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MAKING HARD EASY.
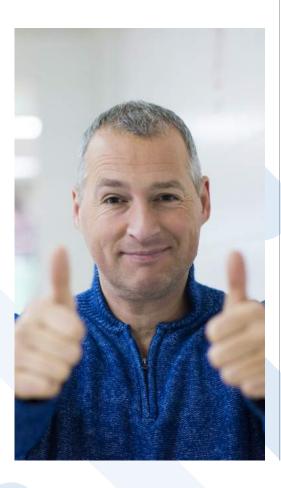## PROCESS TRANSFORMATION FOR EXCEPTIONAL CUSTOMER EXPERIENCE.

Transforming business process for organizations today is more complex and challenging than ever before. A whole new set of ground rules and expectations exist and the business process re-engineering models of the past are not equipped to keep pace. The explosion of digital and mobile technology has put customers ahead of companies, leaving organizations scrambling to catch up. Today's customer comes armed with a wealth of knowledge and a whole new set of expectations. Customers want personalized, easy, consistent experiences and delivering solutions in real time often isn't fast enough. Customers expect organizations to be waiting with answers before the questions are even asked.

Business process transformation must continue to provide all the front, middle, and back-office function and support of the past but a new battleground is rapidly emerging. The new product has become customer experience and organizations must deliver exceptional, end-to end journeys throughout the customer lifecycle to stay relevant. Per Walker Info's *Customers 2020* report, customers will value the experience more than product or price by 2020.[1] Companies are aware of this trend as reflected by Gartner's prediction that over 50 percent of organizations will redirect their investments to customer experience innovations.[2] In addition, leaders in customer experience can expect 17 percent revenue growth compared to only 3 percent for customer experience laggards.[3]

Barbra McGann, Horses for Sources Research Expert, sums up the challenges and urgency to optimize customer experience when she says, "Consumers today have ever-increasing expectations for personalized, responsive, and interactive experiences. Organizations in any industry need to be in tune with these expectations and be insightful and agile enough to understand, respond to, and even anticipate their customers' needs and interests to win loyalty and thereby, grow their business."

How can process transformation help client's deliver exceptional customer experience in 2017? The answer lies in adopting a human centric perspective of the customer's journey. The entire experience must be viewed empathetically through the customer's eyes. Process transformation must continue to successfully grapple with the complexities of entrenched business processes but today's solutions must focus on people. Sutherland's *Design Develop Deliver* model of process transformation is the most effective way to provide people-driven solutions, thus optimizing the customer experience in 2017.

> **We transformed the authentication process for a bank so their customers can use the sound of their voice to access their accounts quickly, rather than answer a bunch of questions slowly.**

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[1] Pagel, L, (2013) , Customers2020. Walkerinfo. Retrieved May 2017. from Walkerinfo.com

[2] Gartner - http://www.gartner.com/newsroom/id/3072017

[3] Forrester – Customer Experience Drives Revenue Growth, 2016 https://www.forrester.com/report/Customer+Experience+Drives+Revenue+Growth+2016/-/E-RES125102

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Design

Successful design originates from a willingness to view the entire journey through the customer's eyes. Through this human centric, empathetic lens it is possible to build a holistic, 360-degree view. From this perspective, designers can see what customers see, feel what they feel, and identify their pain points and opportunities. Customer experience is a human experience and the design phase begins by exploring each individual customer from a human viewpoint.

Extensive empathetic research is conducted with designers drawing on multiple disciplines and engaging domain experts. Ethnographers explore the customer psyche and assist in developing working personas so that clients can better understand their customers. Social media, online tools, and customer journey mapping help create profiles and build robust databases of customer information.

The critical importance of building a holistic picture is expressed by Razia

Richter, former COO at Petco and current retail executive consultant. "It is extremely important to get a 360-degree view of the target customer, especially in business transformation. If you don't look at all aspects of the journey from the customers' eyes, then you end up with an inconsistent experience. It's very difficult to create what customers want and expect today - that easy, fast, personalized experience, unless you put yourself in the customer's shoes."

Armed with empathy and a holistic view of the customer, teams of visionary thinkers and designers go to work. Clients are invited into the design studio where they are encouraged to re-imagine the art of the possible and interact with representatives from the various digital practices. These Labs, based in San Francisco and London, are interactive, social environments where clients benefit from the value of cross-industry exposure. Design teams work side by side with clients to formulate customized solutions for specific needs and pain points. This model of process transformation never

asks a client to accept off-the-shelf solutions nor mandates specific technology. Every part of every solution leverages a design-centric approach to fit the unique needs of the individual client.

Develop

The development stage is located at the intersection of people and process. If design is building an understanding of the customer, development is examining, rethinking, and rebuilding process. Entrenched business processes are examined, legacies are challenged, inefficiencies are removed, and all front, middle, and back-office systems are modernized.

Teams start by utilizing analytics and best practices in combination with a technology agnostic perspective to bring a rigorous, precise approach to the re-engineering process. Solutions can incorporate an entire toolbox of technologies including analytics, digitization, automation, and artificial intelligence. However, technology should

by no means be viewed as the primary driver of process transformation. Technology's supporting role as an enabling tool is aptly summarized by Paul Traboulay, Chief Operating Officer at the Guardian Group and Sutherland client. "Working with Sutherland's model of process transformation allows us to marry available technologies with human centricity. These technologies allow us to become much more agile in connecting with our customer base, which provides significant advantages moving forward. We are now able to provide customer convenience driven by people and supported by technology."

Deliver

Process transformation must provide end-to-end involvement and merely designing and developing solutions for organizations isn't enough. Delighting client's customers depends on the successful delivery of solutions and unfortunately many models don't follow through with this important and final phase. Clients today need a partner that can help them with all stages of *Design Develop Deliver,* and Sutherland is uniquely positioned to do this. With operations around the world and the ability to analyze transactions and interactions across platforms and geographies, we can gauge customer experiences, anticipate trends, and measure customer behavior. But delivery goes beyond implementation. Sutherland assists the client in adapting and integrating solutions into the ecosystem and hierarchy of their organization.

In Conclusion

This model provides end-to-end, human centric solutions that are designed for people, by people. Starting with a deeply empathetic, thoroughly researched understanding of the customer allows this model to orchestrate every phase of the journey to optimize the customer experience.

In addition, this model provides extreme flexibility. Design teams construct customized solutions based on unique customer needs and these solutions are scalable to organizations of all sizes. For added flexibility, once Sutherland designs and develops a client solution, we can deliver and operate it anywhere in the world.

Solutions are backed with a risk based pricing bias that shares an investment with each client. Most revenue comes from a risk reward proposition, further demonstrating alignment with client goals and full support of the brand promise.

Today's customer demands an exceptional experience at every stage of their journey. They expect personalized solutions, designed from an empathetic understanding of their specific needs. To meet these needs, process transformation must continue its evolution as a rigorous journey of simplifying a client's business by taking core fundamentals of the past, enhancing them with big data, analytics, and automation, then adding design thinking to create human centric solutions. Looking to the future, Sutherland's design oriented, empathetic model is uniquely suited to deliver these solutions because we take the time to understand our

client's customers. We start with people, combine with process, and always remember that process transformation is, at its core, the holistic view of a client attending to their customer so the end experience is empathetic and optimized.

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> **We transformed the patient and member experience for a large east coast health system, making healthcare more empathetic and caring.**
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Is your organization ready for a new model of process transformation that puts exceptional customer experiences first? For more information on how we can help you transform your process to optimize the customer experience please visit us at www.sutherlandglobal.com, email us at sales@sutherlandglobal.com, or call 800-388-4557 ext.6123.

As a process transformation company, Sutherland rethinks and rebuilds processes for the digital age by combining the speed and insight of design thinking with the scale and accuracy of data analytics. We have been helping customers across industries from financial services to healthcare, achieve greater agility through transformed and automated customer experiences for over 30 years. Headquartered in Rochester, N.Y., Sutherland employs thousands of professionals spanning 19 countries around the world.