

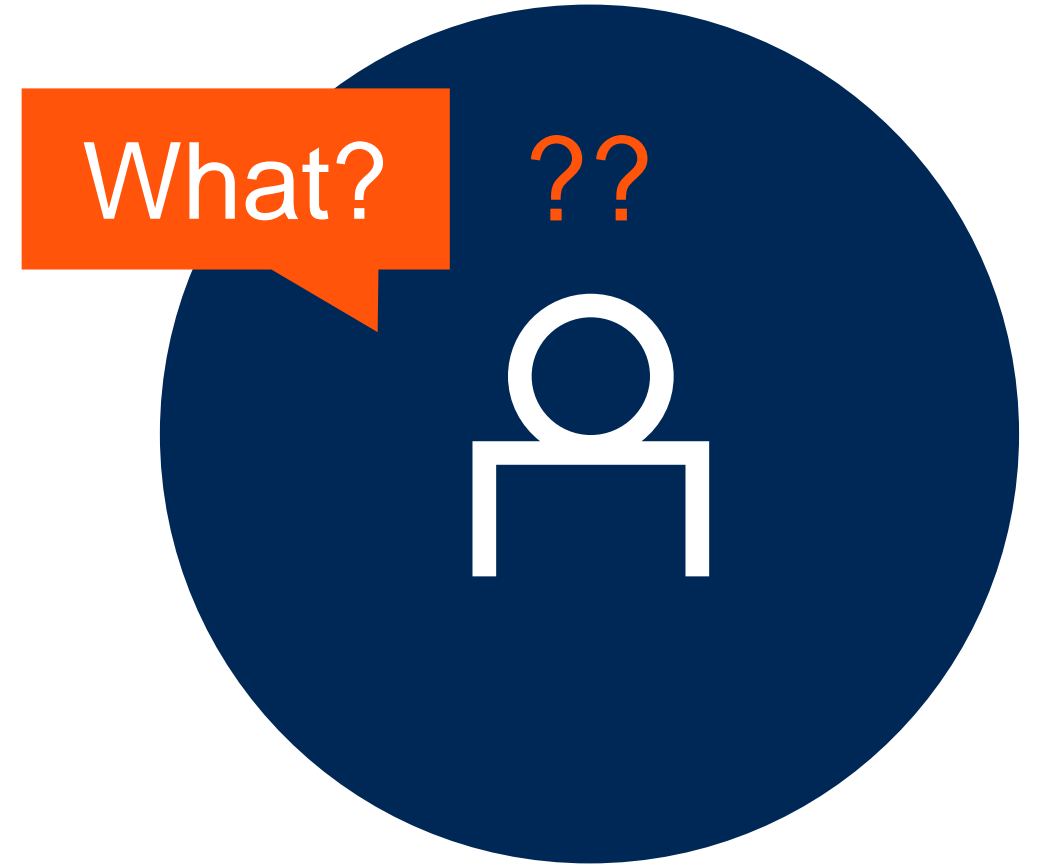
Key Trends in Customer Experience You Can't Ignore

Neha Ralhan

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**Do You Ever Feel
Like Companies
Don't Really
Understand You?**



While Organizations Are Investing in Technology to Improve Customer Experience ...

Objectives of Digital Investments Over Last Two Years

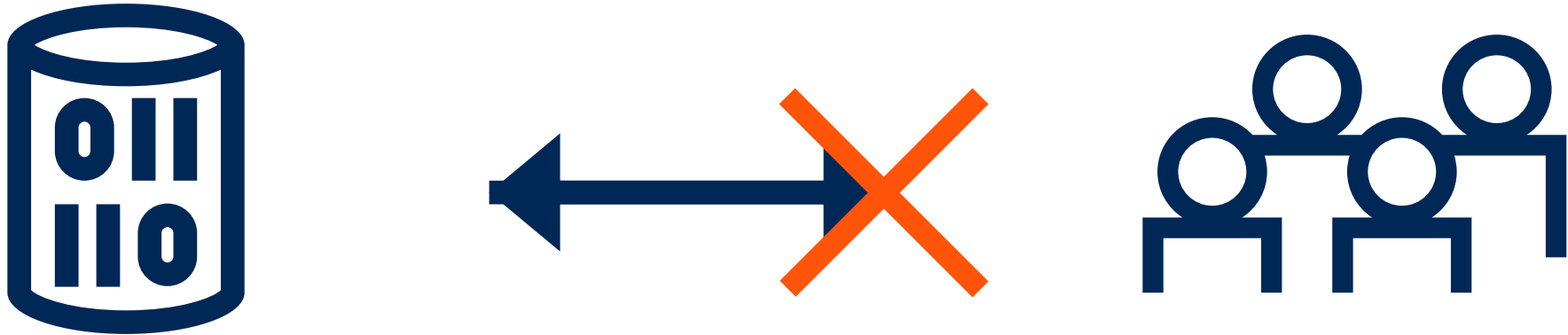


n = 2,200; CIOs and technology executives answering, excluding “not sure”; Percentage of respondents

Q: How would you describe the primary objectives of your enterprise's (i.e., your business's or government's) digital technology investments in the last two years?

Source: 2023 Gartner CIO and Technology Executive Survey

... Most Organizations Have It Backward



Compelling customer experiences start with knowing how to support what customers are trying to achieve in the first place (then comes technology).

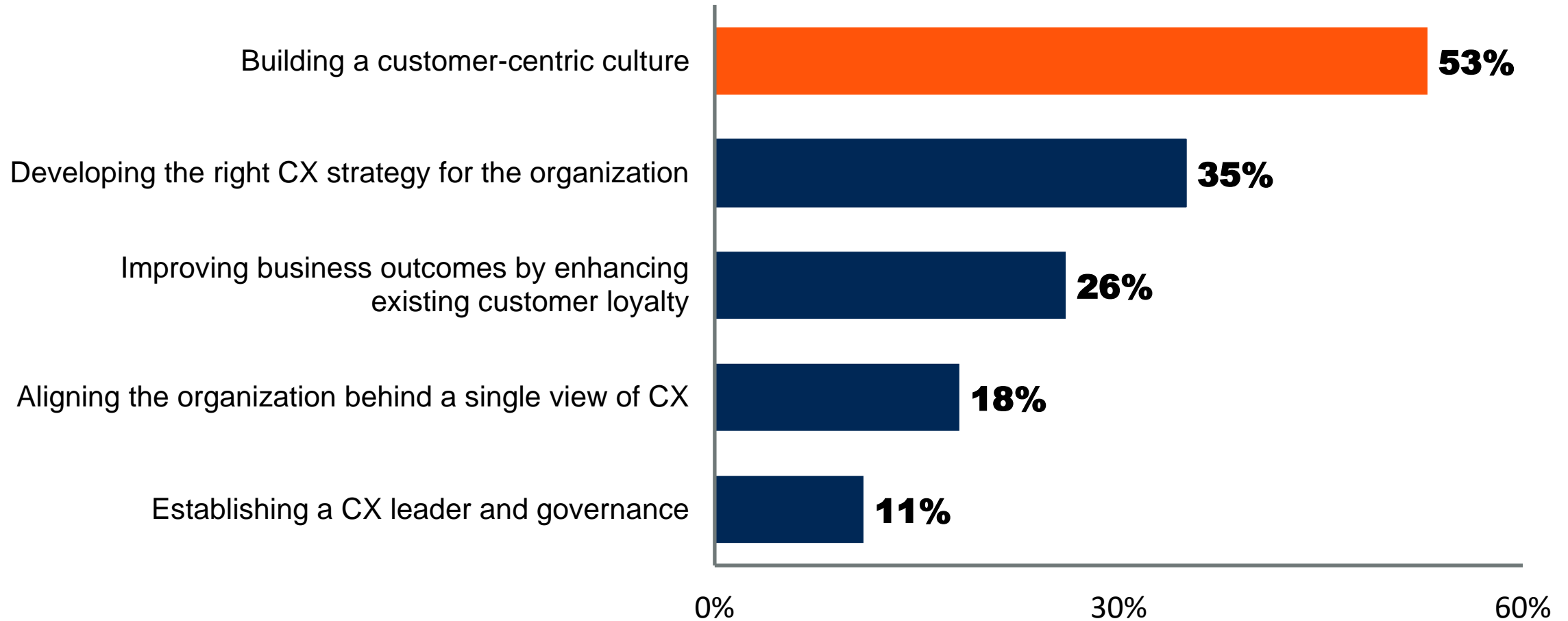
Here Are **3** Trends in **Customer Experience** **(CX)** You Can't Ignore



Customer Understanding and Empathy

Customer Centricity Is a Top CX Priority

Focus of Organizations' CX Initiatives



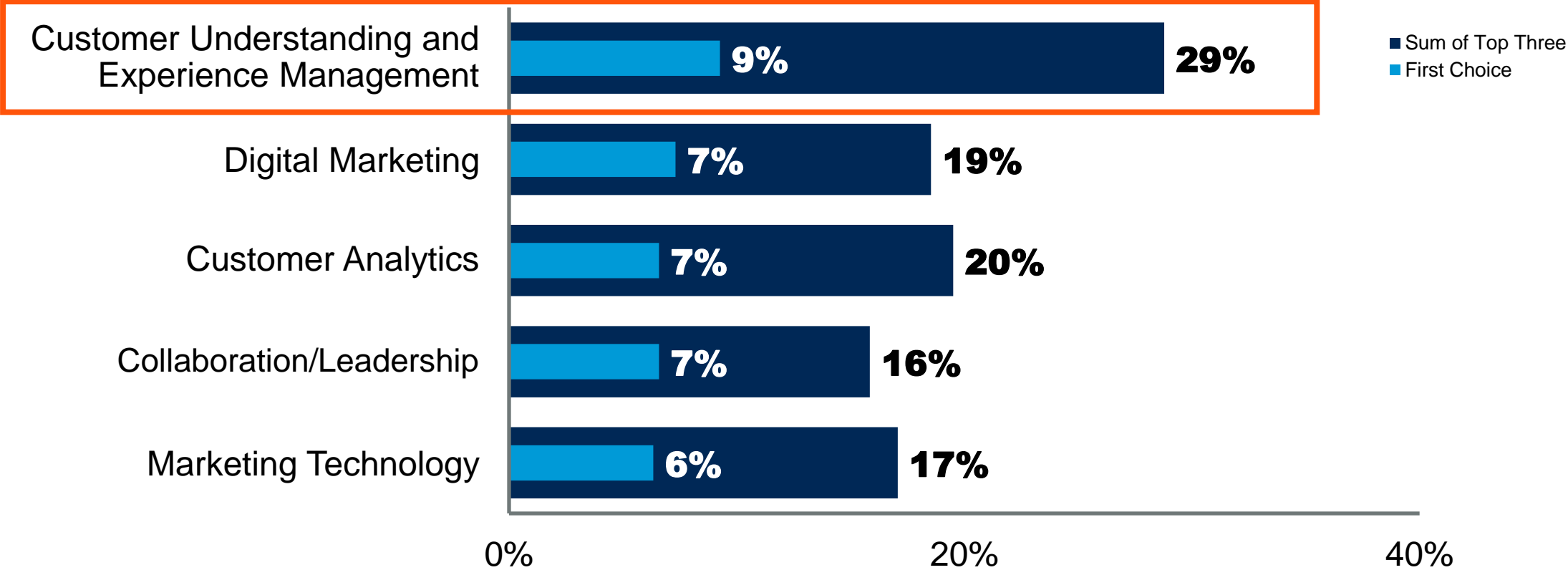
n = 380; Percentage of respondents

Q: What are the top three focus areas of customer experience (CX) initiatives in your company today? *Select top three.*

Source: 2023 Gartner Digital Twin of the Customer Survey

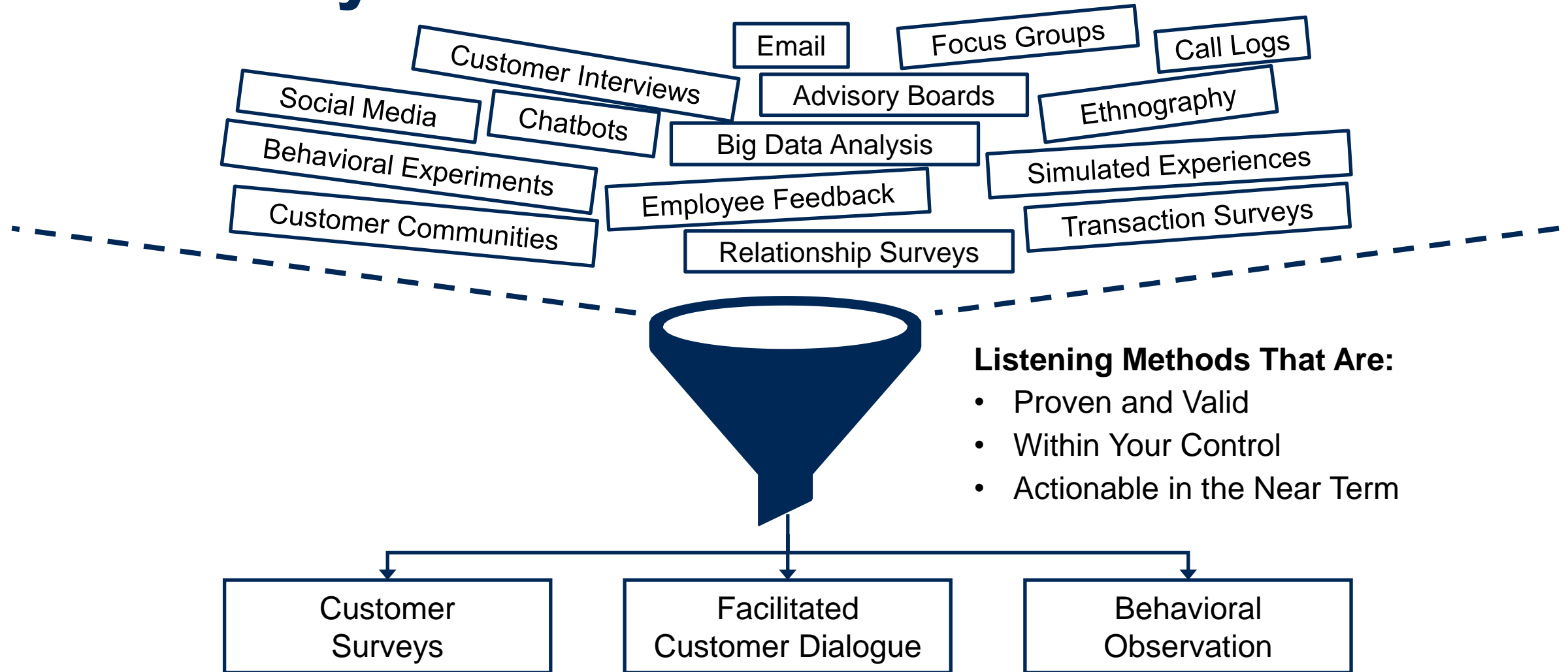
But CMOs Cite Customer Understanding and CX Management as Key Capability Gaps

Capability Gaps Needed to Meet Existing Business Goals



n = 410 CMOs; Percentage of respondents
Q: In what areas do the largest gaps between current capabilities and the capabilities needed to meet business goals exist within the marketing organization?
Source: 2023 Gartner CMO Strategy and Spend Survey

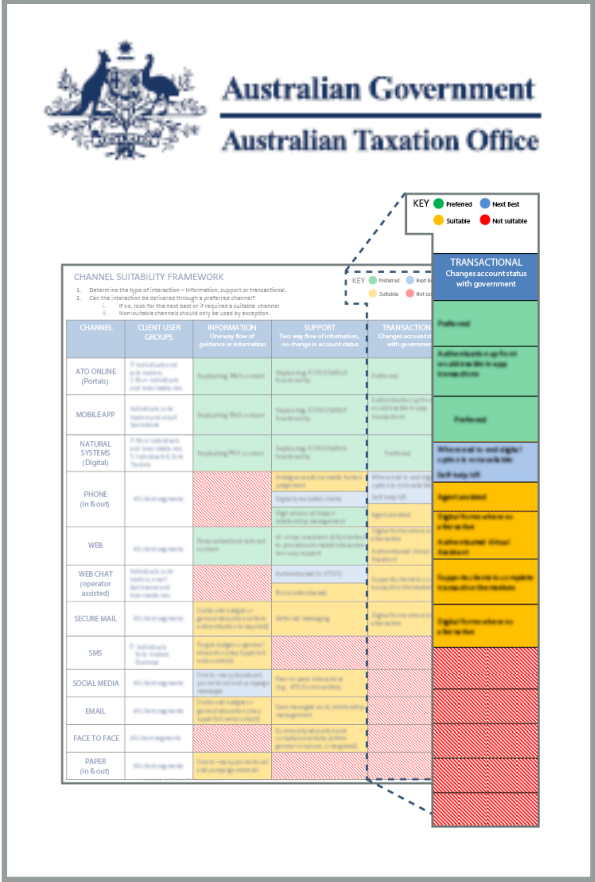
Customer Understanding Is More Than Just Surveys



The Australian Taxation Office: Guiding People to the Right Communication Channel

Australian Taxation Office (ATO) Channel Suitability Framework

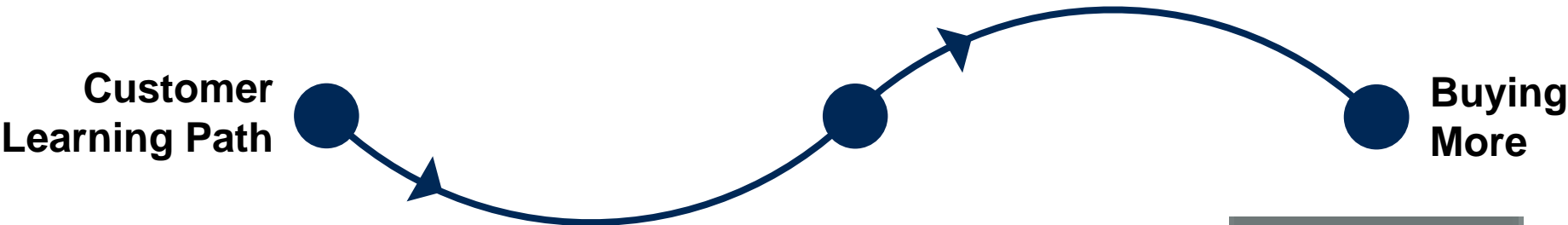
Channel	Informational: One-Way Flow of Guidance or Information	Support: Two-Way Flow of Information	Transactional: Action Taken That Changes Account Status
Example	Preferred	Suitable	Not Suitable
Website			
Portal			
Mobile App			
Web			
Phone			
IVR			
Web Chat			
Chatbot/VCA			
SMS/Messaging			
Social Media			
Forums/Communities			
Email			
Brick and Mortar			
Fax			
Other			



Source: [Rethink Your Customer Service Channel Strategy \(Case Study: Australian Taxation Office\)](#) (G00738769)

Brooks Shoe Finder: Understanding and Empathy


How Brooks Orchestrates Customer Learning About Running-Related Needs and Goals



What are you training for?

What are you training for?

Behind the Science



Health

5k

5k


10k

10k

Stand with your feet touching each other. Put your hand between your knees and do a few shallow squats.

Stand with your feet touching each other. Put your hand between your knees and do a few shallow squats.

Behind the Science



How does the pressure on your hand change?

The pressure increases

The pressure decreases

The pressure doesn't change

Can I also wear my recommended road-running shoes during occasional trail runs?

In that case, I'd change your choice to a trail-running shoe, which works great on roads.

Text Chat With a Running Expert via Ask a Guru

Source: [Use Educational Content to Prompt Customer Self-Reflection and Unlock More Purchases](#) (G00772374)



Key Issue Take-Away:

To improve customer understanding,
we must listen more than we talk.



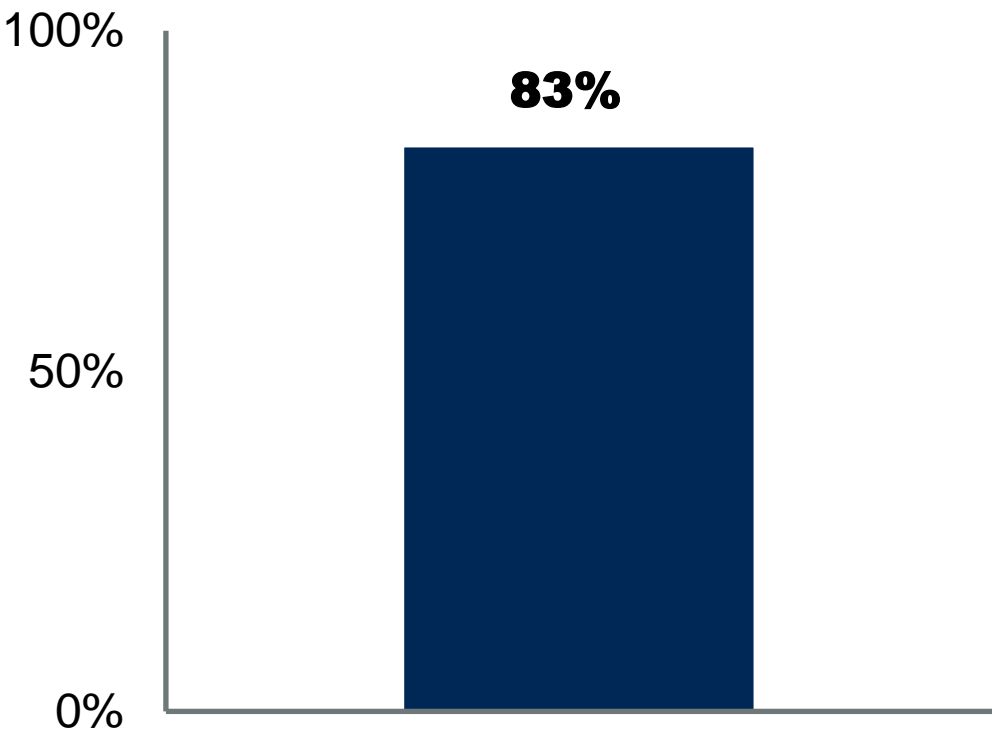
Good Digital Friction

By 2025, 80% of B2B sales interactions between suppliers and buyers will occur in digital channels.

Source: [Innovation Insight for Digital Sales Rooms to Support Virtual Selling and Customer Experience](#) (G00757490)

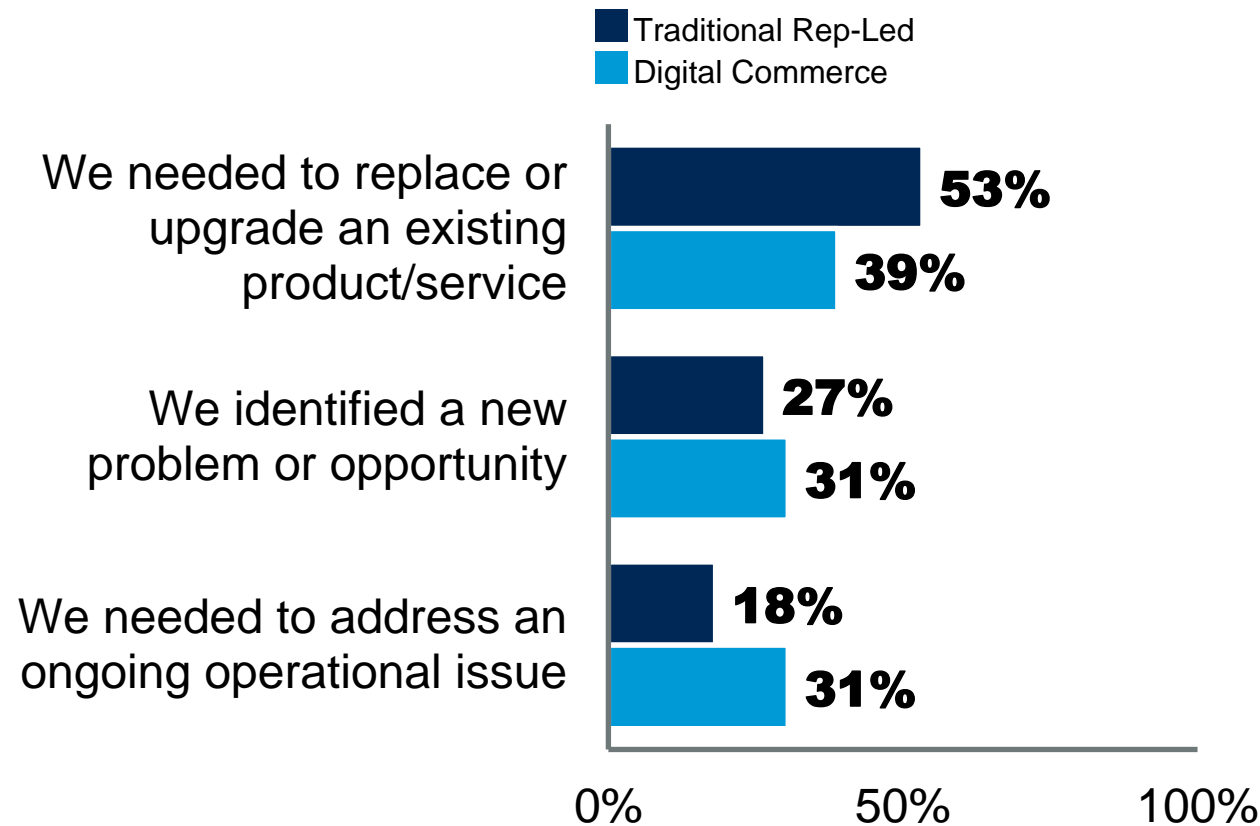
Digital Commerce Dominates B2B Buying

Percentage of B2B Buyers Preferring Digital Commerce



n = 771; B2B buyers
Note: Percentage calculated based on number of B2B buyers who selected, "somewhat agree," "agree" or "strongly agree" in response to the statement "I prefer ordering or paying through digital commerce platforms instead of more traditional payment approaches."
Source: 2022 Gartner B2B Buyer Survey

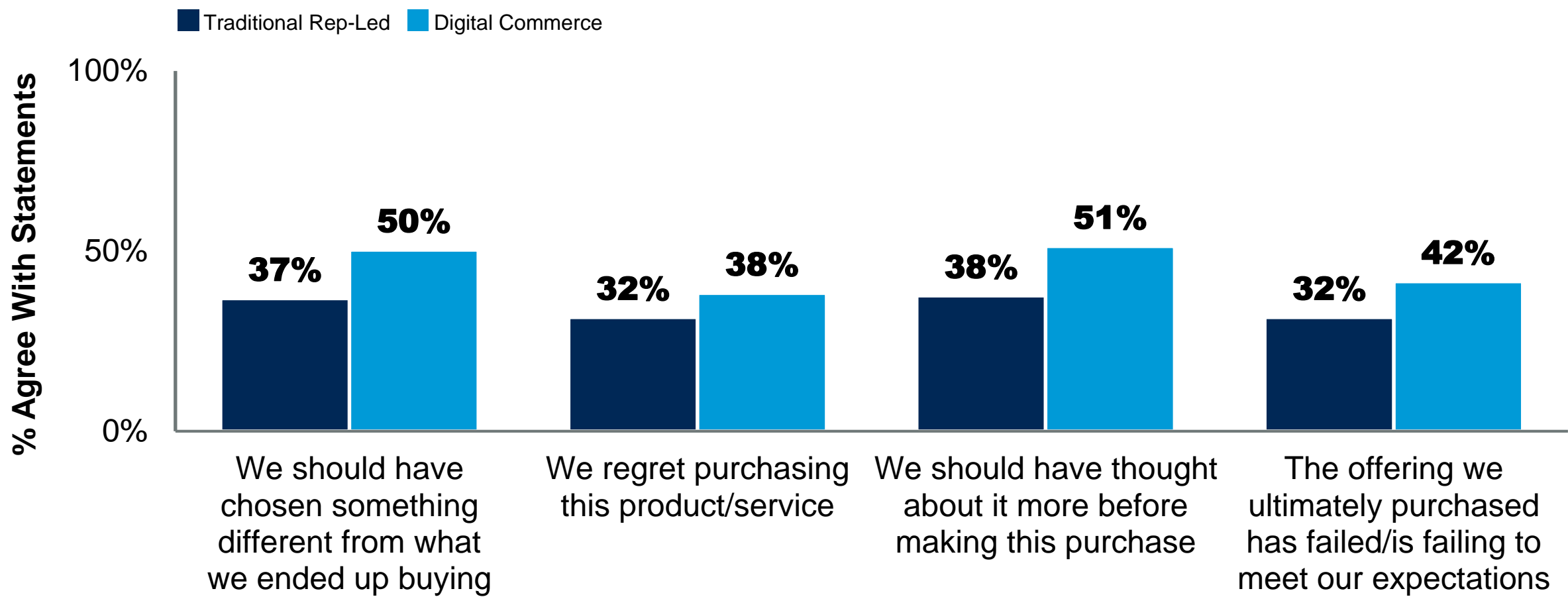
Deal Type by Business Need



n = 556; B2B buyers who completed purchases
Q: Which of the following best describes the need your organization was trying to address by making this purchase?
Source: 2022 Gartner B2B Buyer Survey

Digital Commerce Purchases Lead to Regret

Purchase Regret by Traditional Rep-Led Purchase vs. Digital Commerce



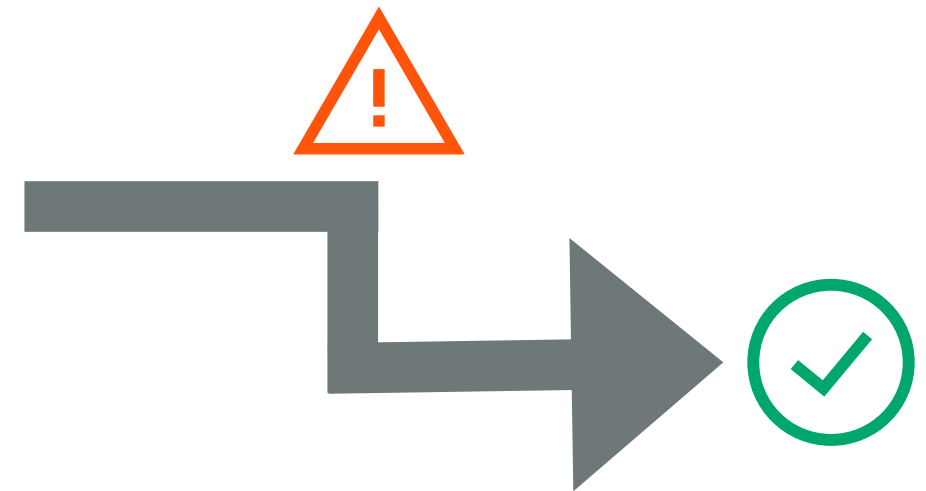
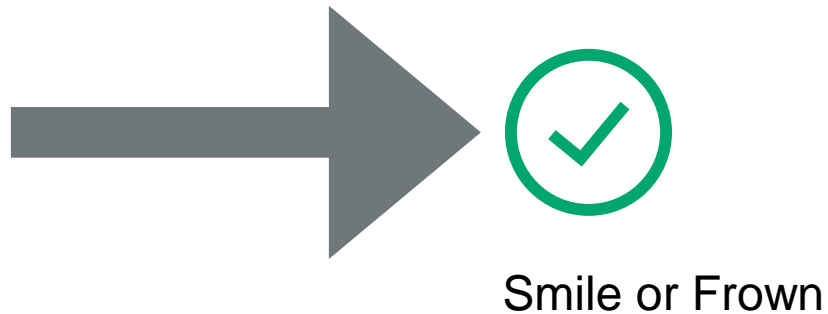
n = 441; B2B buyers who completed purchases
Q: To what extent do you agree or disagree with the following statements about your recent purchase involving supplier?
Source: 2022 Gartner B2B Buyer Survey

A Winning Digital Commerce Experience

Course Smoothers

and

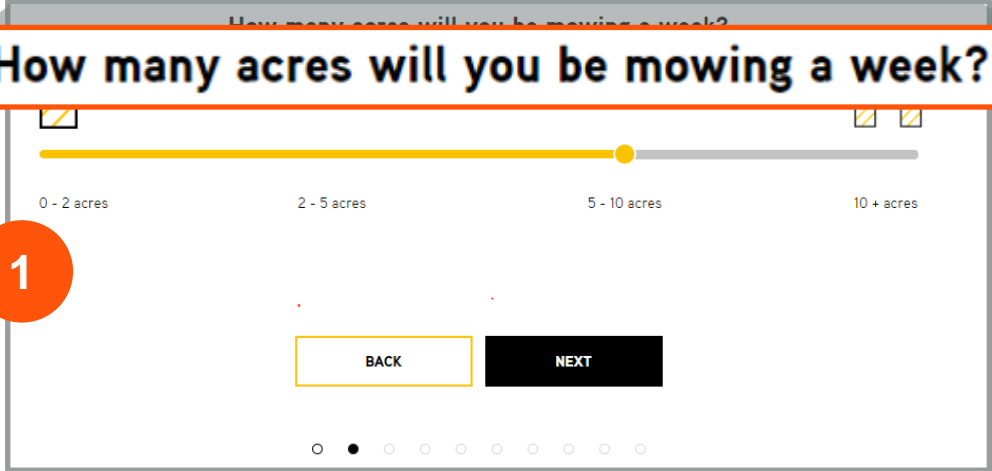
Course Changers



Cub Cadet Forces Self-Evaluation

1

How many acres will you be mowing a week?






0 - 2 acres 2 - 5 acres 5 - 10 acres 10 + acres

BACK NEXT

2

The best lawn mowers for you

<div>Best Match</div>  <p>PRO Z 554 S KW \$11,799.00</p>	<div>Great Match</div>  <p>PRO Z 554 L KW \$10,299.00</p>	<div>Good Match</div>  <p>ZTX6 60 \$8,599.00</p>
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1

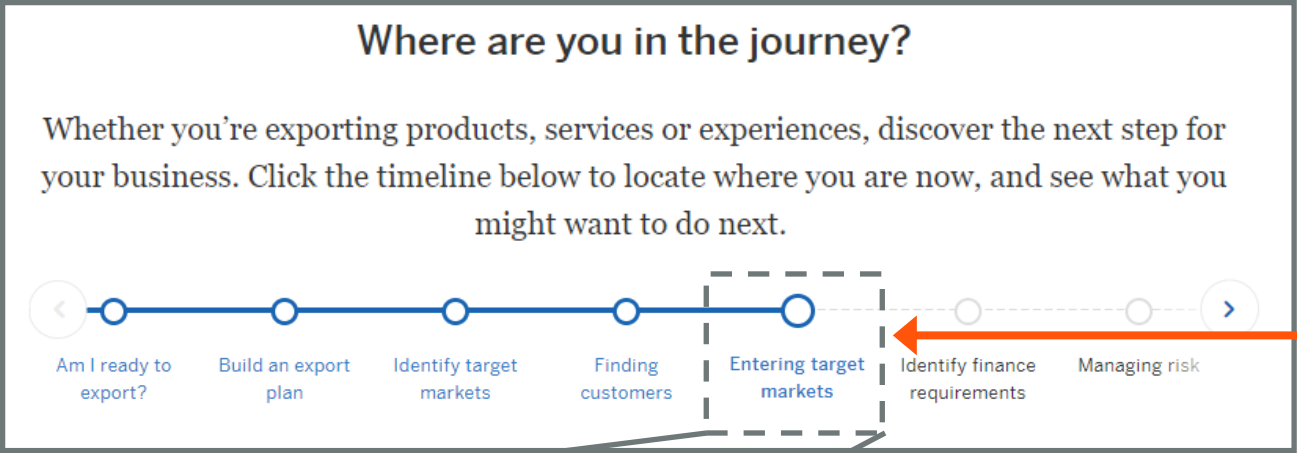
Questionnaire pushes users to reflect on their product needs.

2

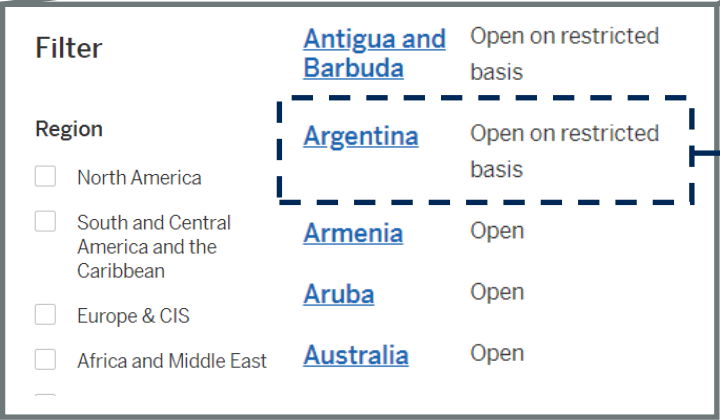
Tool recommends which products are the best match, based on the user's context.

Source: [B2B Buyer Survey: Avoid Pitfalls and Realize the Promise of Digital Buying](#) (G00767021)

Export Development Canada’s Digital Platform to Inspire Self-Reflective Learning



Export Development Canada (EDC) encourages self-reflection about journey stage and paths customers to relevant resources.



EDC brings together data sources to help customers build their knowledge of foreign markets.

Source: [Boost B2B Demand Generation Performance Using Gartner's Enterprise Change Readiness Profiles](#) (G00766431)

Self-Reflective Learning Leads to More Spending

Change in Likelihood of Buying More When Buyers Agree With Each Statement

0%

“We learned new
information related to
our purchase decision.”

▲ 35%

“We realized
something new about
our own needs or goals.”

n = 699; B2B customers

Source: 2021 Journey Orchestration Customer Survey

Note: Percentages represent the proportion of respondents who reported any additional purchase behaviors.

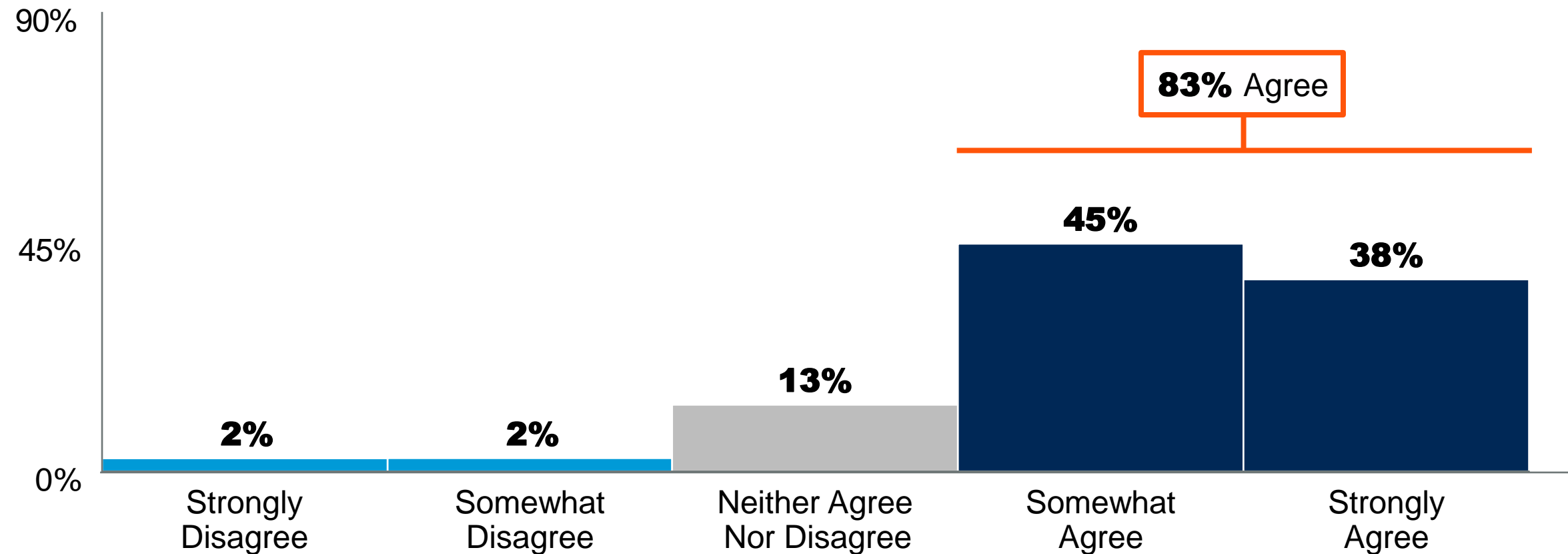
Key Issue Take-Away:

Recognize not all digital experiences are meant to be frictionless.



End-to-End Customer Journeys

83% of Organizations Admit They Are Focused Mostly on the Path-to-Purchase Experience



n = 361; Customer experience leaders
Q: Statement agreement: CX efforts in the marketing department are primarily focused on improving the path to purchase and not the journey after acquisition.
Source: 2021 Gartner Customer Experience Management Survey
Source: [How to Create a Differentiated Loyalty Program That Retains Your Highest-Value Segments and Personas](#) (G00774000)

But If You Focus on the End-to-End Journey, You Are More Likely to Gain Management Support

1.9x more likely

to have customer persona development initiatives in place for more than three years.

2x more likely

to have end-to-end customer journey mapping in place for more than three years.

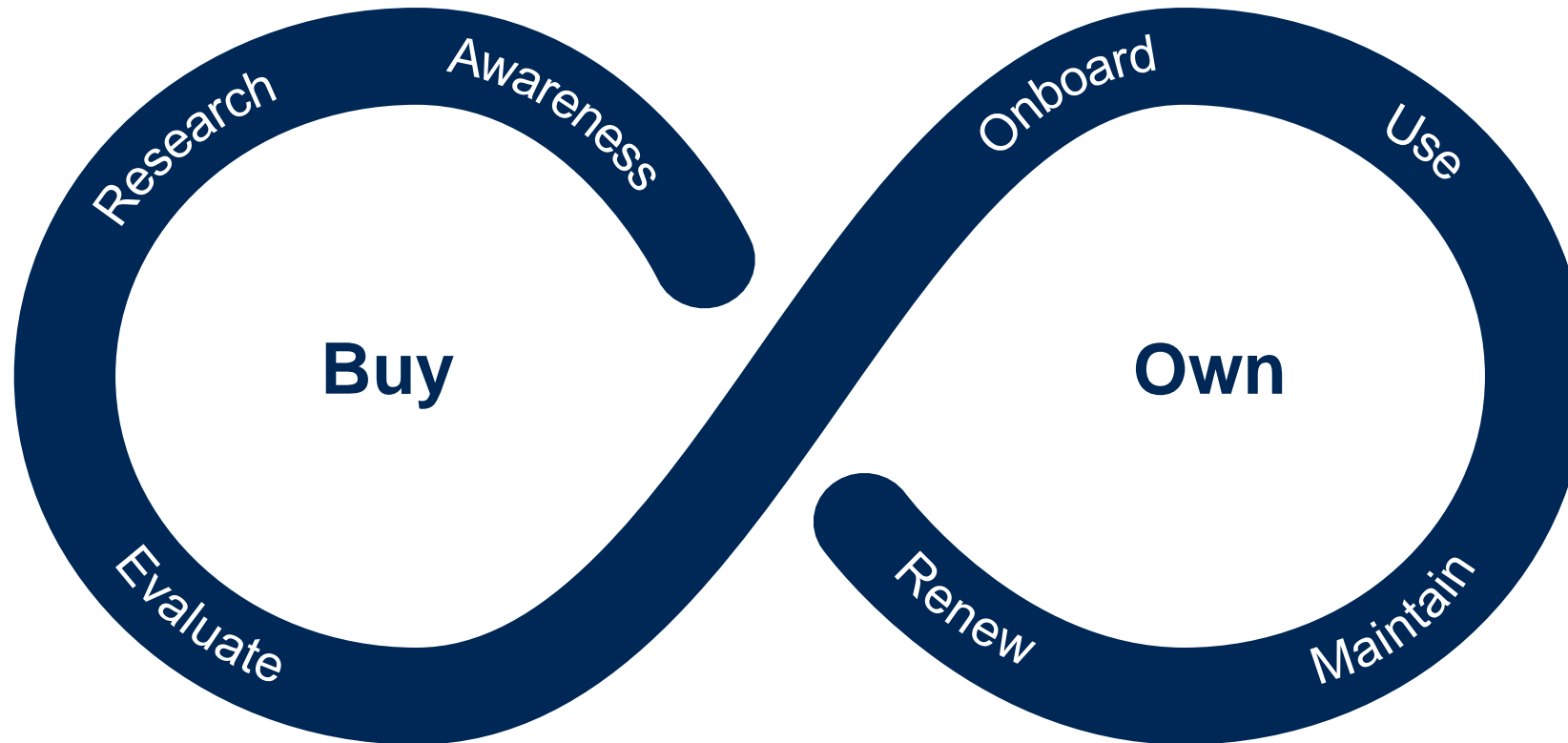
2.3x more likely

to have CX efforts in marketing not primarily focused on the path to purchase but on the journey after acquisition.

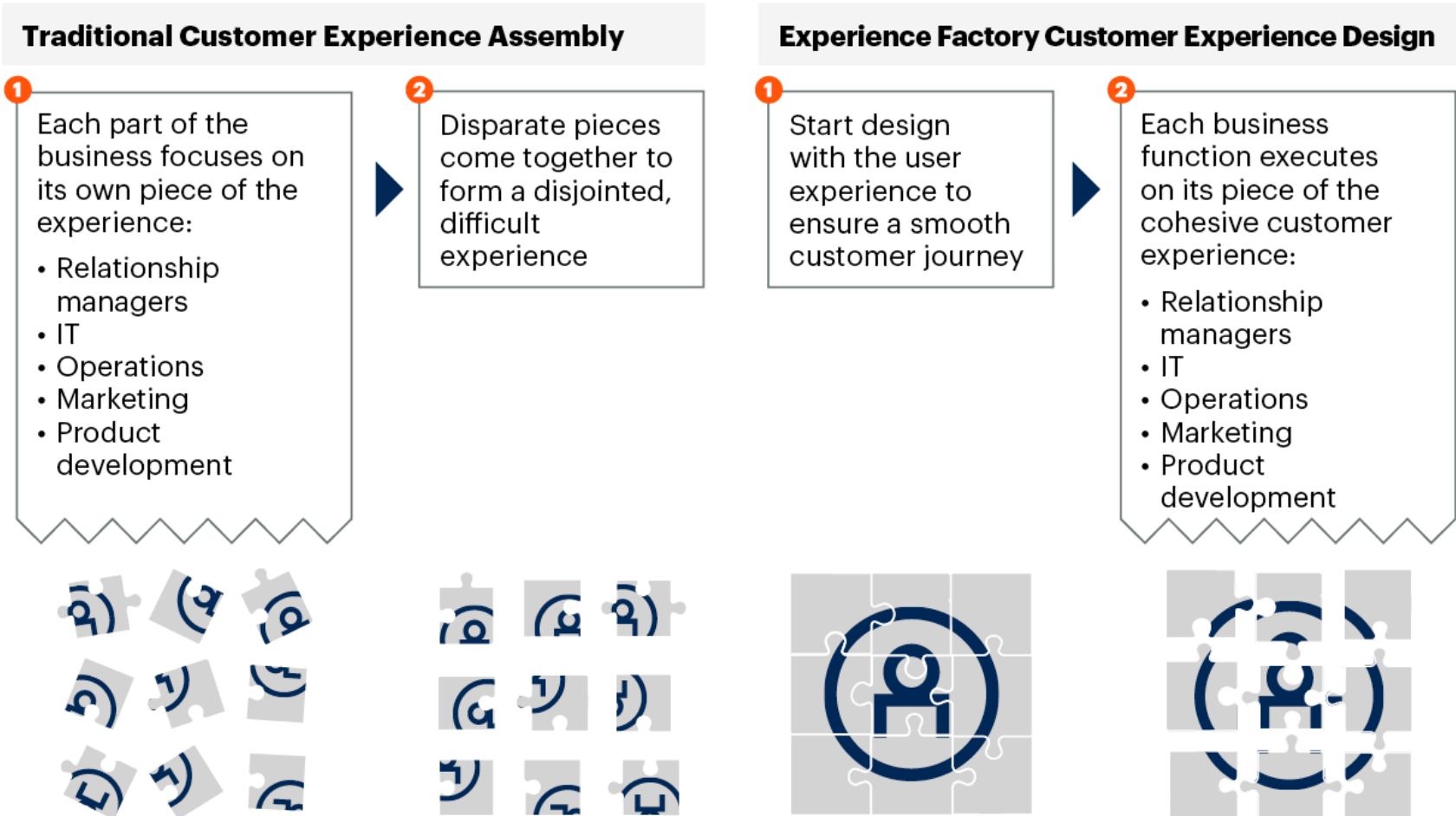
Source: 2021 Gartner Customer Experience Management Survey

Source: [CX Challenges, Wins and Opportunities: Insights From the 2021 Customer Experience Management Survey](#) (G00758120)

Use Customer Journey Mapping to Focus Your Efforts



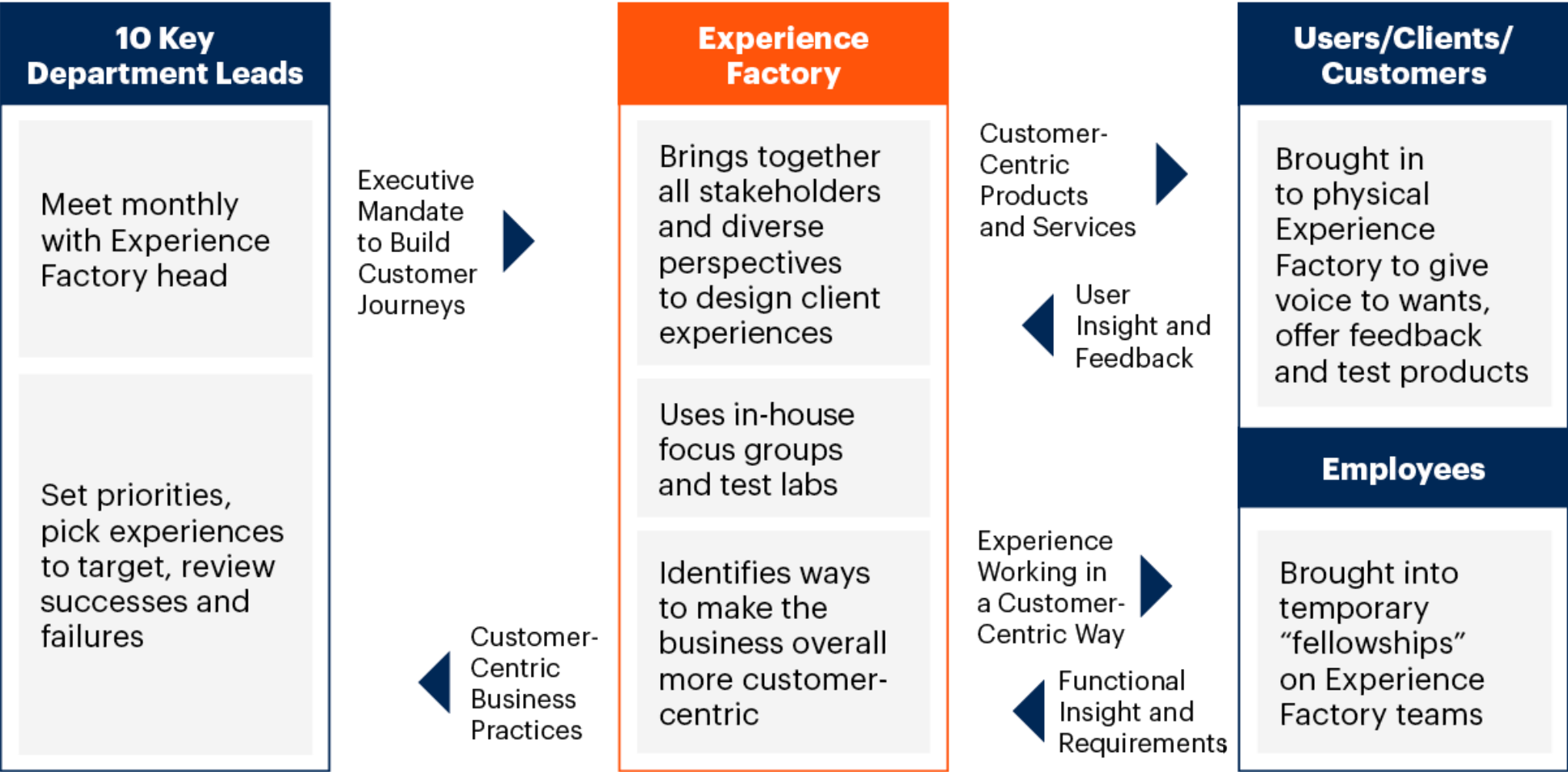
National Bank of Canada Reimagined Its CX Design Process



Source: [Case Study: Customer Experience Design Factory \(BNC\)](#) (G00712274)

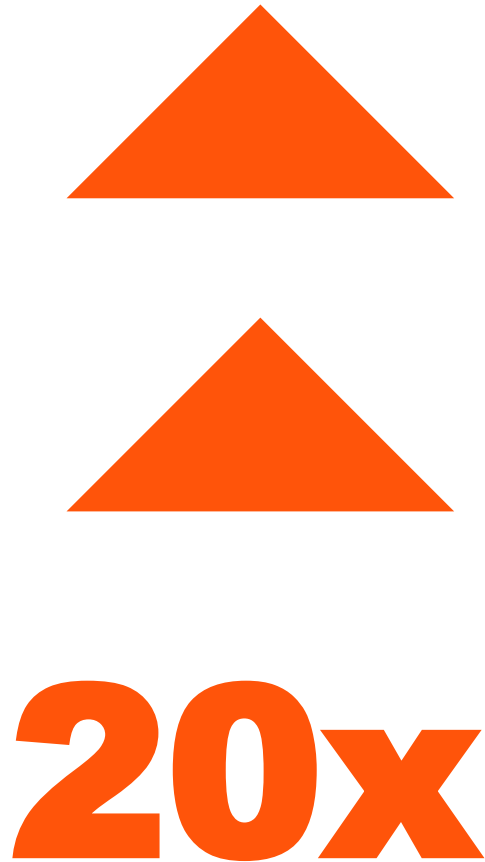


Focused on End-to-End Customer Listening



Source: [Case Study: Customer Experience Design Factory \(BNC\)](#) (G00712274)

Results



User engagement with factory-designed products and services.

Stakeholder buy-in to CX and user experience (UX) initiatives.

Increase in new retail accounts online from brand new customers.

Key Issue Take-Away:

We must think beyond the purchase to create end-to-end customer experiences.

Recommendations: CX Trends You Can't Ignore

How IT Can Help

1

Understanding and Empathy

Advocate for investments in voice of the customer and more empathy in the way you engage customers.

2

Good Digital Friction

Find ways to use technology to help a customer learn something new.

3

End-to-End Experience

Focus on end-to-end journeys while using technology to reduce effort and increase value to the customer.

Use Gartner's Total Experience, CX CORE and Customer Technology Platform Frameworks to Connect Business Strategy With Tech Execution

CORE = Customers, Organization, Relationships, Experience

**Compelling customer experiences
start with compelling
customer understanding ...**

... And end with technology execution.

Recommended Gartner Research

- 🔍 [Infographic: 18 Ways to Better Understand Your Customers](#)
Michael Chiu and Michelle DeClue
- 🔍 [The Surprising Truth of Customer Experience Management: It's Not About You](#)
Sharon Cantor Ceurvorst
- 🔍 [How to Run a Customer Journey Mapping Workshop](#)
Michael Chiu and Maria Marino
- 🔍 **When Machines Become Customers**
Don Scheibenreif and Mark Raskino (2023)

