



Delivering effective and efficient customer engagement

Customer Operations



For most executives, running a cost effective customer engagement organization and delivering excellent customer experience requires a high stakes balancing act. One management or execution misstep can result in excessive costs, lost customers, or negative impact to your brand. However, balance can be achieved to reach your financial and customer engagement goals.

Customer operations — including contact centers and other points of customer interaction — are an increasingly important aspect of companies' strategic market positioning. Yet, leadership often lacks understanding of the value of the customer operations function due to difficulty measuring and analyzing quality and performance in the context of business value. Operationally, many companies struggle to strike an effective a balance between managing overhead costs and providing the desired customer experience. And even if a contact center is running smoothly, the environment it serves is constantly changing as are the technologies and channels through which customers expect to communicate.



Strategically Linking Services

Organizations transform their business for different reasons. Some are positioning themselves for new growth opportunities while others are restructuring to improve efficiency and reduce costs. What they have in common is the desire to dramatically improve their business performance. Deloitte's Business Model Transformation (BMT) services help architect and drive the business and operating model changes required to achieve an organization's strategic vision. Customer Operations is one specialty area in BMT. Visit www.deloitte.com/us/bmt for more on our other capabilities.

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How we can help

Deloitte's Customer Operations practice helps companies develop, implement, and operationalize multichannel customer interaction capabilities for both external and internal customer-facing operations. Our team includes a mix of people with strategy, operations, technology, and industry experience who have either managed high-performance contact centers or consulted in them extensively. These backgrounds help us understand the nuances, demands, and requirements specific to customer operations, contact centers, and other customer interaction points.

Our services include:

Operational assessment. First step in identifying what can be done to improve customer interaction efficiency and efficacy. Compares current state with desired future state and/or leading practice and identifies gaps.

Operating model design. Design and implementation of new or improved organizational, capability and business models to improve customer experience and reduce cost.

Omni-channel effectiveness. Improving consistency, integration, and efficacy of customer interactions across customer contact channels and/or deploying additional channel capabilities.

Technology enablement. Contact center technology strategy, selection, design, and/or implementation guidance and oversight.

Sourcing strategy. Identifying and implementing enhanced approaches for sourcing operations (business process and technology) to support customer operations.

Transformation roadmap and execution. Creating pragmatic, executable paths forward to positively impact customer interaction issues. Driving execution and delivering results.

Bottom-line benefits

- Reduced customer operations operating costs
- Improved customer experience and satisfaction
- Increased revenue by improving customer retention, leading to increased sales
- Improved competitive positioning through differentiated customer service
- Improved process efficiency throughout the full life cycle of customer support

Ways to get more value now

Shift the mindset. Clearly understanding and articulating the role of customer operations in the enterprise value chain can elevate the mandate for change and strategic importance of customer interaction.

Consider the customers' perspectives. Too often, customer operations are organized and designed around internal processes making it difficult for your customers to interact effectively with your organization. Taking the customers' perspective may yield positive results.

Look outside your four walls. Customers are conditioned by experiences across industries and experiences. While it's paramount to account for industry-specific requirements, considering leading practices from customer leaders across industries.

Don't forget: technology enables business. Don't fall into the trap that technology will independently solve your problems. Start with the business process and operating model needs and then determine how technology can enable.

Focus on value with a bias toward execution. Value begins with execution. Once the course of action is set — execute, being careful to monitor progress, and modify the approach accordingly as needed.



The big idea

Today's customers expect to use all channels to communicate with the companies they buy from, making it imperative for companies to have a clear customer operations strategy to drive consistent, effective customer interaction across the organization.

Learn more



Customer Operations is only one of many strategic areas involved in business transformation. To learn more about how Deloitte can help, visit www.deloitte.com/us/bmt.

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