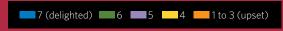


# **GROWTH EXPERIENCE**

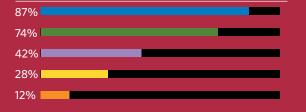
Improving the customer experience is good for business. So why do so many companies struggle to do so?

# **HOOKED ON A FEELING**



A delighted customer is more likely to engage with a company in a number of valuable ways:

### **Purchase more from a company**



# **Recommend a company**



# Trust a company



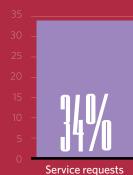
### Forgive a company after a mistake



#### Try new products and services



But delighting customers is not always easy. According to executives, the top obstacles to delivering a successful experience include:



Service requests require a lot of follow-up

Processes are not fully covered by IT systems

# 990 [17

Channel experiences are difficult to integrate



operative

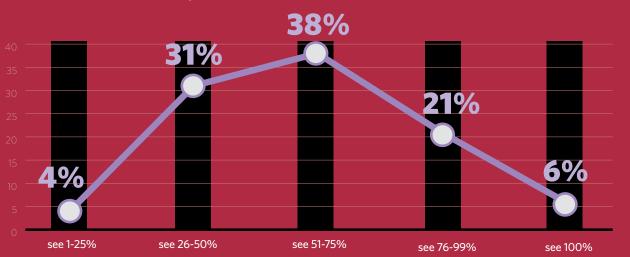
reporting

Struggle to support consistent experiences across key channels

# **LINE OF SIGHT**

It is impossible to improve the customer experience without visibility into it.

The vast majority of executives say their companies lack a comprehensive view of their customers' interactions, transactions and requests:



# Here is how executives have gained better insights:



Improved data analytics: 48%



Promoted more active data sharing between departments/functions: 47%



Increased use of tools/platforms to deliver automation: 46%



Created customer experience map to better understand touch points and process flows: 43%



Stepped up employee training and skills development: 43%



Implemented workflow solutions and frameworks: 41%



Launched efforts to better integrate and connect applications and data: 41%



Designated responsibility to dedicated department or executive, such as customer experience officer or chief customer officer: 33%

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activities



### **EAR TO THE GROUND**

Your customers might be trying to tell you something. Are you listening?

**Most marketing leaders say they are not great at listening to customers:** 

39% OK job

poor or horrible job

23% very good or excellent job

One solution? Listening initiatives. Executives who implement them say the programs:



engagements

**Guided decisions** around content, channels and

42%

Deepened relationships by creating new conversations with customers

32%

Improved results and return on marketing campaigns



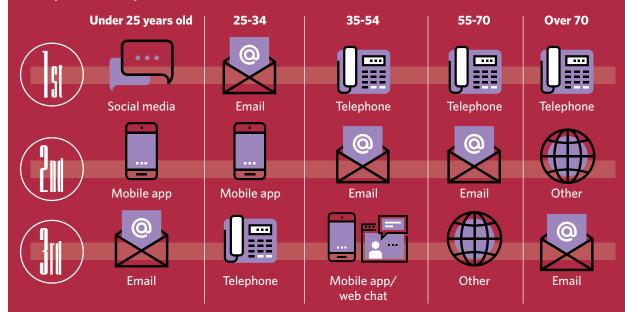
Helped the entire organization better understand the customer



Created new products, services or solutions to meet customer needs

### **PREFERRED CHANNELS**

Do you know how your customers want to be contacted?



### WHO IS ON THE CUSTOMER EXPERIENCE TEAM?

Customer

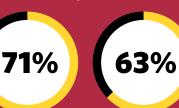
support/service

Creating the right roster for serving customers depends on the company's industry and specific challenges.

**Members of the CX team most commonly come from:** 



Sales



Digital



Operations



**Analytics** 

of large businesses (\$500 million+ annual revenue) had more than five full-time employees on their centralized CX team as of 2015.

expect CX team size to increase; none expect it to decline.

of CMOs report "battling" with the C-suite to acquire a budget for customer experience. Their biggest issue? Proving ROI.

# **CHANGEMAKERS**

Marketing leaders think these technologies and abilities will have the biggest impact on the customer experience:



**61%** Big data-driven engagements and intelligence



37% The Internet of Things



28% Digital dexterity (employee cognitive ability and social practice)



25% Mobile payment, transactions and m-commerce



But not all companies are prepared for these opportunities...

34% Extremely ready

32% Ready, but with reservations

13% Getting ready, but still working on it 11% Falling behind, but strategizing for

rapid improvement 10% Not ready at all



...perhaps because most take an ad hoc approach to technology investments:

**52%** made as need arises

35% strategic and implemented in advance

13% made as infrequently as possible

Sources: Temkin Group, The (Large) Connection Between Emotion and Loyalty, 2016; Forbes Insights, Data Elevates the Customer Experience: New Ways of Discovering and Applying Customer Insights, 2016; The CMO Council, SAP Hybris and SAP, Context, Commerce + Customer: Best Practices to Exceed Expectations, 2016; Dimension Data, Global Contact Centre Benchmarking Report, 2016; Temkin Group, Q1 2015 CX Management Survey; Temkin Group, Data Snapshot: Customer Experience Expectations and Plans for 2015; B2B Marketing and Squiz, Who Owns the Customer Journey?, 2016.