

# THE CX JOURNEY:

## Strategic and Operational Insights



## Exploring the CX Journey

The Customer Experience Management Benchmark (CXMB) Series is the result of a research partnership between Execs In The Know and COPC Inc. Full reports are published twice yearly in two editions — the Consumer Edition (released in early fall) and the Corporate Edition (released in late winter). The CXMB Series was first published in 2012.

### What's New In This Year's Report

In this, the eleventh installment of the CXMB Series, new questions have been formulated around channel strategy, program priorities and quality assurance programs.

In addition to new questions and an expanded dataset, this year's report also includes a cross-comparison between Corporate and Consumer Edition results. By comparing these two unique perspectives, the CXMB Series can help brands better understand the consumer, while at the same time assist in validating assumptions and identify misconceptions. Ultimately, this is the goal of the CXMB Series of reports.

We look forward to the release of the 2017 CXMB Series Corporate Edition. In the meantime, we hope you'll enjoy this executive preview of select results.

Sincerely,



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The complete 2017 CXMB Series Corporate Edition will be released at Execs In The Know's **Customer Response Summit Charleston**, scheduled for **March 12-14, 2018**. The findings will be noted throughout the conference, including a main stage discussion in which select leaders from top brands will share their reactions to the results. We invite you to register to attend this exceptional and informative event.



**For more information regarding Customer Response Summit Charleston, visit the Execs In The Know website at [ExecsInTheKnow.com](http://ExecsInTheKnow.com).**

## Customer-First Commitment, Priorities and Technology

2017 CXMB Series Corporate Edition – Executive Summary

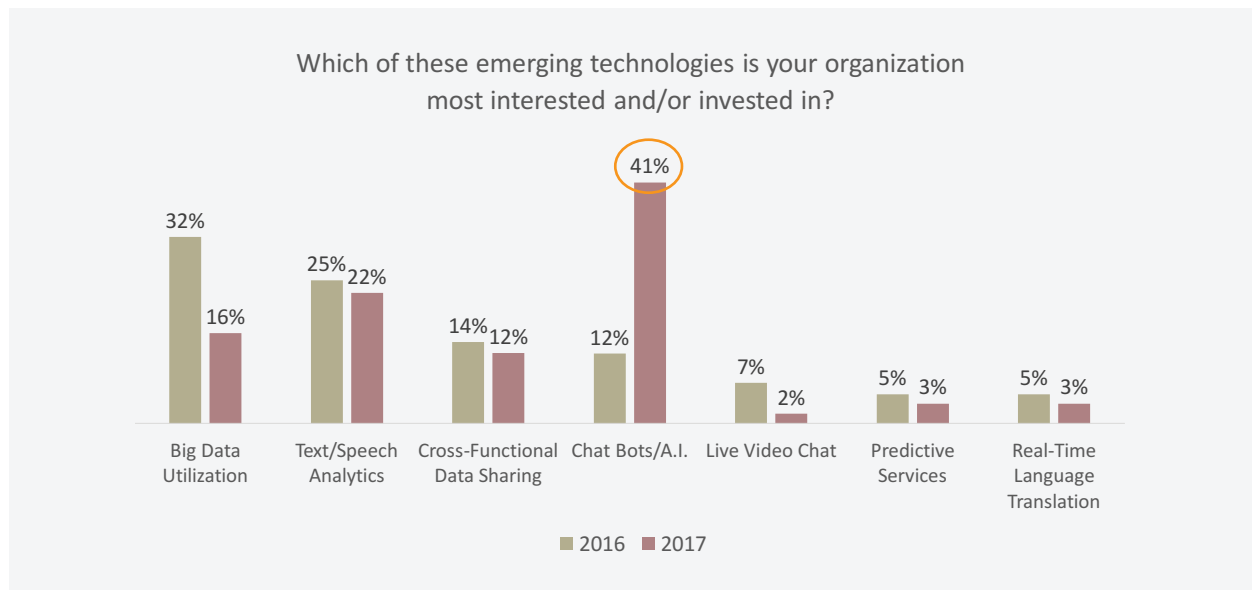
In a new question for 2017 (below, left), survey participants were asked whether they felt their company's leadership was fully committed to a customer-first strategy. With only half of respondents indicating their leadership was "fully" committed, these results suggest customer care groups still have a lot of work to do in convincing their organizations of the importance of putting the customer first. Somewhat tepid support for the customer was also indicated in yet another new question (below, right), in which only 53% of respondents indicated "Improve the Customer Experience" as the top priority of their company's leadership in the coming year.

Is your company's leadership fully committed to a customer-first strategy?

**Yes: 50%**  
**Somewhat: 50%**  
**No: 0%**



In 2017, there was an explosion of interest and investment in chatbots and artificial intelligence (AI), with decreased prioritization across all other categories, particularly Big Data Utilization. Although chatbots and AI have been on the scene to one degree or another for several years, the industry underwent a real transformation from the experimental to the practical in 2017. Where conversations about these technologies were once theoretical or exploratory, brands are now beginning to find success in direct application. This is especially true when it comes to internal tools that help agents who are assisting customers. These trends are sure to continue in 2018.



## Increasing Resolution Rates and Channel Strategy

2017 CXMB Series Corporate Edition – Executive Summary

Does your organization have any specific initiatives to increase the resolution capabilities of alternative channels (i.e., Interactive Care, Social Media Care and Mobile Care)?

**Yes: 50%**  
**No: 37%**  
**Don't Know: 13%**

For several years, CXMB Series Consumer Edition results have indicated lower resolution rates for alternative channels when compared to Traditional Care and multichannel. In a new question for 2017 (left), it was discovered that only 50% of respondents are actively working to raise alternative channel resolution rates. As use of alternative channels continues to grow, particularly as a result of intentional channel-shifting, it will become increasingly important for brands to provide comparable resolution capabilities across all channels.

In a new question for 2017 (right), nearly two-thirds of respondents indicated a belief that their company has a good understanding of the channel preference of their customers, and how these preferences differ from what is on offer. Furthermore, only about one-third of respondents felt their company offered support in all the channels their customers want to use (below) — a slight increase over 2016 results. Taken together, these results demonstrate plenty of opportunity for brands when it comes to channel strategy.

Do you believe your company has a good understanding of which channels your customers prefer to use, and how this may or may not differ from what your company offers?

**Yes: 61%**  
**No: 34%**  
**Don't Know: 5%**

