Digital transformation is not just about technology – when it's done right

Introduction

Anyone involved in the manufacturing, energy, or utilities industries knows how important it is to have lean, efficient, cost effective operations. Enterprises in these industries have historically made significant investments in technology to help them:

- Design and build great products

- Deliver valuable, reliable services

- Optimize production and asset utilization

- Streamline business processes and improve operations

But having the best operations is no longer a competitive advantage — it's simply the price of entry.

Transforming into a digital organization is a complex journey for most companies. It's not always easy, or straightforward. To make matters worse, more than 70% of digital transformation projects fail.[1] Why? They focus almost exclusively on technology with an insufficient level of focus on the human element of implementing new solutions. Understanding the customer experience is the 'secret sauce' to digital transformation success.

[1] Unlocking success in digital transformations (McKinsey&Company, October 2018)

HCD – "How you need to Change the Discussion."

While technology is driving digital transformation, human-centered design is changing the conversation. What used to be "business as usual" is now "business is everywhere."

Every interaction with customers is an opportunity to build trust and loyalty. Customers have come to expect great service and are willing to pay a premium for brands that anticipate their needs. Customer experience can no longer be an after-thought as service has become an important source of revenue.

But wait a minute, manufacturing, energy, and utilities are not just providing a product to the public. Customers exist everywhere: clients, partners, distributors, and even employees. Their "customer experience" is vital to your success and you need to understand their unique needs.

Human-centered design examines everything through the lens of the customer — from initial research and brainstorming, to developing and implementing a digital solution.

To stand out from the competition, companies need to make sure that technology serves their customers and not the other way around. The customer and their needs must always come first.

Michelin customer story

Michelin wanted a more customer-centric strategy for its business. They needed to make more informed decisions and improve customer service. CGI's manufacturing expertise and transformative approach worked seamlessly with Salesforce. Together, they used data and digital tools to modernize Michelin's supply chain. A "live" global dashboard transformed their customer experience.

A reduction in overall lead time by

50%

Customer cases are decided instantly at a rate of

90%

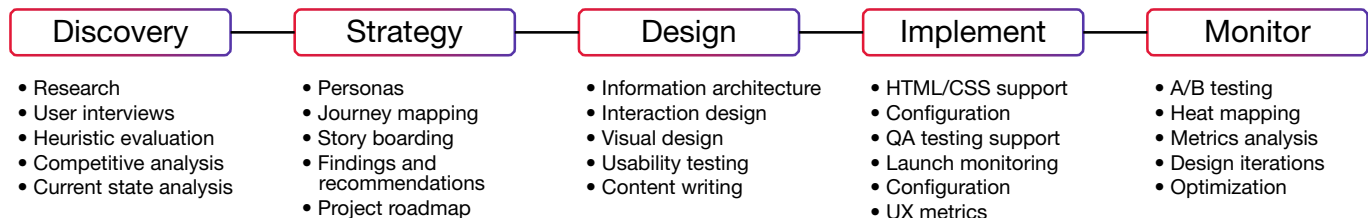# Nothing happens in a vacuum – or an "Innovation Lab."

Human-centered design is a collaborative process. It's the exact opposite of a "think-tank" or "innovation lab." There are no so-called "experts" sequestered away magically dreaming up solutions to insignificant problems.

Instead, a customer-centric approach looks to the end users as the expert. In human-centered design anyone impacted by a new technology is considered valuable and is consulted.

Partners, distributors, employees, are all asked to contribute and discuss how a change or a new technology will affect them. Gathering practical insights to real-world challenges creates new opportunities for improvement as well as ways to stand out from the competition. Great ideas can come from anywhere — and they usually do.

You're going to make mistakes, so make them – get them out of the way.

Discovery	Strategy	Design	Implement	Monitor

- Research
- User interviews
- Heuristic evaluation
- Competitive analysis
- Current state analysis

- Personas
- Journey mapping
- Story boarding
- Findings and recommendations
- Project roadmap

- Information architecture
- Interaction design
- Visual design
- Usability testing
- Content writing

- HTML/CSS support
- Configuration
- QA testing support
- Launch monitoring
- Configuration
- UX metrics

- A/B testing
- Heat mapping
- Metrics analysis
- Design iterations
- Optimization

Human-centered design is very different from piloting. It's a process of discovery. You make mistakes and run into dead-ends all the time. But the information you gather is invaluable and can pay huge dividends later on.

Ideas must be developed and tested. In human-centered design you test, test, test, and fail, fail, fail. It is better to "fail fast" and often rather than end up in the endless frustration and cost of "pilot purgatory."

Mistakes are part of the process, so make them early, often, and on paper. Doing your homework at the discovery stage ensures that you have the right strategy in place. This saves you time and money at the more costly design and implementation stages.

WGL Energy customer story

WGL Energy had a problem with customer service and managing its channel partners. CGI and Salesforce simplified WGL Energy's complex sales process and increased collaboration by creating a centralized view of all sales activities. They created a single point of entry for customers, property managers, channel partners, and contacts to respond to customers quicker and with more accurate information and pricing.their customer experience. Additionally, 90% of their customer cases are now decided instantly.

# Start with the customer, not the technology

Don't get us wrong, technology is important to any digital transformation. But technology needs to serve the customer, not the other way around.

Human-centered design helps you focus on your customers and their needs by asking:

- What is your customer trying to do?

- What would be best for your customer?

- How do you enable your employees to better serve your customer?

Answering these questions will help make sure that the right technology gets put into place. It's critical to find technology that works seamlessly with your existing infrastructure and can scale as your business grows.

And although the discover phase is essentially technology agnostic, technology can be really helpful at this stage. For example, artificial intelligence can proactively anticipate a customer's needs and find solutions to issues customers may not even be aware of.
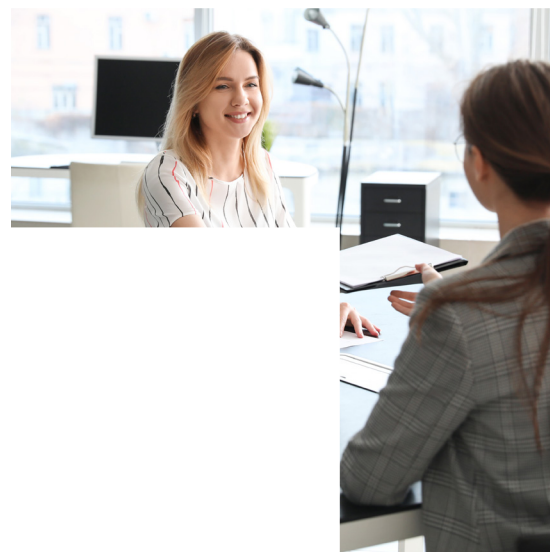
Carrier customer story

Carrier needed a way to deliver smarter, faster customer service. They partnered with CGI to launch a SMART service community using CGI's Connected Service with Asset Intelligence Lightning Bolt built on the Salesforce platform. Customers were able to get a real-time view of their equipment, contracts and services from any device. This essentially transformed how they did business by reducing service related calls and increasing sales opportunities.

With so many roads to get where you want to go, you need a roadmap.

A visual roadmap is a powerful tool of human-centered design. Once you've answered the important questions and know what you want to accomplish, it's time to see how everything relates at a high-level.

The visual roadmap let's you digest a lot of information all at once. Most digital transformations involve many complex processes. Building a visual roadmap makes it easier to see the bigger picture as well as the subtle differences.

The roadmap includes an approach for using data insights to continually improve the customer experience by learning from customer interactions.

Direct Energy customer story

Direct Energy wanted to help sales and service teams better serve customers. They partnered with CGI using CGI's Connected Service with Asset Intelligence Lightning Bolt built on the Salesforce platform. CGI's human centered approach offered valuable insights into their internal and external customers. They identified opportunities to bring sales and service onto one platform. The customer-centric approach lead to better decisions, an improved sales pipeline, and new business models to expand their customer base.

Building a roadmap?

Align your strategy with your customer in mind
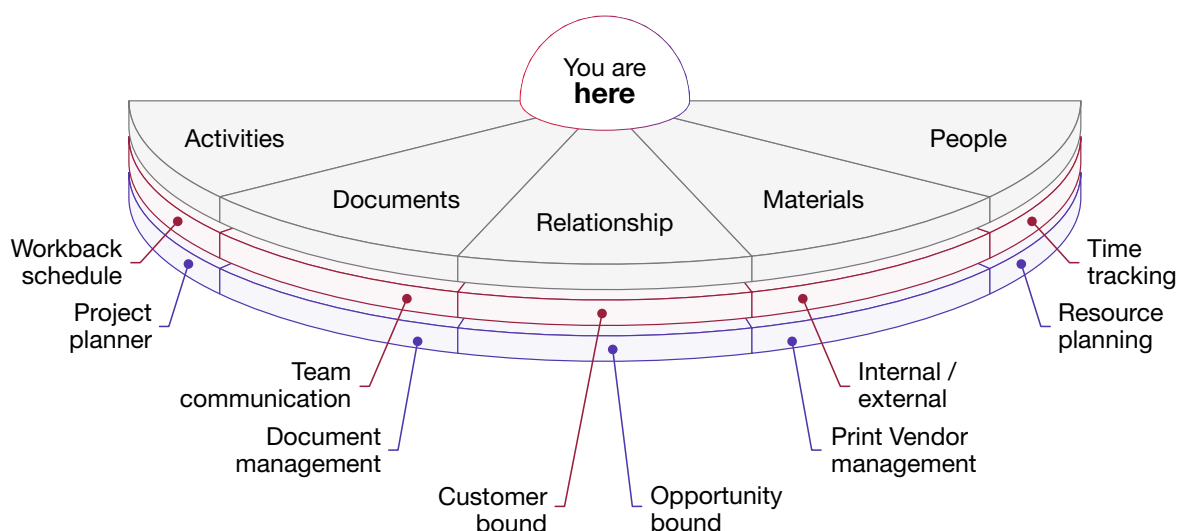
Problem. Problem. Solution.

Human-centered design looks at problems from the users perspective. Even something as simple as a software upgrade can become a business problem if the human problem (the customer need) is not addressed.

Alignment is another common problem for manufacturers, utilities, and energy companies since they work across business divisions and departments all the time. Using a human-centered design approach, people from different disciplines, like sales, technology, and service come together to solve problems.

Doing the hard work up front increases the likelihood of adoption, which is one of the biggest hurdles to overcome in any digital transformation.

A human-centric approach changes the conversation from the business problem to the human one to ask questions like: "What are you doing today?" and "How do you want to do things differently tomorrow?" It's a simple shift that places the focus on the customer and their needs.

Changing the conversation

Business problem		Human problem		Solution
SSO non-existent / disparate systems & connectivity	>	Users expect better experiences	>	Deliver user-centric experiences to address common pain points
Introducing new platforms can be challenging	>	Users get complacent despite their desire for enhanced workflows	>	Design intuitive ways to onboard new users
Lack of alignment	>	LOBs are often siloed, which leads to inconsistent experiences across many systems	>	Leverage HCD-driven design to align key stakeholders
Low adoption rates	>	Low user trust in new application rollouts	>	Consistently deliver cohesive experiences to drive engagement over time

CGI + Salesforce

CGI and Salesforce work seamlessly together to understand customers and how technology can benefit them.

CGI has global expertise with clients implementing and optimizing the Salesforce platform. Their platform knowledge, human-centered design approach, and deep systems integration expertise combine to deliver:

- Improved customer experience
- Improved forecasting and pipeline growth
- Accelerated delivery of new functions

The Salesforce platform unlocks data held in multiple, disconnected systems to offer a single view of the customer. Salesforce puts the customer at the center of everything.

CGI's human-centered design builds an innovation portfolio based on the customer's needs. Its customer-centric approach culminates in a "Vision Book" that examines the customer's current state and documents the steps needed to reach a desired end state. It's an effective way to compile everything from personas, storyboards, and communications, to insights, findings, and recommendations.

The Vision Book contains the strategy to help each department understand, communicate, and execute the changes needed to implement a new technology — like Salesforce for Manufacturers.

CGI's deep expertise in manufacturing, energy, and utilities addresses issues executive face:

- Building the right thing right — products that can be used intuitively and effectively

- Breaking down silos — bridging the gap between departments as well as between business and technology

- Getting a fresh perspective on business — bringing stakeholders together to solve challenges with new creative solutions

- Incubating, designing, and building — testing and adjusting business concepts and technical solutions

Analytics and Artificial Intelligence are powerful tools. Together they can help anticipate a customer's needs. For example, reminders can be set up based on the customer's experience. Or user data can be used to generate a list of items that need attention.

Companies that make the shift from being product-centric to customer-centric gain an enormous competitive advantage. They deploy the right data, implement the right processes, and anticipate customers' needs by analyzing all of the customer data.

CGI and Salesforce are changing the game for manufacturing, energy, and utilities. It's a change that shifts the conversation from "What's good for our business?" to "What's good for the customer?"

Benefits of human-centered design

Build the right thing right   1 ❯   Success across industries is still about people. With human-centered design, we help our clients build the right thing – products that can be used intuitively and effectively by our clients' internal or external customers.

Break down silos   2 ❯   Our human-centered workshops and engagements bridge the gap between the business and technology to define strategies that drive digital transformation for our clients.

Get a fresh perspective on your business   3 ❯   Leverage our expertise to solve your customer engagement challenges. Our interactive approach brings stakeholders together in new ways to solve business challenges with fresh and creative solutions.

Incubate, design, and build   4 ❯   Leveraging rapid solution prototyping, minimum viable products, and an experimental approach allows teams to test and adjust business concepts and technical solutions, leveraging our vast subject matter expertise across industries and technologies.

Key takeaways

- A key digital transformation for manufacturers is through the sales channel.

- Customers are willing to pay a premium for brands that anticipate their needs.

- Manufacturers who shift from being product-centric to customer-centric have an enormous competitive advantage.

- Testing and failing at the discovery phase, saves you time and money at the far more costly design and implementation stages.

- Manufacturers need to make sure that technology serves their customers and not the other way around.

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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