Driving adoption across digital channels of communications
This article discusses the essential components for driving a digital adoption framework. Driving digital adoption among customers is easier said than done, as any of the large enterprises that have been focused on deflecting customers from voice to digital channels of communications. Each year, organizations invest millions in strategizing digital adoption by engaging consultants, in-house strategy teams, buying software, etc., without realizing that the efforts that fail to keep customers in the center of the design, or do not have a framework will most likely fail.

Let's look at the essential components for driving a digital adoption framework for an organization driving customers from costlier channels of communication to digital ones.

**Why driving digital adoption is such a big deal?**

Cost of servicing a customer conversation via voice channel is almost four-five times more per transaction when compared to digital channels. Add to this the fact that meeting customer needs and requirements is not enough. 75% of customers expect service to be faster and more relevant. But at the same time, 94% of consumers have experienced frustration when using voice channels to communicate with a company. 52% of customers have called out “having to repeat themselves”, 49% of customers have highlighted “waiting for a live agent” as key issues.

Now in the midst of all of this, let’s not forget that 7/10 customers are ready to pay more for a better customer service and 78% of the millennials expect customer support agents to already know their contact and product information when they reach out for support.

**How to view deflection from a customer’s perspective?**

To kick things on, Organizations should conduct the “Inside-out Analysis” by leveraging call listening and speech analytics to identify call types that can be easily deflected. A top-call driver analysis would come handy here with details listed towards the sub-call types aka reasons for the main conversations, a step further into the analysis would include understanding the need of human intervention required, rule-based solutions and ease of implementation.

Example: Consider a TV services provider’s customer service scenario where customers have been reaching out to the contact center for resolving recording issues about the programs that they love to watch later. Call sub-types if looked at granularly reveal that troubleshooting for certain call types is doable by customers themselves either via mobile apps, configuration settings on TV app itself, or website videos for resolution. Customers needn’t call the contact center and waste their precious time waiting for instructions. Now, we’re not saying that every age group/customer will be able to handle things on their own but if we’re to do a pareto analysis and still achieve business benefits, it’s worth trying. Also, within target call types, certain calls will need to be excluded considering the level of customer support, value risk and exceptions.

---

**Inside-out analysis**

Assess starting point of the issues and identify customer service conversations most suited for deflection

**Journey mapping exercise**

Ascertain most efficient channel(s) to handle deflectable conversations

**Adoption methodology implementation**

Design migration strategy and establish a system for enhancement of current channels of support

**Adoption**

Develop functionalities and design easy-to-use customer interface across channels

---

**Figure 1: Digital adoption framework**

1. Ascertain most efficient channel(s) to handle deflectable conversations
2. Create a ‘dual architecture’
3. Sponsorship and governance to ensure clear ownership
Customer support today runs through multiple channels combined by various journeys; prioritization between channels helps drive better customer experience efficiently. Given that every customer journey is unique, but can touch various digital channels (website FAQs, website account, apps, chat, social networks, forums) and traditional channels (IVR, contact centres).

Mapping out various journeys for customers and capturing their priorities in terms of channel is key part of ascertaining the most efficient channels to handle customer conversations.

As a third step, developing a comprehensive migration strategy to deflect customers to priority channels via Push and Pull actions:

1. Push actions:
   - Incentives for customers to use digital services (e.g., online available only services)
   - Disincentives for customer to use contact centre (e.g., charged hotline)
   - Advertising of digital channels availability though e.g. TV, commercial campaign

2. Pull actions:
   - Superior value proposition for digital channels (e.g., 24/7 service)
   - Targeted communication for selected group of customers though other channels (e.g., IVR messages/SMS)

Two key factors that should be kept in mind that: Born digital customers are more likely to stay on digital channels – onboarding is critical to long term digital use. Migration is not done on average at a very granular level (e.g. contact reason, client segment) and migration strategy should involve targeted initiatives for different customer groups with key metrics to track performance.

Finally, on an on-going basis, customer journeys should be analysed to detect gaps in the design and functionality of digital channels. One mode of assessing the impact of digital channels would be to use customer surveys to deep dive on the key reasons behind these gaps and address them by redesigning interfaces and adding new functionalities.
How to measure impact of the digital adoption framework?

Having a strategy in place is of no use if there aren’t any performance measures in place to assess the progress made over a duration of time and validate the on-ground-realities. On a high-level, there should be at least two variations of the KPIs being assessed:

1. Vertical KPIs:
   - Volume of contacts made
   - Volume of unique users
   - Customer experience / Net promoter score
   - First contact resolution

2. Journey KPIs:
   - Users going through journey per month
   - Distribution of usage by customer behaviours
   - “Ricochet effect” – customer contact within 24 hours of digital channel use

These KPIs need to be assessed by channel from an “as-is” to a “to-be” state target perspective where the movement across the live & self-service channels should be tracked in relation to the historical data. What would be really important here is to understand the migration impact that gets created within inter and intra channels of support, because organizations would want to stay away from not being able to support customer at the hour of need or turning them away from a channel of choice in the first go.

It must be a process where slowly, but steadily an organization is able to shift adoption towards digital channels for the right conversation types.

To support the performance measurement, **dual architecture** to accelerate the adoption of newer channels is also a key parameter:

Any transformational framework would require proper organization structure and governance to enable fulfilment of best practices. Digital Adoption Unit should ensure that:

- Digital care channels are run by a single unit
- Unit has top management visibility and is positioned on the same level (or higher) as traditional channels (i.e. cc)
- Electronic Care Digital channels are clearly focused on care, even organizationally

Operating model should define the right level of RACI (Responsible Accountable Consulted Informed) keeping in mind:

- A person (CXO, CXO-1) or a committee is appointed to ensure coherent design across channels for specific functionalities avoiding silos
- “Agile” IT and “Agile” marketing concepts in place
- Online unit has both decision and execution powers in the outsourcing process

---

**From a state of**
- Legacy systems which are not flexible
- Lack of flexible off-the-shelf offerings that interface with legacy systems
- to dual architecture of support

---

**Process transformation**

“Online as new norm”: zero-based/online-driven e2e redesign of the business processes/customer journeys

Cross-functional involvement to sustain change by adapting management infrastructure incl. KPIs and governance

**Digital transformation**

“Minimal viable product” – work with IT team to develop the prototype

Deploying solutions such as chatbots, mobile apps, IVR optimization, live-chat, virtual SME, voice recognition, speech/text analytics, etc.

---

**Figure 3: Process transformation powered by technology levers**
Has anyone ever benefited from this approach?

Yes, several organizations.

<table>
<thead>
<tr>
<th>Company</th>
<th>Initiative</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italian integrated fixed-mobile operator</td>
<td>Comprehensive digital transformation focusing on designing a complete care suite (including Social channels)</td>
<td>Reduction of call centre Opex of ~15% Turn-around of customer care social operations (e.g., Facebook, Twitter)</td>
</tr>
<tr>
<td>US pay TV provider</td>
<td>Prioritization roadmap of care initiatives, including business case and light implementation support</td>
<td>Reduced call volume by 15-20% Increased transactional NPS score by 10-15 pts</td>
</tr>
<tr>
<td>US mobile operator</td>
<td>Launch of targeted migration initiatives based on detailed customer segmentation</td>
<td>Reduced call volume 15-20% Increased CSAT by 1-2 pts</td>
</tr>
<tr>
<td>Global insurance</td>
<td>Revamped the personal injury claims process using AI</td>
<td>Saved 40,000 hours of manual labour. Reduction of processing time from 58 mins to 10 seconds per medical report</td>
</tr>
<tr>
<td>UK based TV, broadband &amp; media company</td>
<td>Moved customers from email to digital support channels such as chatbot, website, forums, etc.</td>
<td>Shut the email-channel down — slowly. Introduced mobile apps, guided support, help videos, community</td>
</tr>
</tbody>
</table>

*Source: Wipro research

So, what’s next

Customers are already shifting their preferences, product and service organizations have also understood this but clearly there's much to do. Adapting technology with a method to the madness (a framework) is imperative for any modern organization (product or service provider) to lead the path to digital transformation. There will be challenges along the way, and it's not an easy path, but with one-step at a time, service organizations can truly master the act of driving adoption across digital channels of communications.

Footnote

1https://www.salesforce.com/research/customer-expectations/
3https://www.accenture.com/us-en/services/interactive-index

About the author

Sanyog Chaudhry
Sanyog is a seasoned digital and transformation experience leader with 12 years of rich exposure and is responsible for creating operational transformation solutions for CXO level clients across multiple industries.

Sanyog leads consulting assignments for scoping & delivery of transformational programs along with engaging with the sales & consulting teams on the transformation offerings suite.
Wipro Limited
Doddakannelli, Sarjapur Road,
Bangalore-560 035,
India
Tel: +91 (80) 2844 0011
Fax: +91 (80) 2844 0256
wipro.com

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. We harness the power of cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies to help our clients adapt to the digital world and make them successful. A company recognized globally for its comprehensive portfolio of services, strong commitment to sustainability and good corporate citizenship, we have over 175,000 dedicated employees serving clients across six continents. Together, we discover ideas and connect the dots to build a better and a bold new future.

For more information, please write to us at info@wipro.com