

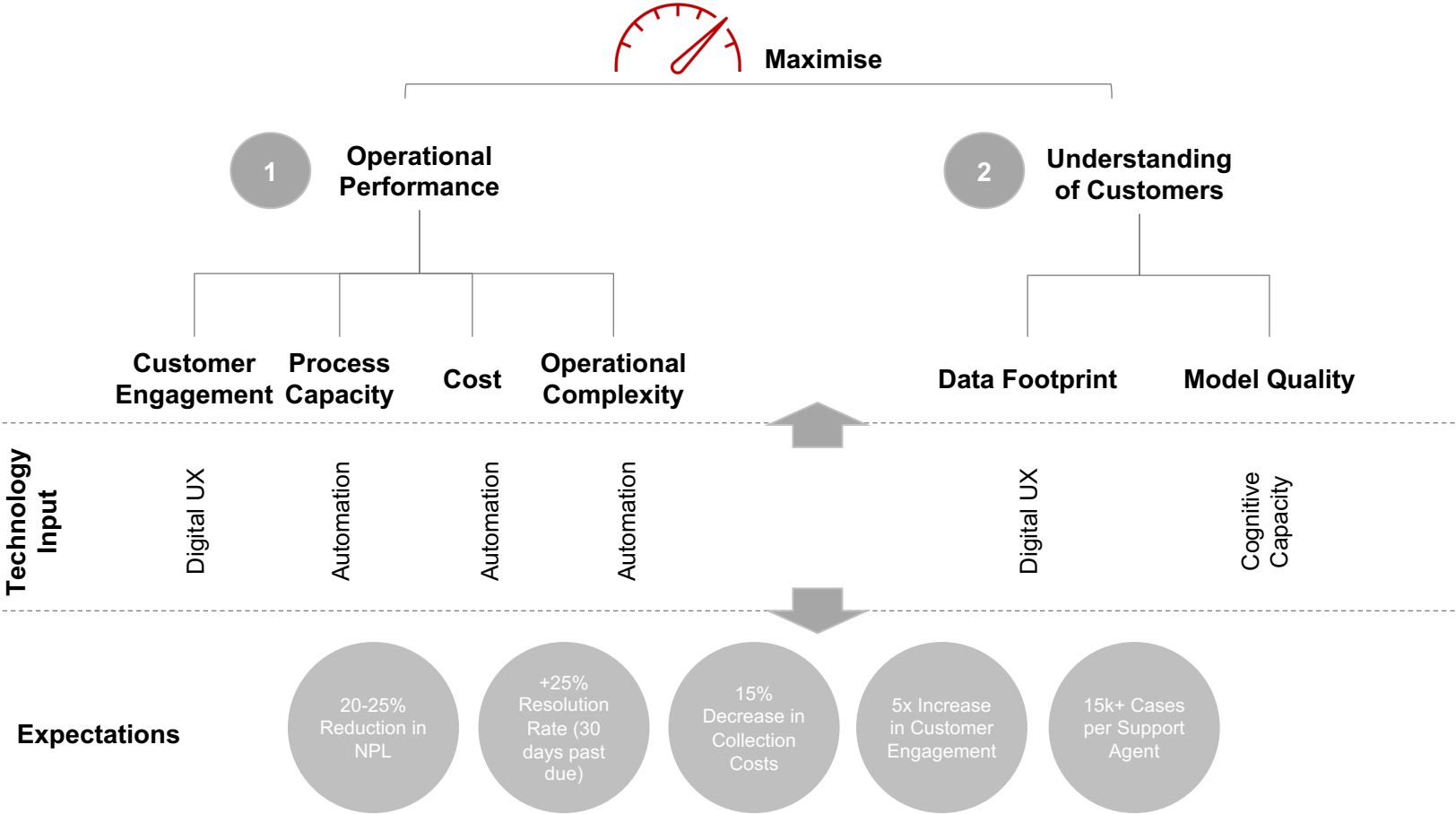
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Business Transformation Notes

Draft and Confidential, September 2021

Transformation Objectives

All transformations start with setting the objectives right.



Source: McKinsey, Trueaccord, Ceverine.

What is the Winning Formula?

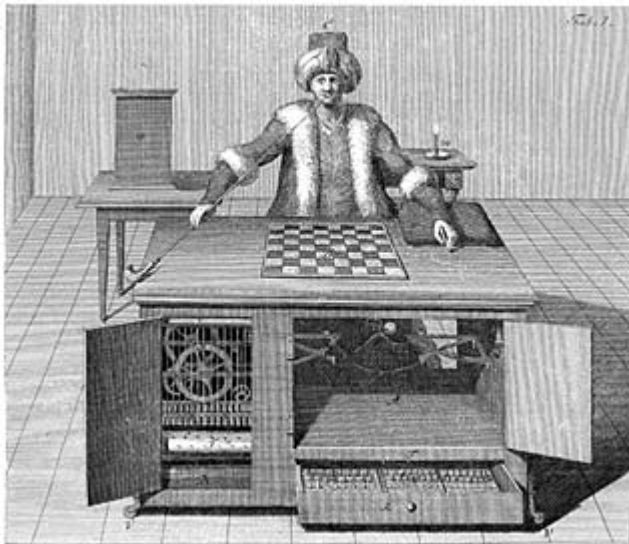
Simply applying the maximum of all can be taxing on the operation.

$$\text{Max Result} = X^A(\text{Digitalisation}) + Y^B(\text{Automation}) + Z^C(\text{Cognitive Capacity}) + Y^D(\text{Manual Capacity})$$

	Elements	Benefits	Considerations
Digital UX	Digital resolution Digital communication Behavioural data	Customer empowerment Modelling precision	Trade-off with collection results?
Automation	Automated workflows Bot-communication Self-serve	Capacity improvement Cost reduction Simplification	Complex tasks? Regulatory compliance? Customer experience?
Cognitive Capacity	ML, AI, Predictive Modelling	Data continuity	Regulatory compliance? Manual tasks? Cost?

The Mechanical Turk Dilemma (Artificial Artificial Intelligence)

Without getting the formula right, benefits of overlaying technologies can be limited and, in certain cases, costs can exceed benefits.



1

Automating only simple tasks limit efficiency gains and extend transformation period

2

Omnichannel layers break behavioural data trail

3

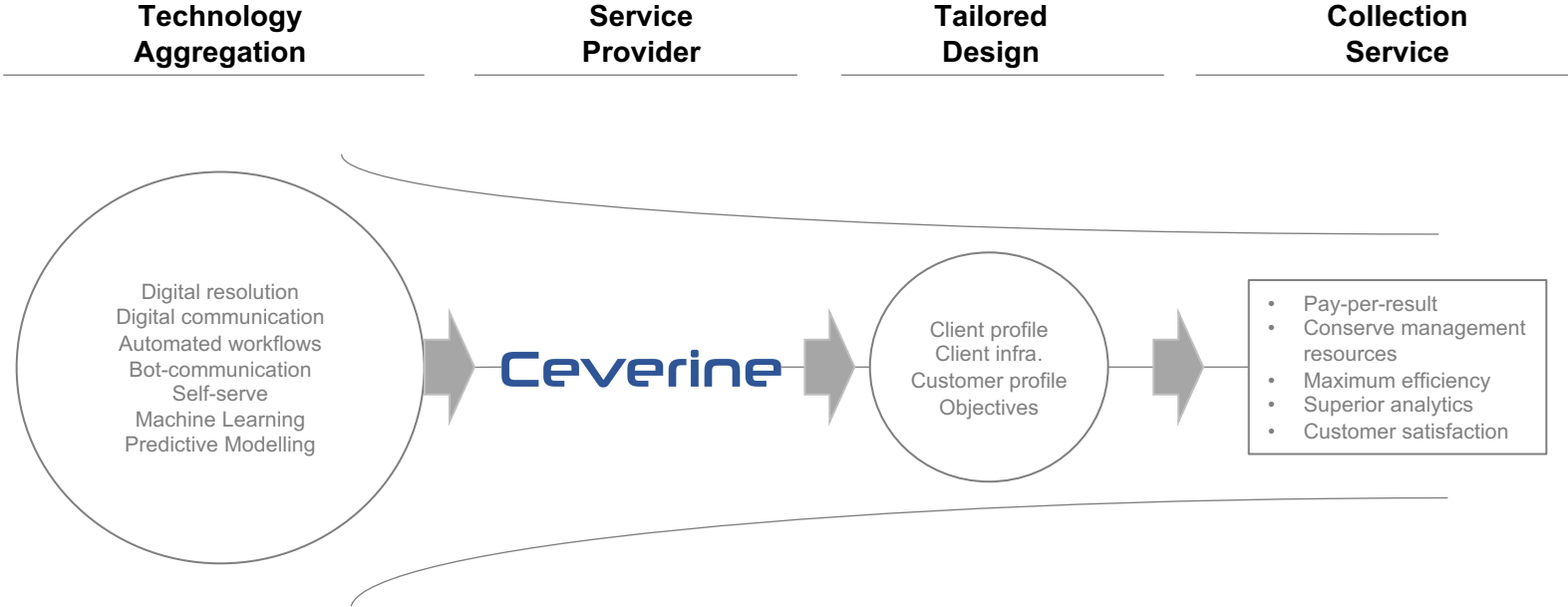
Manual tasks introduce capacity constraints and prevent significant cost savings

4

Investing in technology components that deliver limited gains diminish returns

Pay-per-result Alternative: Service Outsourcing

Outsourcing key parts of the collection operation convert infrastructure costs to contingent fees and attract specialist focus.



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