

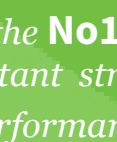
Digital crisis or redemption

The uncomfortable truth

20th year anniversary edition

The uncomfortable truth

High-performing disruptors are outpacing established market leaders by committing to the opportunity *created by the digital revolution*.



81% of companies recognise CX as a competitive differentiator.

CX is the No1. most important strategic performance measure.

79% can evidence cost savings; 84% an uplift in revenue/profits.



Just 13% self-rate their CX delivery at 9/10 or better.

Only 10% consider their digital business strategy to be optimised.

36% don't have a single manager responsible for CX; of those that do, just 36% are at board level.

Digital dominance

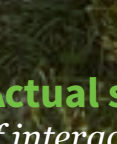
The world has formed a digital skin. Business, service, technology and commercial models have changed forever. Organisations are strategically challenged to keep pace with **customer behaviour**.



9 channel choices are the norm, will rise to 11 by 2018; CX is the No1. driver for digital.

71% forecast increases in assisted-service volumes; 78% a rise in fully automated contacts.

Virtual assistants (chat bots) is the top growth focus in 2017; IoT is set to double.



Customer awareness of solution and functionality is a top factor hindering digital transformation.

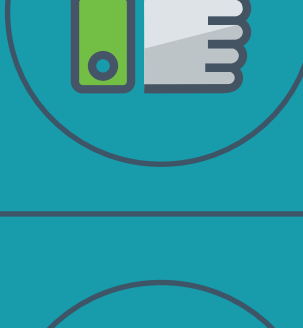
Actual split of interactions falling short of desired model.

Majority are not tracking cost per transaction on digital solutions.

Conscious journeys

Seamless, proactive, reactive, connected, automated and analysed experiences. *Omnichannel is a priority but the customer journey* patterns need to be understood, designed and personalised.

Connecting customer journeys is the 2nd top factor in the next 5 years; 76% already have some channels connected.



67% can now track customer journeys in some form, of those 44% have automated processes available.

58% channels are being managed in silos; 42% of channel data is not actively shared between



8% have all channels connected; just another 22% have most connected.

72% fail to collect data to review and optimise journey patterns; 76% can't identify blockages in process that will impact CX.

Data supremacy

The importance of understanding and harnessing (mass) data is now critical to performance, the number one trend to reshape the industry.

Analyse or die.



Customer analytics was No2. factor towards positive improvement in last 5 years; it's been voted No1. for next 5 years.



Top benefit (58%) of analytics is improving customer journey.



42% can now offer customised CX.



Only 48% have customer analytic systems; 36% possess Big Data analytic solutions.



29% are using analytics to inform channel/contact management strategy.



Just 54% have agent analytics; 42% of analytic systems don't meet current needs.

Man vs machine

CX Robotics in the form of automation, AI and IoT are creating a new reality, demanding a new approach. Human cost and productivity is challenged as these *capabilities improve*.



Top 5 channel focus areas:

1. Virtual assistants (chat bots)
2. Instant messaging
3. Mobile apps
4. Video chat
5. IoT

Phone volumes have dropped by 17% since 2015.

Transaction complexity is contributing to absenteeism levels - it has doubled from our first report in 1997.

Agent average length of service is 28 months.

First call resolution on digital paths lagging phone, 56% say phone through end 2018.



Digital crisis or redemption

Pioneers of the digital age have reimagined business models and processes that have changed customer behaviour forever. The choices you make in your *CX and digital strategies will define the future success of your organisation*.



Intelligence is powering new strategies, capability, and operating model evolution.

Top quartile performances evidencing 'art of the possible.'

Investment on technology and facility rises, as percentage of budget spend on human resource drops.



Disparate management is the biggest threat to omnichannel.

Quality controls on digital are up 49% since 2016, but still way behind more established phone.

Less than half of operations are fully involved in the design of technology systems.

CX experiences have become disjointed. Use technology to create excellence...

WE SAY

CX transformation requires a digital strategy. Customer journeys need connected and intelligent design. Robotics are reimagining the world of CX.

www.cxbenchmarking.com