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Smarter Operational Experience

The role of operational experience
in total experience success

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The importance of operational experience

Every organization faces an insidious force when it comes to fueling seamless processes and effortless collaboration: **digital friction**. It lurks around every corner, sapping employee productivity and impacting morale.

This common organizational phenomenon results in slow and inefficient processes forcing employees to exert unnecessary effort to get their work done. It's frustrating for them and bad for business.

Organizations can combat digital friction by focusing on operational experience. By addressing operational needs and removing productivity barriers across finance, sales, marketing, and other key areas, **operational experience eliminates digital friction in the processes that fuel your business.**

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Increase your operational experience IQ

Now that operational experience has emerged as a critical factor in driving better business outcomes, operations and line-of-business leaders and departmental managers across industries have questions like:

- **What exactly is operational experience** and why is everybody talking about it?

- **How does operational experience fit** with the concepts of operational efficiency and operational excellence?

- **What's the relationship** between operational experience, customer experience, and employee experience?

- **How can paying attention** to operational experience lead to better business outcomes and what do those outcomes look like?

- **What's the best way** to get started?

Keep reading to get the answers and walk away with a deeper understanding of how the seamless interconnection of operational experience, customer experience, and employee experience is the key to fueling a total experience strategy that keeps your competitive edge razor-sharp.

50%

By 2025, 50% of large enterprises will assign owners for operational experience to improve the performance of business operations as part of total experience initiatives.[1]
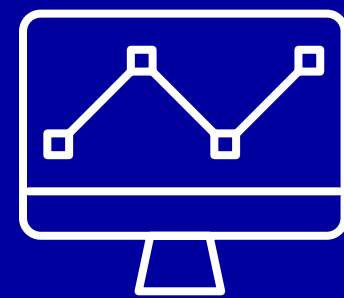
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What exactly is operational experience?

There are different operational experience definitions out there, but they all agree on three fundamental truths:

Operational experience is a strategy focused on improving business operations in areas like sales, marketing, supply chain, manufacturing, R&D, and legal.

Operational experience is about eliminating digital friction in your critical business processes.

Operational experience needs to be intertwined with customer experience and employee experience to make any total experience initiative effective.

Why a solid operational foundation matters

Organizations have been focused on the customer experience for decades, and employee experience initiatives accelerated greatly during the pandemic, fueled in part by the Great Resignation. But organizations will never fully optimize employee productivity or deliver stand-out customer experience if they don't work on a solid operational foundation.

In fact, operational experience has emerged as a critical factor in driving better business outcomes because it homes in on inefficient business processes. It needs to work in concert with customer experience and employee experience as part of a total experience strategy that drives customer and employee satisfaction alongside business growth.
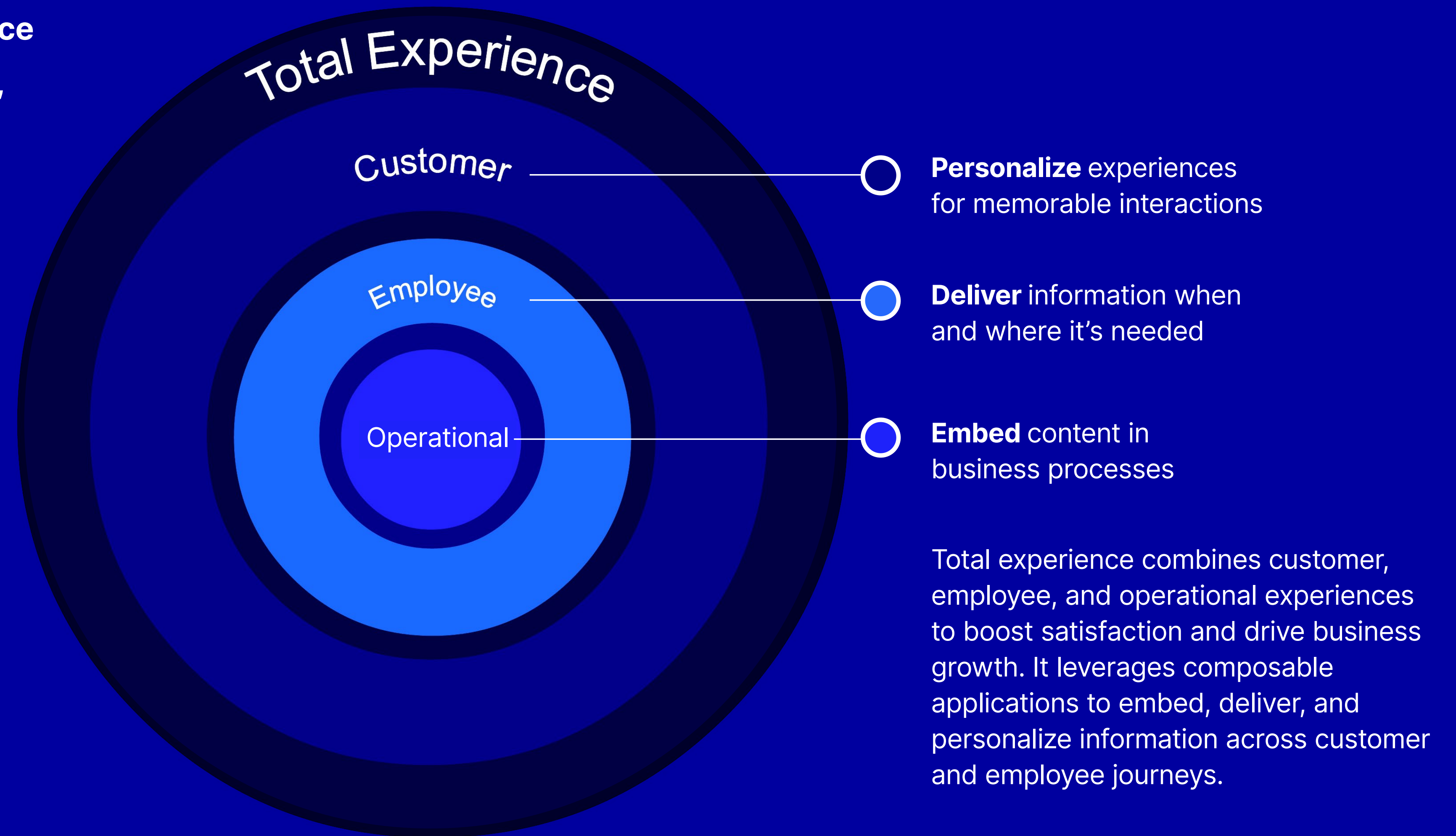
Operational experience has emerged as a critical factor in driving better business outcomes.

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OpenText Blueprint for Total Experience

Frictionless and connected operational, employee and customer experiences deliver business outcomes focused on the customer.

Total Experience

Customer

Employee

Operational

Personalize experiences for memorable interactions

Deliver information when and where it's needed

Embed content in business processes

Total experience combines customer, employee, and operational experiences to boost satisfaction and drive business growth. It leverages composable applications to embed, deliver, and personalize information across customer and employee journeys.

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Why has operational experience been overlooked?

If operational experience is such an important piece of the success formula, why would organizations ignore it? Back-office operations aren't always seen as having a direct impact on the customer or employee experiences. Operational experience ensures back-office operations benefit from the same focus and attention as the customer and employee experience do.

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## The rise of operational experience

Operational experience significantly impacts an organization's health. Over time, digital friction can cause wear and tear on the vital parts of your business. Things break down, fall apart, and stop working altogether. If you ignore the pain and just keep grinding, digital friction will eventually affect your ability to thrive and perform your best.

Similarly, the slow and inefficient processes that fly under the radar across your organization cause significant pain for many team members:

In the **finance department,** a broken procure-to-pay process leads to slow invoicing and missed payments.
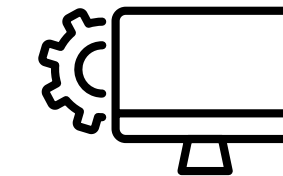
In the **IT department,** managing legacy systems and keeping the lights on keeps costs high and makes it difficult to scale.
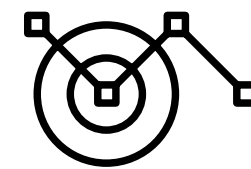
In **sales and customer service**, when employees are unable to access information in the moments that matter during customer interactions it leads to lost sales and higher customer attrition.
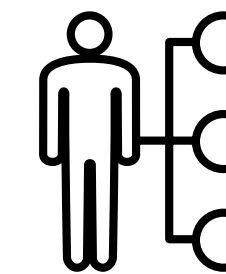
In **asset operations,** limited access to information in the field means faults can't be resolved in a single site visit, resulting in slower issue resolution for customers.
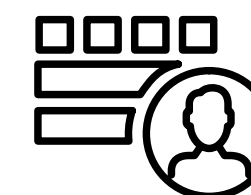
In the **HR department,** a manual hire-to-retire process monopolizes resources, leaving little time to focus on attracting and retaining the best employees.
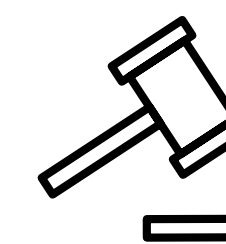
In **compliance and risk management,** a sluggish audit-to-reporting process can lead to non-compliance fines.

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What's causing pain in your experiences?

Focusing on the success trifecta of operational, customer, and employee experience helps you achieve total experience excellence. However, you should be aware of a few common barriers to delivering superior experiences.

Siloed information across departments

- Disjointed departments hinder collaboration
- Increased complexity in the customer journey
- Limited access to real-time customer information, integration issues, and communication barriers impedes issue resolution

Poor employee digital experience

- Switching between apps disrupts productivity and information retrieval
- The average number of applications a desk worker, also referred to as a "knowledge worker," uses is 11, compared to six applications in 2019. Forty percent of digital workers are using more than the average number of applications and 5% of workers use 26 or more applications at work.[2]
- A lack of historical customer data limits meaningful interactions and timely responses

Failure to drive insights at the customer level

- Most organizations struggle to effectively personalize the customer experience
- Missed opportunities to deeply understand customers and build enriching, long-term relationships
- Hyper-personalization is rare

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The burn of digital friction

Conservatively, one employee wastes 3 hours and 20 minutes per week dealing with information burden.3 Multiply that across your employee base, and it adds up to a massive productivity hit.
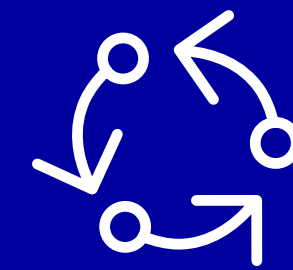
Common sources of digital friction fall into three areas:

1. **Tools and data** – Employees find it difficult to find and access information.

2. **Workflow and processes** – Launching new applications is too complex.

3. **Leadership and culture** – Business-led initiatives get bogged down.
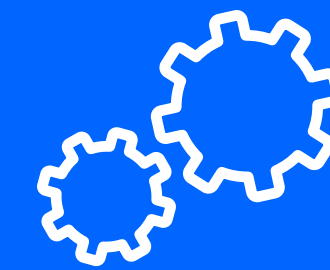
Common approaches to eradicating digital friction:

- Business process reengineering
- Process automation
- Hyper automation
- User experience design

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The three Es of operational mastery

Operational experience, operational efficiency, and operational excellence are distinct organizational goals that exist in an interconnected state.

| **Excellence** | **Operational efficiency provides the foundation for operational excellence.** | It's a strategy focused on consistently achieving superior operational performance. It requires a culture shift and buy-in at all levels.

i.e., How can we continuously improve? |

| **Efficiency** | **A strong operational experience fuels operational efficiency.** | It's the measure of how effectively and optimally your organization uses its investments, people, processes, and technology to produce desired outcomes.

i.e., How are we measuring up to our goals? |

| **Experience** | **Operational experience aligns processes to functional or department-specific needs.** | It's the essential connection between people, content, and processes in your organization.

i.e., How easy is it to get the right work done? |

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The takeaway

If operational excellence is an organizational imperative, it can't be fully realized without a solid foundation that begins with optimizing operational experience.

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The customer and employee experience are inextricably linked (but they aren't enough)

Employees will never fully optimize their productivity or deliver stand-out customer experiences if they aren't supported by a solid operational foundation.

Operational experience focuses on eliminating the digital friction in the processes that fuel your business—whether that's time spent searching for information or navigating too many applications to get the job done. By prioritizing operational experience alongside the customer and employee experience, and connecting all three into a total experience strategy, you have the power to deliver the right information in context across all your digital channels, business systems, processes, and partners. The benefits speak for themselves:

- Quickly adapt to new challenges
- Drive agility with content embedded in critical business processes
- Empower employee productivity by meeting teams where they're already working
- Deliver the highly personalized experiences your customers demand

OpenText Vision for Total Experience

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Smarter information fuels sharper operational experience

If you're feeling uncertain about how to build a solid operational experience strategy, start with your customer journey.

- Identify the experiences or outcomes you want to deliver and keep in mind that every transactional process or workflow affects both the employee and customer experiences.

- Strive to understand and personalize experiences based on the complexities and nuances of individual business functions or roles—like HR, finance, sales, customer service, and marketing—as opposed to a general employee experience.

For example, if a customer heads into a store to purchase a phone that's on promotion, the sales and customer service processes are intertwined. The salesperson needs the right information about the cost, timelines, existing phone plan, and exclusions and limitations at their fingertips. If those details aren't readily available, the employee wastes time searching for information, which can cause frustration and a negative customer experience.

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10 ways operational experience drives better business outcomes

1

Increased efficiency: Streamlining your processes lets you save costs, shorten lead times, and improve productivity.

2

Enhanced customer satisfaction: Well-designed operations let your team meet or exceed customer expectations, increasing loyalty, referrals, and sales.

3

Improved quality: Operational experience fuels operational excellence, improving consistency and customer satisfaction, while reducing rework costs.

4

Effective resource allocation: Optimized processes allow for better decision-making on investments, staffing, and inventory management.

5

Reduced costs: Operating at peak efficiency helps identify cost-saving opportunities, lowers expenses, and improves profitability.

6

Improved agility and adaptability: Streamlined operations enable businesses to respond better to market changes and disruptions.

7

Increased employee satisfaction and retention: Positive operational experiences boost employee empowerment, satisfaction and engagement, while reducing turnover.

8

Enhanced decision-making: Data-driven processes provide valuable insights for the best-informed decision-making.

9

Streamlined collaboration and communication: Well-designed operations foster effective teamwork, information sharing, and improved performance.

10

Best-in-class total experience: Operational experience uplifts total experience, helping businesses achieve levels of customer and employee satisfaction that drive business growth.
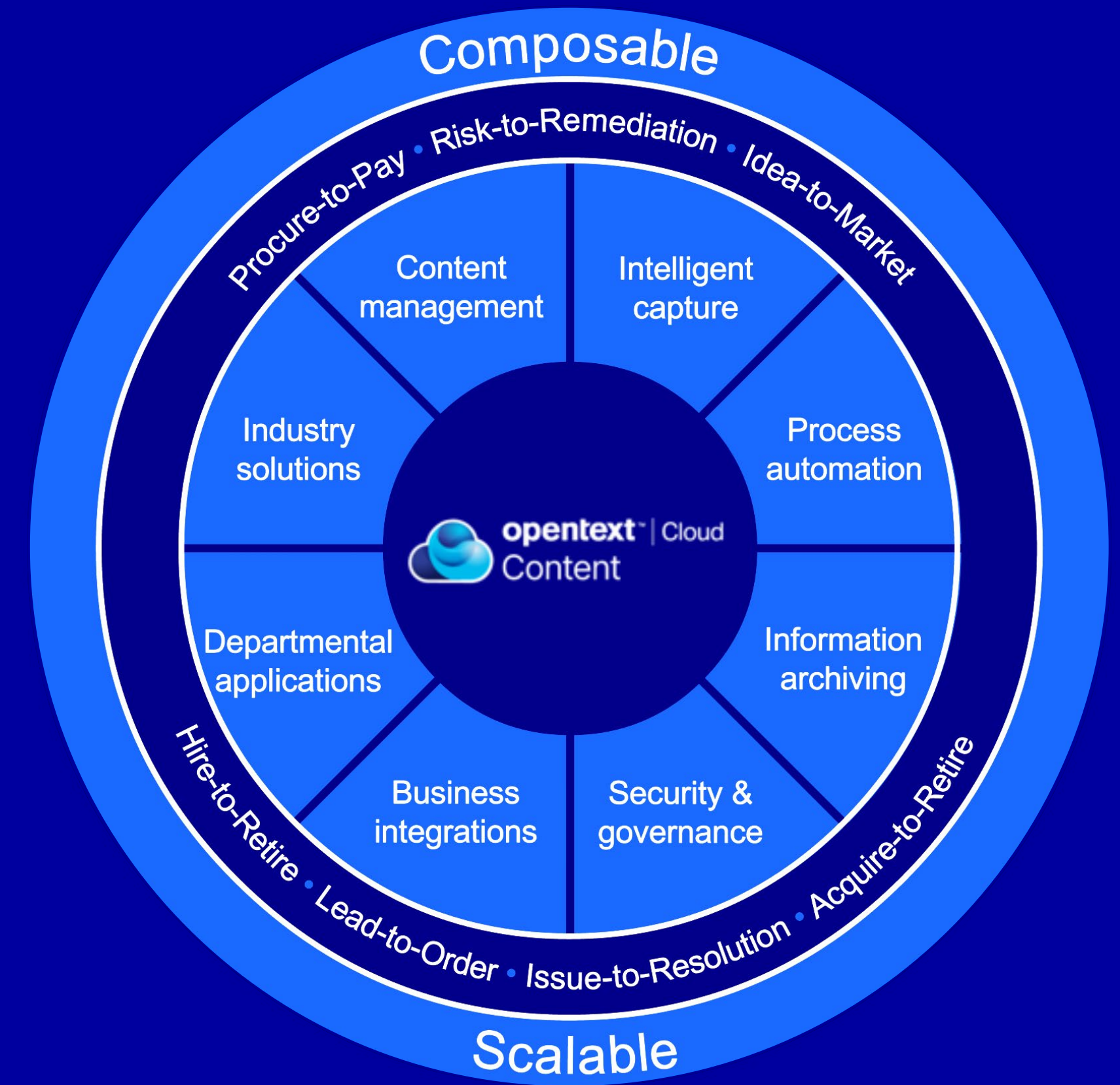
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Make information your superpower

Lead applications, like Salesforce®, SAP®, and Workday®, drive your most complex business processes.

Every single one of those processes involves a combination of structured, semi-structured, and unstructured content, both regulated and operational. Unfortunately, critical information too often remains in silos, making it unavailable to processes further down the line. This is what creates the digital friction that impacts employee productivity and engagement.

You need solutions that...

- **Facilitate processes,** with out-of-the-box integrations into lead applications.
- **Deliver information** when and where it's needed.
- **Connect business operations** with customer and employee goals.

OpenText Content Cloud provides a composable, scalable platform —tailored to the way your teams want to work now, with built-in flexibility to adapt to challenges you'll encounter in the future. Seamlessly embed content into the ERP, finance, and HR system-based processes that drive your business to deliver the best operational experience. That way, you remove the digital friction that strains employee productivity, so your teams are more engaged and empowered to deliver the experiences your customers and employees demand.

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New ways to work with OpenText

Modern work is frictionless. Smarter operational experience gets you there when it's combined with the customer and employee experience into a total experience strategy. It can seem daunting—especially when technology strategies are siloed, and most vendors only offer point solutions. Despite this complexity, don't get stuck asking yourself "Where or how do I start?"

OpenText is the seasoned, strategic partner you can trust to help you on your journey:

- No need to rip and replace. We meet you where you are with a simplified, composable platform that offers the flexibility to plug in the components you need to enhance your tech stack.

- We're the only vendor that gives organizations all the tools they need to deliver a total experience strategy to drive transformation, adaptiveness, resiliency, and deliver results that matter—including employee and customer satisfaction, loyalty, brand advocacy and ultimately, more revenue.

Let's get started

Resources

Video: Smarter operational experiences

Blog: What is operational experience and how does it impact business operations?

About OpenText

OpenText, The Information Company, enables organizations to gain insight through market leading information management solutions, on premises or in the cloud. For more information about OpenText (NASDAQ: OTEX, TSX: OTEX) visit opentext.com.

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