

POINT OF VIEW

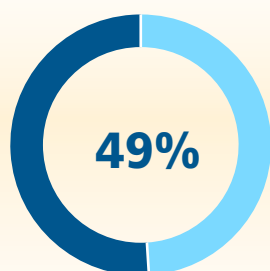
# **Total Experience (TX) Strategy for Redefining Business Success**

Digital Experience is key for savings, success, and competitive differentiator which triggers accelerated business growth and enables value delivery. Providing great customer experience trigger them to buy more, be more loyal and enable great Net Promoter Score (NPS). Focus on employee experience enables workforce to deliver best customer experience, improved talent acquisition and retention, and be more productive for business growth. Understanding the consumer and their requirement and deliver a seamless experience to all stakeholders (Customer, Employee and Users), across platforms and modalities is vital to provide differentiated digital experience.



## The Challenge - Experience Disconnect and Perception Gap

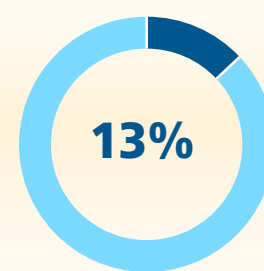
Most companies already understand the importance of experience and believe that they have the right tools, processes, and strategy for it. According to a Gartner report, over 5,000 organizations worldwide have a dedicated CX leader, and nearly 50% report to the CEO<sup>1</sup>. Also, most large organizations, with revenue over \$1 billion, have more than 50 CX metrics, some even as many as 200. However, there still is a huge disconnect in the customer experience. According to a PwC survey, 73% of consumers deem experience important in their purchasing decisions. Yet only 49% of them agree that companies provide a good customer experience today<sup>2</sup>. Another survey from Gartner, that only 13% of total employees are largely satisfied with their work experience, depicts a similar issue<sup>3</sup>.



49% of U.S. consumers say companies provide a good customer experience today



50-200 CX metrics for \$1 Billion+ organization



13% Employees are “largely satisfied” with their work experiences

There is a huge “perception gap” between consumer expectation and experience, which is true across the verticals. This gap is the main reason for discontent and frustration, which impacts businesses negatively. According to a Forrester report, devoted customers will pay 50% to 200% more, however even one poor experience can wipe out up to one-third of the customer base<sup>4</sup>. A PwC survey on similar lines states that 32% of all customers would give up on a brand they loved after one bad experience<sup>5</sup>. A seamless experience consistently is so crucial!



## Why do we have perception gap?

- **Too much emphasis on customer experience (CX)** Traditionally, customer experience has been the focus of businesses, but focusing on customer experience alone is not enough. It is important to provide delightful employee experience, which will lead higher employee engagement translate to a better customer experience and higher customer satisfaction. As per research “Companies with happy employees outperform the competition by 20%, are 12% more productive, and take 10x fewer sick leaves than unhappy employees. A happy salesperson produces 37% greater sales”<sup>6</sup>.
- **Multiexperience (MX) is another enabler for better CX** As per Gartner’s report, in most organizations, the user experience (UX) discipline is still in the nascent stages, and an MX approach to architecture and development is often lacking<sup>7</sup>. Hence, CX cannot be improved in silos even with C-suite focus.
- **Poor Employee experience (EX)** Employees best understand the customer needs, so an immersive employee experience is essential for a great customer experience. It also enables employees to be more focussed and productive, improve talent acquisition and retention. Better EX boosts employee engagement and helps to inculcate positive company culture. However, as per a Gartner report “46% of employees are largely dissatisfied with their experience”<sup>8</sup>. This is almost half of total workforce, enough to take a significant toll on CX and overall business growth.
- **Pandemic push** The pandemic has brought a significant shift in the way employees work and customers engage. Employees follow hybrid models and customers use digital platforms to consume products and services remotely. There is an urgent requirement for businesses to focus on multiexperience initiatives, such as mobile commerce, bot interaction, self-service, apps, video conferencing, etc. to support customers and employees and it calls for the right focus and investment. Many organizations are failing to meet this need of the hour.
- **Siloed focus area** Most organizations do not have a comprehensive, enterprise-level experience strategy. They have siloed experience solutions, tools, teams, and management. This leads to lack of collaboration, communication, and ownership, creating a patchy user experience journey. Due to siloed focus, teams are narrowly focused on their deliverables which hinders innovation and problem-solving for users. There is lack of accountability, responsibility, and ownership of user’s issue, leading to poor experience.

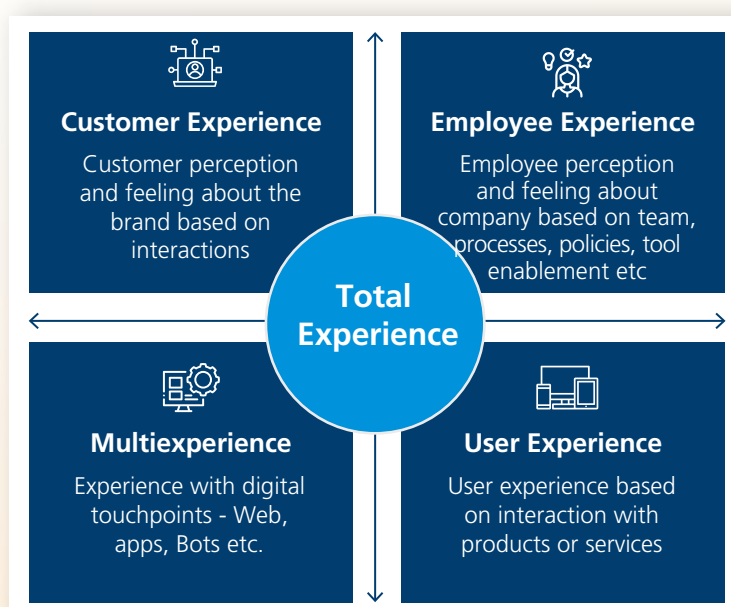
# The Way Forward – Delivering a “first-class” digital experience through Total Experience

There has been rapid proliferation of digital assets as end user devices, wearables, IoTs, bots, collaboration devices along with modalities of interactions as no touch, low touch, facial expressions, gestures etc. It is crucial to manage all these interfaces to provide optimal customer and employee experience. The pandemic has elevated the significance of a seamless experience, as both employee and customer interactions are mostly remote, distributed, and mobile.

The total experience counters the requirement by filling the void created by a siloed experience strategy. Interweaving CX, MX, UX and EX considerations, improves the experience as well as the business outcome, and agility.

## What is Total Experience (TX)

It is a comprehensive intertwine of four disciplines – Customer experience (CX), Employee experience (EX), User experience (UX) and Multiexperience (MX). It is crucial to have a holistic and integrated approach with all the four disciplines complementing each other and working in tandem. A total experience strategy enables a seamless experience for everyone interacting with brand, be it customers, users, employees, partners, or contractors. It provides flexibility to interact using any channel – website, mobile apps, wearables, bots with any or combination of modalities – touch, voice, gestures.



Here are some advantages of a total experience.



## The Total Experience Strategy

An exhaustive strategy is crucial for tying all the four facets of TX together. Below are some of the factors that would help to manoeuvre a TX strategy:

### Personalized digital journey mapping

There is an adage - Truly know your customer. Every customer's digital journey is unique and has different stages and requirements. It is important to identify specific issues they face and what matters most to them. Different personas can be defined with their experience requirement. Below are few datapoints to get a 360-degree view of the customer's IT infrastructure state and map digital journey:

- Service desk performance – MTTR, FCR, Satisfaction score
- ITSM ticket survey feedback
- Survey results from sentiment analysis
- Multiexperience platform survey, interaction history and usage data
- Application metering and assessment usage



Through 2024, organisations with an established multi experience strategy will outperform competitors in customer experience and employee experience satisfaction metrics "8

– Gartner

Each step or use case of a digital journey should generate experience value and must be mapped with metrics to measure and carve improvement plans. Roadmaps need to be defined to implement digital journey. The execution should start with a small pilot group before production, and results should be continuously analysed for improvement.

## Seamless Multichannel Experience (MX)

A focussed MX strategy delivers a consistent, frictionless, and a memorable user experience, irrespective of the channels, device or modality. Developing new platforms such as bots, virtual assistants, smart speakers, augmented reality (AR), virtual reality (VR), facial and voice recognition, wearables along with traditional fits like mobile apps and website, elevates the multiexperience journey. It enables people to get a location-agnostic, always-on digital experience to collaborate, train and work from anywhere.

Gartner had predicted that by 2023 70% of self-service customer interactions will be over speech interfaces and 50% of all major business applications will include at least one type of no-touch experience<sup>8</sup>.

### Key action items for embracing MX

- **Offer experience-centric channels and modalities** Businesses need to invest in experience driven MX channels by understanding user likes, preferences, and expectations. A Digital experience journey needs to be defined to ensure a frictionless experience for end users across touchpoints.
- **Focus on MX and not omni channel** Omnichannel is centred on technology, however multiexperience is all about people. It provides optimal personalized experiences to users across the touchpoints and interaction modalities of their choice. It is important to focus on MX strategy and not omnichannel to elevate experience.



At least 84% of companies and 59% of government entities have set up fusion teams<sup>9</sup>

– Gartner

- **Hyper personalized digital journey** An MX digital user journey should be hyperpersonalized to the user context, to enable better interaction and support. It should utilize predictive analytics to assist users with experience driven decisions. The interaction should be stored and analysed to provide personalized support in future.

## Create cross-functional “Fusion” teams

Silos within teams and business units are one of the major roadblocks to a total experience. Multidisciplinary teams or, as Gartner describes, “Fusion teams” should use different tools and technologies to support a total experience transformation. Leaders from across CX, EX, UX, MX and other platforms should be a part of the fusion team to build and showcase the end-to-end total experience strategy and activities. Creating fusion teams helps breaking the domain silos and make organizations more agile to adopt the total experience strategy.

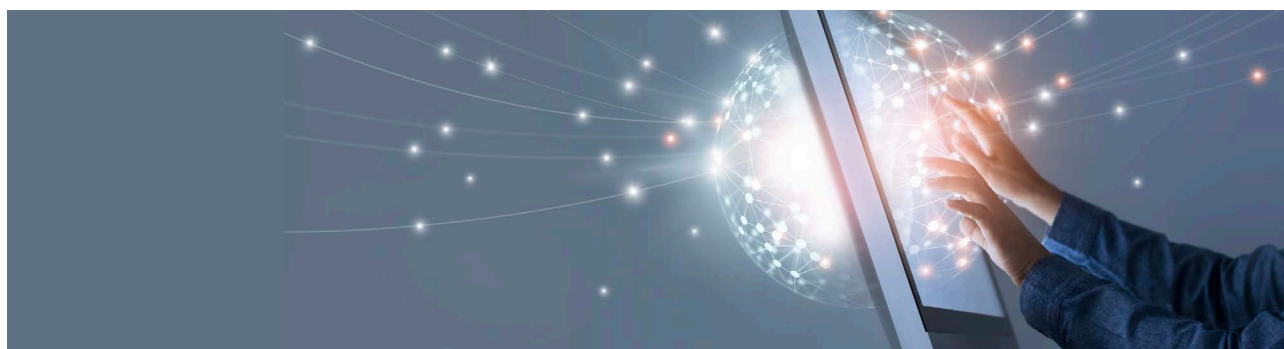
## Tools and technology upgrade

Adoption of the right tools and technologies is imperative for TX. It enables increased productivity, simplified processes, seamless cross-team collaboration, and improved support. The right tools and technologies provide selfheal, self-service and assisted help capabilities, while empowering helpdesk executives to take informed decisions, support customers better, and in turn improve the experience. Bots, DEX tools, RPAs, sentiment tools and IVR systems are some of the tools which can be implemented to ramp up the experience.

## Cross-skilling and training

Total experience breaks silos and spreads across the business division and departments. It is an amalgamation of various tools and technologies. Cross-skilling and training of resources is essential to enable them through the heterogeneous mix of devices, digital touchpoints, and vivid interaction modalities. Teams should also be focussed on ongoing innovation and upskilling for continuous growth and adoption.

As discussed above, digital journeys and use cases of every business are different. However, they must be defined and stitched together to implement total experience.





Below are sample use cases to achieve TX goal.



## The bottom line

Total experience is key for companies to achieve growth and sustainability. Businesses with focus on TX achieve higher financial performance, employee satisfaction and retention compared to those that focus on only one dimension. Also, it is important to provide a seamless and immersive experience across the digital touchpoints for customer delight as well as employee productivity. However, total experience is not a tool or technology, but a strategy to deliver it. Companies need to drive digital transformation with total experience as core focus. It is time to move from traditional SLA to XLA metrics. Creating fusion teams with cross functional resources and skill delivery is another key deliverable for TX adoption. With these understanding and practises, organizations can achieve interwoven opportunities between CX, EX, UX and MX to drive itself on total experience journey.



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