




Customer Results
Results Matter

www.customerresults.com



CX Success Demands Understanding And Acting To Overcome Key CX Challenges

Customer Results helps teams and companies deliver enhanced business results through CX and Digital transformation techniques, approaches and tools. As a part of this we help CX & Digital communities, CX & Digital practitioners and CX and Digital Technology and Service providers understand how to overcome Key Challenges.



WHY CX PRESENTS SO MANY CHALLENGES

We get asked this question all the time and our answer is always the same.

The discipline of CX comprises the techniques, approaches, tools and even organizations that are required to deliver **leading Customer Experiences (CX)** in today's "Digital First But Not Digital Only Multichannel Customer" personalized world.

The CX discipline and the leading Customer Experiences it can deliver is one of the few things to which Business Success can be attributed, including **financial success, competitive positioning, attracting & retaining employees and many other elements.**

And more importantly **CX is one of the few things in your control** in an era when product features and even innovation advantages can be copied overnight, where pricing advantage can be eliminated with the click of a mouse and any geographic advantage you may have is rapidly being destroyed by digital channels and emerging business ecosystems.

We have reached a unique moment with direct line of sight between CX metrics leaders and business performance leaders in every industry, and widely available and **proven methodologies, techniques, frameworks, approaches and tools** applied to Design, Deliver and Improve Customer, Partner, Employee, Supplier and all Audience experiences.

But **we never say CX is easy.** There are many Challenges CX is sometimes complex and difficult with many moving parts across many organizations but it is **straightforward, proven and non-optional.** Customer Results is engineered to help you to learn and apply the skills and tools of CX.

We call our philosophy **CX Science** to emphasize our belief that CX must be **predictable, reliable measurable, improvable, learnable and therefore, investable.** CX Science is different from CX practiced as a mystical, magical, unfathomable Art.

For this survey we started with a list of 12 priority CX Challenges and via analysis of ~50 CX stakeholder interviews we ended up with 21. Then we went to our diverse community to ask them to prioritize how important these **21 Challenges** are to them.

So we salute and applaud all the **CX warriors and CX aspirers** across the world who understand how important CX is and are willing to do the hard work and fight the political fight for support and funding, That includes the CX tech and services providers, large and small, who are accelerating the CX movement today.

You Are Our Heroes and We Are Here For You.

Thank you for your help and Viva La CX Revolution!

FOR MORE INFORMATION CONTACT US AT CXCHALLENGES@CUSTOMERRESULTS.COM



OUR PROVEN 5 STEP APPROACH TO CX CHALLENGE INSIGHT

Stakeholder Interviews

We interviewed ~50 CX Stakeholders to verify our list of CX Challenges and get an initial importance ranking. This included CX, Marketing, Sales, Care / Service, IT, Finance, Operations and Product Management professionals. Encompassing most industries Retail, BFSI, Travel & Transportation, Education, Government, Technology and B2B and B2C Services.

Customize Survey & Outputs

As a result we customized our survey questions, our tools and agreed a portfolio of simple visualizations and outputs that were acceptable to our Survey Team. One key piece of advice we got was to provide an incentive people wanted and were told CX people love CX books (so our CX leader 'friends of the firm' let us provide their books to 10 lucky drawing winners)

Conduct Survey

Then we sent the survey to approximately 4,000 people in our CX database, thru CXPA's community, through social media and also by asking our insiders to forward it to their friends and those they know. While we would like to say we sat around and drank coffee while we waited for you to respond to our research you know it wasn't quite that easy.

Analyze & Package Feedback

With the feedback received we verified respondents function and industry and then anonymized the detailed data so no-one would know who said what. Then we analyzed it and packaged the results providing the visualizations you see in this document plus some other detailed outputs and our 'observations' which you will also see summarized in this

Review Results & Define Actions

Finally we held a briefing session with our sponsors (yes we had sponsors) which included not only a deeper review of the findings (anonymously) but also some key information about what actions people are taking to address these challenges (which we will share with you if you ask). Oh and then we used an online random number generator to pick our CX Leader book winners and notified them.

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READING THE RESULTS

THE 21 CHALLENGES

Starting with a series of CX Stakeholder interviews we identified 21 challenges. These formed the basis of our survey and are described in more detail at the back of this document. Our survey outputs within here show the priority ranking of these from both the survey itself and the preassessment interviews.

JOB FUNCTIONS

Like CX practitioners themselves our preassessment interviewees and survey respondents span a broad group of job functions. While all functions were represented in our survey audience not all functions are included in the survey responses. Functions include:

- » **CX** - professionals with a CX function.
- » **CC** - Customer Care and Customer Success Professionals
- » **CEO** - CEO
- » **DIG** - Digital Professionals
- » **EDU** - Educator
- » **FIN** - Finance Professionals
- » **IT** - IT and Technical Professionals
- » **LEG** - Legal
- » **MKT** - Marketing Professionals
- » **OPS** - Operations Professionals
- » **PROD** - Product Management
- » **SAL** - Sales Professionals
- » **OTH** - Other

THE INDUSTRIES

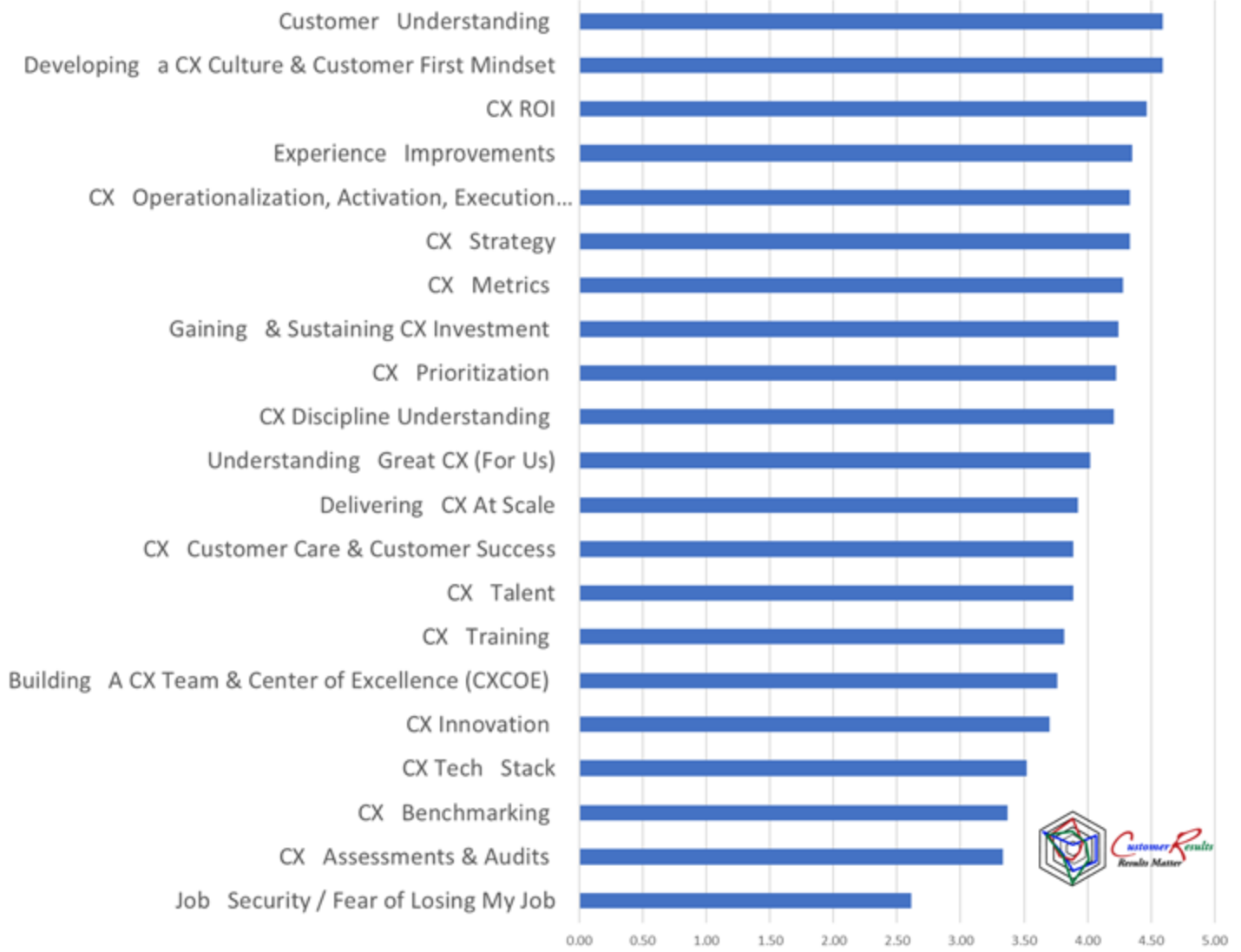
Our CX community members work in a variety of industries. Again while all of these industries were represented in our survey audience not all industries are included in the survey responses. Industries include:

- » **BFSI** - Banking, Financial Services and Insurance (including Wealth)
- » **BLRE** - Building & Real Estate
- » **COMM** - (Tele)Communications
- » **CPG** - Consumer Products
- » **EDU** - Education
- » **ENER** - Energy
- » **GOV** - Government
- » **HC** - Healthcare (Providers, Suppliers and Insurer)
- » **M&E** - Media & Entertainment
- » **PHA** - Pharma
- » **RET** - Retail
- » **SERV** - Services (B2C and B2B)
- » **TECH** - Technology inc Industrial Equipment
- » **TTT** - Travel, Transportation & Tourism

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READING THE RESULTS

FIELDLED TO ~3900 OF 50,000 CUSTOMER RESULTS COMMUNITY MEMBERS



A FEW QUICK NOTES

Only one challenge, Job Security (2.9), was ranked below 3. So nothing that made our 21 challenges is unimportant or non applicable. We think the top handful tell a petty compelling story as follows:

To be successful at CX requires first understanding your customers (including personas, journey maps. moments, preferences using listening and action systems and insights, data and analytics).

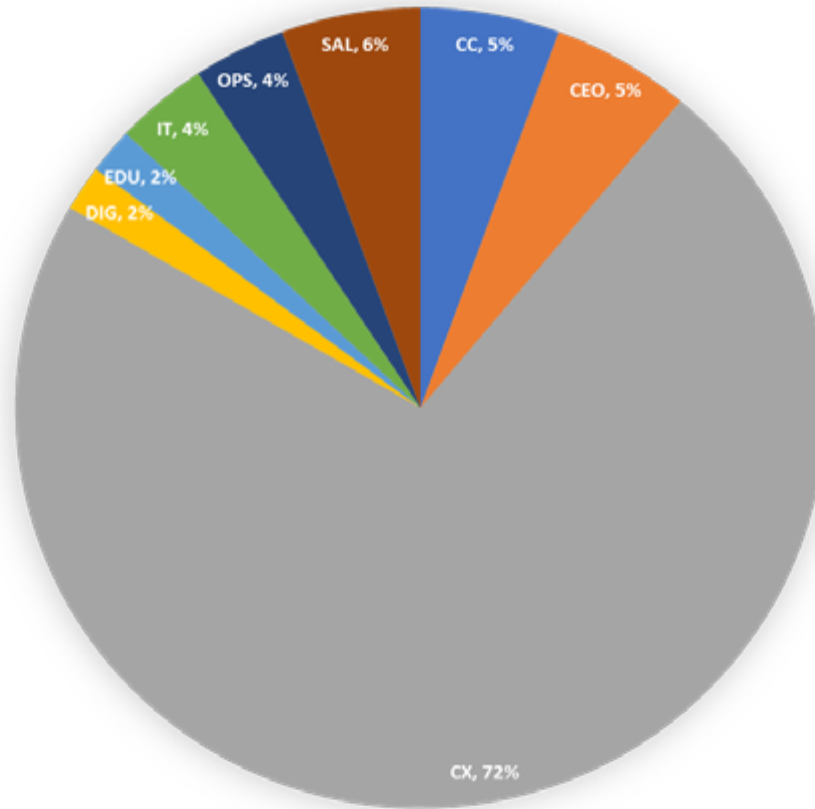
A continuous focus on elevating your CX culture and mindset to put customers (and other audiences) first will help leadership commit to the mandatory, well defined and accepted ROI for your CX investments.

But none of this matter if you don't design and deliver real CX improvements (to deliver your CX ROI), operationalizing, activating and executing on CX, every day, aligned with a solid and applied (if brief) CX Strategy or North Star, with your CX progress measured by a robust CX Metrics system (in today's 'NPS is not enough' world). All this will allow you to gain and sustain CX investment and to continue your understanding and application of your increasing undestnding and capabilities within the CX Discipline.

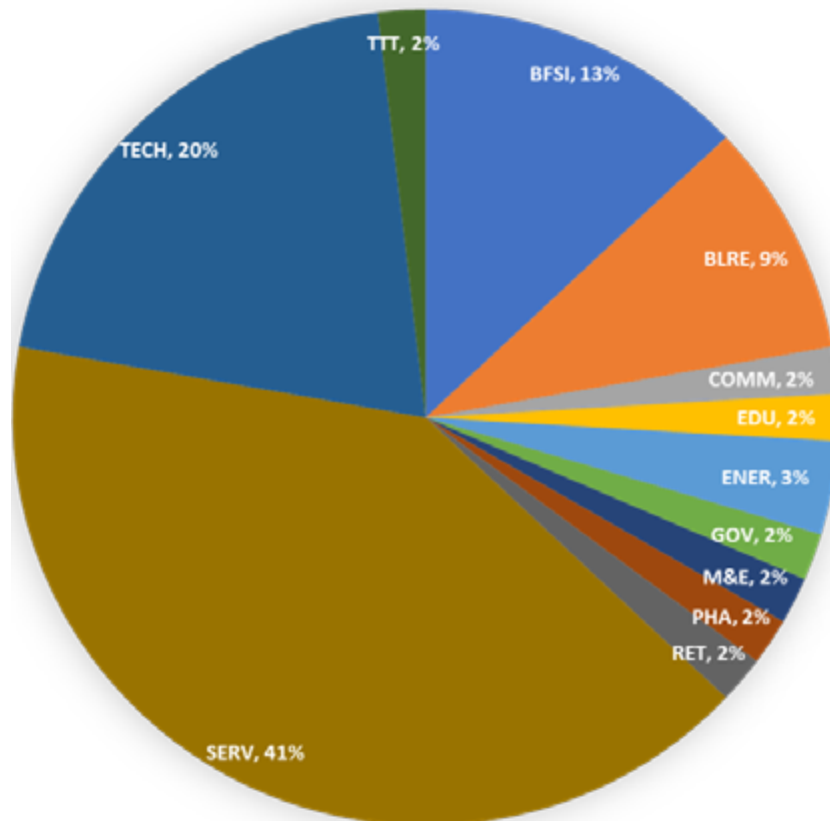
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SURVEY RESULTS

JOB FUNCTION



INDUSTRY



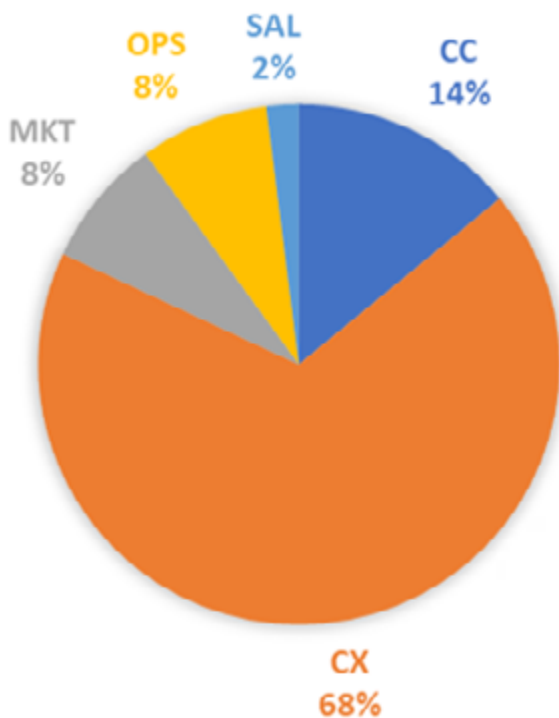
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READING THE RESULTS

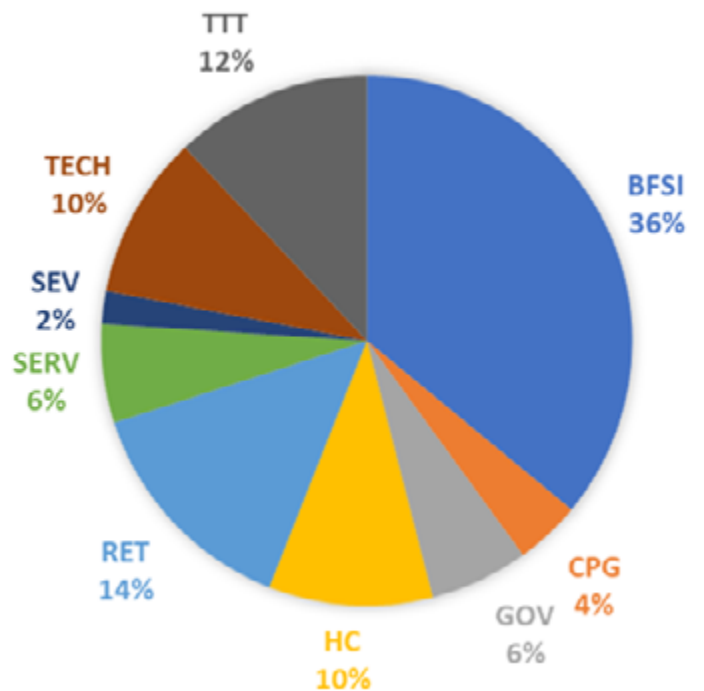
FROM ~50 CX STAKEHOLDER INTERVIEWS DEC 2019 - JAN 2020



JOB FUNCTION



INDUSTRY



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TOP 9 THOUGHTS AND OBSERVATIONS

1	<ul style="list-style-type: none">17 of 21 challenges fall between 3.5 and 4.5, the top quartile indicating the vast majority of CX challenges are crucially important for most of our respondents.
2	<ul style="list-style-type: none">CX Discipline Understanding (i.e. knowing what the CX techniques and approaches are and how to apply them) was placed much higher by non CX professionals and those new to the CX discipline.
3	<ul style="list-style-type: none">Understanding Great CX (for Us), CX Talent and Building a CX Center of Excellence started high priorities but declined with more survey respondents.
4	<ul style="list-style-type: none">Too much focus on techniques like Journey Maps was a concern of some participants.
5	<ul style="list-style-type: none">Siloed efforts, lack of cooperation among organizations and competition for resources between Customer Experience and Operational Improvements (rather than a focus on Ease, Effectiveness and Empathy or Emotion) was mentioned in comments.
6	<ul style="list-style-type: none">Elevating the discipline of CX to encompass other Audiences (i.e. AX vs CX) including Employees, Partners and Suppliers was raised.
7	<ul style="list-style-type: none">The need to include traditional techniques such as Change Management, Quality Management and Transformation Program Offices (CXTPMO) was raised.
8	<ul style="list-style-type: none">How to increase the use of Agile techniques to accelerate the delivery of and reduce the cost of most Experience work products was raised.
9	<ul style="list-style-type: none">While the CX Tech Stack was ranked 18 out of 21, it was ranked very highly (above 4.5) by ~10% of respondents who clearly have specific needs and more importantly CX Tech vendor driven confusion was mentioned and more and more technology companies use CX branding

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~50 STAKEHOLDER INTERVIEWS 21 CHALLENGES

CX CHALLENGE	DEFINITION
Building a CX team & Center of Excellence (CXCOE)	» Do I need an enterprise CX team, a divisional CX team or a CX Center of Excellence (CXCOE), and what does it look like?
Customer Understanding	<ul style="list-style-type: none"> » How do I perform more and better customer research via surveys, focus groups or online communities? » How do i integrate and leverage voice of customer, voice of analytics, voice of partner and voice of employee ? » How do i increase the use of customer understanding tools like personas, audiences, journeys, moments etc to drive business actioning?
CX Assessments & Audits	<ul style="list-style-type: none"> » How do I ensure we conduct periodic (low cost) assessments and audits of our CX work to ensure that we are on the right track? » Minimizing the fear that we will be upsold on new technologies and capabilities we do not need. » Replicating what has become common practice in other key business movements like Quality (knowing Quality like CX should be built in from day 1 and reviewed continuously)?
CX Benchmarking	» How to benchmark our performance against our competitors and against other CX leaders?
CX Customer Care & Customer Success	<ul style="list-style-type: none"> » How does Customer Experience relate to and focus on Customer Care especially when CX has tended to be a Marketing owned discipline? » Especially given the importance of Care when 15% of interactions are Marketing, 15% Sales but 70% Care in most business scenarios » And is the CX leader of the future by default a Care leader or deeply Care experienced?
CX Discipline Understanding	» What are the techniques, approaches and tools of CX, what is the benefit, what is CX Operating Model (CXOM) and why is it important?
CX Innovation	» How to I maintain a continuous innovation posture as AI, VR/AR, ML, CVA and business innovations increase their impact on us and our competitors and disruptors continue to impact us and our customers' expectations?
CX Metrics	<ul style="list-style-type: none"> » How do I ensure I have a high impact Listening, Response and CX Metrics system in today's "NPS is not enough" world? » How to ensure all Voices and included; Voice of Business (VoB), Voice of Customer (VoC), Voice of Analytics (VoA), Voice of Partner (VoP) and Voice of Employee (VoE) combine to inform predictable business impact?
CX Operationalization, Activation, Execution Transformation	<ul style="list-style-type: none"> » How do I predictably turn CX Strategy and CX Design into CX Delivery that transforms our business transformation and results? » Do I need a CX Transformation Program Office (CXTPMO)?
CX Prioritization	» How to prioritize our CX actions and where do I need to focus including and integrating customer priorities and business priorities?

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~50 STAKEHOLDER INTERVIEWS 21 CHALLENGES

<i>CX CHALLENGE</i>	<i>DEFINITION</i>
CX ROI	» What is CX return on investment (CX ROI), how do I capture it and measure it?
CX Strategy	» How do I define or improve my CX Strategy and Guiding Principles and ensure they are aligned with our Brand Strategy? » And how does our strategy inform our Operating Model?
CX Talent	» How do I find and secure CX Talent as contract resources or employees? » When should I train, when to hire and when to contract?
CX Tech Stack	» How do I understand my Design, Delivery and Measurement & Improvement Tech Stack? » How do I define the technology improvements I need to put in place to support our CX aspirations and how do I determine and select the right market solutions for us?
CX Training	» How do I train my people to gain a better understanding of the discipline of CX and customer centricity and how to apply it ? » What is a CX Academy and how do I develop one?
Delivering CX At Scale	» How do we design and deliver CX at Scale? What is different about CX at Scale vs CX as generally understood?
Developing a CX Culture & Customer First Mindset	» How do I create a customer centric, CX oriented culture, what is a CX Academy and how do I create one?
Experience Improvements	» How do I define and activate experience improvements including defining Personas, Audiences, Journeys, Moments and Experience Designs?
Job Security / Fear of Losing My Job	» Concerns about job security constrain my ability to initiate projects, challenge others and take risks?
Understanding Great CX (For Us)	» How do I get organizational consensus around what "Great CX" looks and feels like for us compared to others and then how do we get there?

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HOW TO USE THIS RESEARCH TO BENEFIT MY TEAM?

FOR EVERYONE: USE OUR RESEARCH AS A DISCUSSION AID

Use this research as a discussion aid for your organization as you further investigate your challenges, prioritize your biggest and most important CX challenges and determine what actions you need to take to activate or elevate your CX movement and maximize your results and CX ROI.

FOR CX PRACTITIONERS: CONDUCT CX CHALLENGE RESEARCH OF YOUR EMPLOYEES & PARTNERS

For CX Practitioners we can conduct similar research for your organization including employees and partners from as little as \$5,000 to \$10,000 including stakeholder interviews, survey customization, survey fielding, feedback analysis, packaging of results and a final readout to your stakeholders.

FOR CX TECH AND SERVICE PROVIDERS: RESEARCH YOUR CUSTOMERS, PROSPECTS AND TARGET MARKET

For CX Technology or Service Providers we can conduct similar research for your customer, prospects or target market from as little as \$5,000 to \$10,000 including stakeholder interviews, survey customization, survey fielding, feedback analysis, packaging of results and a final readout to your stakeholders.

“IT TOOK A WHILE FOR US TO RECOGNIZE WE ARE NOT UNIQUE, THAT OUR CX CHALLENGES HAVE BEEN AND ARE BEING ENCOUNTERED AND OVERCOME BY OTHERS IN OUR SITUATION. RECOGNIZING THAT OTHERS HAVE THE SAME CHALLENGES AND DISCUSSNG ACTIONS THAT HAVE WORKED FOR THEM HAS CHANGED OUR EFFECTIVNESS AND RAISED OUT CONFIDENCE EXPONENTIALLY”





VP CX BFSI



"It starts with our name 'Customer Results', Customer focused and Results obsessed with a heavy focus on prescriptive, data and analytics driven approaches, what we call CX Science. You can trust us to help you design, deliver and improve today's most impactful 'Digital First But Not Digital Only Multichannel Customer Experiences' ".

Our mission at Customer Results is simple, to help you understand and apply CX (and Digital) approaches, techniques and tools to maximize your customer driven business results and CX ROI. While helping you build your own CX capabilities and skills to enable you to be self sufficient.

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**FOUNDER, CUSTOMER EXPERIENCE
& DIGITAL TRANSFORMATION LEADER**