Transform **Omnichannel**

Vision into Reality

A clear understanding of top challenges—and how to remedy them.

ttec

Omnichannel success has become more than a buzzword—it's the customer experience goal of many businesses.

But organizational silos, data integration gaps, and many other challenges often prevent companies from turning their omnichannel vision into reality.

And while there isn't an easy solution to transforming a multichannel customer experience into omnichannel, we've identified key obstacles most companies face and remedies to overcome them, as well as examples of companies that are reaping success from their omnichannel strategies.

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The state of omnichannel

90% of CMOs have an omnichannel strategy or plan to invest in one soon, but only **8%** believe they have **"mastered" omnichannel**.

45% said they don't have the **right omnichannel technology**, or would benefit from additional technology platforms.

95% of consumers use three or more channels in a single customer service interaction, with **62% crossing devices**.

64% of customers expect to receive **real-time assistance** regardless of the customer service channel they use.

Omnichannel shoppers have a **30% higher lifetime value** than those who shop using only one channel.

Omnichannel shoppers spend **4% more** when they are in a brick-and-mortar store, and spend **10% more** when shopping online.

75% of consumers expect a **consistent experience** wherever they engage with a brand.

Companies with strong omnichannel customer engagement **retain 89%** of their customers, compared to **33%** for companies with **weak omnichannel** customer engagement.

Challenge #1:
No clear ownership

A real omnichannel structure encompasses marketing, sales, service, back office, IT, finance, etc., which can cause ownership issues.

Without clear ownership, who pays for it becomes a challenge too. The business case usually spans the enterprise and can't be segmented to one function.

Remedy:
Create an ownership mentality

1

Create a committee of senior-level executives who represent the interests of each department to oversee the initiative and communicate the plan to their teammates.

2

Assign responsibilities to cross-functional teams (e.g., aligning databases between marketing and sales) and gradually expand those assignments to include more groups.

3

Create a dashboard to track agreed-upon KPIs like customer satisfaction across channels or customer effort.

4

Tie progress to performance reviews.

Challenge #2:

Turning vision into reality

It's difficult to go from talk to action, and a lot gets lost as the vision gets disseminated and interpreted across different business units.

Everyone understands the need to meet or even exceed customer expectations, but it's important to be realistic about what it takes to accomplish those goals.

Remedy:

Identify and prioritize higher value phases of the journey

Gather insights into customer behaviors and the underlying drivers to identify pain points in areas that deliver the most value.

Stay flexible. Measure, iterate, and adjust if changes in the marketplace and customer behavior point to new omnichannel priorities.

Look for low-hanging fruit. What changes will deliver the biggest bang for the buck quickly?

Challenge #3:
Transformation while operating

Transitioning from a multichannel to omnichannel model is challenging in itself, especially as the business continues to operate on a day-to-day basis.

What's more, customers want real-time interactions and transactions. Companies must integrate fast-moving inventory, pricing, and transaction information for sales, and move that interaction info across channels for service.

Remedy:
Be agile in the approach to implementation

Test new services within a small segment of the customer population, such as customer advocates, before expanding.

Ensure that all necessary departments are updated on the latest changes. Customer service, for example, should be alerted to new features and have a ready response to inquiries.

Include a quick tutorial explaining the value of the feature internally and to customers. Don't forget to include an option for leaving and collecting feedback.

Challenge #4:
Continuous innovation

Even after achieving exceptional omnichannel services, companies must continue to evolve or risk being disrupted by a new competitor.

Organizations need to be flexible, nimble, and acknowledge signs that it's time to recalibrate—all of which can be difficult to maintain.

Remedy:
Cultivate a nimble culture

Be transparent about risks/experiments that the company is investing in, explain the reasons why, and what the contingency plan is.

Create a portal where employees can suggest and vote on new ideas for senior leadership to consider.

Reward strategic risk-taking, even if the pilot failed. For example, give a quarterly "Most Daring" award and broadcast it throughout the organization.

Measure It

Metrics play a key role in helping monitor, manage, and maintain standards across the brand. But not all metrics are right for your organization. Always determine your priorities and desired outcomes first.

Metrics that matter today

Net Promoter Score

Average handle time

First contact resolution

Customer satisfaction

Here is an example how:
Omnichannel CX scorecard

Physical Store	Online Store	App	Additional Channels
☑ How long does it take to send a pickup notification to a customer?	☑ Use of "save cart" to move between devices	☑ Use of "save cart" to move between devices	☑ Use of inventory lookup features
☐ # of in-store customers adding to their online orders	☐ Use of in-store fulfillment options	☑ Use of in-store fulfillment options	☐ Usage of stored payment data
☐ Cost of labor	☐ Online registrations for in-store events	☑ Usage of stored payment data	☐ Customer effort (frequency/time spent on service, FAQs, abandoned carts, etc.)
☑ Customer effort (e.g., time spent picking up order	☐ Cost of labor and shipping	☐ Customer effort (frequency/time spent on service, FAQs, abandoned carts, etc.)	
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Bringing omnichannel vision to life:
Neiman Marcus

Luxury retailer Neiman Marcus focuses on personalization and its famous "white glove" service in every touchpoint. It remembers user preferences for sizes and styles across channels and lets users engage with mobile apps and its "Memory Mirror" 360-degree sharable mirror in the store or online, with info transferring directly to its app.

The Wall Street Journal also reported recently that its supply chain and customer care group joined forces to reduce delivery transit time to customers by 24 percent and help boost e-commerce sales. This is an often-overlooked part of the customer experience.

Bringing omnichannel vision to life:
B2B manufacturing firm

Omnichannel isn't just for retail. In the B2B space, we worked with a building material manufacturer that developed an omnichannel strategy by creating personas, then designing customer and employee interactions across channels based on those personas.

Internally, the company created cross-functional pods of employees to manage inquiries from certain customer segments, leveraging their combined expertise for faster and more relevant issue resolution.

As a result, even with 20 percent more calls coming in, first call resolution increased by 18 percent and the interaction resulted in four times as many sales follow-up opportunities.

Summary

A successful omnichannel initiative:

1

Is led by a group of key stakeholders who represent the interests of the entire organization.

2

Is based on a clear and focused strategy that includes insights about the customer.

3

Includes well-defined goals, benchmarks, and performance metrics for measuring the success of the initiative.

4

Leaves room for the organization to test, learn, and adjust quickly.

ABOUT TTEC

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