Jump-Start Your Organization's Customer Experience Maturity by Breaking Through 3 Barriers

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76%

of executive leaders see **CX as critical** to meeting organizations' business goals.

71%

of organizations are at the beginning stages of CX maturity.

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Business Leaders Will Sometimes Resist You on Customer Experience

Lack of Willingness	"Often business leaders will pay lip service to customer experience. But when it actually impacts their budgets and priorities, it can be a different story."
Lack of Confidence in the End Result	"Even though we all know customer experience is valuable, I get a lot of pushback from stakeholders if we can't show an immediate benefit."
Lack of Holistic Focus	"My stakeholders all have their own view of what the customer needs and act accordingly."

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What Gives?

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Top 10 Challenges in Preventing Improved CX

Legend: ■ Sum of Top Three ■ First Choice

Challenge	First Choice	Sum of Top Three
Lack of clarity or visibility about actions taken	13%	34%
Technology limitations	15%	32%
Weak cross-departmental partnerships/coordination	10%	31%
Resistance to change	8%	27%
Limited insight into customer wants and needs	7%	23%
Lack of budgets/funding	7%	22%
Lack of knowledge/talent limitations	5%	21%
Aversion to risk	4%	21%
Legal and compliance issues	7%	16%
Lack of confidence in the end result	5%	15%

n = 243; All Respondents, Excluding "Not Sure"
Q: What are the top three challenges preventing your organization from delivering an improved customer experience?
Source: 2021 Gartner Customer Experience Priorities for IT and Business Technologists Survey

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We Will Focus on the Top 3 Barriers Today

1. CX's Impact Is Not Clear

2. Technology Gets in the Way

3. We Don't Collaborate

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Jump-Start Your Organization's CX by Breaking Through 3 Barriers

1. CX's Impact Is Not Clear

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Have a Common Definition of CX
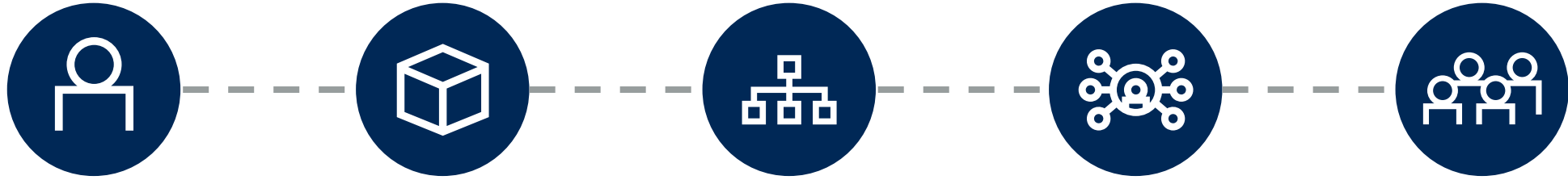
Customer Experience

"The customer's perceptions and related feelings caused by the one-off and cumulative effect of interactions with **supplier's employees, systems, channels or products.**"

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Common Behaviors: CX Impact Not Clear

CX Maturity Area: Measure and Analyze Performance

Inconsistent Metrics

Different departments use different metrics and have their own dashboards. Inconsistent quality without oversight.

Function-Specific

Metrics are focused on function-specific measures of dissatisfaction, such as customer complaints or late deliveries.

No Link to Business

CX results don't link to operational metrics and financial outcomes.

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Top 10 Metrics for Measuring CX

■ Multiple Response ■ Most Important

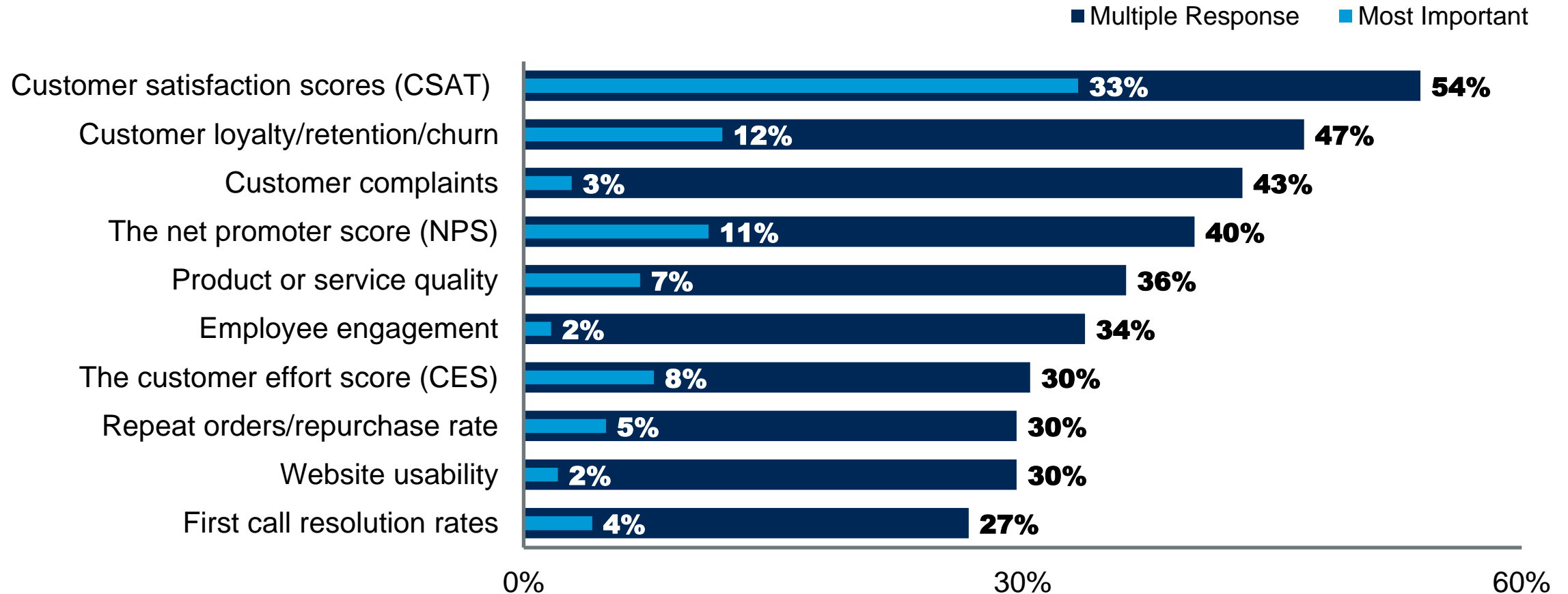| Metric	Most Important	Multiple Response
Customer satisfaction scores (CSAT)	33%	54%
Customer loyalty/retention/churn	12%	47%
Customer complaints	3%	43%
The net promoter score (NPS)	11%	40%
Product or service quality	7%	36%
Employee engagement	2%	34%
The customer effort score (CES)	8%	30%
Repeat orders/repurchase rate	5%	30%
Website usability	2%	30%
First call resolution rates	4%	27%

0%   30%   60%

n = 243; All Respondents, Excluding Not Sure/Not Applicable.
Q: Following are some of the metrics used to measure customer experience. Which of these does your organization uses?
Q: To the best of your knowledge, which of the following selected metrics is the most important to measure customer experience in your organization?
Source: 2021 Gartner Customer Experience Maturity Survey; Quick Answer: What Are the Top 10 Customer Experience Metrics? (G00768780)

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Best Practice: User-Friendly CX Metrics

⊚« **Precise**	Concrete number
Clearly Defined	Items have a consistent definition throughout the organization
Ⓐ **Articulated in User Language**	No technical language: Understandable to business as well as functional audiences
☝ **Actionable**	Clearly defined steps can be taken for due items
Stakeholder-Relevant	Compliance is critical to the business partner for whom the dashboard is designed

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Best Practice: CX Metrics Dashboard
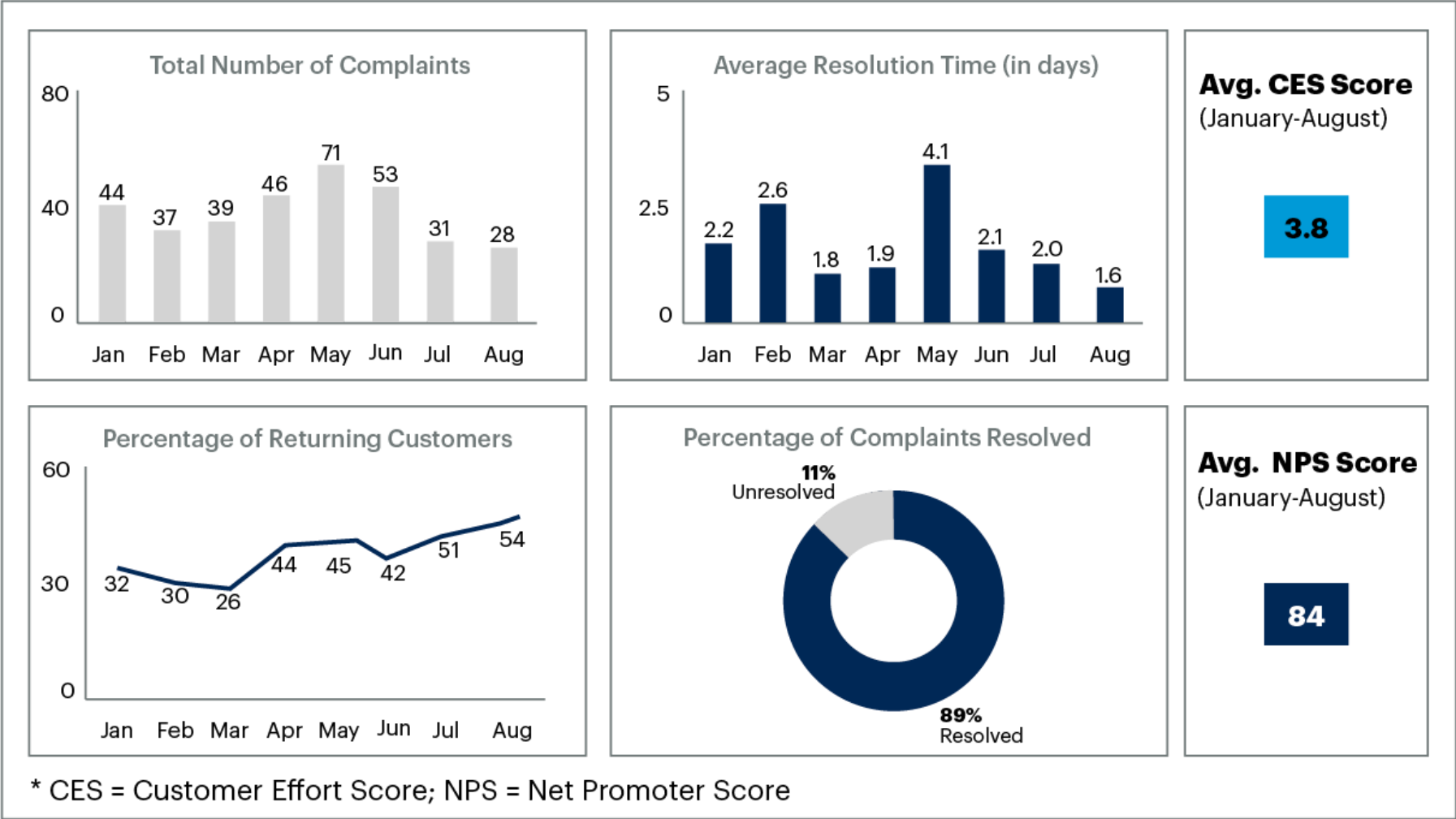
Total Number of Complaints

Month	Value
Jan	44
Feb	37
Mar	39
Apr	46
May	71
Jun	53
Jul	31
Aug	28

Average Resolution Time (in days)

Month	Value
Jan	2.2
Feb	2.6
Mar	1.8
Apr	1.9
May	4.1
Jun	2.1
Jul	2.0
Aug	1.6

Avg. CES Score
(January-August)

3.8

Percentage of Returning Customers

Month	Value
Jan	32
Feb	30
Mar	26
Apr	44
May	45
Jun	42
Jul	51
Aug	54

Percentage of Complaints Resolved

11% Unresolved
89% Resolved

Avg. NPS Score
(January-August)

84

* CES = Customer Effort Score; NPS = Net Promoter Score

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Actions

1 Identify what CX metrics you already have.

2 Identify what CX metrics you need.

3 Create a V1.0 CX metrics dashboard (with finance and analytics) to connect CX to organizational strategies.

Barrier 1: CX Impact Not Clear

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An organization must see the impact of CX to support it. Alignment is often temporary.

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Organizations Are Investing in Technology to Improve CX

Objectives of Digital Investments Over the Last Two Years
Percentage of Respondents

Objective	Percentage
Improve operational excellence	53%
Improve the customer (or citizen) experience	45%
Grow revenue	27%
Ensure business continuity and resilience	27%
Increase employee productivity	25%
Introduce new products/services	22%
Increase cost efficiency	22%
Reduce enterprise risks	19%
Increase innovation	19%
Ensure legal and regulatory compliance	14%
Improve the employee experience	14%
Other	2%

n = 2,200 CIOs and Technology Executives Answering, Excluding "Not Sure"

QL How would you describe the primary objectives of your enterprise's [i.e., your business' or government's] digital technology investments in the last two years?
Source: 2023 Gartner CIO and Technology Executive Survey

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Common Behaviors: Technology Gets in the Way

CX Maturity Area: Leverage Technology to Improve CX

UX or CRM only	Operational Efficiency	Department Specific
Investments focus on the user experience (UX) or CRM. An inventory of technologies that affect the CX doesn't exist.	Technology investments primarily focus on operational efficiency.	Technology projects and investments are focused on mitigating department-specific CX pain points.

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It is time to **shift from a departmental technology focused model to one that is driven by the customer experience.**

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You Need a Staring Point for Discussion

CX CORE is a **business architecture and strategy** that will act as an organizing principle for whatever role-based or functional technologies you may use to manage your customer relationships.

* **C**ustomer **O**rganization **R**elationship **E**xperience

Customer Experience CORE

Customer Relationship Stages

- Aware
- Discover
- Develop
- Grow
- Struggle
- Commit
- Crisis
- Exit

Intelligent Coordination

Points of Interaction
Products/Services
Applications and Technology
Data, Analytics and AI

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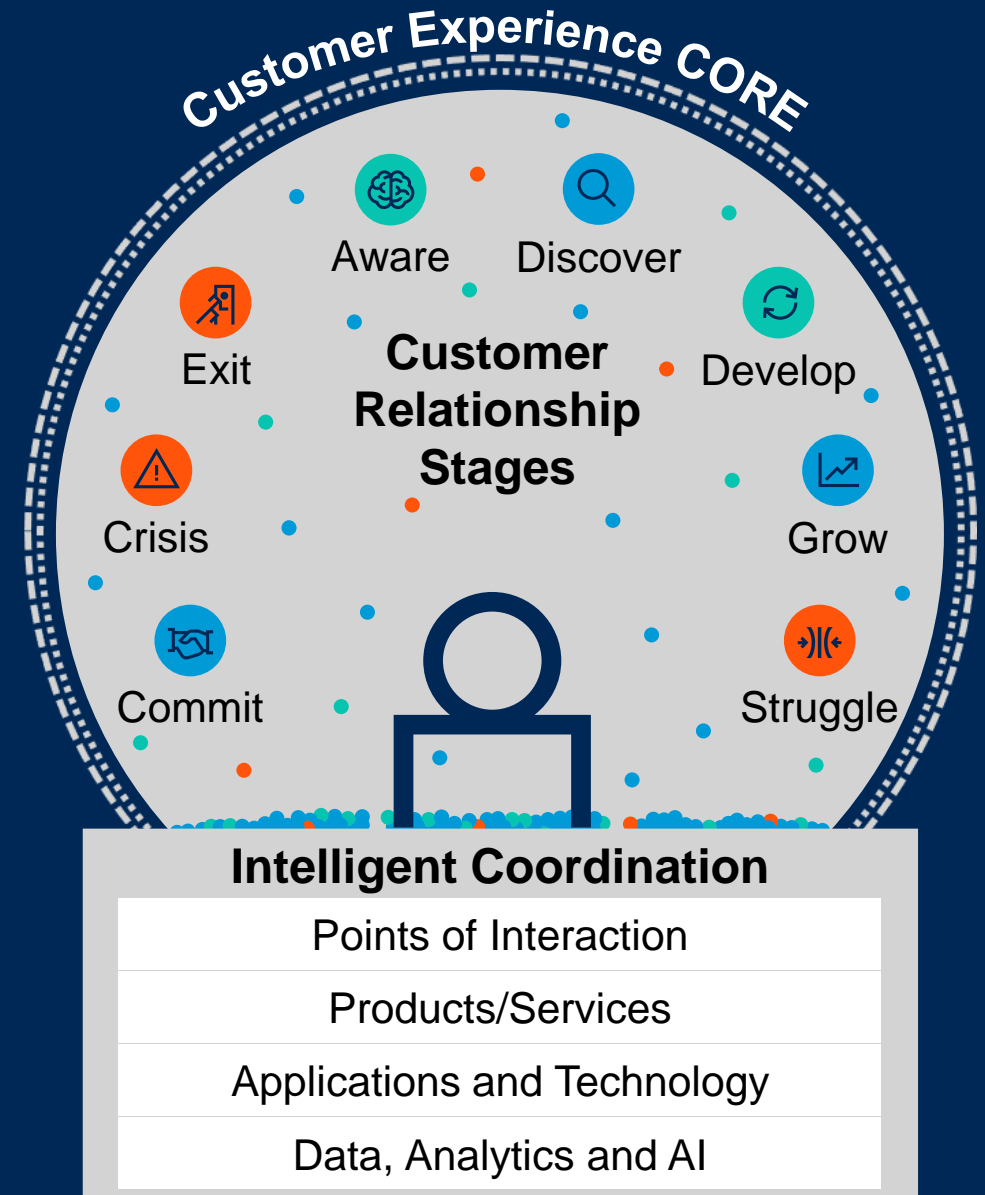
Connecting the Inside-Out View to the Outside-in View
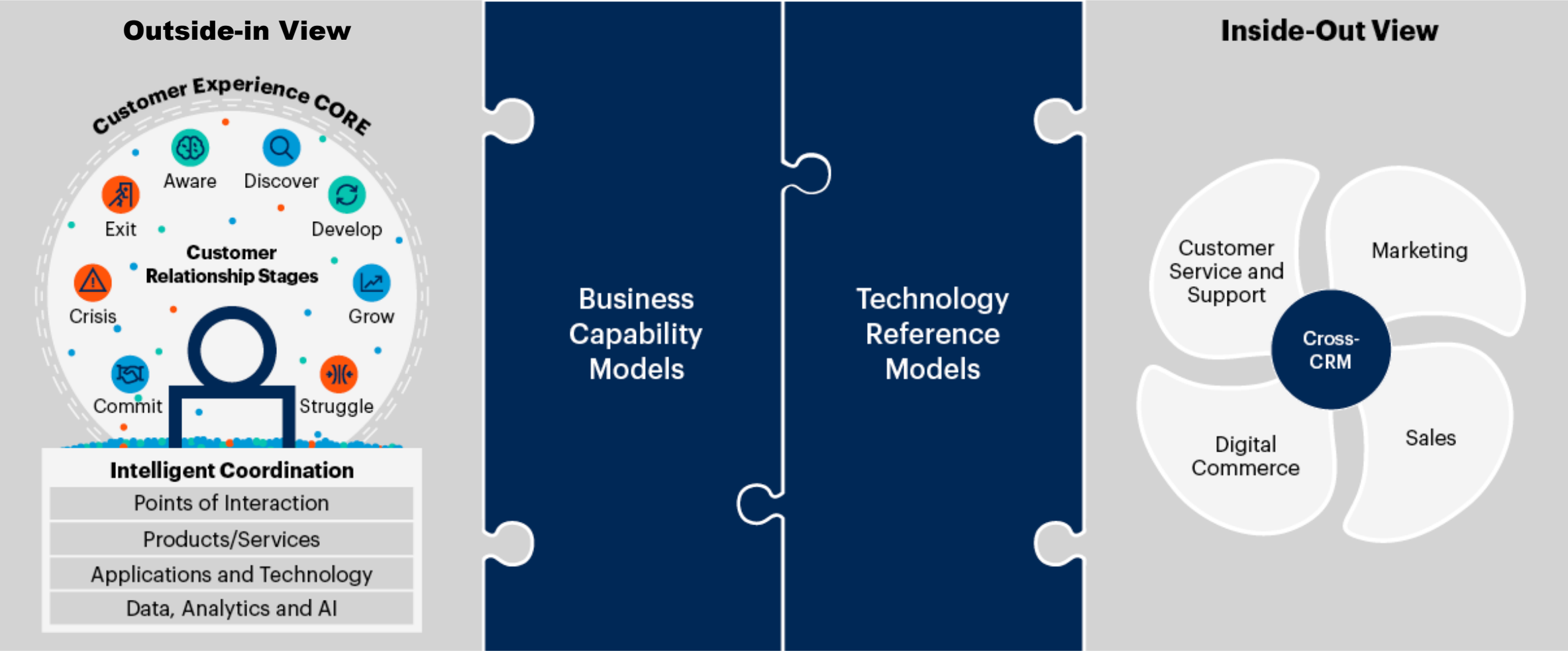
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Connector: Business Capabilities

CX CORE Business Capabilities

Level 0

Level 1

Manage Strategy

Define Business Outcomes	Define Customer Strategy	Provide Personalized Experience
Deploy Low-Effort Process	Manage Change Dynamics	Protect Customers

Understand Customers

Identify Customers	Develop Personas	Map Critical Journeys
Identify Behavior, Needs and Motivations	Determine Relationship Stage	Operationalize Customer Empathy

Identify and Design Products

Manage Business Model Change	Manage Operating Model Change	Design Products and Services

Define Customer Interaction Principles

Derive Customer Insight	Define Relationship Principles	Create Emotional Connections
Build Customer-Centric Culture		

Construct Internal Ecosystem

Architect Internal Ecosystem	Define Customer Governance	Define Management Practices
Define Performance and KPIs		

Continuously Deliver Customer Experience

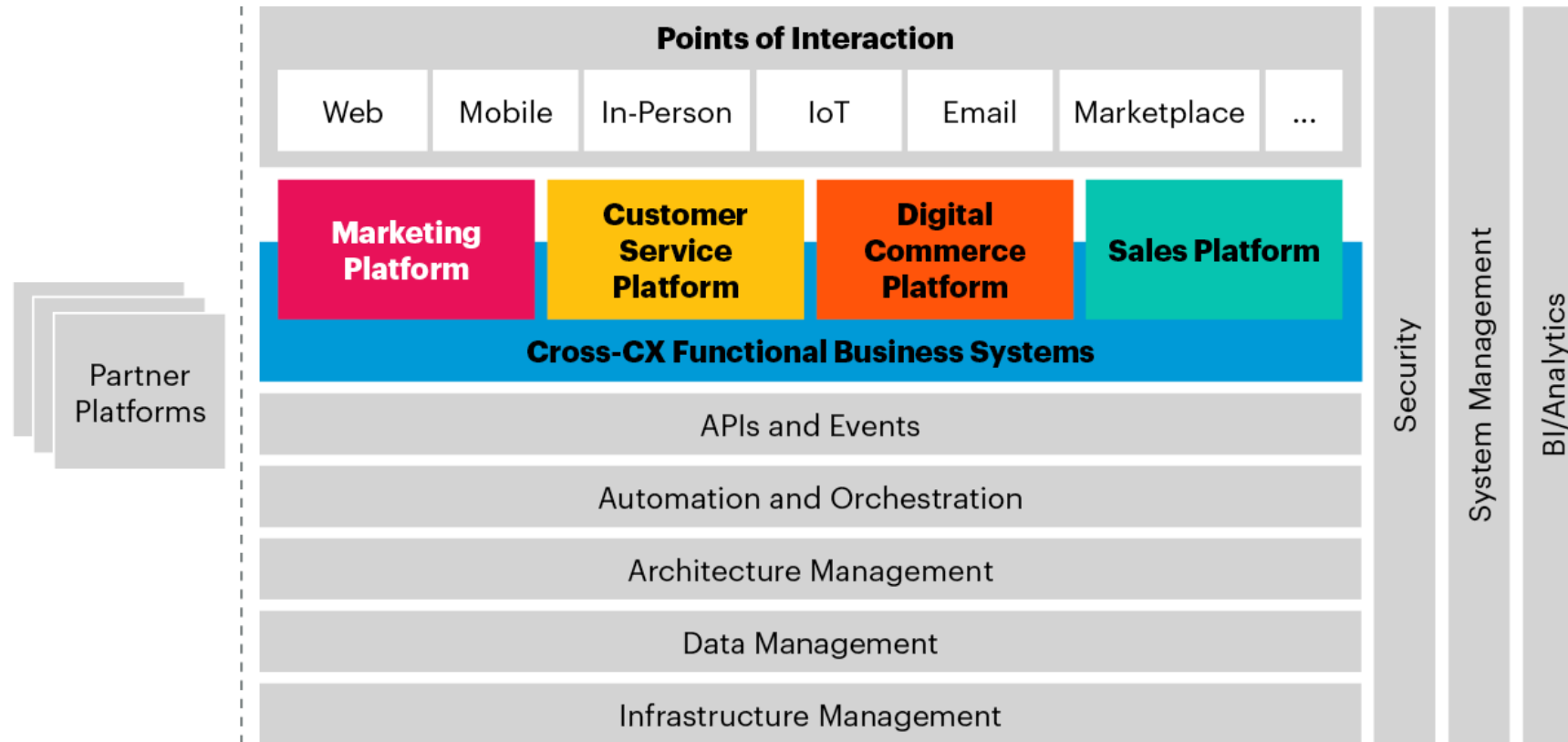|		
Educate and Enable Employees	Deploy Products and Services	Leverage Data and Analytics
Deliver Personalized Experiences	Generate Demand	

Source: Strengthen Your CRM Business Capabilities With the CX CORE Model (G00764373)

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Getting From a Business Capability Model to a Customer Technology Reference Model

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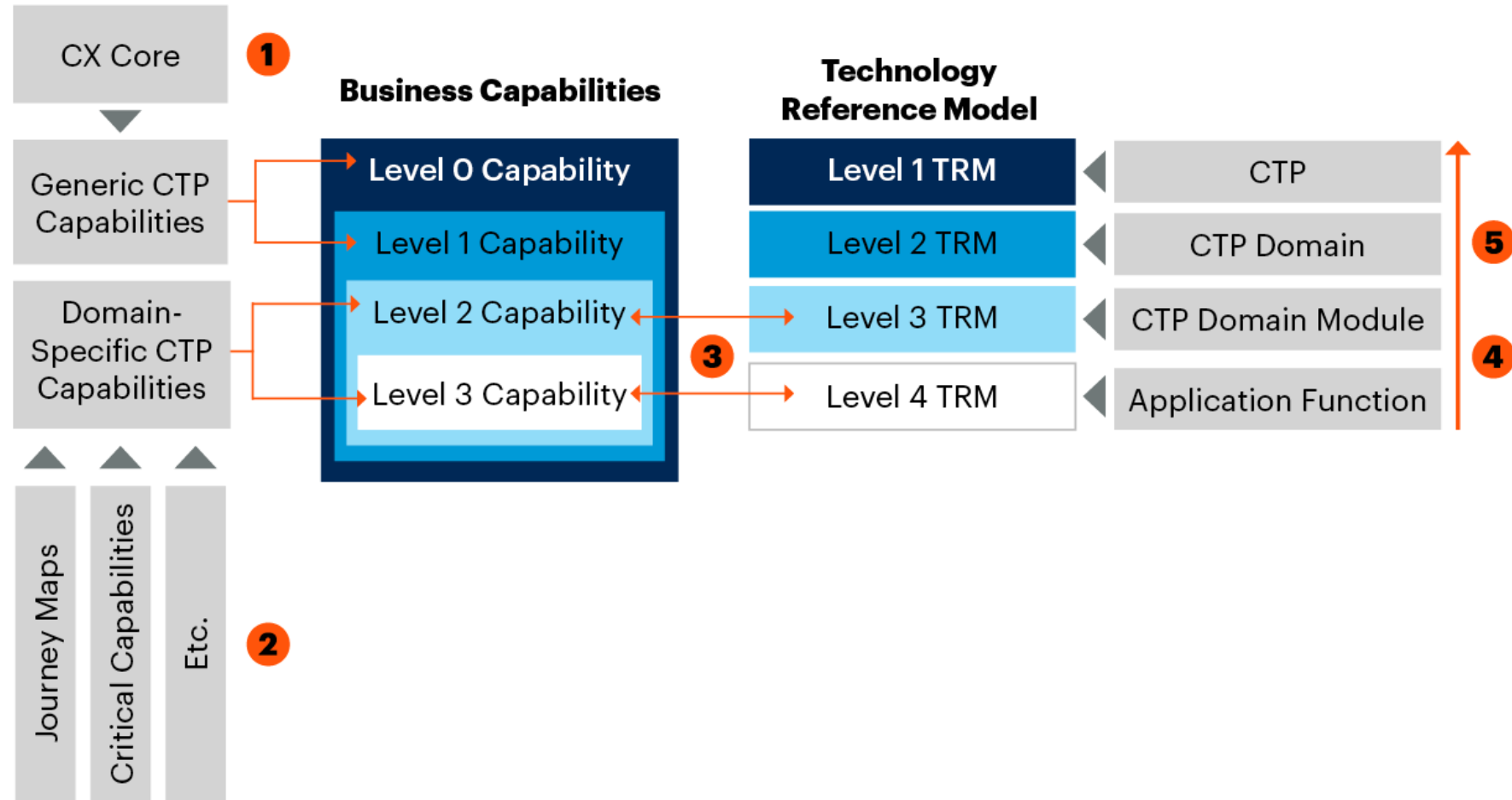
Connector: Customer Technology Platform Technology Reference Model

Points of Interaction

| Web | Mobile | In-Person | IoT | Email | Marketplace | ... |

| Marketing Platform | Customer Service Platform | Digital Commerce Platform | Sales Platform |

Cross-CX Functional Business Systems

APIs and Events

Automation and Orchestration

Architecture Management

Data Management

Infrastructure Management

Partner Platforms

Security

System Management

BI/Analytics

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Actions

1 Audit CX-related technologies.

2 Identify top tech-related customer pain points.

3 Partner with one business unit on a project to fix the most urgent pain point.

Barrier 2: Technology Gets in the Way

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Customer experience should drive technology decisions, not the other way around.

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Common Behaviors: We Don't Collaborate

CX Maturity Area: Prescribe Roles and Governance

Nothing Exists

There is no CX leader and no CX team or function.

No Governance

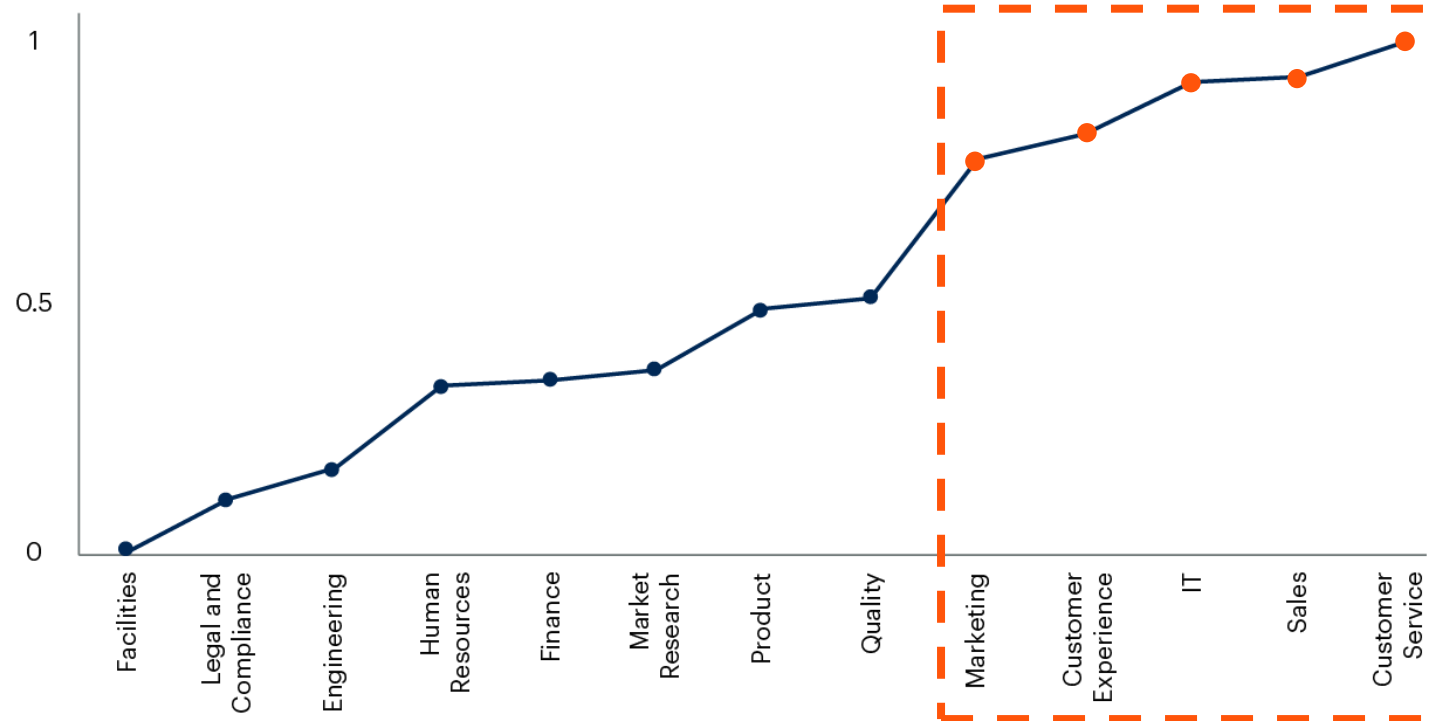There is no governance and no agreed-on decision rights.

CX Added to Day-to-Day

CX leadership falls to individuals and is added to their existing primary responsibilities.

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"I don't fund a project if I don't have a business owner. I go where the energy is. I absolutely want another name beside mine."

— Leading Healthcare CX Leader

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Engagement Index

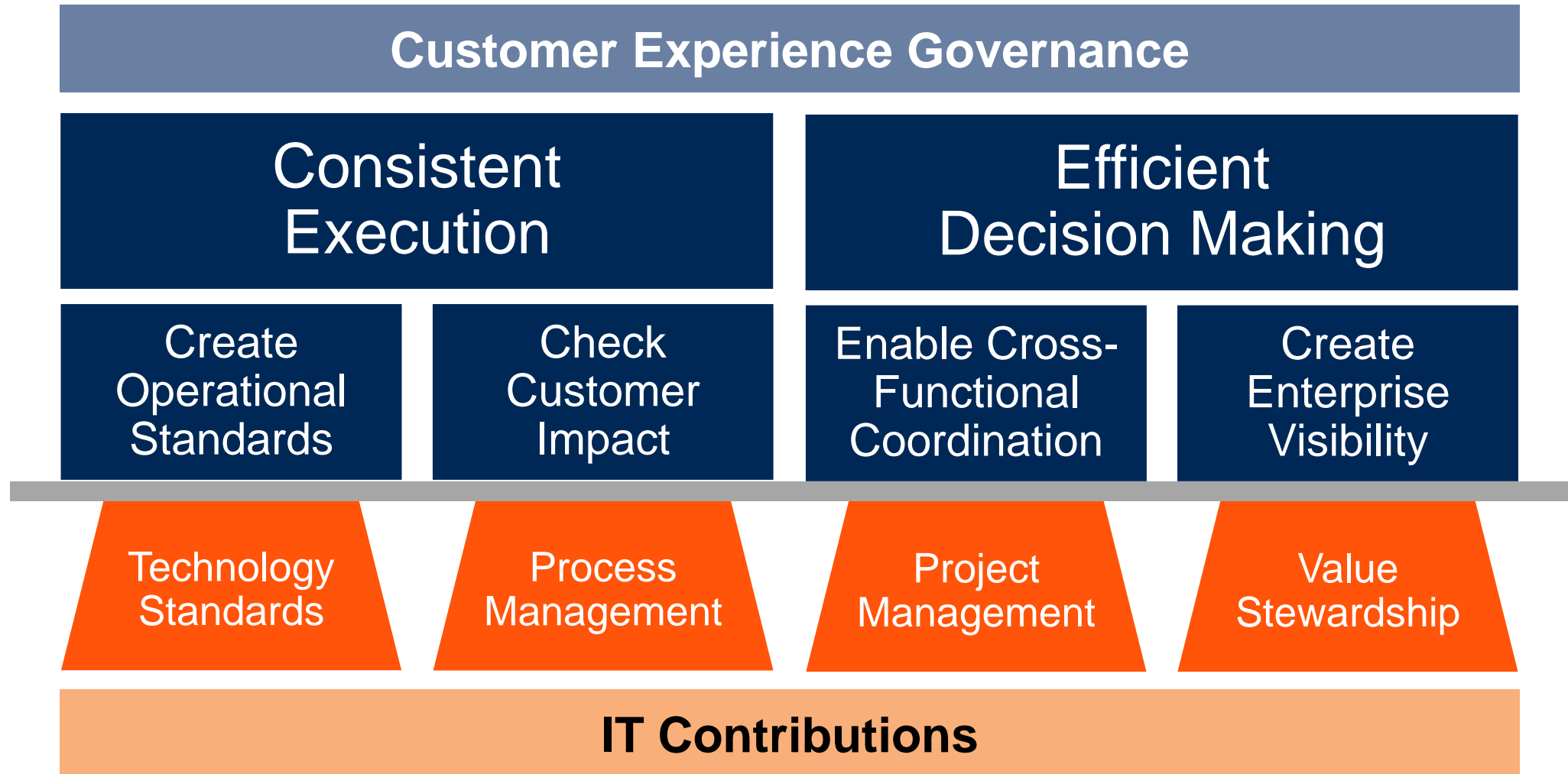
n = 483 All Respondents, Excluding DK

Q: Which of the functions should ideally be working together to achieve organizational level success on CX initiatives?
Note: Scoring technique: Function Mean Score has been calculated based on frequency of occurrence of the function in the 'set of functions' mentioned for collaboration. The data has been normalized to determine the engagement index.
Source: 2021 Gartner Customer Experience Baseline Study;
Quick Answer: What Departments Must Collaborate to Drive Customer Experience? (G00768815)

Customer service, sales, IT, CX and marketing rate as ideal candidates for collaboration on CX.

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Best Practice: CX Governance With IT

Customer Experience Governance

Consistent Execution

Efficient Decision Making

| Create Operational Standards | Check Customer Impact | Enable Cross-Functional Coordination | Create Enterprise Visibility |

| Technology Standards | Process Management | Project Management | Value Stewardship |

IT Contributions

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Actions

1 Identify key stakeholders who impact CX.

2 Meet with stakeholders to get POV on CX.

3 Gain support from CIO to start a cross-function CX working group.

Barrier 3:

We Don't

Collaborate

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Customer experience governance must include multiple functions to be effective.

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Recommendations

✓ Help your organization measure and track the impact of CX on the business.

✓ Lead the organization's CX technology architecture by working collaboratively with sales, service and marketing.

✓ Be the leader that brings everyone together to steward CX and drive collaboration.

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Recommended Gartner Research

🔍 **The Gartner Customer Experience Management Maturity Model for IT Leaders**
Ed Thompson, Augie Ray, Beth Coppinger and Michael Chiu

🔍 **Ignition Guide to Creating a Customer Experience Performance Dashboard**
Marketing Research Team

🔍 **Drive Your Customer Experience With a CTP Reference Architecture Model**
Gene Alvarez, Don Scheibenreif, Saul Brand and Others

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