

A blue-tinted photograph of an office environment. In the foreground, a woman in a grey sweater is seated at a desk with a laptop. Standing next to her is another woman in a dark blazer, who is smiling and looking at a document. In the background, other office workers are visible at their desks, some using computers. The overall atmosphere is professional and collaborative.

CX Capability Maturity

August 16th, 2023

DATT
DATA THINK TANK

 **MMA**

What you'll learn today



Overview of MMA's CX Capability Maturity tool that can be used to assess your own efforts and build alignment for where to focus to accelerate CX value



Analysis of where CX leaders are focused



How you can participate and engage others in your organization about these opportunities

|| CX Capability Maturity dimensions

Incentives

Success metrics aligned with CX value drivers, from enterprise-level KPIs to individual goals

Culture & Change Management

Scalable system of change that goes beyond stakeholder buy-in to fostering adoption of customer-centric behaviors

Playbook & Governance

Clearly defined and consistently executed interaction model for how teams work together on CX opportunities

Strategic Alignment

Leadership alignment on the CX vision, value drivers, and prioritized roadmap

Design Thinking

Reinforcing a focus on human-centered design for moments that matter across the end-to-end customer journey, applied beyond a core CX team to upskill and empower employees to take pride in better CX

Data & Enabling Technology

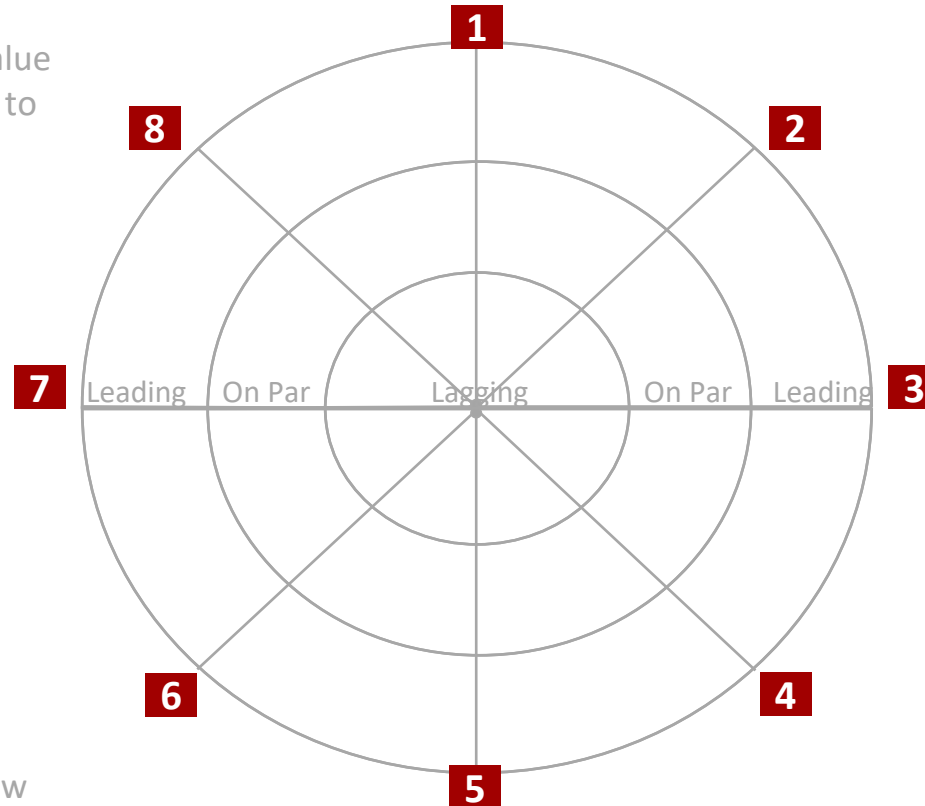
Capturing a breadth of structured and unstructured data signals to enable journey orchestration and personalization at scale

System of Metrics

Ability to measure gaps in the customer experience vs. the CX vision and to leverage predictive analytics to focus efforts on what drives value

Org Design & Talent

Putting in place the right roles, skills and accountability to turn insights into action, as well as communities of practice to enhance collaboration and sharing of best practices



Leadership takes commitment



Leaders are **NOT**...

From any specific industry

Focused on BtoC vs. BtoB

Larger companies only

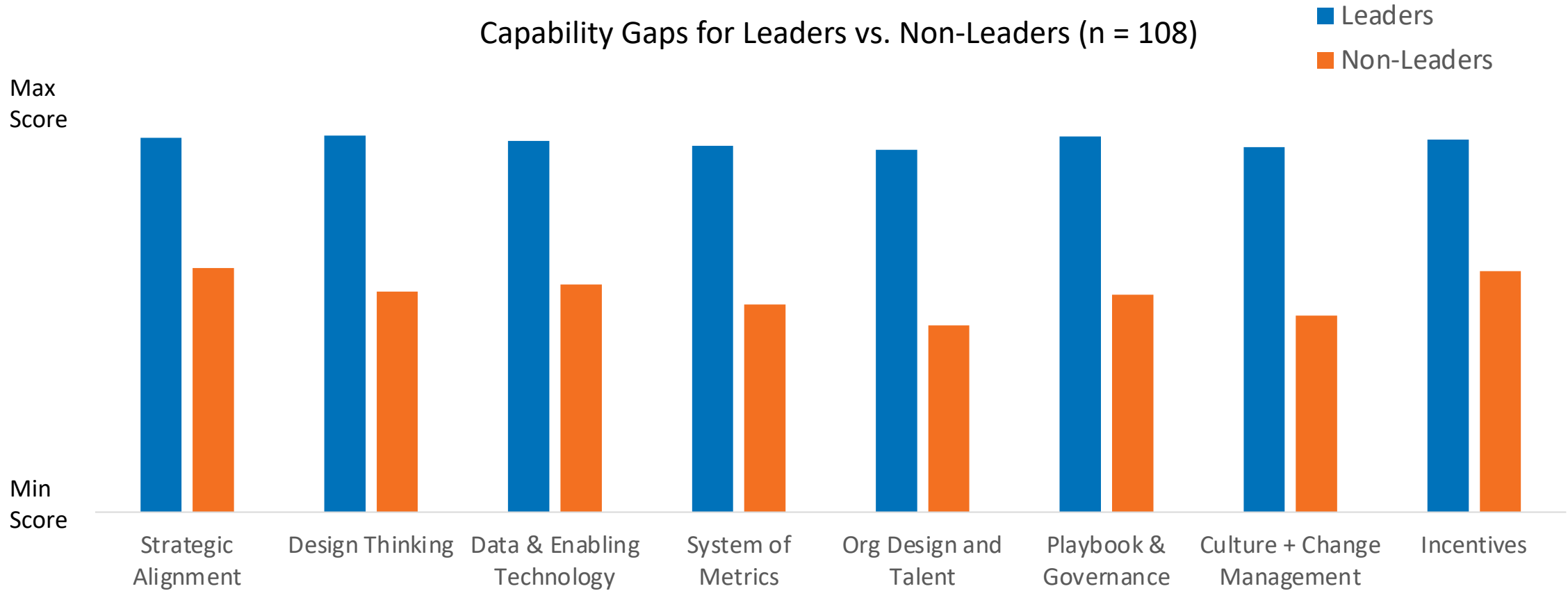
Leaders **ARE** ...

Have a CX team that has been working on CX for at least a few years

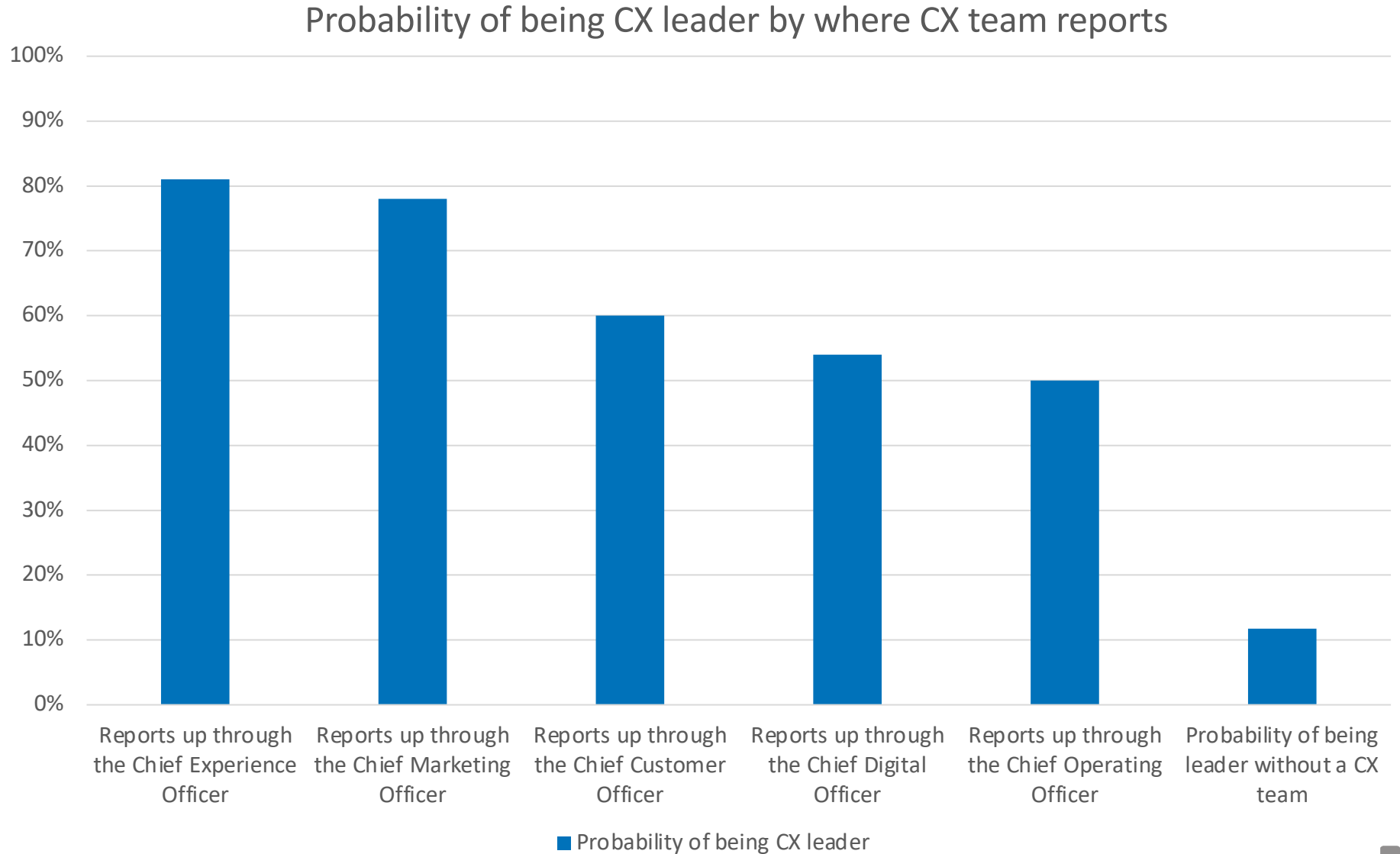
More likely to have a Chief Experience Officer (or a CMO that is actively engaged on experience management)

Take a balanced approach across both digital and physical experiences along the customer journey

Leadership requires a balanced approach across dimensions

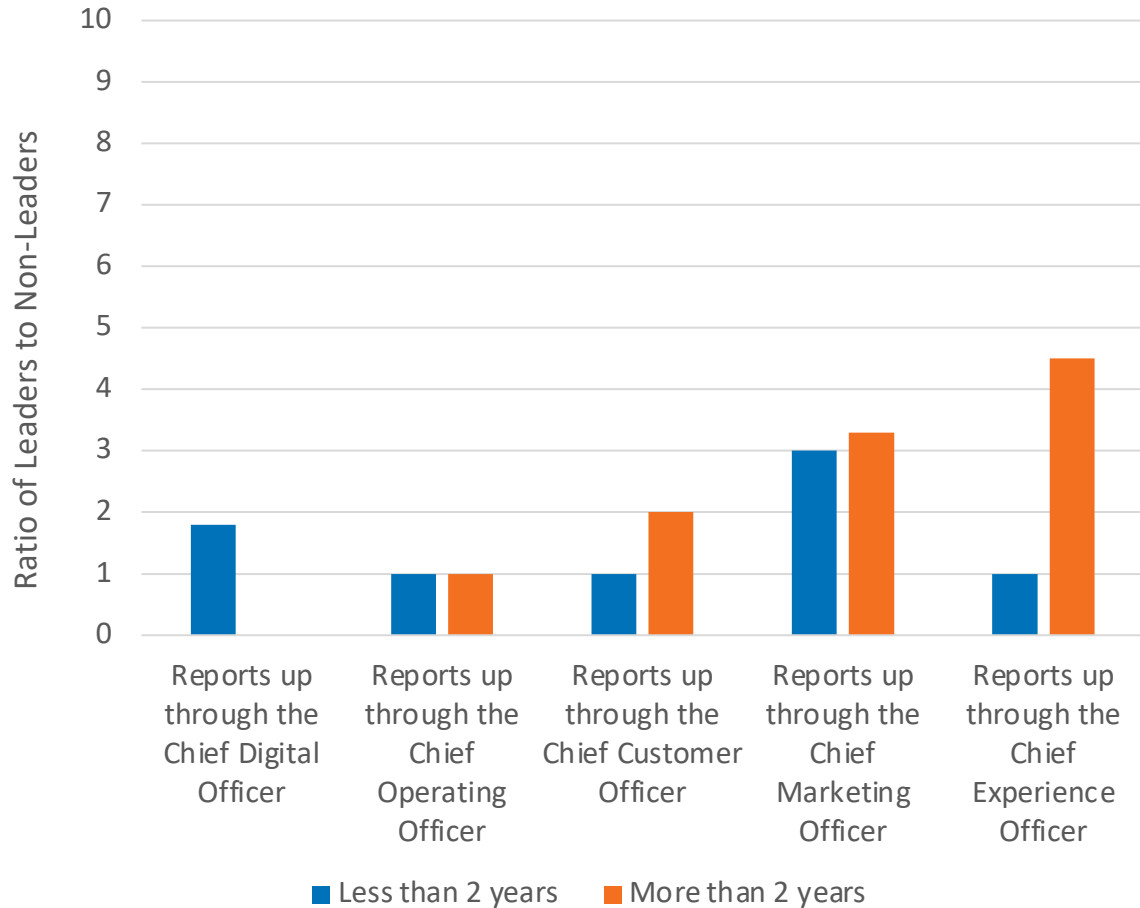


Leadership takes executive sponsorship

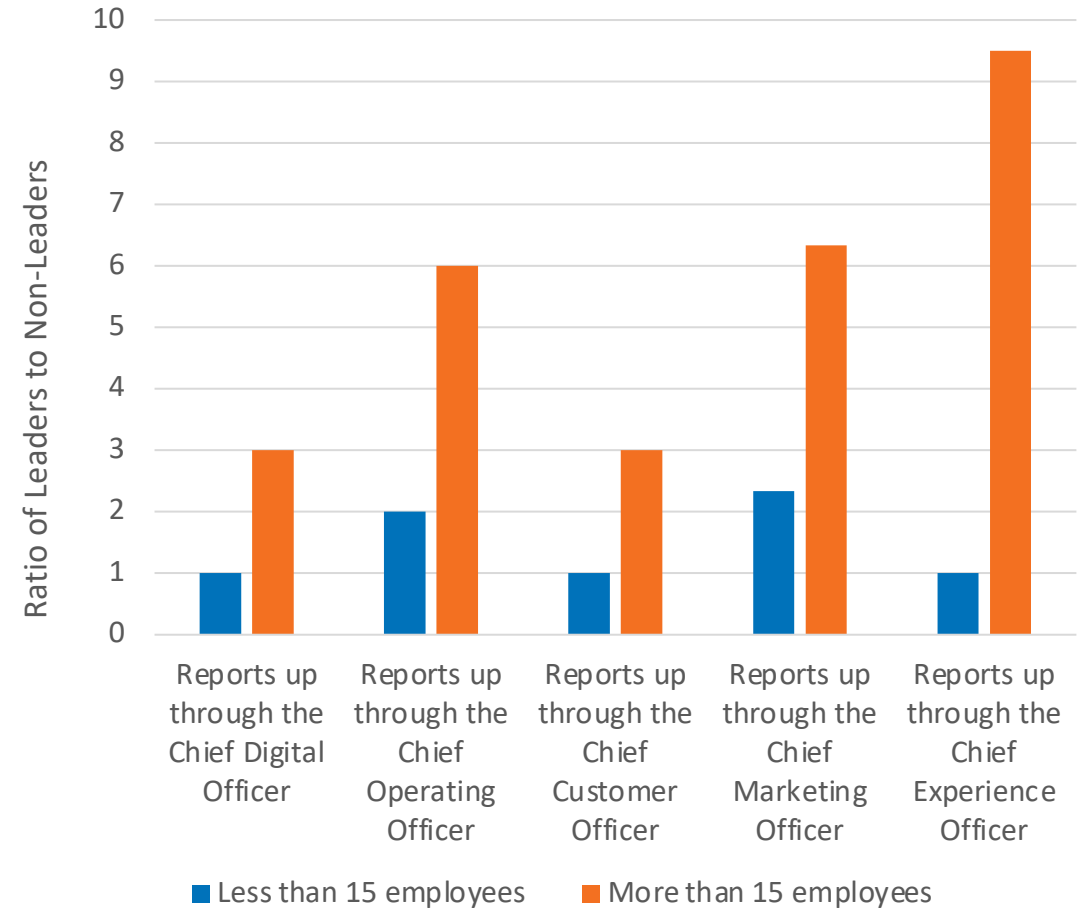


Leaders have been investing in CX longer

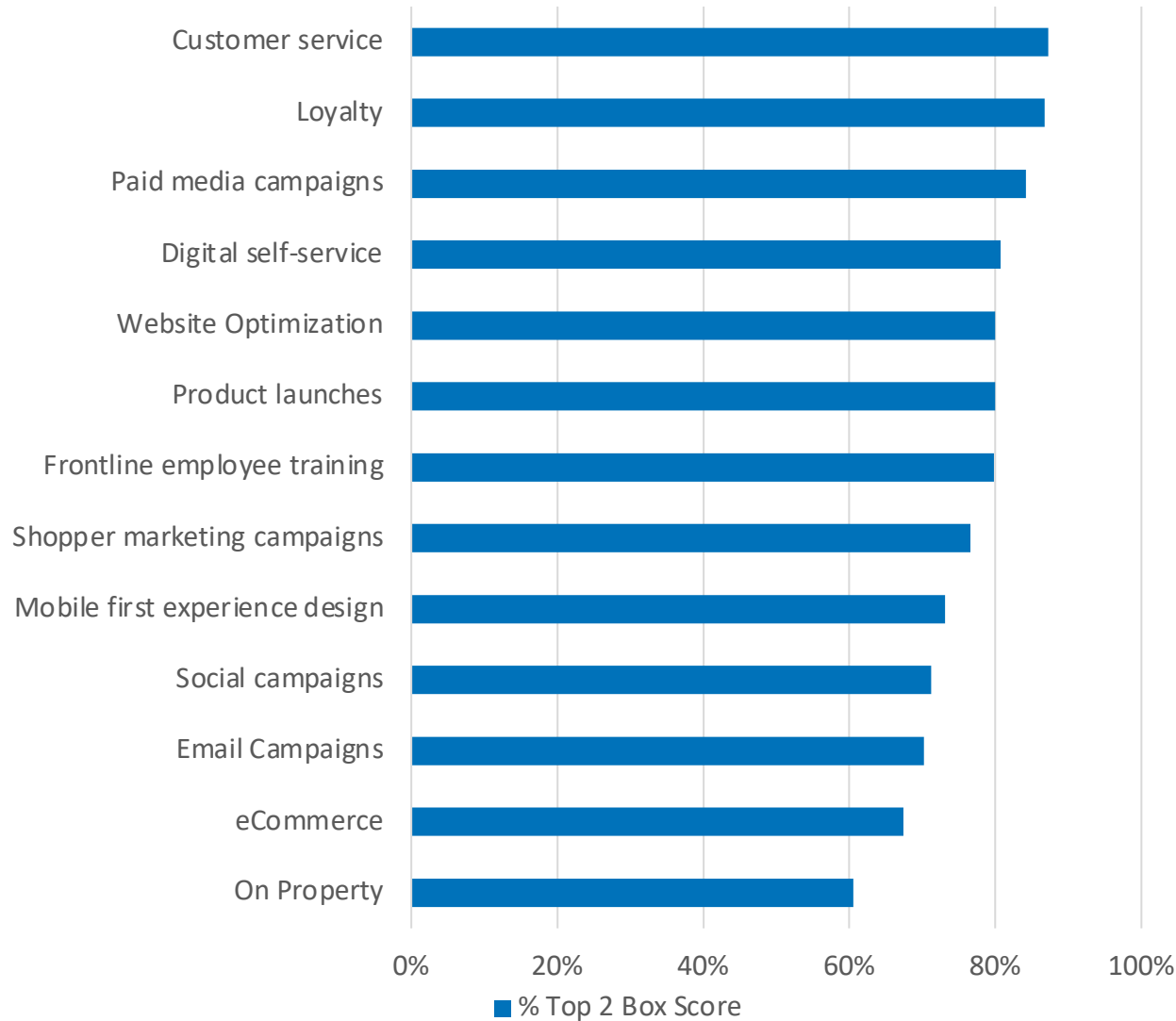
Leaders have been focused on CX longer



Leaders have built up their CX teams more



Leaders focus on a mix of physical and digital experiences



Use Case	% Top-2 Box Score
Customer Service	87%
Loyalty	87%
Paid Media Campaigns	84%
Digital Self-Service	81%
Product Launches	80%
Website Optimization	80%
Frontline Employee Training	80%
Shopper Marketing Campaigns	77%
Mobile First Experience Design	73%
Social Campaigns	71%
Email Campaigns	70%
eCommerce	67%
On property	61%



Opportunity to drill down across dimensions

Strategic Alignment

- Cross-functional alignment on strategic roadmap, governance and business case for investment
- CX strategy goes beyond reducing pain points to address where to invest across the customer journey
- North Star Vision for CX
- CX strategy is well aligned to overall business strategy

Design Thinking

- Engage employees on how to spot clues for CX improvement ops and encourage them to share their ideas
- Design thinking is applied on an ongoing basis for continuous improvement for moments that matter
- Use of design thinking tools (personas, journey maps, rapid prototyping) to enhance CX across journey

Data & Enabling Tech

- Single view of the customer across journey touchpoints
- Data and enabling tech supports continuous experimentation for personalized content experiences across the customer journey
- CX listening approach goes beyond surveys to include unstructured data (e.g., calls, chat, social media, messaging, etc.)

System of Metrics

- CX metrics support measurement of progress in automating and optimizing key moments that matter for customers and employees
- Regularly link CX improvements to business outcomes
- CX metrics enable tracking whether the actual CX is aligned with the overall company strategy

Largest
Capability
Gap



Smallest
Capability
Gap



Opportunity to drill down across dimensions (continued)

Org Design & Talent

- Training and upskilling to help reinforce more customer-centric mindsets and ways of working
- There are sufficient resources to support CX that don't have to "work off the sides of their desks"
- Roles support the ideation, design and implementation of CX ops with the right skills to drive impact

Playbook & Governance

- There is an established governance model to set priorities, help manage resource trade-offs, and hold teams accountable
- Established processes for generating ideas, funding them, and working on them in cross-functional teams
- Teams working on CX ops have a clear understanding of how to work together and who has decision rights

Culture & Change Mgmt.

- Engage and empower employees via training, employee listening, and other ways to reinforce prioritized behaviors
- Change management efforts address both mindsets and behaviors, and enroll and engage a network of change champions
- Sustained focus on awareness, motivation and commitment to change for CX efforts

Incentives

- Targets for specific CX initiatives and the leaders accountable for them reinforce linkage to business outcomes
- Embed CX targets into goals beyond the CX team itself, reinforcing accountability and encouraging collaboration through shared goals
- CX metrics are included among other KPIs on executive-level scorecards

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Themes where participants see the most opportunity

Opportunity

Example Elements

Participant Quotes

Link CX and Brand Strategy

- Drivers of emotional connection to the brand
- Pain/love points that reinforce them during journey
- Measuring congruence of CX with brand strategy

- “We’re starting to directly align funding CX teams based on fit with our brand strategy, while shifting to a more agile approach to ongoing iteration.” – Global Financial Services Company
- “We think investments into AI can enhance our experience and help drive brand engagement” – Leading Global CPG Company

Better Align Marketing & Commerce

- Identify and drive adoption of behaviors that maximize customer lifetime value
- Build an agile cycle for continuous improvement for use cases across sales, marketing, and service

- “We are taking a more holistic approach across the end-to-end customer journey to drive behaviors that boost customer lifetime value.” – Global Technology Company
- “There’s a high cost of quality. There’s a lot of inefficiency that we can address internally, and a lot of that is the result of not delivering a great experience to the customer.” –Health Provider

Build Self-Funding Flywheel

- Using cost savings to fund growth investments (e.g., research/testing, vendor spend, call volumes)
- Boost ROI for paid, owned, and earned media engaging the “moveable middle” along journey

- “The savings are significant and can pay for all the other investments.” – Top 5 Bank
- “There’s a need for a growth flywheel and support for funding to make investments.” – Global Hospitality Company

How you can participate

Go to the survey microsite:

<https://www.mmaglobal.com/webinar-registration-state-cx-report>

Scan the QR code:



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