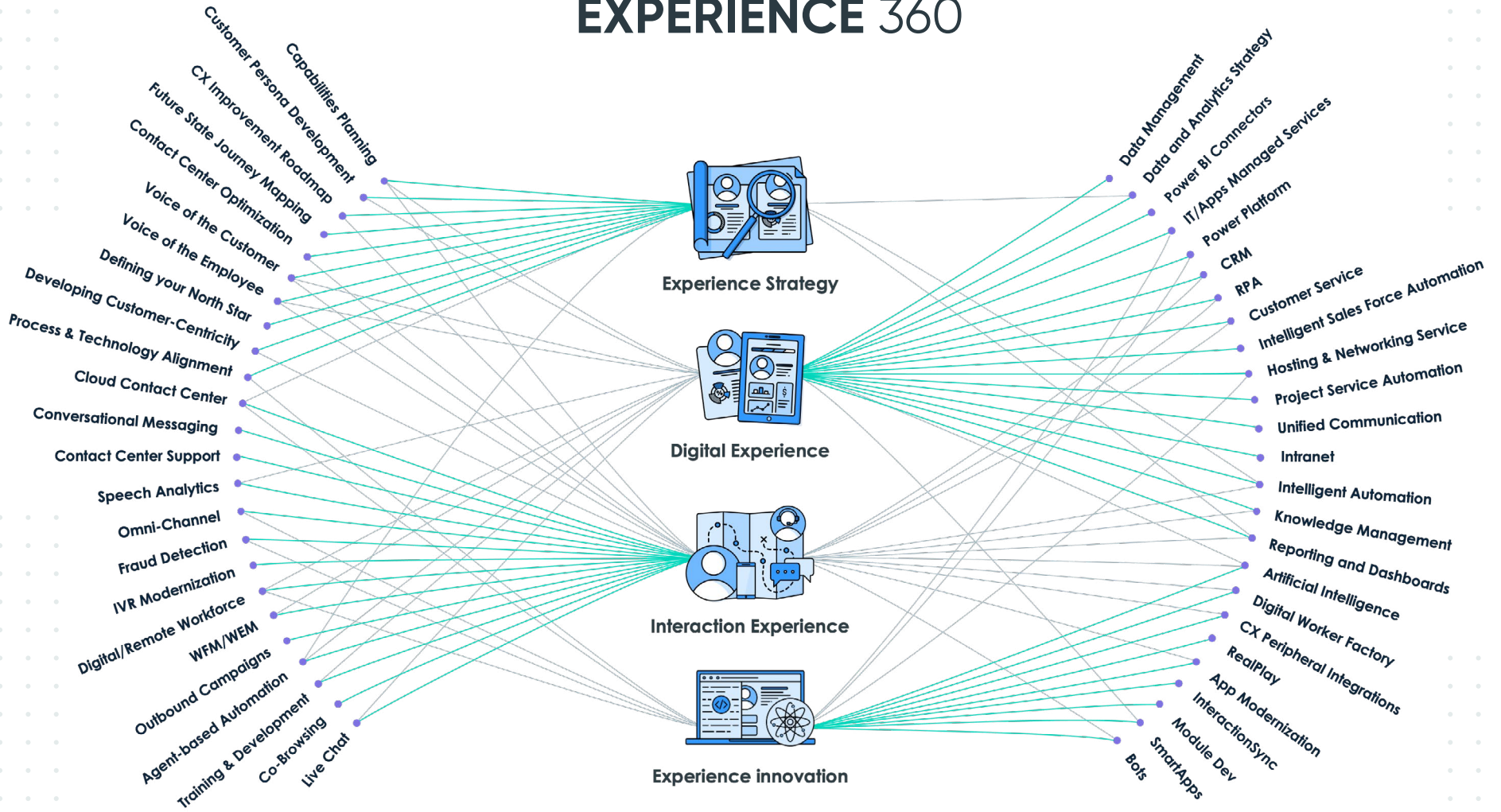
**Digital
Experience**

**Experience
innovation**

Customer Outcomes

Research and Envision
the Customer Journey

Secure Omnichannel
Foundation

Deliver Hyper–
Personalized Experiences

CX as a Competitive
Weapon

EXPERIENCE 360

Customer Persona Development
Capabilities Planning
CX Improvement Roadmap
Future State Journey Mapping
Contact Center Optimization
Voice of the Customer
Voice of the Employee
Defining your North Star
Developing Customer-Centricity
Process & Technology Alignment
Cloud Contact Center
Conversational Messaging
Contact Center Support
Speech Analytics
Omni-Channel
Fraud Detection
IVR Modernization
Digital/Remote Workforce
WFM/WEM
Outbound Campaigns
Agent-based Automation
Training & Development
Co-Browsing
Live Chat

Experience Strategy

Digital Experience

Interaction Experience

Experience innovation

Data Management
Data and Analytics Strategy
Power BI Connectors
IT/Apps Managed Services
Power Platform
CRM
RPA
Customer Service
Intelligent Sales Force Automation
Hosting & Networking Service
Project Service Automation
Unified Communication
Intranet
Intelligent Automation
Knowledge Management
Reporting and Dashboards
Artificial Intelligence
Digital Worker Factory
CX Peripheral Integrations
RealPlay
App Modernization
InteractionSync
Module Dev
SmartApps
Bots

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About TTEC Digital

TTEC Digital is a full-service Customer Experience consulting and solution delivery provider focused on helping organizations create better experiences for their customers. With an unparalleled breadth of knowledge and experience, and partnerships with leading technology vendors, TTEC Digital is uniquely suited to address any CX challenge.

Our portfolio of solutions and services supports our unique approach to Customer Experience, which incorporates the power of data throughout two key phases to achieving CX Transformation. Our CX design solutions and services aid in the process of defining and improving CX. From journey mapping to CX design thinking, we provide the support you need to set the foundation for CX success.

Contributors

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Larry has over 30 years of consultation experience spanning across various industries. In his current role, Larry leads a global team of strategists, experience designers, business architects, operations consultants, and SMEs - all of whom are focused on fueling exceptional customer and employee experiences that deliver real business value.

Kate Komeplein

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Kate is a Customer Experience leader, focused on coaching and educating across the design process. She has over 20 years of insight experience at Fortune 500 companies within food service, consumer packaged goods, retail, digital and services.

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Known for his outstanding organizaational and consulting skills, Kurt has a thorough knowledge of customer loyalty, market research, go-to-market strategy, customer and social experience, sales effectiveness and product and experience innovation.