

A full-page background image showing two hikers on a rocky mountain peak. One hiker, wearing a dark jacket and a black beanie, is leaning over the edge of the rock, reaching out to help another hiker. The second hiker, wearing a red jacket and a large red backpack, is climbing up the rock face, holding onto the first hiker's hand. The sky is blue with some clouds, and a snow-capped mountain peak is visible in the distance.

# Migration to Cloud

Your guide to delivering an intuitive  
Customer Experience

**Together we do great things**  
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## Introduction

Customer experience has been on the rise as a sustainable business strategy to attract, retain and grow customers in market places where brand differentiation and customer loyalty are key. However many organizations today are still facing the challenge on how to remain relevant in a world that is rapidly changing. Customers' demands and needs are evolving and increasingly the expectation is to deliver immediate and on-demand services when and how, and through the mechanism of the customer's choice.

**80.4%** of users say cloud solutions have helped future-proof technology Infrastructures

This represents a significant challenge for most organizations, as many are still dealing with a legacy of disparate and fragmented technology platforms and applications while being constrained by organizational structures and business practices. For many organizations, the new strategic imperative is to transform their businesses, workforce, processes, and technology landscape while simultaneously driving down costs, improving efficiency, innovating and delivering a differentiated and connected customer experience to maintain their relevance and competitiveness.

**82.0%** of organizations say cloud solutions have improve system integration

Vladimir Lenin once said 'There are decades where nothing happens, and there are weeks where decades happen' and nowhere has this been more apparent than with the recent changes that have been brought on by and around the COVID-19 pandemic. The immediate impact has meant that many organizations have had to rapidly adapt to new ways of working and have adopted a remote working culture and digital engagement model. With the unprecedented speed and change this necessitated, many organizations had to transform and shift operations by instituting temporary processes and procedures to ensure the continuity of business operations.

**80.3%** of organizations say cloud solutions have improved the flexibility

In Latin crisis means: 'a time when a difficult or important decision must be made'. As organizations and the world now emerge from the current crises into a new normal, the focus will shift from continuity to longer-term sustainability and it will have fundamentally altered the way businesses operate, how we work and how we view the world. What will not have changed is the need for organizations to continue to be adaptable, innovative, deliver differentiated products and services and provide improved employee and customer experiences. In this context, it is important more than ever to step back and look at things from a new perspective.

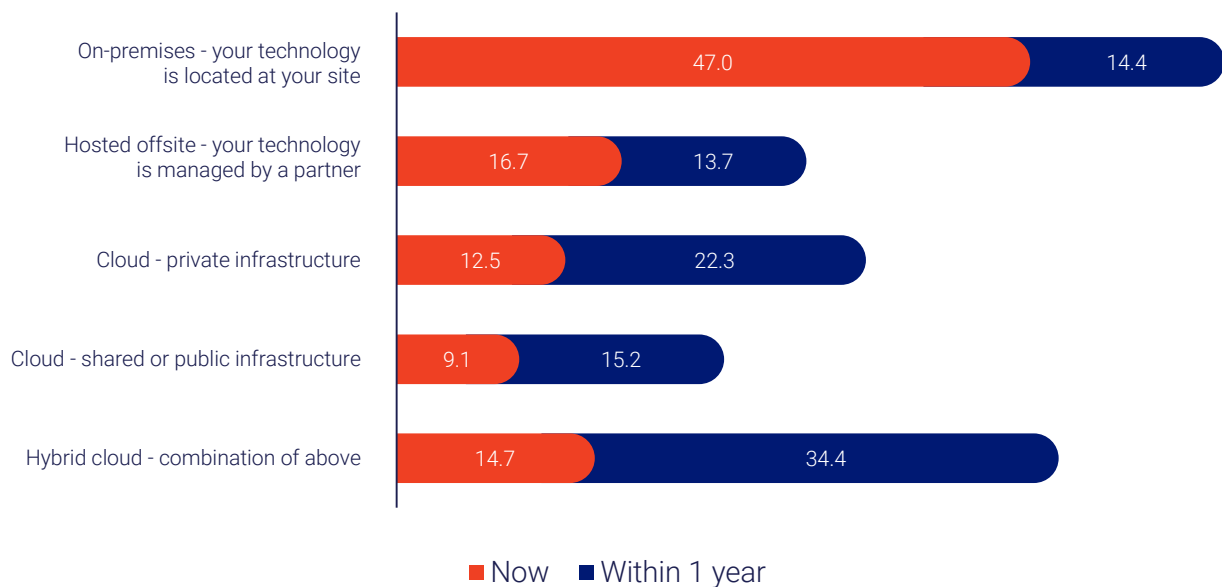
**76.0%** of organizations say cloud solutions have increased their uptime and reliability.

For many organizations, it will have become more apparent that their customer experience strategy needs to be flexible and adaptable to respond to sudden shocks and changing market and customer needs. Legacy platforms and applications can act as a hindrance to agile customer experience, as they don't have the same availability, capability, and scale that cloud-based platforms now offer. Therefore, many organizations are now adopting a cloud-first approach as part of their organization and customer experience strategy, to be able to deliver a return on investment quicker while providing the technical capability and adaptability that is now required.

## How CX technology is provided?

**Cloud infrastructure deployments grew by another 12.0% in the past year, following on from a 36.1% uplift between 2018 and 2019.**

**As the momentum continues, cloud-based solutions are forecast to double from 36.6% to 71.9% in the coming year; on-premises solutions are set to fall in tandem.**



How is your CX technology provided? n = 558

Source: 2020 Customer Experience Benchmarking Report

The migration to the cloud, however, is much more than a technology or technical transition. Cloud migration can transform the entire organization. It can accelerate innovation and enhance every business function and needs to be planned and executed efficiently based on best practice principles, and conducted at an organization-wide level.





**Lead with  
CX strategy**

1. Lead with CX strategy

A well-defined customer experience strategy and clear leadership are the foundation of a successful migration to the cloud. This ensures that there is continual alignment between the customer experience strategy and the organizational strategy and all initiatives will have the correct level of sponsorship and oversight to ensure success. This will ultimately guarantee that the transformation program can deliver the expected returns and associated business value across the organization.

In a recent article, Mckinsey & Company had the following to say ‘Companies that develop a long-term strategy now to mitigate risks while delivering distinctive and human-centric experiences will emerge from the pandemic with stronger operational resilience, more agile organizations and a sustainable, competitive advantage that can better respond to a changing economic context and any future shocks.’

In NTT Ltd.’s almost 30 years’ experience in designing, building and operating contact centers for organizations globally, those that have been able to develop a clear and holistic customer experience strategy that is aligned and integrated to the overall organization strategy have been able to demonstrate key improvements in some of the following areas:

- Improved trust and loyalty among customers and employees.

- Improvements in the overall business performance.
- Demonstrable market differentiation.
- Better customer retention and lifetime value.
- Improvements in brand reputation among new and existing customers.

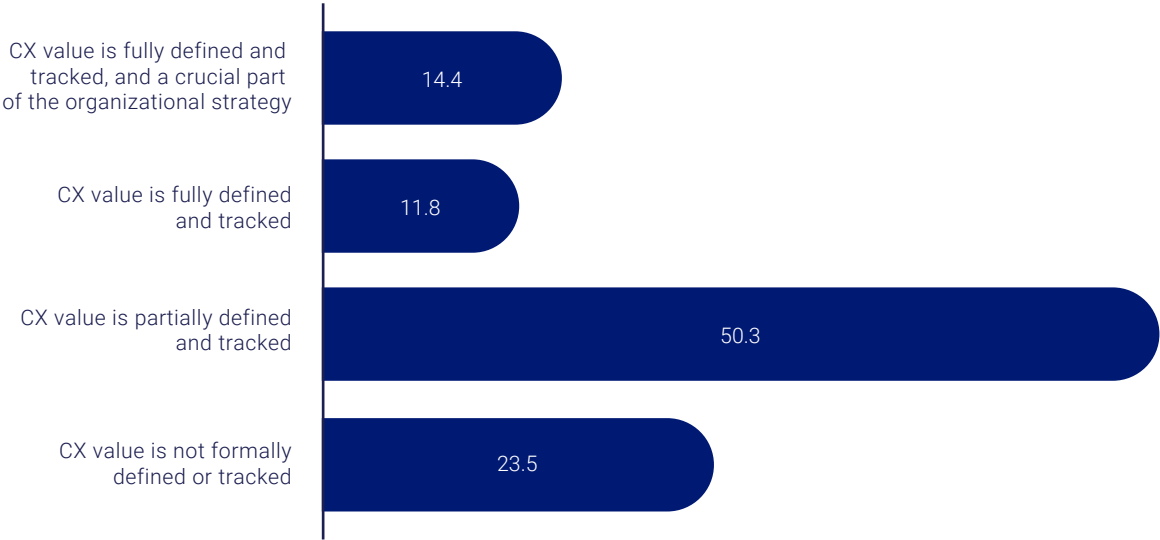
In contrast in the recent 2020 NTT Ltd. benchmarking report, just **14.4% of organizations have said that CX forms a crucial part of their organizational strategy and 33.4% say business functions align strategies/operating models to deliver and optimize CX.**

This represents a significant opportunity for those organizations that have not completely aligned their customer experience and organization strategy to embark upon developing a clear, integrated strategy with a well-defined execution plan.

Has the value of CX been defined?

**Just 14.4% of organizations say CX forms a crucial part of organizational strategy.**

**Only 26.2% say the value of CX is fully defined and tracked.** For nearly 1 in 4 (23.5%) there’s no formal appreciation of its value or tracking of its contribution at all.



To what extent is the value of CX defined within your organization? n = 969

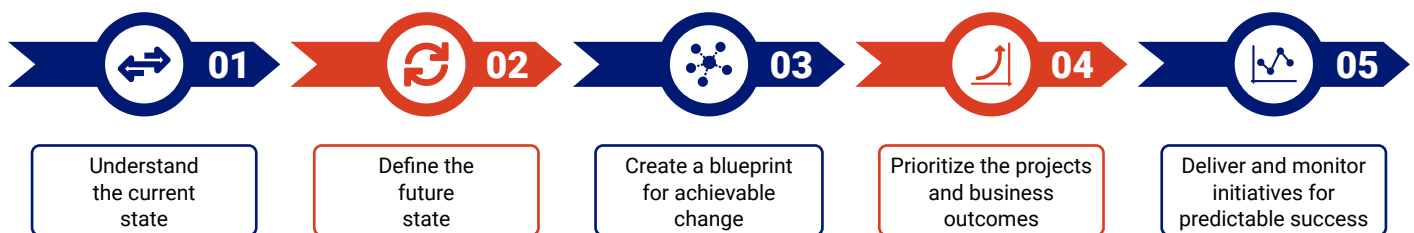
Source: NTT’s 2020 Global Customer Experience Benchmarking Report



**In the last 3 – 5 years there has been significant development in the customer experience application eco-system.** The core benefits of 'evergreen lifecycle' and 'capacity elasticity' have been matched with comprehensive feature sets and rapid innovation.

**Transitioning to the cloud moves the focus from platform lifecycle to customer experience function adoption and operating practices.**

In defining and determining the approach to migrating to the cloud, the starting point is to assess the organization's needs, both now and into the future. The key is to establish the main drivers for the move and some of the overriding objectives and priorities. This is done by strategically assessing what you do well and what needs to improve, and then establish the steps forward to reach the desired end state.



**In understanding the current state, it is important to assess your organizations' competence and capability against a key set of both operational** (management, people, process, technology, information, reporting) and strategic criteria (customer management, customer experience, business integration, architecture, customer knowledge, strategic value) to establish the current full state of the organization.

**These can be then be mapped against areas such as the development, performance, operational practices, and overall strategic execution** of the organization to identify the relevant maturity of each of the areas and opportunities to further develop.

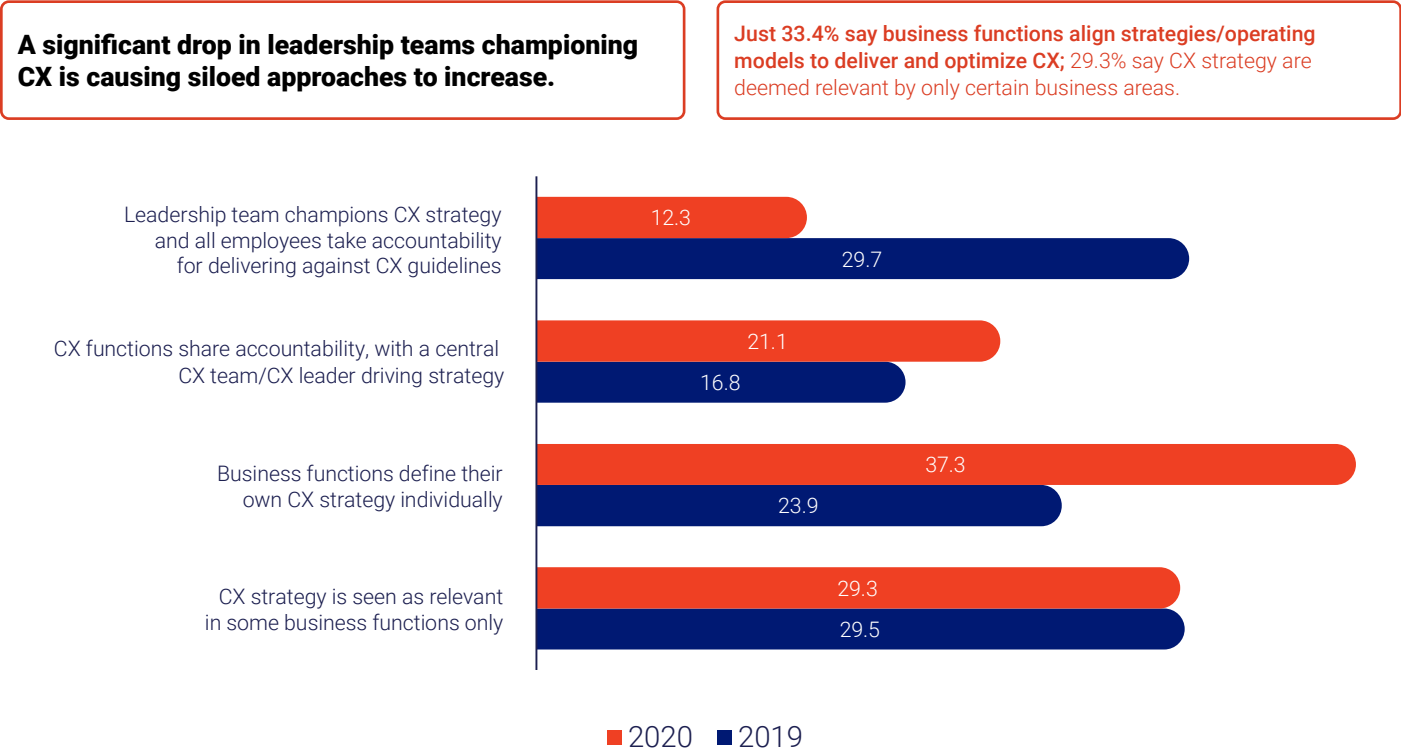
This approach is critical to ensure you can readily identify the following:

- Key strengths and weaknesses within your customer experience strategy.
- Understand and be aware of all the inter-dependencies within the organization, and the impact on moving to a contact center as a service solution.
- Establish priority for customer experience advancement as part of an overall blueprint for organizational change.
- Introduce further strategic initiatives integrated into the overall customer experience transformational roadmap to support the move to contact center as a service.

**In developing the organizational blueprint and roadmap, a list of required projects and initiatives should be identified as part of an overall transformational road map** that the organization intends to embark upon.

This will be driven by the agreed maturity and development aspirations and requirements of the business and will also assist in determining the complexity and risk versus business benefit of each project/initiative is expected to deliver to support the overall business case.

How aligned are strategy and operating models to optimize CX?



To what extent is the value of CX defined within your organization? **n = 969** *Source: NTT's 2020 Global Customer Experience Benchmarking Report*

Once this roadmap has been defined and prioritized it is paramount to ensure that the necessary executive commitment is in place across the business, and both direct responsibility and accountability are assigned in each of the operational areas to drive the execution of the program. This should be supported by ongoing strategic management reviews of all the initiatives underway and ensuring alignment to the future state blueprint, and then adjusting as appropriate.

With only 33.4% of organizations saying that their business functions aligns strategies and operating models to deliver and optimize CX, it's critical that this continuous iterative process will allow the organization to deliver more agile, predictable, and organizationally aligned projects to ultimately drive an improved connected customer experience.





**Selecting the most  
appropriate solution**

## 2. Selecting the most appropriate solution

Today, consumers have come to expect personal, effortless, and timely experiences when engaging with a brand. Traditional solutions have not been able to meet the demands of digital consumers and organizations.

Therefore, it's critical that, when evaluating a potential cloud-based solution, a holistic evaluation is completed based on both the current and future aspirations/needs of the organization, as defined in the organization blueprint.

### Some of the key requirements for moving to the cloud may be:

- The need for contextual omnichannel engagement across all voice and digital channels.
- The ability to adjust staffing level up or down, as necessary.
- The option to easily connect with an open architecture, applications or services, such as CRM systems, workforce management systems, unified communication environments and cloud API's.
- The need to quickly roll out new features, services or capabilities as business needs change.
- The ability to quickly and easily consume innovations.
- Improve the customer experience by delivering proactive, personal and relevant experiences across a range of channels
- A cohesive and end to end view of customer and employee behaviour across all channels and interaction points
- Leverage AI and digital self-service capabilities to enhance the customer experience
- Accelerate efficiency and quality through integrated automation
- Enhanced security with compliance to industry information security standards

It's essential to assess the organization's **cloud readiness across technical, operational, business, compliance and security considerations.**

A key output of this process will be ensuring that the most appropriate cloud architecture is selected based on the organization's maturity, strategic objectives, legacy application environment, or migration strategy.

Once the most appropriate consumption model has been determined it's important to ensure that - at an application level - the cloud solution can deliver a comprehensive set of capabilities that are intentionally built to work together from the beginning, rather than multiple, loosely integrated products which in the long term will add to complexity, costs and introduce delays and supportability challenges.

A critical element in selecting and evaluating the most appropriate solution to deliver against the organizations short and long-term strategic objectives is to ensure the evaluation takes into account and assesses any solution provider and platform against some of the following criteria:

1. Cultural fit and organizational values
2. Features and functions
3. Ease of integration and customization
4. Innovation and road map
5. Resilience and reliability
6. Business continuity, scalability and geographic reach
7. Security and compliance
8. Vendor strategy
9. Solution maturity
10. Commercial flexibility and competitiveness

One of the key considerations for many enterprises will be to determine whether the choice of platform should be based around the traditional considerations of standard out of the box vs. customizable. Those platforms that cater more towards the out of the box category will typically allow organizations access to robust functionality in accelerated timelines, however, they may not be able to deliver the necessary innovation, integration, and customization options. Migrating to the cloud should allow for the ability to both stand up/deploy base capabilities very quickly to gain robust functionality and should integrate digital and voice channels in a simple intuitive interface, while also offering the ability to customize the solution uniquely to organizations requirements to add competitive differentiation as needed.

Cloud-based platforms should provide exceptional experiences for both employees and customers alike and deliver the benefits of rapid deployments, reduced complexity, and simple administration, while offering a development platform where you can deliver rapid innovation through cloud API and an ecosystem of marketplace applications that can easily integrate into the solution.

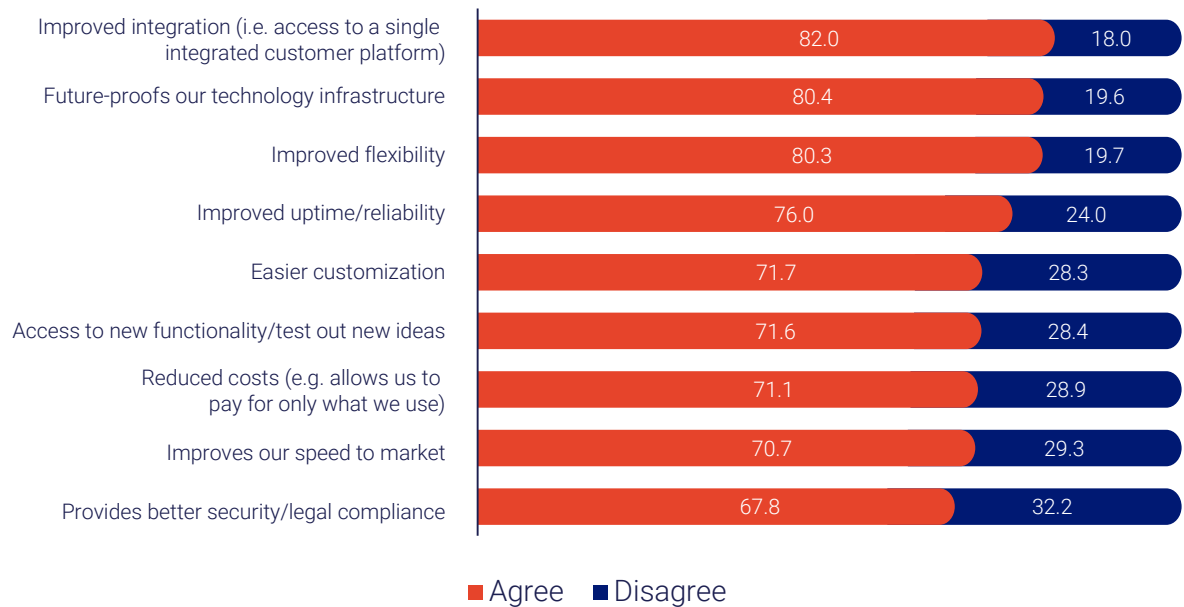
This has been demonstrated in NTT Ltd's 2020 Customer Experience Benchmarking report, where more than 80% of respondents have indicated that cloud solutions have helped future-proof technology infrastructure, provided greater flexibility, and delivered improved integration along with a host of other benefits.



How has hosted/cloud technology affected CX?

80.4% of users say hosted/cloud solutions have helped future-proof technology infrastructures and 71.1% say they've reduced costs.

82.0% say cloud solutions have improved system integration; two-thirds (67.8%) agree that cloud offers better security and/or legal compliance.



Users: How has the use of hosted/cloud technologies affected your business? n = 205

Source: NTT's 2020 Global Customer Experience Benchmarking Report

Although it may not be immediately applicable as a day 1 requirement for the organization, it's important to ensure that innovation areas such as AI-powered journeys, new digital channels and services, and workforce engagement solutions are available and pre-integrated.

The key benefits of an integrated cloud platform allow for fluid conversations across voice and digital channels, without losing context and to easily transition customers from self-service to agent-assisted self-service. An integrated platform should ideally leverage AI-powered self-service to provide quick, accurate, and always available service for routine tasks, while enabling proactive customer engagement to reach out to customers to resolve or mitigate an issue before it escalates or even happens. Predictive engagement can help you find, win and keep online prospects and customers by engaging with them at the right time, with the right resource and action.

A person wearing a helmet and dark clothing is riding a mountain bike on a snowy, rocky shore. The background features a large, rugged mountain with significant snow cover and patches of dark evergreen trees. The sky is filled with soft, white clouds, and the overall lighting suggests a late afternoon or early morning setting. The text "Managing the migration to cloud" is overlaid in white on the lower left portion of the image.

# Managing the migration to cloud



### 3. Managing the migration to cloud

Changing customer experience platforms represents a large business change, with numerous stakeholder groups impacted including customers, business units, customer experience staff, and technology teams. The migration to the cloud can be a painful experience without the proper planning, execution, and testing. It is important to develop an overall transformational program structure, using a tested approach that aligns with the organizations' strategic intent and goals, as well as resonating with the operational functions.

This transformational program must optimize and deliver an integrated plan across the **people, process, and technology areas to ensure that the true benefits of cloud adoption can be delivered.**

It should deliver a seamless migration and consistent management approach while ensuring that appropriate governance and security controls are in place for users, applications, and data.

Depending on the overall complexity of the environment that needs to be transformed, it may be appropriate that a staging or testing environment is first put in place, or rather approached as a proof of concept.

The architecture should be designed with the end state in mind rather than limited to the immediate requirements, and should take into account legacy systems and data and how they will be managed, integrated, or made available as part of the migration. This end-to-end design process should consider all business, functional and operational requirements leveraging best practice principles and methodologies.

To reduce risk and complexity - while accelerating the time to value by consolidating and simplifying disparate systems and data - the migration strategy should be realistic, with special attention paid to routing requirements, change management, and reporting continuity. The importance of migration tools and pre-defined templates can assist in the overall migration for both site and user configuration, to simplify and accelerate the migration process.

In order to track and deliver the expected ROI it will be important to define the following as part of the migration:

- 'Pre' and 'post' move business and technical KPI assessments
- Employee experience and business impact analysis
- Adoption metrics and cost-per-application evaluations
- Customer feedback

Whether the migration approach is to 'lift and shift' or whether a complete 'refactor' is required, or a combination of both, as part of a longer-term phased migration strategy, the following key factors will need to be taken into account:

- Business priorities
- Functional requirements
- Resiliency and business continuity requirements
- Legacy applications, systems and data management
- Security and compliance considerations
- Service Management and governance

Continuous monitoring and reporting during the migration process, while in production and after the migration will be important to have the necessary insight to identify problems before they become issues and proactively address to ensure continuity of operations.

Organizations that take a strategic and considered approach to cloud migration will succeed in realizing the benefits of cloud while minimizing downtime, risks, and challenges.



**Support, manage  
and secure**

## 4. Support, manage and secure

Choosing the correct service provider is an important decision when embracing a move to the cloud. It is no longer just ensuring that the service provider delivers a short term tactical IT solution and migration as although contact center-as-a-service have comprehensive functional sets, the value is extracted by customized configuration and integration with other systems. This ecosystem is most likely to be made up of a mix of cloud applications and on-prem environments. To deliver both CX and organizational value it's essential that the service provider can assist in managing the full end-to-end environment across integrated systems and applications. The service provider needs to provide expertise in both supporting the Customer Experience cloud environment and integrations to other systems.

Importantly, this day-to-day management and expertise can significantly improve the overall cloud adoption and migration experience.

The service provider must be able to deliver business outcomes that are aligned to the goals of the entire organization and not only operate the solution of choice more efficiently, but rather assists in transforming processes, technology eco-systems and employee experiences to meet the organizations' strategic objectives.

In NTT Ltd.'s 2020 Global Managed Services Report the following key criteria were highlighted for MSPs:

1. Having the relevant expertise to augment the gaps in your own in-house IT team.
2. Providing the widest services portfolio, enabling you to consolidate the number of partners you need to manage daily.
3. Not only running a daily business but also taking you forward on your IT transformation journey to deliver business agility.
4. Financial stability, plus a classic global footprint of ICT infrastructure and being secure by design.

Managing a customer experience ecosystem of applications and integrations is further compounded by the complexity in today's regulatory and cloud-connected environment. This presents organizations with an increasing challenge to ensure that security, governance, and compliance issues are appropriately and adequately dealt with. These include the following areas, such as personal protection of information, global data regulation standards, and cybersecurity concerns. Identifying a service provider to help navigate this environment, and provide advice in the ongoing management and security of the cloud environment, will be an important consideration.

The managed services provider should have a clear understanding of the business and the extended customer experience ecosystem of applications and platforms which needs to interoperate. This should be underpinned by appropriate service management and governance practices.

To future proof and ensure the organization can meet the increasing client demands, the day-to-day management and operation of the environment needs to be managed effectively, so the organization can focus on more strategic, value-adding tasks such as improving the customer experience, maximizing cost efficiencies, driving revenue and exploring emerging technologies.

In digital and cloud-connected enterprises, it becomes increasingly important to ensure that every application is proactively monitored and managed using solutions that understand the flexible nature of multi-cloud environments.

The service provider should also be able to identify opportunities to **drive down costs, reduce risk, and enable business agility.**

**As you evaluate a managed services provider, the following key elements should be taken into consideration:**



**Industry experience**



**Insight and data-driven**



**Agility and scalability of the organization**



**Cross-technology expertise**



**Adaptability**



**Innovation**





**Ongoing  
optimization**



## 5. Ongoing optimization

One of the key areas of focus for the organization and its customer experience capability will be to ensure there is an ongoing practice in place to drive the continual improvement in business operations across people, processes and technology. This is to guarantee that the organization can adapt to accelerating changes and customer demands and take advantage of the benefits of the cloud.

This adaptive operating model should have agreed on standards and integrate cross-functional working groups and ensure that every business function has a clear integrated strategy and operating model, with clear lines of accountability for driving day-to-day operations and transformational change initiatives.

By focusing on the employee experience as much as the customer experience, and making sure both aspects are considered and prioritized, the resulting environment will drive an optimized workforce and improved customer satisfaction.

It's essential that CX technology is a **core part of the customer experience strategy**.

### 5 key CX technology outcomes



**Innovation and insight:** identify the data that allows you to have context-based interactions and create relevant, personalized content to drive loyalty and value. Use data analytics to plan, improve, and deliver real-time interactions and performance management.



**Optimized operating model:** technology is central to supporting long-term integration, immediate connectivity, and harmonized automation capabilities to accelerate your journey to organizational CX cohesion.



**Empowered CX workforce:** connect employees to intuitive interfaces that provide content-rich, context-based interactions that help them support connected customer journeys.

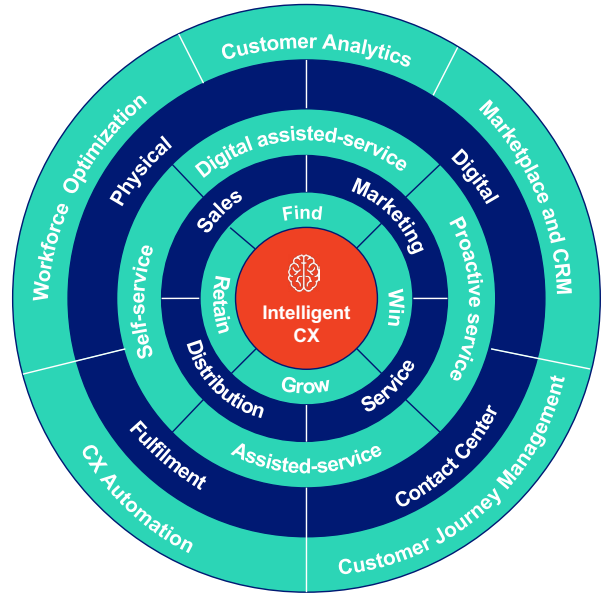


**Connected customers:** use technology that both aligns with business outcomes and is easy for customers to use.



**Security and protection:** cybersecurity threats, emerging AI and robotic interfaces, and the use of personal data increase the security risk of CX. Robust digital security is fundamental to CX technology alignment, not something that simply adds cost and complexity.

In addition, it will also be important to focus on and work with trusted experts to optimize and maximize work practices and system configurations to extract maximum value from the cloud. Key areas of CX enhancement:



**Additionally, outside of the application technology enhancement, there are some key considerations for ongoing organizational optimization, such as the following:**



**Develop an organizational culture** with a clear, consistent approach to CX. With everyone operating from the same baseline, it's much easier to be agile in response to change.



**Adapt traditional silo-based operating models.** Create consistent experiences, regardless of function, across the entire customer lifecycle – from acquisition to maintenance. Service interactions should be as quick and easy for the customer as it was to purchase or sign up.



**Remain highly adaptive.** Changes in market conditions and innovation are constantly reshaping required business capabilities, and customer and employee behaviours.



**Balance customer needs with short-term financial gains.** Engage customers in designing and evolving channels and self-service-based models.

Future customer experience strategies will be built on big data, with leading organizations separating themselves by deploying data visualization, analytics platforms, and business intelligence to gain the most insight from the customer data generated across all channels as part of the overall customer journey. This insight will ultimately support deeper and more effective customer relationships, support effective planning, improve decision-making, and allow the organization to create personalized connected CX experiences.

# Key take aways



A good customer experience strategy drives change and supports all Customer experience activities in the organization. Clearly define success metrics and a blueprint for digital transformation and Customer experience improvements, based on consistent guiding principles distilled from your organizational strategy.

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Moving to the cloud is a big step for most organisations. Ensure that the solution evaluation is robust and covers all key competence areas that inspires confidence in moving mission critical systems to the cloud.

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A successful migration and transformational program must optimize and deliver an integrated plan. Focus not only on the technology but people and process areas to ensure that the true benefits of cloud adoption can be realised.

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When selecting a service provider on the Journey to Cloud ensure the partner doesn't just deliver a short term tactical IT solution but has the skill and capability to customize and integrate to deliver unique value to the organization.

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To drive continual customer experience and organizational optimisation on a long term basis, clearly define operational standards and integrated cross-functional working groups and ensure that every business function has a clear integrated strategy and operating model, with clear lines of accountability

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Start your journey in realizing your cloud connected CX strategy, by taking NTT's

[2020 Global Customer Experience Benchmarking Reports](#)

CX readiness assessment below to understand how your CX strategy benchmarks against your peers.



**Assess your**

Customer Experience Readiness against your peers [here](#)

# About NTT and Genesys

NTT Ltd. and Genesys are both recognized global market leaders, creating superior customer journeys by connecting customers to your business whenever and wherever they are through their channel of choice.

We do this using our deep understanding of Customer Experience (CX), with over 25 years of joint engagements and 330 joint customers. Our combined expertise and insight covers the foundations, such as telephony and digital channels, through to more sophisticated cloud-based, automated solutions using AI on a fully integrated, future-proofed platform. Our strategic cloud alignment, allows for easy adoption and high level consumption.

This means you can deliver the best possible customer experience to create competitive advantage.



## We enable

- We improve customer user experience
- Faultless project delivery
- A full CX solution as you transform via our CX Managed Services



## We accelerate

- Tailored blueprint
- Standardized services to speed-up time-to-market
- Easy to move to the cloud with one integrated approach to data.



## We optimize

- Using insights from our Global CX Benchmarking study to understand challenges, pain-points, and industry trends impacting CX Analytics and intelligence at the edge of the network.



**Find out more**

