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Introducing CXM
Customer Experience Management

Challenges of Today's World

- Business Resiliency

- Ever-changing Customer Demands (peaks and valleys)

- Hybrid Workforce

- Pivot to Growth

- Customer Engagement

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CX Trends

1. Contact center is now an engagement center

2. Omnichannel everything

3. Low customer effort

4. Cloud enablement across the board

5. Enabled by analytics, AI & automation

75% of G2000 companies will commit to providing technical parity to a workforce that is hybrid by design by 2023
- IDC

Only 9% of customers with a low effort score were likely to change merchants, compared to 96% of those with a high effort score
- Gartner

89% of companies expect to compete primarily on CX in 2022
- Blake Morgan, Forbes

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Maybe We Can Help

Solution Overview

A cloud-based Customer Experience as a Service (CXaaS) solution offers businesses the people, the process, and the platform – intelligently and seamlessly bundled together – to deliver the superior service and 24/7 omnichannel experiences consumers have come to expect.

Solutions span across the customer lifecycle -- Sales / Care /Tech Support / Payments / Loyalty

25+	**15**	**100+**	**20**
Years Experience	Industry verticals	Global CX delivery centers	Core Languages supported

CX Workforce Managed Services

- Access to global pool of talent – and leverage of leading practices to onboard, train, coach, support performance and a culture of engagement
- Multi-skilled, multilingual specialists proficient in handing customer journeys
- Workforce management best practices for swift resourcing response to peak and periodic demands

Delivery Excellence

- Global delivery capabilities combined with best practice work at home model
- Scalable infrastructure for operational agility and business continuity
- Process & operational distinction with compliance and quality controls
- Centralized Command Center with advanced monitoring and security management protocols

Innovation & Technology

- Meeting customers where they are via omnichannel and self service capabilities – voice, IVR, email, chat, SMS, bots
- CRM Integration and knowledgebase connection
- Value-added Enablers
- Advanced automation to drive efficiency
  - CXM Analytics for strategic business insight and sentiment
  - Gamification for productivity gains
  - Conversational and Intelligent AI & reducing call volume, adding data insights and improving customer experience

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Contact Center Global View

Our global service delivery footprint allows us to optimize for demand, regulatory requirement, language, proximity, and cost
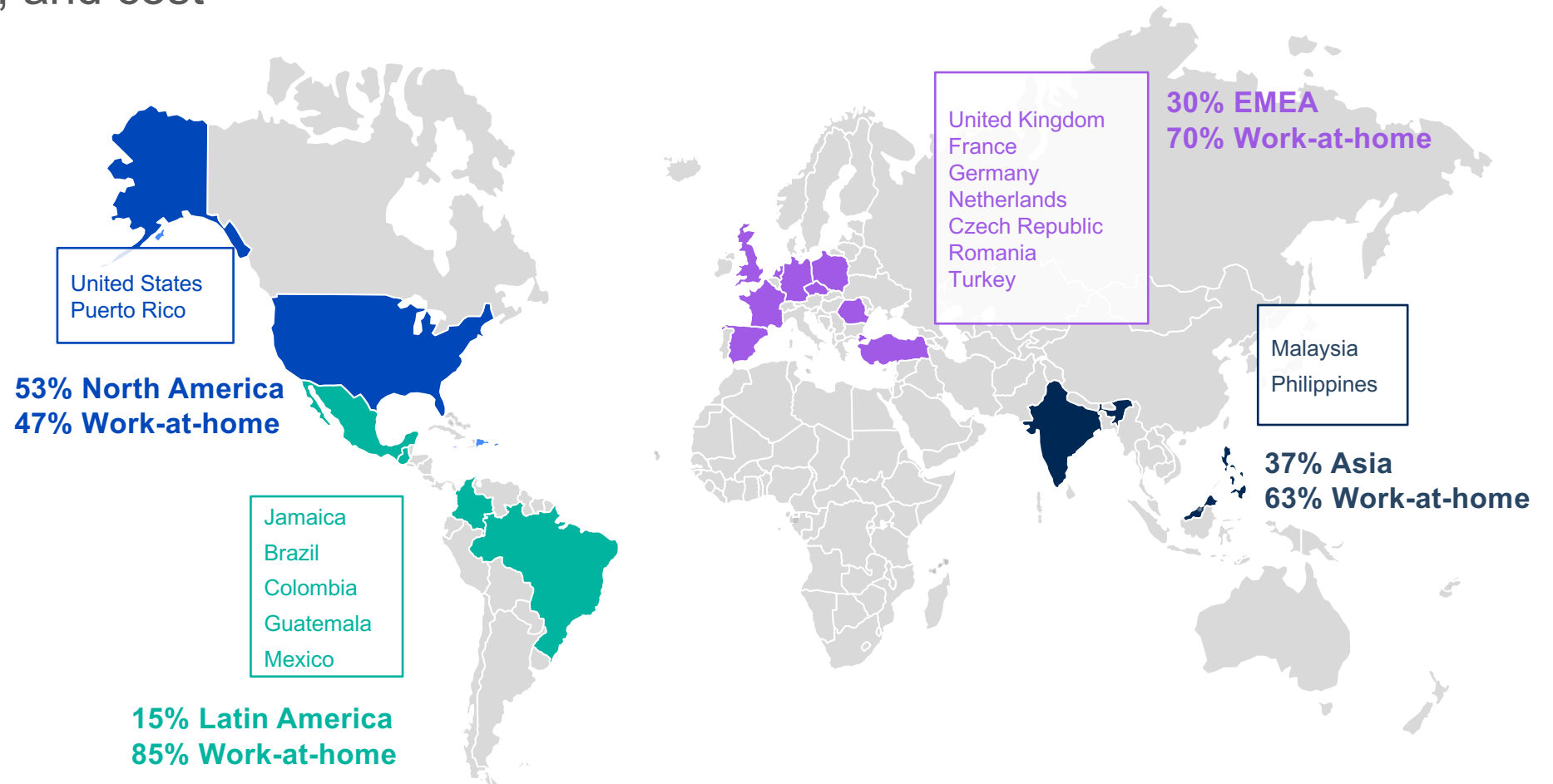
100
Delivery Locations

27K
Call Center Associates

70%
Work-at-home

20
Core Languages

United States
Puerto Rico

53% North America
47% Work-at-home

Jamaica
Brazil
Colombia
Guatemala
Mexico

15% Latin America
85% Work-at-home

United Kingdom
France
Germany
Netherlands
Czech Republic
Romania
Turkey

30% EMEA
70% Work-at-home

Malaysia
Philippines

37% Asia
63% Work-at-home

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Managing Work Remotely

Relentless focus on online collaboration, learning, and performance monitoring has simplified and improved governance across the enterprise, contrary to expectations. **Staffing, scheduling, and performance management have all worked better, despite odds.**

Online Collaboration

Online collaboration (e.g., online agent help desk) enabled by universal adoption of digital collaboration tools (e.g., Microsoft Teams, SharePoint) has improved communication within and between operational teams (video, chat, text). The frequency, timing, and quality of communications has improved dramatically.

Benefits

- Higher First Contact Resolution
- Improved Average Handle Times
- Greater Client Satisfaction

Online Learning

Online learning and knowledge management are key to Conduent's success in the Work-at-home construct. Deep expertise across business functions provides account teams the operational flexibility to ensure seamless client experiences. With decades of Virtual Instructor-Led Training (VILT) experience, Conduent provides extensive online training for all agents.

Benefits

- Relevant, industry expertise across functions
- Cross-training of resources
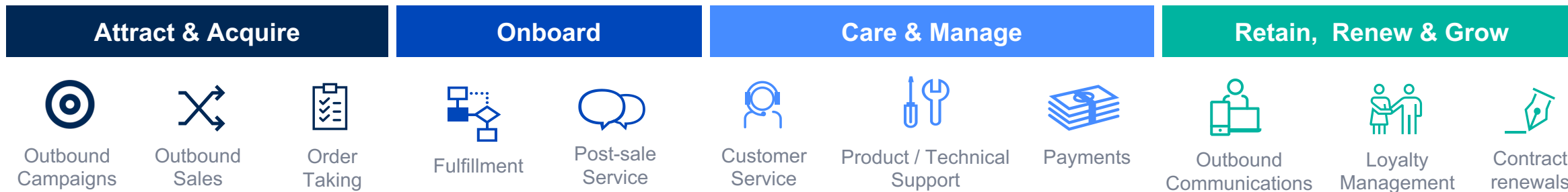- Reduced risk of business disruptions

Performance Management

Real-time screen monitoring and online communications (video, chat, text) have all contributed to more effective governance globally, at a scale that was unthinkable even a short while ago. Client expectations and organizational desire, along with digital tools have made this transformation not just possible, but popular and potentially permanent.

Benefits

- Better management visibility
- Proactive resolution of issues
- Ability to anticipate issues in advance

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Solutions & Capabilities

CXM Solutions, Scale & Business Outcomes

Attract & Acquire	Onboard	Care & Manage	Retain, Renew & Grow

| Outbound Campaigns | Outbound Sales | Order Taking | Fulfillment | Post-sale Service | Customer Service | Product / Technical Support | Payments | Outbound Communications | Loyalty Management | Contract renewals |

Conduent's global solutions, across the customer lifecycle, are directly linked to business outcomes

1.3B Interactions annually

600K Printed Communications annually

20 core Languages 200 total

25% Digital solutions YOY growth

105 Clients

15 Vertical industries

70% Work at home agents

We focus on improving each interaction with customized capabilities that are designed to increase revenue, loyalty and increase customer lifetime value

Revenue Generation

Revenue Protection

Cost Reduction

Process Efficiency

Speed & Agility

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CXM Depth of Vertical Experience

Technology, Media & Telecom – 33%

- Device Set-up
- Accessory Sales
- Plan Analysis
- New plan purchases
- Warranty
- Billing
- Retention and Renewal
- Store Coordination
- Service Payments
- Payment Options

Health & Life Sciences – 15%

- Insurance
- Billing
- Nurse triage
- Appointment Setting
- Reminder Notifications
- Referrals

Finance, Insurance & Banking – 14%

- Balance Inquires
- Transfer of Funds
- On-line bill Pay
- Savings
- Deposits
- Insurance

Manufacturing & Automotive – 10%

- Inventory
- Purchasing
- Financing
- Billing Inquires
- Payments
- Dealer Inventory
- Appointments
- Warranty Options
- Parts and Accessories
- Rebates
- Incentives
- Service Reminders
- Recall Information

Travel, Transportation, Hospitality – 13%

- Flight bookings
- Hotel bookings
- Cruise bookings
- Shipment Tracking
- Billing
- Loyalty
- White Glove
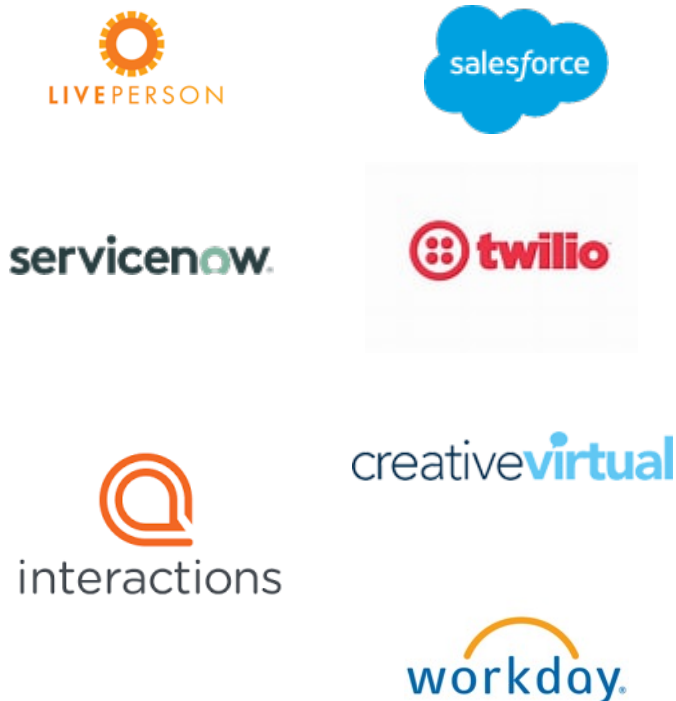- Inclement Weather Inquires
- Back-office
- Inside Sales

Public Sector – 14%

- Medicare
- Medicaid
- SNAP Card
- Worker's Comp
- Child Support Payments
- Payment Processing
- EZ PASS
- Tolling
- Billing
- Collections

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Leveraging the Best Partners

CXM Partner Ecosystem

Customer / User Collaboration

CCaaS & CRM Partners

Additional partners

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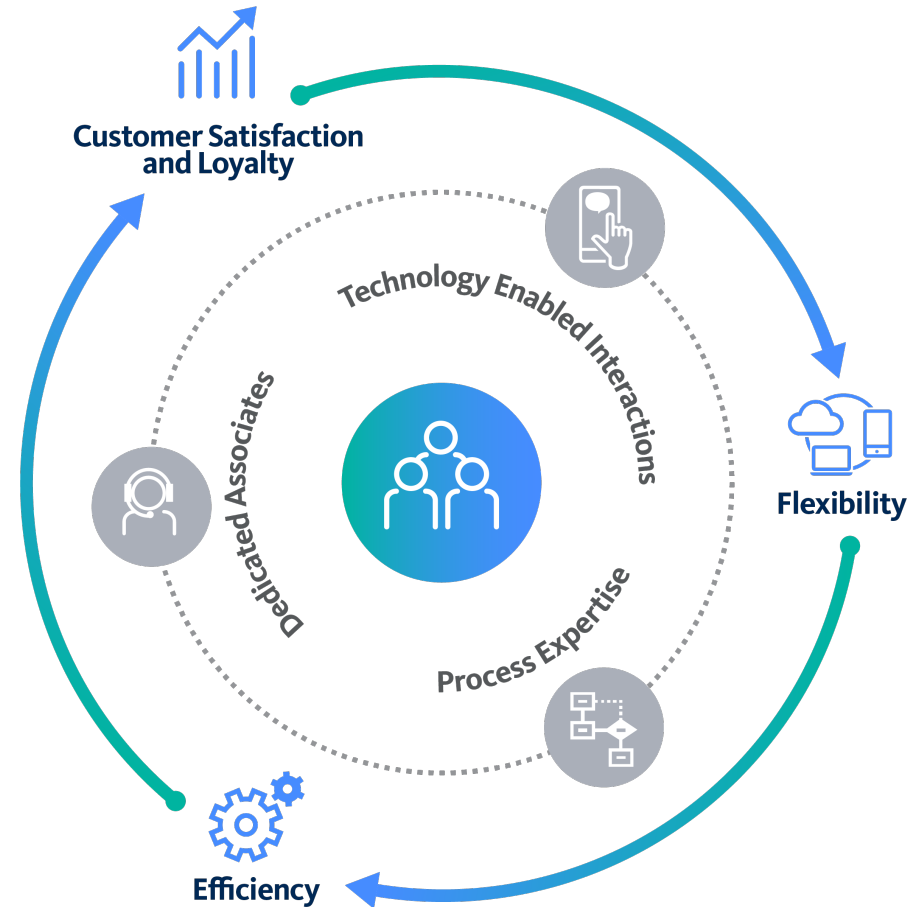
Conduent's Approach to CXaaS

The integration of people and process with cloud-based technology to deliver transformational customer experience

Customer Satisfaction and Loyalty

Technology Enabled Interactions

Dedicated Associates

Process Expertise

Flexibility

Efficiency

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Core Essentials Across People, Process and Platform

A complete CXaaS package that allows you to flex as your business needs change

	Core Components		Value-Add Enablers	
People	• Agents • Agent Proficiency & Quality • Training	• Workforce Management • Performance Management	• Extended Call Recording	• Multi-lingual
Process	• Standard Journey Mapping • Operational Reporting (SLAS + CSAT)	• Routing • Call Recording 30 Days	• CRM • CX Personalization • Journey Mgt w/ Data Mgt	• Case Management • CX Insights & Analytics • Outbound Dialer
Technology	• Voice • Chat • SMS • Security Info & Agent • Connection to CRM / Case Mgt	• Customer Authentication • Connection to Knowledge Base • IVR • Bots	• Gamification • Social Media • E-mail FAQs & Follow Up • Biometric Authentication • RPA & WF Automation	• Screen Recording • Conversational and Agent Assist AI • Knowledge Base • Industry Compliance Tool

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Conduent Talent Onboarding & Development

Differentiation through our People

Digital Immersion to Drive Culture of Learning, Collaboration & Wellbeing

Digital Immersion to Source Best Talent

Attract Best Talent
Social Branding & Campaigns

Accelerate Recruit/ Screen/Hire
Digital, Automation, Video

Onboard & Assimilate
Workflow / Role-based

Formal Learning

New	More
• eLearning	• Scenario-based Exercises
• Virtual Classroom	• Interactive Videos, Animations, Graphics
• Self-study	• Gamification
• Mobile Learning	• Assessments
• Blended Learning	• Workshops

Learning in the Flow of Work

Apply	Solve	Change
• Bite-sized Content	• Job Aids	• Cultural Integration
• Job Aids / FAQs	• AI Knowledge Base	• Top Performers
• Knowledge Bases	• Live Chats	• Conduent Cares
• Simulations	• Microblogging / Threaded Discussions	• Celebrations / Recognition
• Gamification	• Expert Forums	• Wellness
• Coaches/ Mentors		• Monthly Webinars (Health Advocate)
		• AI-Driven Care (Buoy Health)

Driving Behavior Change at the Moments of Need[1]

Source: 5 Moments of Need, Mosher and Gottfredson

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Proven Outcomes and Benefits

Building exceptional customer experiences through human-centric, omnichannel interactions that reduce costs, enable scale and drive customer satisfaction

Performance Enablement

- High-performing agents result in **40% cost savings** and **higher quality**
- **60% improvement** in **413 people** & performance metrics meeting or exceeding target via **COPC standards**
- **Reduced attrition** by **21%** and **unplanned absenteeism** by **19%**
- Achieved **3X productivity increase** with chat agents

Contact Center Optimization

- Reduced COVID-19 **call refund volume by 5%** via tuned IVR prompts
- **20% improved efficiency** of customer service delivery processes
- **Work-at-Home (WAH)** delivery model achieved in **2 weeks**
- Realized more than **60% reduction** in contact center **operations costs**
- **Increased CSAT >3%**

Connected Digitized Experiences

- **Realized ~40% adoption rate** for state health agency Supplemental Nutrition Assistance Program (SNAP) portal
- **Increased inbound self service** capabilities by **6X** and introduced new outbound IVR features
- Achieved an upwards of **$1M savings** through workflow automation and self-service

Benefits

- Agents are empowered with the right tools to be knowledgeable, productive, and connected to your customers
- Performance and productivity managed and adjusted in real-time

Benefits

- Global delivery model drives process efficiencies, savings and business continuity
- Guided closed-loop customer journeys assure speed-to-resolution

Benefits

- Drive customer satisfaction and loyalty by meeting customers where they are
- Orchestrates exceptional CX experiences, providing channel of choice, self-service for interactive, consistent experiences

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Driving Post Pandemic Enhanced Experiences

Inbound Self Service and Outbound Smart Automation Drives Positive Outcomes

Leading Pharma Client

Reduced call volume by 35% through new self service automation

The challenge

- Increased call volume driving the need:

  - for expanded self service capabilities for both inbound and outbound and beyond shipping status

  - to improve user experiences across patients and healthcare providers

The solution

- Expanded IVR Self Service to:

  - Provide application status
  - Notify on next refill date
  - Prompt incomplete application reasons
  - Prompt denied applications reasons
  - Provide order status
  - Support refills processing

- Implemented smart, automated proactive outreach (APON)

  - Provide application status - Incomplete / Denied / Approved
  - Prompt incomplete application reasons
  - Prompt denied applications reasons
  - Proactive refill reminder
  - Proactive re-enrollment reminder

- Implemented Promise Keeper

  - HCP's leave a voice mail and request a call back at the desired time thereby avoiding long call queues.

The result

- Increased Self Service capabilities by **6X**, **reducing call volume** by **35%**. Other outcomes:

  - Quick turn around on requests
  - Reduced agent interaction
  - Reduced in call volumes
  - Improved SLA
  - Improved Patient/ HCP experience
  - End- to-End logging and traceability across platforms
  - Reduced dependency on faxed refills

- APON Outcomes:
  - Reduced call volumes, thereby improved inbound SLA
  - End-to-end logging and traceability across platforms
  - Improved Patient/ HCP experience
  - Reduce agent interaction

- Promise Keeper Outcomes:
  - Improved HCP experience
  - Reduced long call wait times
  - Improved SLA and turnaround time

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Creating an Advanced Customer Engagement Center

Support digital CX transformation for leading provider of intelligent premium automobiles

smart Europe GmbH

New multi-lingual European hub poised to redefine the market for automotive online sales

The challenge

- Mission to:
  - — become the leading provider of intelligent premium electric mobility solution
  - — redefine the market for automotive online sales

- Need for a trusted partner to support their advanced customer experience and innovation strategy

- Interest in providing an omnichannel delivery approach to meet consumers' needs

The solution

- A multi-lingual engagement hub to drive and optimize the client's customer journey:
  - — Sales services, including inquiries, digital sales process management, order support and delivery orchestration
  - — After-sales services, including complaint management
  - — 24/7 emergency and roadside assistance liaising services

- Support of all European languages, with live servicing across 5 core languages

- Omnichannel delivery including social media, chatbot and voicebot

- Operational and digital transition services

The expected results

- Successful 2022 launch of next generation smart vehicles meeting timelines, sales, and CSAT goals

- Digital transformation of customer service and online automotive sales
  - — Delivery of an optimized human/digital engagement model, driving exceptional levels of service that exceed customer expectations

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Continuous Transformation and Innovation Through Partnership

Driving Business Agility and Resilience

Fortune 100, Top 5 Leading US Airline

15+ years of CX and EX transformation

The challenge

Four chapters of major change events over 15+ years

- Impact of **9/11** and **bankruptcy** filing (2005)
  - Restructuring mandate to **reduce costs / waste**
  - Goal to **increase service** and **improve morale**
  - Company **could not accomplish opposing goals**
- Major airlines **merger/acquisition** (2008)
  - **Workforce** nearly **doubled**, including new bargaining population
  - Geographic footprint to **40+ countries**
- **Modernization** (2010 – 2019)
  - Need to enhance **infrastructure** for **improved cost**, **efficiency** and **superior employee** and **customer experiences**
- **COVID-19 / Post-COVID World** (2020 - now)
  - Agility to reduce costs, scale and ramp based on sharp changes in demand

The solution

- **Customer Experience Solutions to include:**
  - State-of-the-art interactions center in Jamaica
    - Domestic and international reservations
    - Sales and service for the frequent flyer program
    - Mobile app inquiries
  - Technology integration and advancement, e.g., servicing tools and fiber-optic technology for bi-directional call flow
  - Document Management automation for invoicing and frequent flyer certificates
  - Philippines chat center to support post-pandemic demand and reduce call volume / long wait times
- **Human Capital Solutions across:**
  - Workforce Administration, Global Payroll, Self Service, Health & Welfare Admin, Pension modeler, Rewards & Recognition, SAP/ SuccessFactors SaaS implementation support, Learning Content & Administration, White Glove Support
  - Voluntary Early Retirement Program – offer communications/promotion, enrollment and administration of special COVID initiative

The result

Customer Experience Solutions

- Grew program from 50 voice agents to 800+, realizing more than **60% reduction** in contact center operations and labor costs
- Achieved growth of frequent flyer program to **92M+ members** worldwide
- Proactive response to talent acquisition/ training for **2021 ramp** of **1K chat agents**, resulting in **speed-to-proficiency** and **enhanced quality** – with more planned in '22
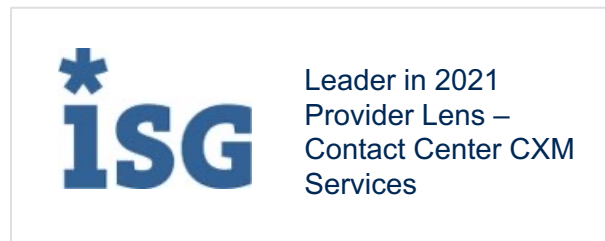
Human Capital Solutions

- Scalable HR services at lower marginal cost
  - **Grew** to 85K employees / 40+ countries, with **high adoption** of **self service –** and **no service disruption**
- Full automation of HR processes, realizing **90% improvement** in less than 12 months
- **CSAT** increased from 2.5 to **4.5+** out of 5
- Exceeded Voluntary Early Retirement program **take rate** by over **50%** and **reduced payroll expense** by **~ $600M**

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Why Conduent?

- 25+ years delivering end-to-end solutions across the customer lifecycle
  - Deep process and vertical expertise across 15 industries
  - Human-centered design / customer journeys
- Global delivery from 100+ locations, plus Work-at-Home agents
  - Enables speed, agility and best talent
  - Drives scale and savings
- Latest cloud and digital technologies
  - Increase TCO while bringing innovation across AI, Analytics and Automation

Industry Recognition

Global Workforce Management Processes Certification

Leader in 2020 PEAK Matrix® CXM Assessment

Leader in 2021 Provider Lens – Contact Center CXM Services

Voice of the Client Testimonials

"Accountable culture, true partnership, consultative through in-depth knowledge of processes… and of course good quality and productivity"

VP Operations
Healthcare Client

"Conduent continues to be a great partner anticipating business needs and fulfilling commitment"

Director Operations
Technology Client

"Excellent partnership, above all is the exceptional delivery/execution"

Senior Director, Service Delivery
Travel & Hospitality Client

"The team understands the importance of servicing our customers in a professional and efficient manner – values customer service – and works hard to achieve and exceed goals

Director Operations
Technology Client

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