Taking a design-led, data-driven approach to experience transformation
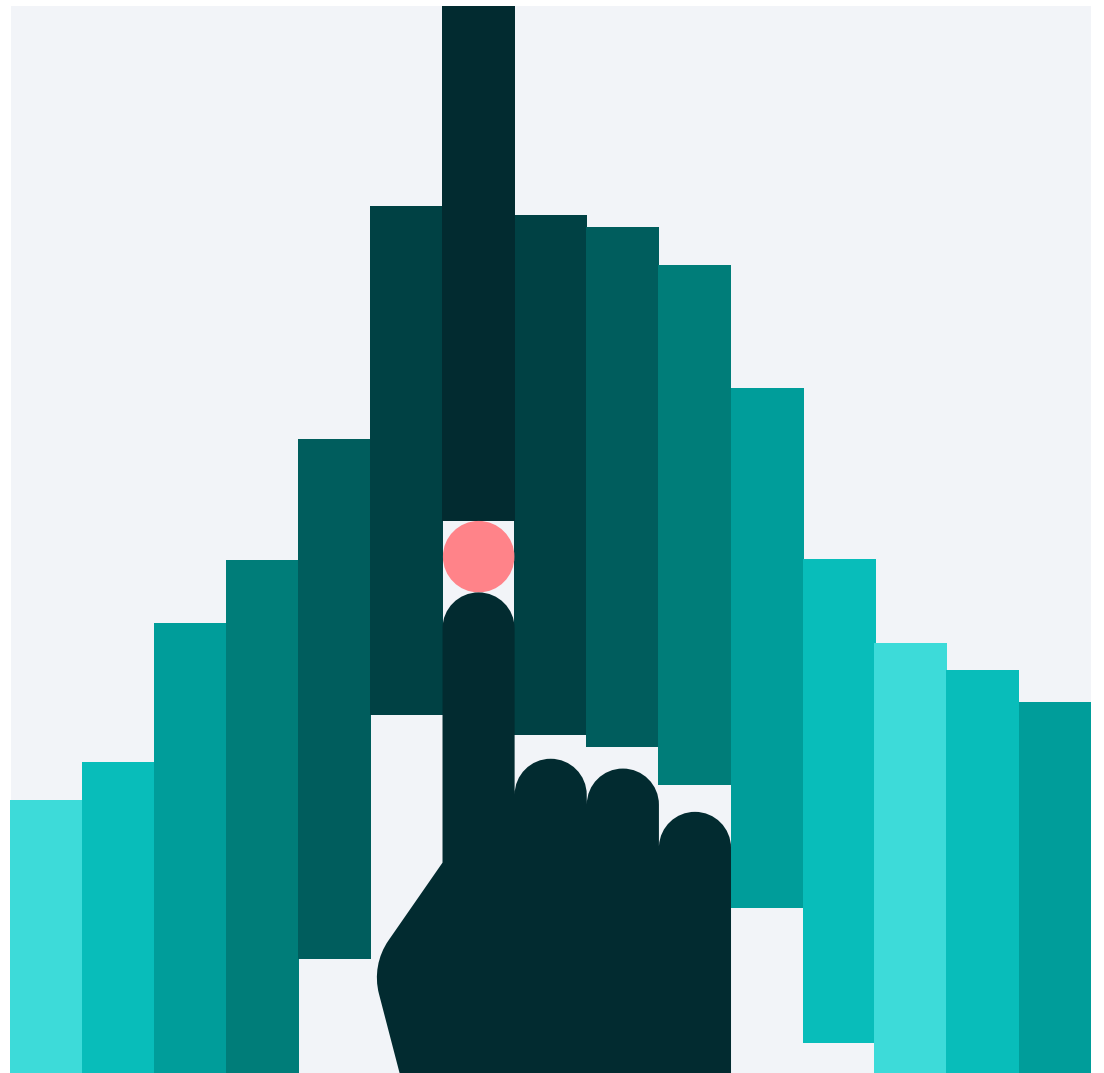
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Customer experience in the era of modern business

Delivering compelling, relevant customer and employee experiences is an imperative in the digital-first era. According to the IBM Institute for Business Value, organizations that prioritize customer experience (CX) reported three times higher revenue growth over the past two years than organizations that place less emphasis on it.

> "The last best experience anyone has anywhere becomes the minimum expectation for the experience they want everywhere."

Paul Papas
Managing Partner
IBM Consulting Americas

But companies are encumbered by numerous hurdles in their journey of experience transformation — from data governance to technological complexity to organizational misalignment that hinders CX collaboration. 56% of organizations struggle with different platform requirements across their business, and 49% with siloed data sources that lack sharing and transparency, according to the Institute for Business Value. As a result, many companies aren't using their data or technology investments to the fullest.

With people's expectations continuing to evolve in the wake of the pandemic, companies are under increasing pressure to elevate customer and employee experience and tackle these challenges to create competitive advantage.

Modern CX businesses are design-led, data-driven, technology-enabled and multidisciplinary. This paper will examine four foundational pillars for organizations to explore on their journey of digital transformation:

1. Leading with business design
2. Harnessing data and AI
3. Tackling technology complexity
4. Adopting a multidisciplinary approach to CX transformation

In addition, we'll provide resources for CX leaders looking to drive competitive advantage in the experience era.

Why exceptional experiences create competitive advantage

To differentiate themselves from the pack, companies should lean into data-driven insights and skillful design to create personalized, contextually relevant experiences for customers and employees.

When the pandemic hit, luxury brands like Swiss watchmaker TAG Heuer that had traditionally sold through retail stores were challenged to deliver a better digital shopping experience for their luxury collectors, fans and aficionados. As TAG Heuer developed its customer transformation strategy, it wanted to create a 360 view of each customer that would enable a personalized, seamless digital journey across channels. It worked with CX design specialists at IBM Consulting™ to create a guided purchasing experience using Salesforce CRM and the Salesforce cloud platform. Tag Heuer enhanced customer profiles, started celebrating customer birthdays and special occasions, and brought well-being and mindset into its customer interactions. As a result of the brand's digital commerce strategy and new online purchasing journey, it saw triple-digit growth in 2020, thanks to more bespoke customer experiences.

90% of decision makers say personalization is imperative to their overall business strategies.

Forrester Consulting

Fast-track customer experience transformation now

Stories like TAG Heuer's — of customer experience transformation enabled by data-driven insights, purposeful experience design, and the use of leading customer platforms — underscore the potential for businesses to use experience to differentiate themselves. With people's expectations ever-increasing, companies are under pressure to deliver personalized, contextually relevant experiences for customers and employees — making both their personal and professional lives easier and putting time back into their day.

Companies' digital transformation journeys gathered speed because of the global pandemic. 60% of organizations surveyed by the Institute for Business Value indicated that they dramatically accelerated their company's digital transformation during the pandemic. Businesses had to quickly pivot to add digital commerce, curbside pickup, and remote, self-service capabilities and find innovative ways to bridge their physical and digital properties. This growing customer expectation and need for choice continues. Today, more than ever, customers are demanding relevancy, personalization and new ways to purchase and engage with brands. As a result, organizations are laser-focused on customer retention as a growth driver and means to build loyalty and trust — putting CX transformation on the fast track. The key is providing exemplary, interconnected experiences across channels throughout the customer lifecycle to support the new, experience-driven modern era of business.

Why experience must be a strategic C-suite priority

In the Institute for Business Value 2021 CEO Study, 60% of surveyed CEOs leading the most financially successful organizations said that "delivering better customer experiences" is among their highest priorities in the next two to three years. These leaders are using customer feedback to propel business decisions and technology investments.

To compete and win in the experience era, companies will need to make CX and employee experience (EX) a strategic priority and unite the organization to quickly execute on that priority. Yet, there remains a disconnect. While firms emphasize the importance of CX personalization, it doesn't always translate into a tangible difference for customers. According to Forrester, "more than half of consumers say they feel brands are trying to get to know them, but they don't see their shopping experiences improving because of it." The pandemic also demonstrated that plenty of organizations weren't as customer-centric or adaptive as they thought.

Audi UK is another leading brand that accelerated innovation by investing in experience transformation. Given the fact that 90% of car purchases now start online, Audi UK partnered with IBM iX® — the customer experience arm of IBM Consulting — to reimagine its digital experience as part of the complete automotive customer journey. For example, Audi UK is giving customers immersive online opportunities to learn about vehicle features and book a test drive. To anticipate the needs and preferences of the next generation of Audi drivers, it started with user-centered design. It also deployed Adobe Experience Manager and Adobe Analytics to augment the digital experience and deepen each driver's connection and loyalty to the brand, and adopted new, agile ways of working with the IBM Garage™ Methodology. Now Audi UK is delivering tools up to 75% faster and seeing a significant increase in leads — over 59% in 2020.

Contextual awareness is "the ability to sense, process and use customer and contextual data and intelligence in an appropriate and timely manner to make customer interactions and communications personalized and relevant to their needs and wants."

IDC

The business impact of investing in experience transformation

Prioritizing and investing in CX transformation offer numerous business benefits — from economic returns and operational efficiencies to customer retention and employee satisfaction.

To name a few:

Increased revenue. Sales and revenue growth are critical priorities to every company. A 2021 Institute for Business Value survey on digital experience platforms found that organizations that formally prioritize customer experience reported three times higher revenue growth over the past two years than organizations that place less emphasis on it. A Zendesk survey found that 86% of customers will spend more with companies that personalize customer service, and 91% will spend more with companies that offer their preferred option to reach customer service. And in a Forrester survey of personalization strategy decision makers, CX personalization efforts resulted in an almost 6% increase in sales revenue, a 10% increase in order frequency and a 2.5% increase in average order value.

Improved marketing KPIs. According to McKinsey & Company, CX personalization efforts can reduce marketing and sales costs by around 10% to 20%. The Forrester report just mentioned found that strong personalization strategies lead to improvements in marketing KPIs like conversions, which increase more than 2.5%, and click-through rates, which increase almost 11%.

Higher customer satisfaction. Keeping customers happy is critical in an atmosphere of high consumer expectations. A Gartner survey found that 75% of organizations can now show that customer satisfaction leads to revenue growth through increased customer retention or lifetime value. Forrester showed that after firms improved their personalization strategies, net promoter scores (NPSs) increased by an average of more than 18 points and customer loyalty improved by 33%.

More innovation. Some benefits of CX investment are less quantifiable but no less important. The Institute for Business Value survey found that "Experience Leaders" who prioritize CX transformation outperform their peers in both customer satisfaction and innovation.

"Experience is becoming the future of business," said Matt Candy, Global Managing Partner of the IBM Consulting customer transformation service line, IBM iX. "Organizations that meet this challenge are more likely to be leaders in the marketplace. In both tangible and intangible ways, delivering exceptional CX and EX sets businesses apart."

Driving business transformation with human-centered design

> "Now, what is good design? In IBM, we have always felt that good design must serve people. The most important things we are dealing with are the human beings who work for the company and who work for our customers, and who use our products. Our machines should be nothing more than tools to extend the powers of the people who use them ... Design can help make a good business great. In short, we think good design is good business."
>
> **Thomas J. Watson, Jr.**

Putting people at the heart of every business

No matter the industry or whether your business operates in the B2C or B2B space, everything you do directly or indirectly serves people — humans who have multilayered identities, who are busy, who have work and personal lives, and who are looking for products and services that add value, time or ease to their day.

Delivering human-centered transformation requires companies to work at the intersection of emerging business strategies, design and hybrid multicloud technology to serve the ultimate goal of delivering smarter, more human experiences.

A design-led approach to customer experience transformation

To generate compelling experiences in the face of ever-growing customer expectations, many organizations are adopting a design-led approach with Enterprise Design Thinking® — a creative problem-solving method rooted in human empathy and agile development.

Enterprise Design Thinking offers three guiding principles that are highly applicable to CX and EX transformation:

- A focus on user outcomes
- Restless reinvention
- Diverse empowered teams

Etihad Airways wanted to provide customized, frictionless customer experiences by personalizing its customers' preferences for meals, in-flight services, transportation to and from the airport and other areas through their digital journey. To accomplish this goal, it took advantage of cloud computing and a microservices architecture that supports AI-driven analytics for personalization. The company used Enterprise Design Thinking to create an experience-led customer journey. Experience design helped Etihad Airways better understand its customers' needs so it can create a better, more personalized journey — starting with faster, easier check-ins. "Everything we do is for our guests, and everything is about customer experience," said Mike Papamichael, Vice President, Technology and Innovation at Etihad Airways. "I wanted the digital journey to match our really fantastic in-flight experience. I wanted the team to transform our current system, leveraging cloud technology and microservices, and build this complex solution in less than three months."

These principles keep teams focused on user outcomes as they design new offerings, driving better product adoption, as well as customer loyalty.

IBM Consulting takes this method a step further with its approach to business design, which conjoins the creative methodology of Enterprise Design Thinking with the strategic, operational and technological concerns of a business. So, you're focusing not just on user experience but also on the business need and broader cultural concerns to create value while benefiting customers and society at large.

For its 2021 report Design Thinking isn't enough, the Institute for Business Value studied organizations — which it dubbed the "Design Vanguard" — that fully embrace the key principles of business design. These companies:

- Have made design principles the basis of their organizational culture
- Invest in and modernize their technical and digital capabilities
- Effectively scale solutions to meet business demands

The research found that 82% of Design Vanguard businesses see design as a revenue-generating capability. And it pays off: these leaders see a revenue growth rate premium of 175% compared to others.

Design-led companies are transforming their business models to reach new customers, grow revenue and garner loyalty.

Broadening the experience lens

The benefits of human-centered design extend well beyond the customer experience. Design-led businesses take a wider view of enterprise experience, which involves a range of stakeholders and relationships: customers, employees, ecosystem partners and more.
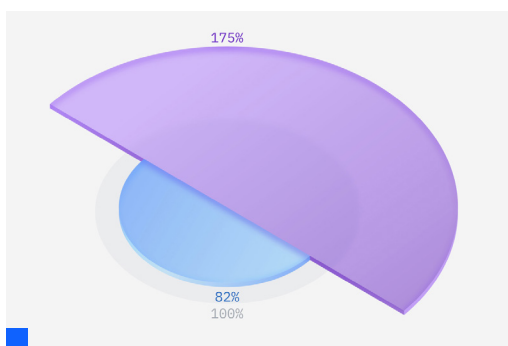
82% of Design Vanguard businesses see design as a revenue-generating capability. These leaders see a revenue growth rate premium of 175% compared to others.

Companies that prioritize customer experience showed three times higher revenue growth over the last two years than those that don't.

To improve customer experience across digital channels, CaixaBank knew it needed to simplify its customer service and move to a single technology platform. Choosing Salesforce as its platform and IBM Watson® chatbots to handle simple customer service inquiries, CaixaBank then designed an improved user experience with IBM Consulting. As a result of the project, the bank reduced over 50 customer service numbers to one and now provides call center agents with tools and information to enhance customer relationships.

"Ultimately, a great customer experience starts with a great employee experience," said Billy Seabrook, Global Chief Design Officer, IBM iX. "When you empower employees and arm them with solutions that make their jobs easier, it fosters better experiences for the customer — and this extends beyond customer service. Across every department and function experience transformation is about human dynamics — not just technology solutions that support better experiences. Therefore, focusing on the people who encompass the enterprise experience, and building a high degree of empathy into interactions, will produce better business outcomes."

When City Furniture empowered its retail employees with real-time data in iOS applications on the sales floor, they were able to offer customers a more efficient, informative and personalized shopping experience. As a result, City Furniture saw a 13% increase in average order volume, 18% more warranties sold and 17% higher stain protection sales. When you enable employees to work smarter and feel more empowered at work, it leads to a better CX.

Embracing data and AI to scale CX personalization

According to Forrester, 55% of firms say technology limitations inhibit their ability to execute on personalization strategies. These limitations include difficulty managing customer data, lack of data integration, difficulty using customer data effectively, and database maintenance and management.

Forrester Consulting

Data and AI capabilities are essential to customer experience

If technology is the engine for more human customer and employee experiences, data is the fuel.

Modern experiences are not only personalized but proactive and even predictive. The most successful experience leaders use data and AI to anticipate people's wants and needs — often before they even realize they have them. Data-driven insights enable deeper, more meaningful, real-time experiences. To deliver them, you need a robust data and AI strategy.

Tackling data challenges

Data is everywhere inside modern businesses. But the explosion of enterprise data — and where and how companies collect it — has challenged businesses' ability to effectively use it for AI-driven and insight-driven CX transformation.

Most businesses are inundated with data but lack a central platform or strategic approach to use it to its full potential. Add to the enormous volume of data the problem of data silos — in which data is separated into multiple, disconnected systems across an enterprise. Organizations are failing to join their data sources together across the company and focus on the right data for the purpose. As a result, customers end up with disjointed experiences that leave them dissatisfied and reflect poorly on the company.

Only with the use of strategic AI and analytics capabilities can businesses derive insights from data that help them create highly personalized experiences. Companies that manage to connect their data sets, apply analytics and AI, and enable omnichannel activation continue to set themselves apart.

2021 Institute for Business Value research indicates that AI and analytics are among the top four technologies organizations plan to invest in within two years.

Orchestrate experiences across the CX journey

An orchestra is a complex ensemble of skilled musicians working independently and collectively to create beautiful sounds. Likewise, experience orchestration involves many moving parts of a business — employees, processes and technologies — working together to create exceptional experiences.

How do you orchestrate better experiences across the customer journey using data and AI?

1. Capture the best, most relevant data.
2. Use the data you have more effectively.
3. Enable a CX orchestration ecosystem to harness your data.

Customers make countless microdecisions in their touchpoints with a brand — all of which provide opportunities for data capture. But you need to be strategic to ensure you're collecting the right information and protecting customers' sensitive personal data. From there, companies need to ensure they're fully taking advantage of the relevant data to inform the customer journey. Advanced analytics and AI can mine vast quantities of data for deeper insights into customer and employee behavior. And finally, enabling and evolving a broader CX ecosystem of partner capabilities helps activate the full potential of technologies to drive dynamic, engaging, frictionless experiences. The companies that have succeeded in delivering those right-time, right-place tailored experiences are the ones that disrupt industries and set new standards for customer expectations.

Technology that connects data connects humans

Given the technical complexity of many IT environments, connecting customer data from across different applications and business systems can be a challenge for companies of all sizes. An abstraction layer commonly referred to as a data fabric or data mesh helps enterprise-scale organizations sync all their customer data points so they can apply AI and analytics tools at scale. The insights can then be used to shape an infinite number of optimized experiences across customer-led journeys. Such an architecture dynamically orchestrates disparate sources of data across a hybrid cloud landscape to make it business-ready for AI in real time. It's exactly the kind of solution firms need to support personalization and contextualization across a customer journey.

State of Rhode Island leaders use near real-time information to update public health policies and notify Rhode Island citizens, if needed, within hours. IBM Consulting — in collaboration with the Rhode Island Department of Health (RIDOH), the state's Department of IT, and Amazon Web Services (AWS) — helped build a platform to support the COVID data lake running on an AWS cloud. IBM connected the data lake to the Salesforce platform, used for case investigation and contact tracing, so that data sets could be automatically produced and made available each morning for generating critical reports. IBM also automated the creation of geospatial analytics in three hours — versus four days previously — as well as other data to highlight concentrated areas of infection in Rhode Island.

Tackling technology complexity and investing to innovate

Companies that take advantage of cloud computing and AI-driven analytics for personalization can design greatly enhanced customer experiences.

Harry Rosen is a great example of a company whose technology investments for CX paid off. The luxury menswear retailer has a long history of commitment to customer relationships. In its early days, one of its founders recorded customer details on recipe cards to provide personalized recommendations. Today, the retailer delivers one-on-one customer experience through its clothing advisors and digital commerce platform. When the pandemic started, its website struggled to handle traffic and it needed to fast-track digital transformation to uphold its commitment to exceptional CX. Working with IBM Garage to align people, processes and technology, Harry Rosen invested heavily in IBM Cloud® and modernized its customer relationship management (CRM) system to support personalized digital shopping. As a result of the engagement, the retailer increased its website performance speed by 100 times and was able to stay nimble through the twists and turns of the pandemic.

Addressing technical complexity — and investing in cloud and cutting-edge technology — will enable an experience-led, data-fueled tech ecosystem.

Technical debt: A major hindrance to CX transformation

Technology challenges can be a significant barrier to organizations as they try to evolve how they deliver experiences. The technology landscape has modernized so rapidly that organizations struggle to keep up with the latest changes and often adopt new technology in a piecemeal fashion, especially if they've grown through acquisitions. Through all these changes, many organizations inadvertently introduced more complexity into their architectures — and now it's hindering their ability to transform experiences.

How to address technical complexity to enable an experience-led, data-fueled tech ecosystem

There's no one-size-fits-all solution to tackling technical debt and its implications for CX. However, there are ample methods, best practices and tools to help you simplify and integrate technologies to serve your business objectives. Depending on where you are on your experience transformation journey, one or more of the following approaches could help you take the next step:

Create a reference architecture for better visibility.
Companies are often challenged to balance the demands of today against the needs of the future. Without a clear, strategic reference architecture, you can end up with shadow IT operations, duplication and a limited ability to create or participate in ecosystems. A reference architecture with technology radars aligned to your organizational structure provides a visual of your current portfolio and underpins your choice of strategic platforms and ecosystems. This visibility into the IT estate empowers organizations to execute at speed and scale, in line with their strategic priorities. It helps employees see how they fit into the strategy and how to collaborate to build on each other's success.

IT architecture is a lot like gardening: you start with a design and a vision, but for the garden to succeed, it must be shaped, pruned and allowed to grow and evolve. Likewise, your strategic architecture must grow and evolve with your organization, without getting overrun with weeds.

Southwest Airlines is known for almost exclusively flying one type of plane, which allows pilots, cabin staff and ground staff to speak a common language and easily switch between routes. This approach helped the airline reduce costs, increase skill levels and deliver faster turnarounds. In the same way, being strategic about technology choices allows companies to gain advantages with their architecture. You can build common assets like design systems or technology assets like component libraries, microservices, APIs and DevOps platforms. The reference architecture, strategic platforms and roadmap form the foundation, and tools like IBM iX Experience Orchestrator and the Red Hat® OpenShift® Platform become the technology embodiment of your reference architecture — all of which supports CX transformation.

Modernize with cloud-based platforms.
Some companies decide that remodeling the business to prioritize CX requires a technology overhaul — replacing older platforms and tools with a new standardized one. This approach is, in many ways, harder and more disruptive to organizational workflows, but there are times when it's the right path forward.

Wrap abstraction layers around existing platforms.
A somewhat easier approach is to use abstraction layers to essentially hide the details of subsystems and make platforms and solutions more interoperable. A data fabric is an example of one such abstraction layer. Another example is an API or microservices mesh in a hybrid cloud architecture. IBM iX Experience Orchestrator is a framework for abstracting an "experience layer" from the data, technology and infrastructure that support it.

Invest in ecosystems and partnerships.
As new and established players across the tech industry create products and services that work together, fostering healthy business ecosystems is becoming critical to any organization's success. The technologies and platforms that support experience transformation are constantly evolving. Businesses therefore need to be on a course to evolve with them. A flexible, open modern architecture that's designed for strategic growth and the ability to quickly test, iterate and deploy new capabilities equips your company for the future.

Whatever direction your business chooses, working with a partner that combines deep technical experience, data analytics skills, and the design and CX expertise needed is an important part of the transformation. The goal of reducing technical complexity is straightforward: simplifying your technology landscape frees skilled employees to focus on high-value tasks that underpin innovation, growth and experience transformation.

What's next: The technologies fueling the future of CX and EX

Which new and future technologies will you invest in to support experience transformation?

While the metaverse and nonfungible tokens (NFTs) may be grabbing today's headlines and will no doubt have an impact on the future of customer and employee experience, they may not be immediate priorities for investment by companies still focused on the foundational elements of their digital transformation. However, the businesses that will be successful in the metaverse are those that have invested in a modern, decoupled, API-driven cloud architecture and follow an omnichannel approach. In many ways, the metaverse is a natural extension of an omnichannel strategy — because you want to meet your customers wherever they are in a consistent, brand-authentic manner. If a customer buys digital assets for their avatar in the metaverse, that purchase needs to be integrated in your CRM and commerce platforms to form a 360 view. Companies that invest in their architectural platforms today with a view to the metaverse will be successful in adapting to these new hybrid physical and digital worlds.

Many companies have yet to take full advantage of more established cloud and AI capabilities — modernizing apps or moving critical workloads to cloud — leaving plenty of opportunity to take advantage of the capabilities of Web 2.0.

Survey data from the recent Institute for Business Value business design study offers insight into how organizations are prioritizing technology investments to transform CX. Those firms that are most dedicated to transforming experiences for customers and employees are investing heavily in cloud computing, with 77% currently investing in it because more open, connected, intuitive platforms enable more innovation around experience. Other planned technology investments for CX in the next few years include robotic process automation (RPA), AI, chatbots, advanced analytics and natural language processing (NLP).

The stakes will continue to rise as companies invest in next-generation technologies to drive CX innovation in order to outpace the competition.

Organizational collaboration and new ways of working

An organization's ideal CX ... can become a reality when everyone across the enterprise has adopted a customer-centric mindset. From executives to employees to ecosystem partners, they all must be empowered with the technologies, tools, data insights and processes they need.

IBM Institute for Business Value

Overcoming operational obstacles

Technology complexity isn't the only thing burdening CX transformation efforts. Complex organizational structures and business silos similarly hinder a firm's CX and EX transformation. In large companies, business units are often siloed, with distinct requirements, priorities and budgets. Delivering personalized, contextualized experiences requires cross-functional collaboration. CX strategy, likewise, needs to span the full enterprise.

Who's in charge of experience?

Leadership for CX inside a business has evolved over time and depends on the organization.

- Traditionally, marketing has been the driver of CX, as well as the technology that supports it. IT and the chief information officer (CIO) were often disconnected from front-end marketing technology systems but are today increasingly essential partners.
- Newer roles like chief digital officer (CDO), chief experience officer (CXO) and chief customer officer (CCO) may also now set the vision and strategy for CX. However, their leadership in vision-setting doesn't necessarily translate into empowerment to execute on CX priorities throughout the organization.
- Chief financial officers (CFOs) are also taking greater interest in CX since it directly affects revenue and costs.
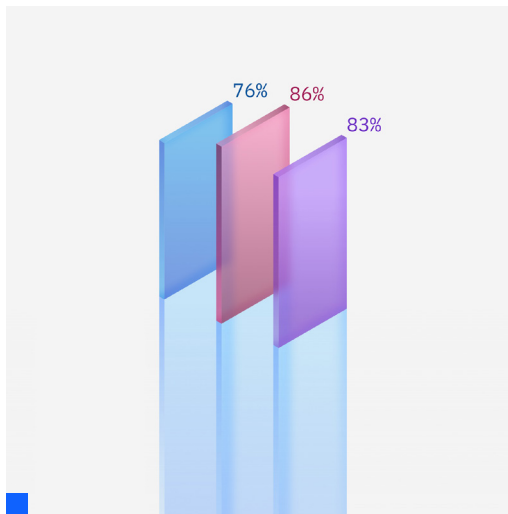
Companies using intelligent workflows in Salesforce have increased business productivity by 76%, customer satisfaction by 86% and employee satisfaction by 83%.

Frito-Lay offers an example of an intelligent workflow that highlights the interconnected nature of internal and external transformation. The North American snack empire wanted to empower its employees to delight customers by modernizing tools and streamlining frontline employees' workflows. To that end, Frito-Lay created a Sales Hub on Salesforce Service Cloud to connect frontline workers to the back office — giving them a seamless mobile experience that provides valuable information about delivery routes and timing, stocking instructions, and HR and scheduling functions. At the same time, Frito-Lay created a digital commerce solution, allowing smaller retailers to directly order Frito-Lay snacks through an app that uses AI to understand and predict their needs. Working with IBM Garage and IBM iX has helped Frito-Lay build a more agile culture inside the company, gain greater visibility into its processes and make employees and customers happier.

"The truth is that CX transformation must be multidisciplinary to be successful," said Matt Candy, IBM iX Global Managing Partner. "Businesses have to get all the parts of an organization working together to successfully deliver great experiences. In most cases, CX must be a CEO-driven priority that's then supported by other leaders across the organization. CMOs, CDOs and CXOs should be empowered beyond just setting a strategy and vision; the more power they have, the more they'll be able to influence and determine CX success."

Changing the business culture to align around experience transformation

Injecting people-centered design principles and agile ways of working across a company strengthens and supports experience transformation.

"Internal cultural transformation is vital," said Billy Seabrook, IBM iX Global Chief Design Officer. "Organizational culture — just like CX — can be revolutionized through design-led, agile ways of working that put human outcomes first. The principle of leading with design should be imbued into your company culture and then extend out into how you engage with customers."

But how can you align diverse internal organizations, rallying people and bringing together multiple skills around CX?

IBM Garage is an end-to-end model designed to help businesses accelerate digital transformation through a set of principles and practices. Its methodology draws on agile principles, DevOps and Enterprise Design Thinking to help companies scale and create a culture of innovation — co-creating, co-executing and co-operating — while putting human outcomes first.

Embracing intelligent workflows to connect the enterprise and ecosystems

Also critical to cultural change is the development of more open, agile and intelligent workflows that connect stakeholders across enterprise functions to help them work more efficiently and effectively to break down silos and share a common vision.

Cultural change may be required: Setting who is in charge of transformation and experience within a company can necessitate creating new (yet essential) roles.

The Institute for Business Value describes these intelligent workflows as a "Golden Thread" that animates the modern enterprise, connecting not only employees but also ecosystem partners to a core purpose, intent and value. With more connectivity across enterprise functions, employees see how their work links to the bigger picture.

Good design puts humans at the center of every business decision — infusing user outcomes into entire product lifecycles and customer journeys. And AI and world-class technologies and digital experience platforms enable this human-centered business transformation by putting data to work to help organizations understand and anticipate the needs — of employees, customers, ecosystem partners and society at large. Paired with a collective company-wide commitment and new ways of working that align all functions around a shared vision, organizations today have an opportunity to create relevant, timely, more personalized and contextual experiences that create competitive advantage.

Companies using intelligent workflows in Salesforce have increased business productivity by 76%, customer satisfaction by 86% and employee satisfaction by 83%.
The State of Salesforce 2020-2021

Advancing your journey of CX transformation

As CX becomes increasingly connected to business outcomes and growth, experience transformation for employees, customers and the enterprise is becoming a mandate. If your business is ready to advance your digital transformation with a deeper commitment to transforming human experiences, IBM Consulting can help. Our experienced consultants and an ecosystem of strategic partners like Adobe, Salesforce, SAP and more can help you envision, design and deliver smarter experiences across the whole customer journey, as well as help organizations transform talent, skills and employee experiences.

IBM iX — the experience design arm of IBM Consulting — works at the intersection of strategy, design and technology to help companies digitally reinvent their business. We provide CX consulting across the customer lifecycle — spanning product, marketing, sales, commerce and service — with human-centered, design-led, outcomes-focused transformation.

- If you need help making design core to your company's experience transformation ...
- If you want to take better advantage of data and AI to create smarter experiences ...
- If you're looking to implement and optimize CX investments in solutions from Adobe, Salesforce, SAP and other world-class independent software vendors (ISVs) ...
- If you're ready to unravel technology complexity to drive more innovation ...
- If you want to adopt new business models and organizational structures that empower you to work differently ...

IBM Consulting can help.

Take the next step

Connect with an IBM Consulting customer experience expert.
If you're ready to talk with a CX and EX specialist or learn how IBM can guide you on your journey of digital transformation, schedule a consultation.

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