

GROWTH EXPERIENCE

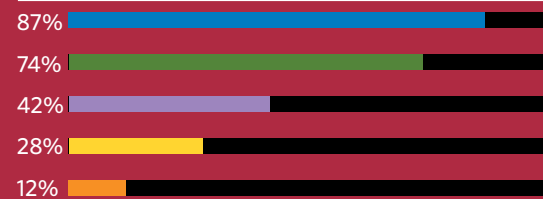
Improving the customer experience is good for business. So why do so many companies struggle to do so?

HOOKED ON A FEELING

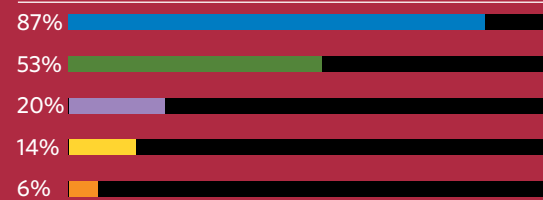
7 (delighted) 6 5 4 1 to 3 (upset)

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

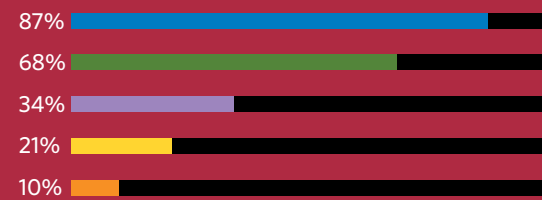
Purchase more from a company



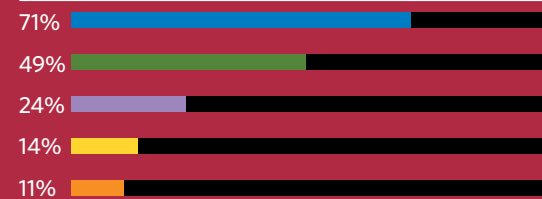
Recommend a company



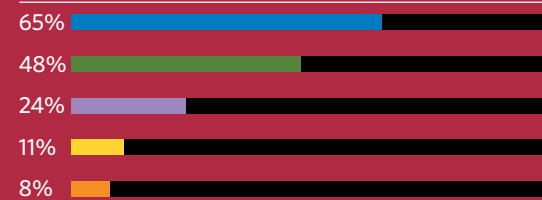
Trust a company



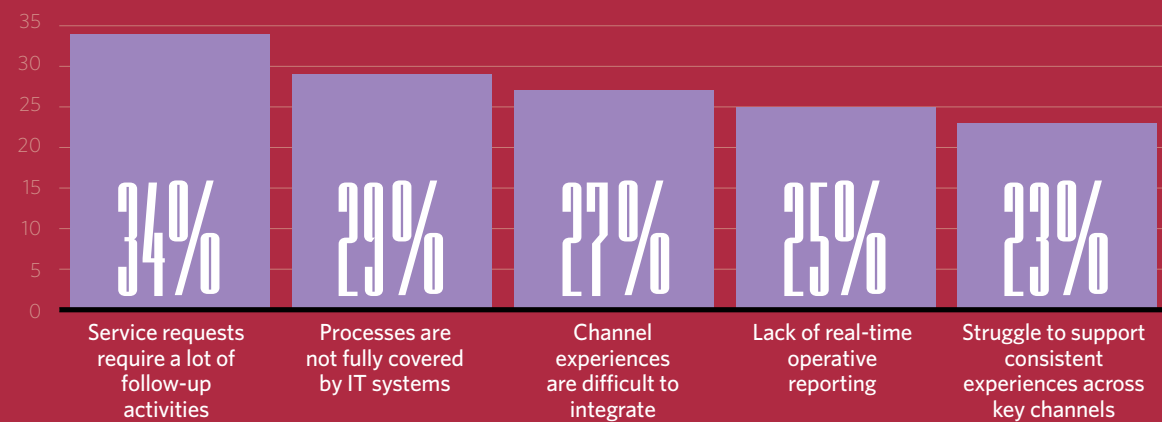
Forgive a company after a mistake



Try new products and services



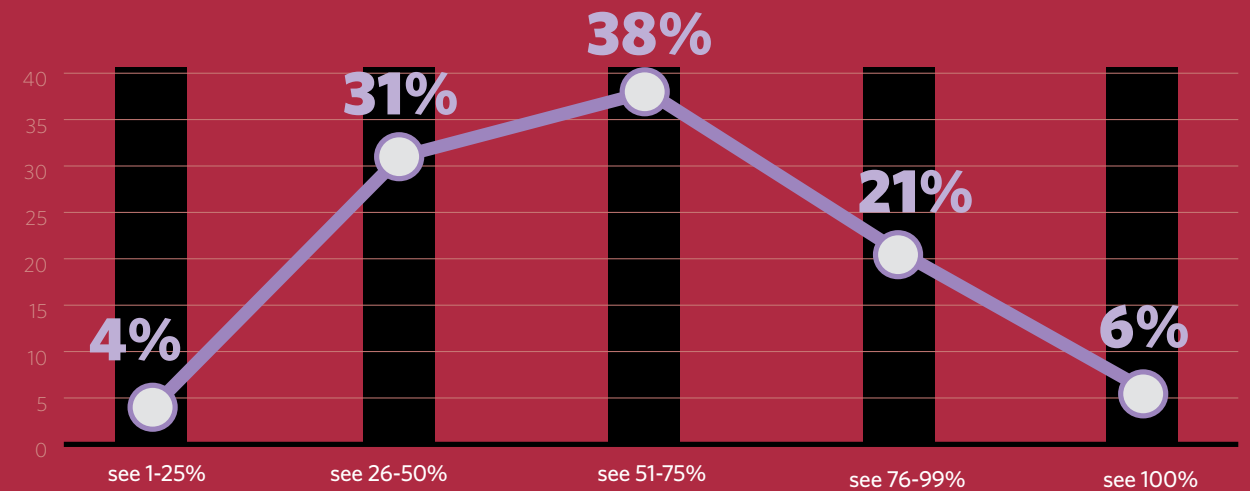
But delighting customers is not always easy. According to executives, the top obstacles to delivering a successful experience include:



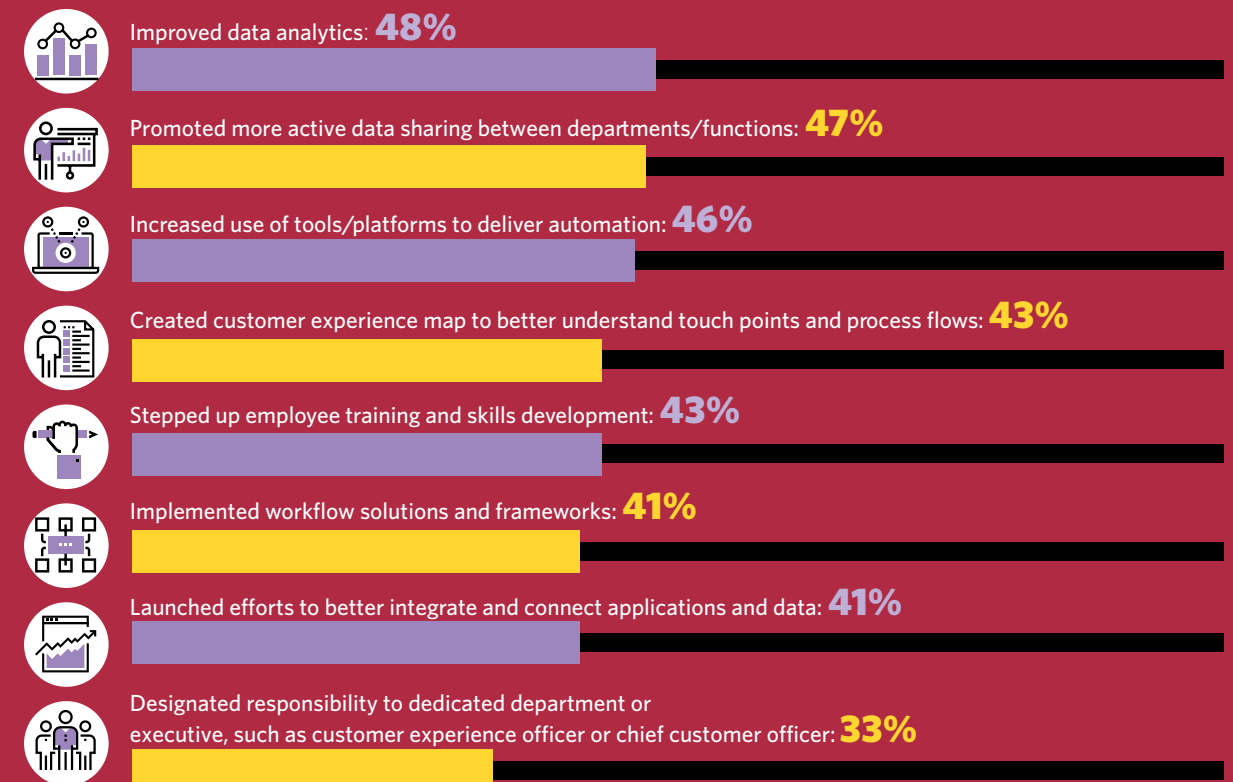
LINE OF SIGHT

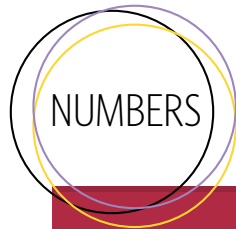
It is impossible to improve the customer experience without visibility into it.

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:





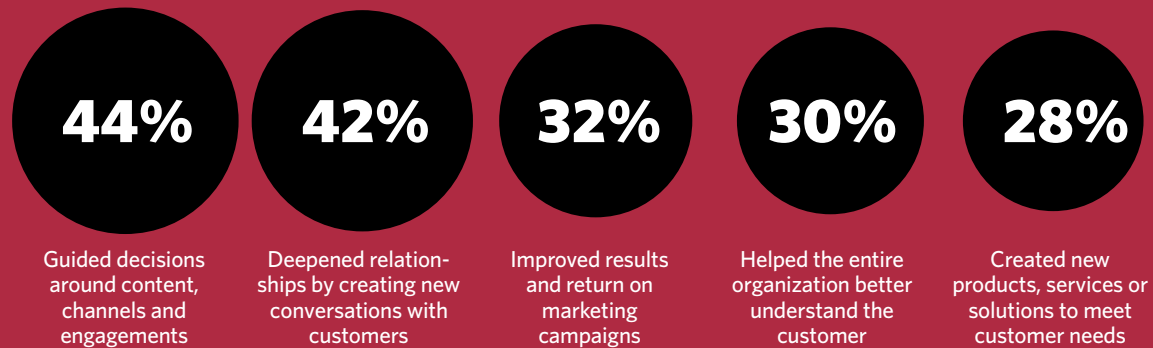
EAR TO THE GROUND

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

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

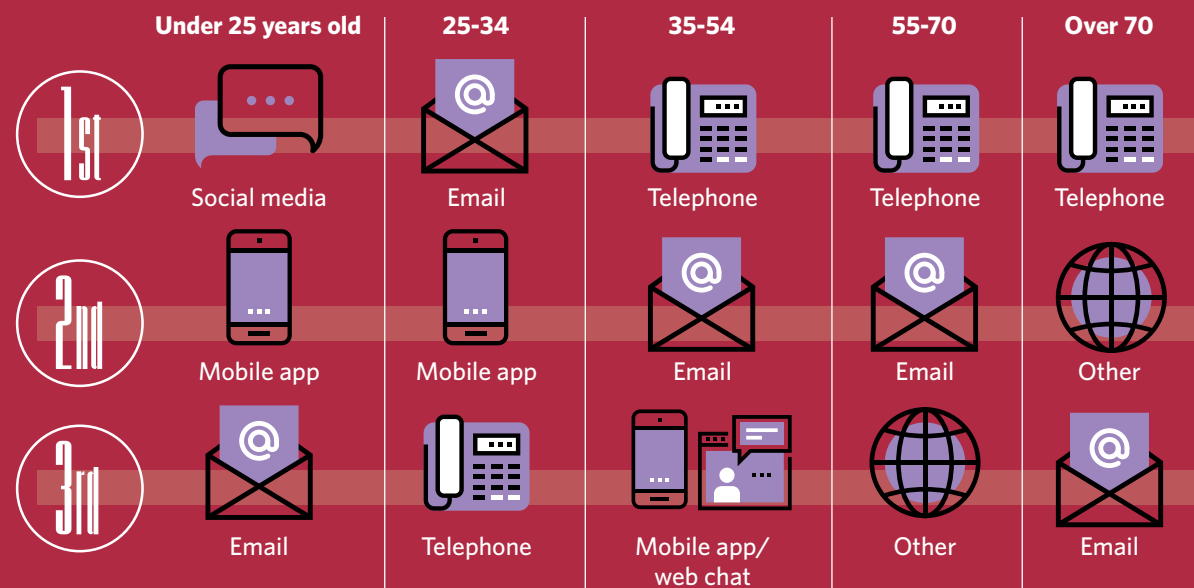


One solution? Listening initiatives. Executives who implement them say the programs:



PREFERRED CHANNELS

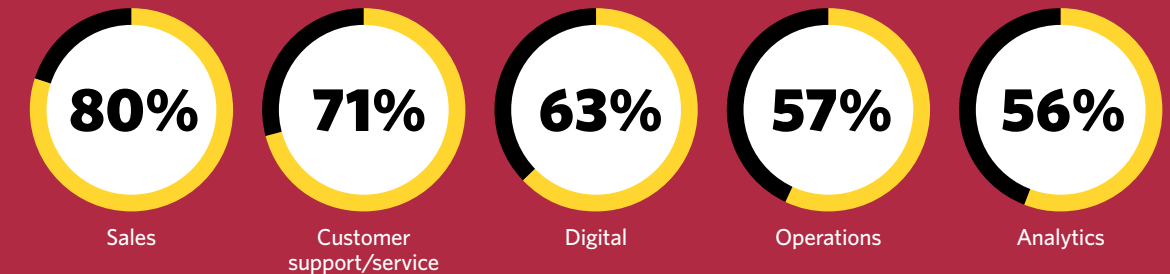
Do you know how your customers want to be contacted?



WHO IS ON THE CUSTOMER EXPERIENCE TEAM?

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:



40%

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

42%

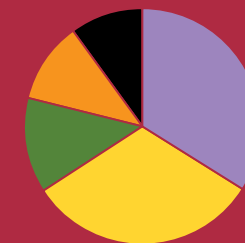
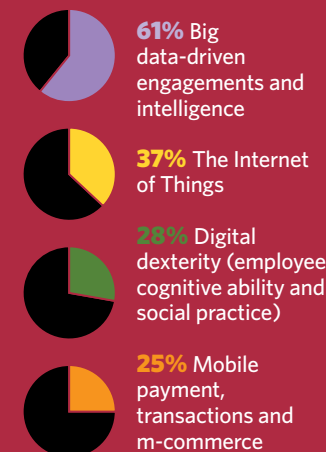
expect CX team size to increase; none expect it to decline.

41%

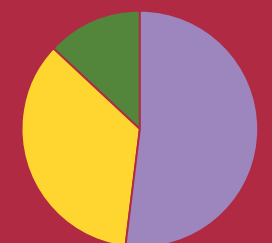
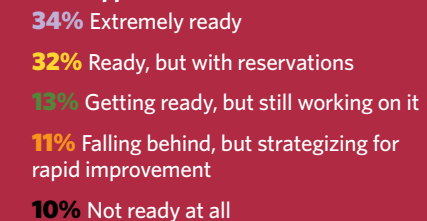
of CMOs report "battling" with the C-suite to acquire a budget for customer experience. Their biggest issue? Proving ROI.

CHANGEMAKERS

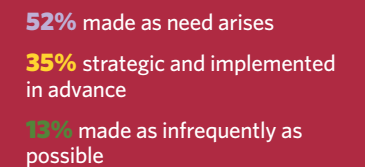
Marketing leaders think these technologies and abilities will have the biggest impact on the customer experience:



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



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



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.