



Deloitte.

Customer Identity & The Future of CX

The Business Imperative



Mark Jones, Moderator



David Gee, Global Head – Technology, Cyber and Data Risk, Macquarie Group



Saeed Tasbihsazan, CTO – Enterprise and Government, Telstra



Andrew Hayes, Partner, Digital Identity, Deloitte Australia



Ashley Diffey, Head of Asia-Pacific and Japan, Ping Identity

Customer experience is dominating the executive agenda. It's a conversation driven by intersecting forces – changing consumer behaviour, online customer identity, new workplace norms, and external security threats.

In the enterprise, these issues are fuelling demand for scalable infrastructure as CXOs look ahead and seek to deliver excellent customer experiences in a dynamic environment.

From the customer perspective, expectations continue to rise as people expect a consistent experience in every channel.

Digitally-enabled organisations are rising to this challenge. How can we deliver real-time personalised experiences? What will surprise and delight our customers?

For CXOs, enabling these scenarios is a complex challenge. At one level, security and risk is top of the agenda. They must also ensure their organisation deploys and maintains leading-edge identity and CX to foster growth and preserve brand reputation.

Meanwhile, executive alignment is key. CXOs can find themselves between the varying demands of C-suite decision-makers and technology teams.

Attendees at a roundtable luncheon hosted by **6 Degrees Media** and its partners **Ping Identity** and **Deloitte** discussed these issues within the context of future trends.

How are CXOs responding to business imperatives and laying the groundwork for the future of digital identity and CX?

This Chatham House-style luncheon gave attendees an opportunity to hear from an expert panel from Macquarie Group, Telstra, Deloitte and Ping, and gain insights from shared experiences. Accordingly, this report contains unattributed quotes and insights.

Business Drivers

Securing customer data and protecting against a range of internal and external vulnerabilities is a key focus for board and C-suite leaders.

Both opportunities and challenges exist within this context. On one hand, organisations recognise the value of creating trusted digital environments to support growth.

Yet CXOs and senior leaders are also wary of creating too much “friction” within the customer journey. One guest summarised the issue:

“How do we ensure that we’re not asking for too much? And how do we start to put the control of identity into the hands of those who own it in the first instance? How do we make sure it’s not too much of an impost?”

Managing authentication, trust and consistency across different channels are among the primary challenges CXOs face when considering how to build customer identity infrastructure in that context. An attendee reflected a common concern:

“For organisations that are not digitally born, how do we build trust with our customers when our customers are entering one channel and they have an interaction in another?”

Meanwhile, another driver of investment in identity services is the ability to better manage the access given to different employees, customers and partners.

“Having an identity and then being able to assign certain privileges to that identity was one of the biggest challenges we have had. We moved away from an in-house solution, to a solution from Ping.”

In this scenario, organisations are seeking better visibility and control. A switch from multiple customer profiles to a unified identity gives enterprises an opportunity to deliver better customer experiences.

“Our focus is being able to map identity, to an account, to a mobile number, to a location, to a person that actually uses a mobile number. At the same time we’re ensuring you still provide a safe and secure environment for whoever is using that service,” explained one attendee.

Security and Scale

CXOs at the luncheon also called out security issues, such as corporate hacks and data leaks, as a leading driver of identity and CX conversations among c-suite leaders.

Major security breaches challenge the quality of internal systems and data. In one example discussed by attendees, confusion over the right master data source made customer engagement very difficult.

“When an organisation is hacked, fundamentally you lose internal trust in your data, and you’ve got to interact with clients at scale. If you have two records you don’t know which one was the master,” said one attendee. “You really have to engage your help desk and work through those people that are already dealing with the customers. You can flip it around and make it proactive.”

Attendees noted scenarios such as this highlight the importance of decentralised identity and digital identify frameworks. Australia has attempted to establish various digital identity frameworks over the years, from the ill-fated Australia Card, to Post ID, MyGov and the work performed by the Digital Transformation Agency (DTA).



“Having an identity and then being able to assign certain privileges to that identity was one of the biggest challenges we have had.”



“Where we need to get to in this country is a common denominator that we can all agree on and what we’re going to integrate with. Decentralised identity is a huge topic.”

“Where we need to get to in this country is a common denominator that we can all agree on and what we’re going to integrate with. Decentralised identity is a huge topic,” a CXO said.

Trusted Digital Identity Framework is the first attempt at doing that in Canberra. Australia Card is the inhibitor – it was 1986 and everyone still brings it up.”

Luncheon attendees agreed that, ultimately, Australia will move to legislate a digital identity framework or a standard will emerge from industry and become so dominant that it will be “too big to ignore.”

“And that could be an international tech player. Although, heaven help us if Facebook gets anywhere near it.”

Barriers and Issues

Developing and executing a strategic approach to customer identity and CX is not without a range of other barriers to progress, summarised as follows.

1. Security and CX Conflict

CX is often driven by marketing and digital leaders while technology executives can fail to account for ongoing complexities and management once a solution is commissioned. At the core of this issue can be miscommunication and different priorities.

“CIO’s are paid and rewarded for delivering. They release, and move on. So when you ask the CIO, do you have any security personas? That means checking the login works and developing an attack persona. They go, what do you mean? No, we don’t have that.”

2. Single Customer View

Large enterprises face the challenge of gaining a single view of the customer, at scale. In one example of an organisation with millions of customers across multiple consumer brands, the challenge is understanding who they are and what they’ve purchased.

“We’re trying to ensure that there’s value for the customer when they actually provide their details to each brand,” the CXO explained.

The challenge is magnified in this situation as one customer identity may sit across multiple brands owned by the company.

The customer may see each brand as an individual entity, and want to be treated in different ways by different brands – a challenge to be factored into creating a single customer view.

In a related scenario, one CXO spoke about the challenge of creating a digital identity for surgeons visiting and working at a hospital.

“What persona are they exposing? Are they a consultant, are they an actual hands on tools operator and where does that data get validated so that you can ensure it’s not someone off the street? All of these things have to be tightly controlled.”

3. Data Ethics

CXOs agreed enabling an ethical approach to CX is essential for consumer trust. “If you don’t have the right management around that then why would I trust you with my data?”

In response, a balance needs to be found between ethics and what’s socially acceptable in different jurisdictions. While technology is an enabler it will ultimately be a question of whether governments and organisations can agree on the best approach.

“Lets consider a scenario where the power is back in the hands of the consumer, and they don’t wish to share their location or their shopping habits, or anything else with any entity. Then it’s going to be a real challenge for entities to provide personalised service.”

Exploring Solutions

1. Everyone’s Doing MFA

Multi-factor authentication (MFA) is popular among C-suite leaders. MFA calls for customers or employees to first be authenticated before consent is given to access certain services or apps.

Looking ahead, advances in MFA will enable more dynamic forms to become commonplace. “If you take all the right steps and you pick up enough signals about somebody, you can actually make decisions about them that gives you the ability to deliver a password-less experience,” a CXO explained.

“I get MFA’d if I move to a different jurisdiction, where different laws apply, or if my organisation has concerns. Or as a consumer, I might need to verify that I’m not a bot, or I’m not coming in as a fraud.”

CXOs agreed authorisation and consent were the really complex aspect of this scenario. If an organisation has connected multiple services for MFA, a digital framework is then required to govern authorisation.

“This is where orchestration is the key. It’s being able to pull it all together and being able to integrate things that you may not have been able to do so previously.”



“Lets consider a scenario where the power is back in the hands of the consumer, and they don’t wish to share their location or their shopping habits, or anything else with any entity. Then it’s going to be a real challenge for entities to provide personalised service.”



“An extensive project focused on the use of one-time passport authentication, biometric authentication, one-time-passwords, push notifications through an app and other dynamic features via a mobile app.”

2. Think Identity, Not Customer

One CXO described a shift in strategy where the organisation moved away from managing customer accounts to managing customer identities. An extensive project focused on the use of one-time passport authentication, biometric authentication, one-time-passwords, push notifications through an app and other dynamic features via a mobile app.

“That has enabled us to provide a better, more seamless experience for our end users,” he said.

“It’s interesting because the app provides a more personal experience than our web interface.” That view was backed by a significant improvement in customer ratings on app stores.

3. Explore Trusted Identity Frameworks

A case study often discussed in digital identity circles is the Government of Estonia, one of the most digitised countries in the world. Every citizen and permanent resident receives an associated digital identity and digital ID card to interact with government entities, enterprises and businesses.

“I think that’s a country that is doing it well. It’s not necessarily overstepping boundaries of trust,” a CXO said.

“And it’s providing a really good service to its citizens. In Australia we’ve taken a slightly different path with the government’s trusted digital identity framework, TDIF. But our path is more of the centralised identity, where we’ve got an issuing authority and not that distributed kind.”

CXO Recommendations

Luncheon attendees rounded out the conversation by recommending ways forward for digital identity leaders.

1. Begin With an End in Mind

What are your customer experiences trying to achieve? Faster engagement? Hyper-personalised service? Make that your north star.

2. Build a Roadmap

Where are you now and when do you want to be? Communicate this roadmap openly and succinctly to customers to build trust in data collection processes, balance expectations, and share the value you intend to provide.

3. Apply Organisational Values

A clear understanding of an organisation’s values is necessary to manage ethics and trust issues with customers and employees. Be clear about where data is stored, how and where it is processed, and where your resources are located.

Off the Record

CXOs reflecting on the luncheon conversation said successful customer identity and CX projects were characterised by the right balance between technical issues, business drivers and executive alignment. These quotes from the luncheon attendees capture the essence of complex scenarios faced by CXOs and how they recommend business.

“There is going to be an entirely new paradigm in which this whole conversation on identity and the customer experience is going to be really impacted – a that’s the metaverse. I’m a 44 year old man, but in the metaverse I could decide to be a 17 years old and I’d like to be treated like a 17 year old. So how do you as an organisation, provide that customised service and personalisation for two entirely different personas, attributes, behaviours and context?”

“When talking to boards I always personalise it. I’ll talk about what I do at home because I think each of those board members have the same problems. They’re probably their CIO or CXO at home. What are you doing for your own family? What should we do for the company?”

“What you do right now really matters. We’ve invested heavily with Ping to ensure that identity is tied in really tightly with everything else that we do and it is authenticated properly. And it’s secure so that there is a significant investment done there. You’ve got to make sure that ultimately what really matters is reputation. You can always back it up with data and stats.”

“One thing I’m taking away from today is culture. When you’re talking about vulnerable people across different cultures and backgrounds there’s a nuance. Digital has to be lived experience based. It has to be culture informed, it has to be like you would hope maybe you can input to the government in terms of not relying on them to tell you what’s going to be most appropriate for your customer.”

“I joke with my juniors that you know, our job is not just to deliver the tech. Our job is to take an organisation from one steady state and move them up to a better steady state. It’s all about people, process and technology.”

“In the future there is going to be a war between the consumers and the service providers in terms of the data that we unknowingly or unwillingly share and how it’s being used.”





Deloitte.



About 6 Degrees Media

6 Degrees Media was established by Angela Horvat, former Editor and Publisher of award-winning publications including *Computerworld*, *Information Age*, *My Business*, *The Who's Who of Financial Services* and Founder of FST Media; and Emma Charter, one of Australia's most connected and respected media and events strategists with more than 15 years' experience in delivering C-Level engagement strategies for clients in Australia and the UK. For more information, please visit 6DegreesMedia.com.au

About Ping Identity

At Ping Identity, we believe in making digital experiences both secure and seamless for all users, without compromise. That's digital freedom. We let enterprises combine our best-in-class identity solutions with third-party services they already use to remove passwords, prevent fraud, support Zero Trust, or anything in between. This can be accomplished through a simple drag-and-drop canvas. That's why more than half of the Fortune 100 choose Ping Identity to protect digital interactions from their users while making experiences frictionless. Learn more at pingidentity.com

About Deloitte

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the "Deloitte organisation" serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 312,000 people make an impact that matters at www.deloitte.com